



康橋悅生活集團有限公司

Kangqiao Service Group Limited

(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:2205



2025

環境、社會及管治報告

Environmental, Social and Governance Report

目錄 Contents

1 關於本報告 ABOUT THIS REPORT	1
1.1 報告簡介 REPORT OVERVIEW	1
1.2 報告範圍及邊界 REPORTING SCOPE AND BOUNDARIES	1
1.3 編製依據 BASIS OF PREPARATION	1
1.4 報告原則及資料來源 REPORTING STANDARD AND SOURCE OF DATA	1
1.5 報告批准 REPORT APPROVAL	2
1.6 報告獲取 REPORT AVAILABILITY	2
2 關於本公司 ABOUT THE COMPANY	3
2.1 公司簡介 COMPANY PROFILE	3
2.2 2025 榮譽 HONOURS IN 2025	3
3 可持續發展理念及管治 CONCEPT AND GOVERNANCE OF SUSTAINABLE DEVELOPMENT	5
3.1 可持續發展理念及管理 CONCEPT AND MANAGEMENT OF SUSTAINABLE DEVELOPMENT	5
3.2 利益相關方溝通機制 STAKEHOLDER COMMUNICATION MECHANISM	6
3.3 重要性ESG議題評估 ASSESSMENT ON MATERIAL ESG ISSUES	8
4 康派臻心，悅享生活 CREATING A JOYFUL LIFE THROUGH KANGQIAO'S CONSIDERATE SERVICES	10
4.1 誠信安全運營 HONEST AND SAFE OPERATION	10
4.1.1 規範公司治理 STANDARDIZING CORPORATE GOVERNANCE	10
4.1.2 重視董事多元化 FOCUSING ON DIVERSITY OF DIRECTORS	10
4.1.3 強化風控管理 STRENGTHENING RISK CONTROL MANAGEMENT	11
4.1.4 構建安全保障 BUILDING SECURITY	14
4.1.5 重視內部廉政建設 VALUING INTERNAL INTEGRITY CONSTRUCTION	17
4.2 聚焦服務品質 FOCUSING ON SERVICE QUALITY	21
4.2.2 服務標準化 SERVICE STANDARDIZATION	22
4.2.3 產品標準化	25
基礎物業服務品質提升	28
4.2.3 產品品牌化 PRODUCT BRANDING	33
4.2.4 品牌價值化 BRAND VALUE	34
4.3 創新智慧賦能 DRIVEN BY INNOVATION AND INTELLIGENCE	36
4.3.1 智慧平臺建設 CONSTRUCTION OF INTELLIGENT PLATFORM	36
4.3.2 優質服務推廣 QUALITY SERVICE PROMOTION	38
4.3.3 經營效益提升 IMPROVEMENT OF OPERATING EFFICIENCY	39
4.4 回應客戶需求 RESPONDING TO CUSTOMER NEEDS	42
4.4.1 提升客戶滿意度 ENHANCING CUSTOMER SATISFACTION	43
4.4.2 暢通溝通渠道 OPENING UP COMMUNICATION CHANNELS	43
4.4.3 提升客戶價值感 IMPROVING CUSTOMER VALUE	44
5 以人為本，成就員工 PUTTING PEOPLE FIRST TO HELP EMPLOYEES SUCCEED	47

5.1 保障員工權益 PROTECTING EMPLOYEES' INTERESTS AND RIGHTS	47
5.2 廣納優秀人才 EMPLOYMENT OF OUTSTANDING TALENTS	49
5.3 引領員工成長 GUIDING EMPLOYEES TO GROW	52
5.4 職業健康與安全 OCCUPATIONAL HEALTH AND SAFETY	54
5.5 關愛員工生活 CARING FOR THE LIFE OF EMPLOYEES	55
5.6 重視表彰先進 ATTACH GREAT IMPORTANCE TO THE RECOGNITION OF THE ADVANCED	57
6 共治共用，綠色運營 PROMOTING CO-GOVERNANCE AND SHARING IN SUPPORT OF GREEN OPERATION	58
6.1 宣導綠色物業 ADVOCATING GREEN PROPERTY SERVICES	59
6.2 應對氣候變化 RESPONDING TO CLIMATE CHANGE	61
6.3 宣傳綠色文化 PROMOTING GREEN CULTURE	65
7 攜手共建，行業賦能 JOINING HANDS TO PROMOTE CO-CONSTRUCTION AND DRIVE INDUSTRY EMPOWERMENT	67
7.1 促進可持續供應鏈 PROMOTING SUSTAINABLE SUPPLY CHAIN	67
7.1.1 供應鏈管理 SUPPLY CHAIN MANAGEMENT	68
7.1.2 陽光採購 TRANSPARENT PROCUREMENT	69
7.1.3 供應鏈環境及社會風險管理 SUPPLY CHAIN ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT	69
7.2 保護智慧財產權 TRADEMARK PROTECTION	71
7.2.1 商標保護 TRADEMARK PROTECTION	71
7.3 助力行業發展 HELPING INDUSTRY DEVELOPMENT	72
8 回饋社會，一路善行 SUPPORTING OUR COMMUNITIES, MAKING POSITIVE IMPACTS	74
8.1 文化活動 CULTURAL ACTIVITIES	74
8.2 紅色物業 MANAGING PROPERTIES WITH RED SPIRIT	75
附錄一：聯交所《環境、社會及管治報告指引》關鍵績效指標	84
APPENDIX I: INDEX OF KEY PERFORMANCE INDICATORS (KPIs) UNDER HKEX'S ESG REPORTING GUIDE	84
附錄二：聯交所ESG報告指引對照表	93
APPENDIX II: HKEX ESG REPORTING GUIDE INDEX	93

1 關於本報告 About This Report

1.1 報告簡介 Report Overview

康橋悅生活集團有限公司（下稱「**康橋悅生活**」或「**本公司**」，連同其附屬公司統稱「**本集團**」）欣然發佈康橋悅生活 2025 年度環境、社會及管治（下稱「**ESG**」）報告（下稱「**本報告**」），在披露本集團在可持續發展方面的願景與理念的同時，向利益相關方及社會各界人士傳達本集團於報告期內的可持續發展實踐與績效。

Kangqiao Service Group Limited (hereinafter referred to as “**Kangqiao Service**” or the “**Company**”, together with its subsidiaries collectively referred to as the “**Group**”) is pleased to present its Environmental, Social and Governance (“**ESG**”) Report (hereinafter referred to as the “**Report**”) for the year 2025. By disclosing the vision and concept of the Group on sustainable development, we keep our stakeholders and people from all sectors of society abreast of our practices and performance thereon during the reporting period.

1.2 報告範圍及邊界 Reporting Scope and Boundaries

本報告所載資料的時間範圍為 2025 年 1 月 1 日至 2025 年 12 月 31 日，內容覆蓋本集團物業管理服務、社區增值服務、非業主增值服務及城市服務等業務。有關本公司業務策略、營運及財務表現的詳細內容，請查看本集團 2025 年年報。

The reporting period of the information contained in the Report is from January 1, 2025 to December 31, 2025, and its content covers the Group’s property management services, community value-added services, value-added services to non-property owners and city services. For details about the Company’s business strategy, operations and financial performance, please refer to the Group’s 2025 Annual Report.

1.3 編製依據 Basis of Preparation

本報告按照香港聯合交易所有限公司（「**聯交所**」）《香港聯合交易所有限公司證券上市規則》（「**上市規則**」）附錄C2 所載《環境、社會及管治報告指引》（「**《ESG 報告指引》**」）編製而成。本報告附錄部分詳列《ESG 報告指引》內容索引，以便讀者快速查詢。本報告的披露符合《ESG 報告指引》中所有強制披露規定及「不遵守就解釋」條文。

The Report has been prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “**ESG Reporting Guide**”) as set out in Appendix C2 to the Rules Governing the Listing of Securities (the “**Listing Rules**”) on The Stock Exchange of Hong Kong Limited (“**HKEX**”). The content index of the ESG Reporting Guide is detailed in the Appendix of this Report for quick reference. The disclosures in this Report comply with all mandatory disclosure requirements and the “**comply or explain**” provisions set out in the ESG Reporting Guide.

1.4 報告原則及資料來源 Reporting Standard and Source of Data

本報告遵循《ESG 報告指引》的重要性、量化、平衡和一致性原則，數據及案例全部來源於本集團的統計報告、相關文件等。本集團承諾本報告不存在任何虛假記載、誤導性陳述，並對其內容真實性、準確性和完整性負責。

The Report has been prepared in accordance with the reporting principles of ESG Reporting Guide,

including materiality, quantitative, balance and consistency. The data and cases cited in the Report are all derived from the Group's statistical reports and related documents. The Group promises that there are no unfaithful representations or misleading statements in the Report, and is responsible for the authenticity, accuracy and completeness of its content.

1.5 報告批准 Report Approval

本報告於 2026 年 3 月 30 日獲得本公司董事（「**董事**」）會（「**董事會**」）審閱確認，批准發佈。

The Report was reviewed and approved for issue by the board (the “**Board**”) of directors of the Company (the “**Director(s)**”) on March 30, 2026.

1.6 報告獲取 Report Availability

本報告提供中文及英文兩個版本供讀者參閱，若中文版報告與英文版出現分歧，以中文版為準。報告電子版可在聯交所網站 (www.hkexnews.hk) 或本集團的官方網站 (kqysh.com.cn) 獲取。如有進一步查詢，或對本報告有任何意見，請通過電郵 ir@hnkqwy.com 與本集團聯繫。

The Report is published in both Chinese and English. Should there be any discrepancies between the two versions, the Chinese version shall prevail. The electronic version of the Report is available on HKEX's website (www.hkexnews.hk) or the Group's official website (kqysh.com.cn). For further enquiries or comments on this Report, please email us at ir@hnkqwy.com.

2 關於本公司 About the Company

2.1 公司簡介 Company Profile

本集團秉承「成為美好生活與智慧城市服務商」的企業願景，以現代企業管理機制為基礎，堅持以人為核心，在大服務戰略指引下，以品質服務引領生活方式變革，以智慧科技助力行業發展，促進管理升級與服務迭新，完成核心競爭力的打造，構建了由人、社區、產城及城市互相關聯、相互支撐的生態價值體系，並最終歸納為「五力四化」戰略。「五力」分別為服務力、運營力、組織力、數科力和品牌力，「四化」即服務標準化、標準產品化、產品品牌化、品牌價值化，並形成了「悅生活」、「悅商管」和「悅城服」三大產品線，為不同客戶提供高品質專業化服務。

Upholding the corporate vision of “becoming a service provider dedicated to better life and smart city”, the Group, based on the modern enterprise management mechanism and adhering to a people-centric philosophy, advances its “Big Service” strategy to drive innovation in lifestyle through quality services, empower industry development with smart technology, promote management upgrades and service iteration, and strengthen core competitiveness. This approach has culminated in the establishment of an interconnected ecological value system encompassing individuals, communities, industry-city integration, and urban spaces, ultimately formalized as the “Five Capabilities and Four Transformations” strategy. The “Five Capabilities” include Service Capability, Operational Capability, Organizational Capability, Digital-Technological Capability, and Brand Capability, while the “Four Transformations” refer to Service Standardization, Standard-to-Product Conversion, Product Branding, and Brand Value Realization. These strategic pillars have given rise to three product lines: “Joyful Living”, “Joyful Commercial Management”, and “Joyful Urban Services”, delivering high-quality specialized services to diverse clientele.

2.2 2025 榮譽 Honours in 2025

序號 No.	榮譽與獎項 Honours and Awards	頒獎單位 Awarded by
1	2025中國物業服務百強企業第23位 2025 TOP 100 Property Management Companies in China (23th)	中指研究院 China Index Academy
2	2025中部區域物業服務市場地位領先企業 2025 Leading enterprise in the property service market of the central region	中指研究院 China Index Academy
3	2025河南省物業服務市場地位領先企業 2025 Leading Property Service Enterprises in Henan Market	中指研究院 China Index Academy
4	2025中國物業服務上市公司ESG實踐優秀企業 2025 China's Listed Property Service Companies with Outstanding ESG Practices	中指研究院 China Index Academy
5	2025年度河南區域物業管理規模30強企業TOP2 2025 Top 2 of the Top 30 Property Management Enterprises in Henan Region	中指研究院 China Index Academy
6	2025鄭州市物業服務市場地位領先企業 2025 Leading Property Service Enterprises in Zhengzhou Market	中指研究院 China Index Academy
7	2025鄭州市物業服務企業綜合實力TOP10 2025 Top 10 Property Service Enterprises in Zhengzhou by Comprehensive Strength	中指研究院 China Index Academy

8	2025中國物業企業服務力百強企業 2025 Top 100 Chinese Property Enterprises with Service Capability	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
9	2025中國物業服務企業品牌價值100強 2025 Top 100 Chinese Property Service Enterprises with Brand Value	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
10	2025中國物業服務滿意度領先企業 2025 China's leading enterprise in property service satisfaction	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
11	2025中國黨建引領服務領先企業 2025 China's Leading Enterprises in Party-Building Guided Services	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
12	2025中國物業服務市場化運營領先企業 2025 China's Leading Enterprises in Market-Oriented Property Service Operations	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
13	2025中國物企數字力20強企業 2025 Top 20 Chinese Property Enterprises by Digital Capability	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
14	2025中國高端物業服務力TOP20企業 2025 Top 20 Chinese Enterprises in High-End Property Service Excellence	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
15	2025中國品質物業服務領先企業 2025 China's Leading Enterprises in Quality Property Services	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
16	2025中國物業服務華中品牌企業20強 Top 20 Brand Enterprises in Central China for Property Services in 2025	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
17	2025中國公建物業服務領先企業 2025 China's Leading Enterprises in Public Building Property Services	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
18	2025中國交通樞紐物業服務領先企業 2025 China's Leading Enterprises in Transportation Hub Property Services	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
19	2025河南省品質服務領先企業 2025 Henan Province Leading Enterprise in Quality Service	克而瑞物管 中物研協 Kerui Property Management

		China National Institute of Physics Research Association
20	2025河南省產業園物業服務力TOP30 2025 Top 30 Property Service Providers in Henan Province Industrial Parks	克而瑞物管 中物研協 Kerui Property Management China National Institute of Physics Research Association
21	2025年「金格獎」年度卓越公司評選： 年度品牌價值獎 2025 "Golden Standard Award" Annual Excellence Corporate Selection: Annual Brand Value Award	格隆匯 Gelon Exchange
22	2025年「金格獎」ESG可持續發展卓越企業 2025 Golden Standard Award: ESG Sustainability Excellence Enterprise	格隆匯 Gelon Exchange
23	河南省物業服務行業2025年度優秀企業 2025 Henan Property Service Industry Excellence Enterprises	河南省物業商會
24	先進基層黨組織 Advanced grassroots party organizations	中共鄭州市物業管理行業委員會 Zhengzhou Property Management Industry Committee of the Communist Party of China

3 可持續發展理念及管治 Concept and Governance of Sustainable Development

3.1 可持續發展理念及管理 Concept and Management of Sustainable Development

為符合聯交所監管要求、回應大眾期望以及提升本集團自身可持續發展管理水準，本集團積極將可持續發展納入日常業務運作決策的考慮因素中。本集團已制定 ESG 管治架構，並明確各層級的職責及義務：

To comply with the HKEX's regulatory requirements, respond to public expectations and improve the Group's sustainable development management, the Group has taken sustainable development into account when making decisions on daily business operations. The Group has developed an ESG governance structure with clear responsibilities and obligations at each level:

- 董事會作為 ESG 管治架構的最高決策層，對本集團 ESG 策略及彙報承擔全部責任，負責監督本集團 ESG 相關策略的修訂與落實，調配資源確保 ESG 風險管理工作的有效運行，並負責審閱和正式簽批年度 ESG 報告工作。

The Board, as the highest decision-making body within the ESG governance structure, shoulders full responsibilities for the Group's ESG strategies and reporting, oversees the revision and implementation of the Group's ESG relevant strategies, allocates resources to ensure effective operation of ESG risk management, and reviews and approves the annual ESG Report.

- 董事會下設 ESG 工作小組，並授權 ESG 工作小組在職權範圍內履行董事會的 ESG 監管職責，包括評估及厘定 ESG 相關風險與機遇；制定本集團 ESG 管理方針、策略、優次及目標，通過制定指標等方式就 ESG 相關目標檢討本集團的表現等。ESG 工作小組定期就上述 ESG 事宜的進展與建議向董事會彙報。

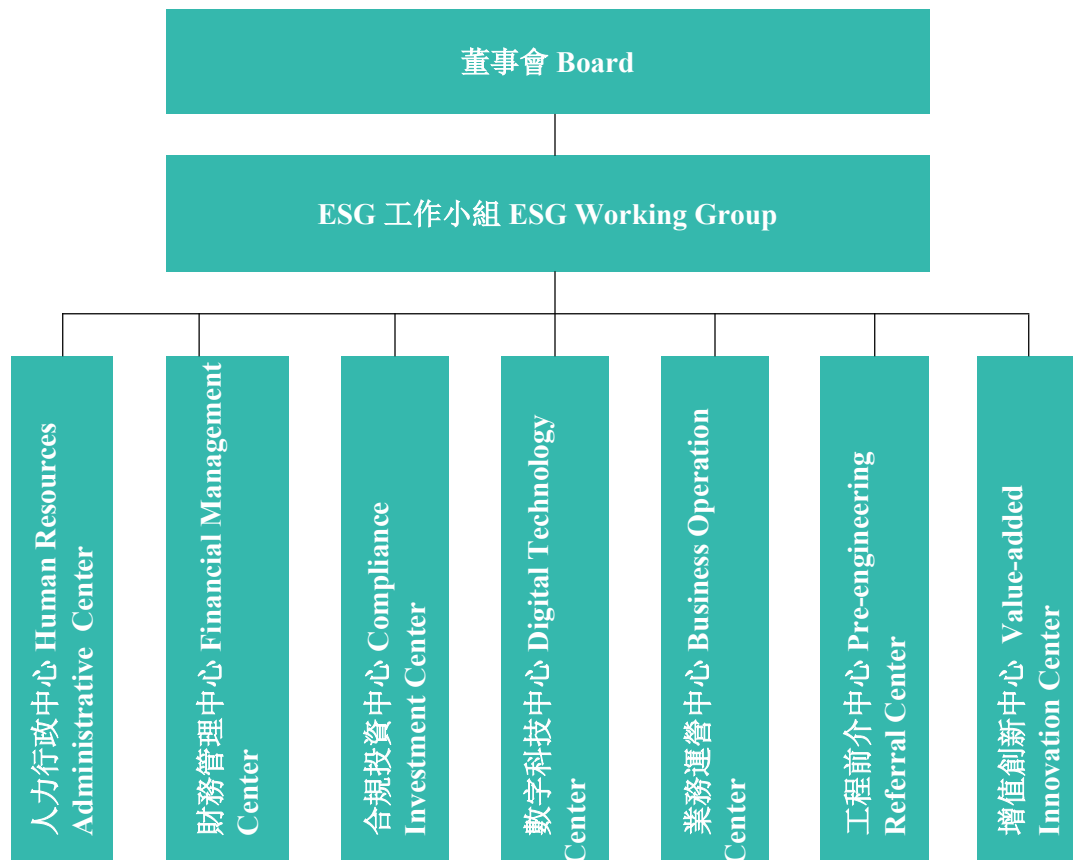
The ESG Working Group set up under the Board of Directors is authorised to perform the

supervisory duties on behalf of the Board of Directors in its power, including assessing and determining risks and opportunities related to ESG, formulating the Group's ESG management policies, strategies, priorities and objectives, and reviewing the Group's performance against ESG targets by setting indicators or other methods. The ESG Working Group also reports to the Board of Directors periodically on the progress and recommendations on the above ESG issues.

- 各業務部門負責人作為 ESG 工作小組核心成員，負責執行落實 ESG 管理策略，並持續跟進 ESG 管理目標達成進度。

The supervisors from each department, as core members of the ESG Working Group, are responsible for implementing ESG management strategies and following up on the progress in achieving ESG management goals.

ESG 管治架構 ESG Governance Structure



3.2 利益相關方溝通機制 Stakeholder Communication Mechanism

與利益相關方保持密切溝通是本集團實現可持續發展的重要途徑。本集團不斷完善利益相關方的溝通機制，持續通過官方網站、微信公眾號等管道披露本集團資訊，通過業主滿意度調查、員工滿意度調查、供應商會議等活動，及時了解和響應利益相關方的期望與要求，並以此為依據持續優化本集團的可持續發展規劃。

Keeping close contacts with stakeholders is important for the Group to achieve sustainable

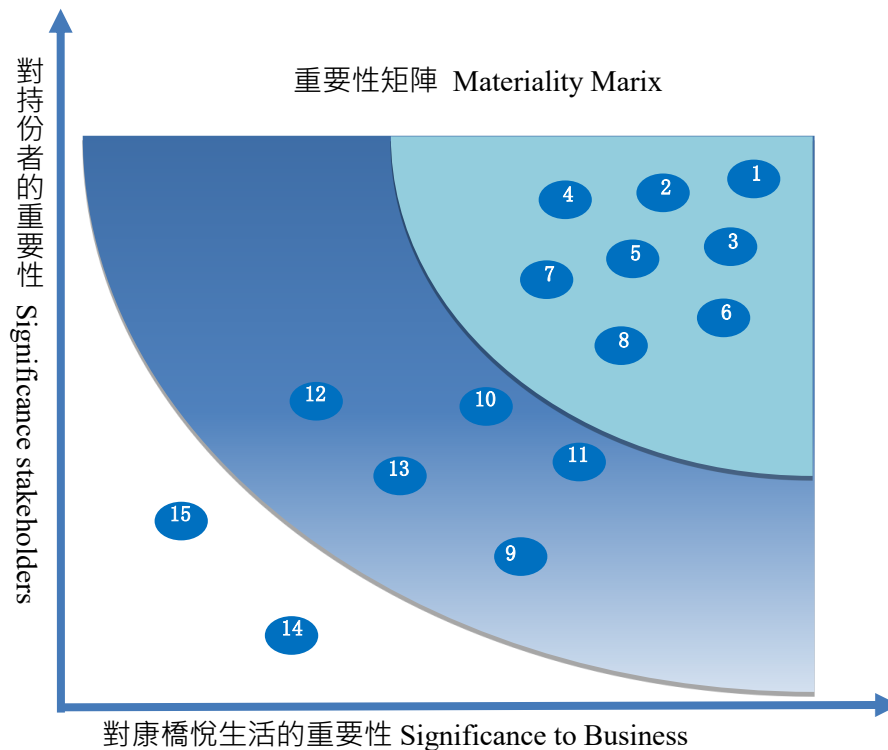
development. The Group consistently improves the stakeholder communication mechanism, discloses the Group's information through the official website and WeChat official account, and keeps up with and responds to stakeholders' expectations and requirements by conducting owner/employee satisfaction surveys, meeting with suppliers etc., to optimise the Group's sustainable development plan on an ongoing basis.

利益相關方 Stakeholders	主要要求 Major requirement	溝通渠道或方式 Communication channels or methods
客戶 Customers	產品品質 客戶服務品質 客戶隱私安全 客戶權益保障 Product quality Customer service quality Customer privacy security Protection of customers' rights and interest	保障服務品質 保護客戶隱私 保護合規行銷 完善客戶溝通機制 Guarantee service quality Protect customer privacy Compliant marketing Improve customer communication mechanism
股東／投資者 Shareholders/Investors	財務業績與盈利能力 權益保護 資訊披露及透明 Financial performance and profitability Protection of rights and interests Information disclosure and transparency	提高盈利能力 召開股東大會並披露報告 定時披露經營資訊 Improve profitability Convene general meeting and disclose reports Disclose operating information regularly
員工 Employees	保障合法權益 薪酬與福利 職業發展與機會 職業健康與安全 Legitimate rights protection Remuneration and benefits Career development and opportunities Occupational health and safety	開展工作表現考核 開展員工敬業度調查 定期開展員工交流會 開展員工活動 Conduct performance appraisal Conduct employee engagement surveys Hold regular employee communication programs Carry out employee events
政府 Government	合法經營與依法納稅 貫徹國家政策 遵守法律監管規則 Legal operation and tax payment in accordance with national laws Implementation of national policies Compliance with laws and regulations	接受政府部門的監督及管理 參與政府部門的會議或培訓 進行政策執行彙報 Accept supervision and management from government departments Attend meetings or trainings organised by government departments Report the progress of policy implementation
供應商及業務夥伴 Suppliers and business partners	合作互利共贏 公平開放關係 促進行業發展 Win-win cooperation Fair and inclusive relationship Promotion of industrial development	進行供應商評估 召開定期會議 推進項目合作 Conduct supplier evaluation Hold regular meetings Promote project cooperation
管理區域 (社區、商場、產業園、寫字樓、軌道服務站點、城市等) Management area (communities, shopping malls, industrial parks, office buildings, rail service stations, cities, etc.)	保護管理區域內環境 促進管理項目、城市的發展 Protect the environment in the area under management Promote the development of projects under management and cities	實踐綠色運營 康橋悅生活鄰裡匯與當地文化融合及宣傳 Practice green operation Integration and Publicity of Kangqiao Service's Ling Li Hui and local culture

3.3 重要性ESG議題評估 Assessment on Material ESG Issues

本集團圍繞ESG 議題展開多方位風險評估及重要性分析，通過監管要求解析、媒體研究、行業對標與深度訪談等途徑，檢視並得出重大性議題，作為ESG 報告的編製依據，確保ESG 相關內容得到合規披露。本集團基於自身業務發展及行業特點，識別並分析出 15 個對本集團發展影響較大的可持續發展議題，涵蓋僱員、環境、產品責任、合規經營、社會公益五大維度。

The Group has carried out a multi-dimensional risk assessment and materiality analysis on ESG issues, reviewed and concluded material issues by regulatory requirements analysis, media research, industry benchmarking, in-depth interviews, etc. The Group regarded such issues as a reference for the preparation of the ESG Report to ensure the compliance disclosure of ESG-related content. Based on the Group's business development and industrial characteristics, 15 sustainable development issues are identified as significant to the Group's development, covering five major dimensions, namely employee, environment, product responsibility, compliance operation and social welfare.



重要性	序號	2025 年度康橋悅生活	類別
非常重要 Very Significant	1	產品、服務及員工健康及安全 Products, services and employee health and safety	產品責任 僱員相關 Product Responsibility Employee Related
	2	客戶服務及品質管理 Customer Service and Quality Assurance	產品責任 Product Responsibility
	3	客戶資訊與隱私保護 Customer Data and Privacy Protection	產品責任 Product Responsibility
	4	廉潔文化建設 Corporate Culture and Business Integrity	合規經營 Compliance Operation
	5	應對氣候變化 Response to Climate Change	環境相關 Environment Related
	6	推動智慧物業服務發展 Promote the Development of Smart Property Services	產品責任 Product Responsibility
	7	員工權益保障 Protection of Employee Rights and Interests	僱員相關 Employee Related
	8	員工發展與培訓 Employee Development and Training	僱員相關 Employee Related
重要 Significant	9	綠色宣傳與運營 Green Promotion and Operation	環境相關 Environment Related
	10	供應鏈可持續發展 Responsible Supply Chain	產品責任 Product Responsibility
	11	提升能源使用效率 Improve Energy Efficiency	環境相關 Environment Related
	12	員工薪酬及福利 Employee Remuneration and Benefits	僱員相關 Employee Related
	13	公益慈善與社會服務 Public Welfare Charity and Social Service	社會公益 Social Welfare
一般重要 Less Significant	14	知識產權保護 Protection of Intellectual Property	產品責任 Product Responsibility
	15	促進管理項目、區域及城市發展 Promote Management Project, Regional and Urban Development	社會公益 Social Welfare

4 康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services

本集團秉承「康派臻心，悅享生活」的使命，聚焦全業態、全齡人群、全場景服務，不斷突破服務範圍與邊界，以「悅服務、智科技」為核心價值，加強智慧化建設，致力成為美好生活與智慧城市服務商。

The Group adheres to the service philosophy of “creating a joyful life through Kangqiao’s considerate services”, with a focus on all business forms, all age groups and all service scenarios. By constantly breaking through the service scope and boundary, and taking “Joyful Service” and “Intelligent Technology” as core values, the Group will strengthen the construction of smart communities and strive to become a service provider that provides better life and smart city services.

4.1 誠信安全運營 Honest and Safe Operation

4.1.1 規範公司治理 Standardizing Corporate Governance

本集團始終堅持規範本公司內部的治理體系，強化風險應對及內部控制的管理體系。我們積極履行資訊披露義務，向所有股東、投資者及社會公眾及時準確地披露相關資訊，使持份者全面瞭解本公司在經濟、環境、社會、管治等方面的重大事項。我們亦保持與持份者良好的溝通，設立多元溝通管道，規範投資者關係管理行為，誠信負責，建立平等互利互信的商業關係。我們更重視員工職業安全、客戶及管理區域內的服務安全，保障服務品質，踐行安全運營。

The Group always adheres to standardizing the internal governance system of the Company, strengthens the management system of risk response and internal control. We actively fulfill our information disclosure obligations and disclose relevant information to all shareholders, investors and the public in a timely and accurate manner so that stakeholders are fully informed of the Company’s material economic, environmental, social and governance issues. We also maintain good communication with our stakeholders, establish diversified communication channels, standardize our investor relations management practices, act with integrity and responsibility, and build a business relationship of equality, mutual benefit and trust. We pay more attention to the occupational safety of employees as well as the service safety of customers and areas under management to ensure the quality of service and practice safe operation.

4.1.2 重視董事多元化 Focusing on Diversity of Directors

本集團重視董事會成員的多元化，所有董事會提名及委任均以任人唯賢基準原則，並納入考慮日常業務所需及董事會成員多元化的裨益而作出。董事會多元化的考慮因素包括但不限於性別、年齡、專業、經驗、文化及教育背景等。截至2025年12月31日，康橋悅生活共有7位董事會成員，其中執行董事3名，非執行董事1名，獨立非執行董事3名。董事會成員中有2名董事為女性。董事會成員中有3名執行董事及1名非執行董事均具有豐富的物業管理及地產行業經驗，3名獨立非執行董事來自不同的行業且為行業的佼佼者，其中1名獨立非執行董事在財務及風險管控方面有充足的管理經驗。

The Group attaches importance to diversity on members of the Board. All Board nominations and appointments are made on the basis of merit, taking into account the day-to-day business needs and

the benefits of a diverse Board of Directors. Factors taken into account in Board diversity include, but are not limited to, gender, age, profession, experience, culture and educational background. As of December 31, 2025, there are seven members of the Board of Kangqiao Service, of which three are executive Directors, one is a non-executive Director and three are independent non-executive Directors. Two of the Board members are women. Among the members of the Board, three executive Directors and one non-executive Director have rich experience in property management and real estate industry. Three independent non-executive Directors come from different industries and are high calibers in respective industries. Among them, one independent non-executive Director has sufficient management experience in financial and risk control.

4.1.3 強化風控管理 Strengthening Risk Control Management

本集團高度重視風險防控，設立完善的風險管理體系，以項目、區域（中心/合資公司）及總部三道防線護航風險管理。2025年度，我們繼續加強對風險的識別工作力度，積極開展風險管控培訓，全年無重大風險和系統性風險。我們積極完善風險管控流程與應對措施，每年開展覆蓋全部業務和全部區域的風險巡查和審計工作，多措並舉強化風險管理，內部控制與風險管理體系化建設推廣落地，推動數字化風險機制有效啟動，加強本集團對各業務風險的科學管理與應對。

The Group attaches great importance to risk prevention and control and has set up a comprehensive risk management system to safeguard risk management through three lines of defense, namely projects, regions (centers/joint ventures) and headquarters. In 2025, we continued to strengthen our efforts in risk identification and actively conducted risk management training, with no major risks or systematic risks for the year. We also improve our risk control process and response measures, carry out annual risk inspections and audits covering all businesses and all regions, strengthen risk management with multiple measures, promote the implementation of internal control and risk management systematization, and promote the effective launch of the digital risk mechanism, strengthening the Group's scientific management and response to risks in all businesses.

本集團梳理及持續更新本集團的三級《風險清單》，推進四個階段的風險管控流程，制定相應管控措施，並逐步將ESG相關風險因素納入本公司整體風險評估及管理體系中，如勞工風險、極端天氣應對等。

The Group sorts out and continuously updates its three-level Risk List, promotes the four-stage risk control process, develops corresponding control measures, and gradually incorporates ESG-related risk factors into its overall risk assessment and management system, such as labor risks and response to extreme weather.

風險管控程式 Risk Control Procedures

管控階段 Stage	管控措施 Measures
風險識別 Risk identification	1、員工主動發現彙報：全體員工第一時間內報告物業管理區域內發生的所有特大、重大事件； 2、區域（中心/合資公司）不定期檢核：主動發現專案可能存在的既定或潛在風險； 3、總部不定期巡視：總部各業務職能部門每年對各區域進行多次巡檢、抽檢，識別各類營運風險和問題，並督促整改。 1. Discovering and reporting by employees on a spontaneous basis: All employees reports all extraordinary and major incidents in the property management area as soon as possible; 2. Irregular inspection by regions (centers/joint ventures): Proactively discover the existing or potential risks that may exist in projects; 3. Irregular inspections by the headquarter: Each business function of the headquarter conducts several inspections and random inspections on each region every year to identify operational risks and problems and to supervise their rectification.
風險評估 Risk assessment	1、參考風險的劃分類別（安全隱患、重大事件和特大事件）、標準（如性質、金額等），評估風險等級（一級、二級、三級風險）。 1. Assess the risk level (Level I, Level II and Level III) by referring to the classification of risks (safety hazards, major incidents and extraordinary incidents) and standards (such as nature, amount, etc.).
風險應對 Response to risks	1、常規區域及總部職能巡檢：總部職能部門通過巡檢梳理現狀，及時提示風險，對問題剖析複盤，查漏補缺，規範業務標準； 2、常規審計識別風險的應對：風控審計中心對風險點定期審計，指定風險整改責任人，對風險事項限期整改並及時向管理層回饋整改措施和結果； 3、重大、特大事件的應對：由區域負責人協同總裁及集團分管職能部門成立專項小組處理； 4、違法事件的應對：配合司法機關予以處理。 1. Regular inspections by regions and headquarter functions: The functional departments of the headquarter sort out the current situation through inspections, prompt risks in time, analyze and review the problems, identify gaps and remedy them, and standardize the business standard; 2. Response to risks identified by regular audits: The Risk Control Audit Center conducts regular audits of risk points, designates those responsible for risk rectification, sets deadlines for rectification of risk issues and provides timely feedback to the management on rectification measures and results; 3. Response to major and extraordinary incidents: A special team will be set up by the regional head in collaboration with the Chief Executive Officer and the Group's functional departments in charge to deal with them; 4. Response to violations: Cooperate with the judicial authorities to deal with them.
監督改善 Supervision and improvement	1、明確責任人：深入剖析原因，根據康橋悅生活服務與運營管理體系中《WI-YY-IM-5.5-01 員工獎勵與懲戒管理規範》等公司制度及內控管理要求，明確直接責任人、管理責任人後進行追責； 2、監督改進：總部職能檢查人員及合規投資中心由專人負責跟進責任部門的整改進程，直至風險事項整改完畢，形成閉環； 3、協同改造：針對管理問題，合規投資中心聯動多部門商討系統性解決方案，通過進一步檢討管理制度、優化管理流程、促進管理執行等方式，形成共識，完善風險管理體系，夯實風險防範；同時，各自明確風險問題的整改主要內容，運營管理部牽頭督辦，每月跟進整改情況。 1. Identify those responsible: Analyze the causes in depth and, according to the company's system and internal control management requirements such as WI-YY-IM-5.5-01 Employee Reward and Punishment Management Specification in the Cambridge Joy Life Service and Operation Management System, identify the direct responsible person and the management responsible person and then pursue the responsibility; 2. Supervision and improvement: The functional inspectors at the headquarter and the compliance investment center are responsible for following up the rectification process of the responsible departments until the risk issues are rectified, forming a closed loop; 3. Collaborative transformation: In response to management problems, the compliance investment center discusses systematic solutions with multiple departments and forms a consensus to improve the risk management system and consolidate risk prevention by further reviewing the management system, optimizing management processes and promoting management implementation; at the same time, each of them specifies the main elements of rectification of risk issues, and the Operation Management Department takes the lead in supervising and following up the rectification situation on a monthly basis.

內部控制 Internal Control

本集團重視公司的內部控制，規範業務行為。我們以合規投資中心作為督導主體，基於行業內重點風險案例及審查專項所評估的內控要點，從制度及流程層面促進業務部門全面性

自查、業務系統風險建設、風險預警指標開發和應用等，提出全方面的內控提升方案。

Attaching importance to its internal control, the Group standardizes business behaviors. Under the supervision of the compliance investment center, we propose a comprehensive internal control improvement plan by urging business departments to conduct comprehensive self-inspection, identify systematic business risks, and develop and apply risk early warning indicators at the system and process level, based on the key internal control points assessed in key risk cases and review projects in the industry.

我們針對本集團三大產品線、增值創新業務及智力輸出產品等業務版塊，制定並發佈各條線《內控標準化手冊》，包括運營管理、品質控制、風險管控等，規範業務操作，明確操作行為的風險點，加強體系化的內部控制管理，並根據風險案例每年對《內控手冊》更新修訂。

For the three major product lines of the Group, value-added innovation business, intellectual output products and other business modules, we develop and issue the Internal Control Standardization Manual for each line, including operation management, quality control and risk control, to standardize business operations, clarify the risk points of operation behaviors and strengthen systematic internal control management, and update and revise the Internal Control Standardization Manual annually according to risk cases.

本集團加強問題整改的監督，促進管理方案提升並實現迴圈管理，2025年各項問題整改完成率達100%。

The Group strengthens the supervision of problem rectification, improves the management plan and realizes a closed-loop management. In 2025, all problems have been rectified.

我們將風險管理點嵌入各業務系統中，聯合財務、人力、法務、業務、工程等部門，致力於事前、事中和事後的全面防範風險，重視常態化自查與監督，通過全面的內部控制措施，將識別與控制業務關鍵風險點融入到管理和業務流程中，形成常態化的內部管控。我們每年開展多次風險巡查和審計工作，定期對本集團營運範圍內所有區域和各業務職能部門進行內控管理審計、專項審計及調查，主動、全面及系統化進行風險識別，推動事前、事中及事後的風險管控，促進公司良性健康發展。

We have embedded risk management points in business systems, and strived to comprehensively prevent risks before, during and after incidents in cooperation with finance, human resources, legal affairs, business, engineering and other departments. We also attach importance to regular self-inspection and supervision. Through comprehensive internal control measures, we identify and control key business risk points in the management and business processes, forming regular internal control. We carry out risk inspections and audits several times a year and conduct audits, special audits and investigations on internal control management of all regions where the Group operates and their business functions on a regular basis, so as to proactively, comprehensively and systematically identify risks, control risks before, during and after incidents, and promote the healthy development of the Company.

2025年內控管理審計12次，月度專項審計29次，履職審計60次，舉報調查11次，並對審計發現問題做專項培訓，助力管理提升。報告期內未發現貪腐賄賂案件。

In 2025, we conducted 12 internal control management audit, 29 monthly special audits, 60 performance audits, 11 reports and investigations, and made special trainings on audit findings to improve management. No corruption and bribery cases were found during the reporting period.

4.1.4 構建安全保障 Building Security

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，制定《環境服務安全管控指引》、《突發事件應急手冊》等制度與流程規範，並制定年度培訓計劃、月度培訓計劃，按照培訓計劃內容，執行培訓任務，確保公司制度與流程規範落實到位。建立健全科學、規範、實用、有效的常態化管理機制，加強資訊化管理應用，同時做好客戶資訊保護，全方位保障客戶生命財產及資訊安全，更加強員工安全生產培訓及防範管理，守護員工健康與安全。

The Group strictly abides by the Work Safety Law of the People's Republic of China, the Fire Safety Law of the People's Republic of China and other laws and regulations, and has formulated systems and process specifications including the Guidelines for Safety Management and Control of Environmental Services and the Emergency Response Manual. The Group has also developed annual and monthly training plans and implemented training tasks according to these training plans, so as to ensure the implementation of its systems and process specifications. In addition, the Group has established a scientific, standardized, practical and effective regular management mechanism, and strengthened informatization and customer information protection to ensure customers' life, property and information security. To protect employees' health and safety, we also strengthened the training and management of their work safety.

保護客戶健康與安全 Protect customers health and safety

- **安全生產會議：**組織各管理區域開展安全生產培訓，並對培訓效果進行考核，強化員工安全意識。要求項目每年開展月度、季度及專題安全生產會議，將「安全」作為服務的「底線」，並及時掌握安全生產動態、瞭解安全生產制度的落實情況，確保安全生產要求確實執行到位。

Safety production meeting: organize all management areas to carry out safety production training, assess the training effect, and strengthen the safety awareness of employees. The project is required to hold monthly, quarterly and special safety production meetings every year, take “safety” as the “bottom line” of service, and timely grasp the safety production dynamics, understand the implementation of the safety production system, and ensure that the safety production requirements are implemented in place.

- **信息化應用：**開發「安全生產巡檢」系統，以安全生產法規、安全操作規程、安全生產規章制度及標準為基礎，通過全檢和抽檢的方式，提高了各級管理人員安全巡檢的效率，實現了全員、全過程參與管理現場安全隱患資訊採集、即時傳輸、排查整改和隱患消除等工作。

Information application: develop the “safety production patrol” system, which is based on the safety production laws and regulations, safety operation procedures, safety production rules and regulations and standards, and improve the efficiency of safety patrol inspection of

managers at all levels by means of full inspection and random inspection, so as to realize the whole staff and the whole process to participate in the management of on-site safety hazard information collection, real-time transmission, troubleshooting and rectification, and hazard elimination.

安全檢查 Security check

安全隱患排查：按照「全覆蓋、零容忍」要求，每月、每季度對專項消防、安全巡視、出入口管理等內容進行檢查、覆核。全面查改安全隱患，堵塞管理漏洞，摸清安全生產現狀及管理薄弱環節，有效防止各類安全生產事故發生，確保本公司安全形勢持續穩定。

Troubleshooting of potential safety hazards: According to the requirements of “full coverage and zero tolerance”, check and recheck the fire protection, safety patrol, entrance and exit management of the project on a monthly and quarterly basis. Comprehensively check and correct potential safety hazards, plug management loopholes, find out the current situation of safety production and weak links of management, effectively prevent all kinds of safety production accidents, and ensure the continuous stability of the Company's safety situation.

安全教育 Safety education

- **提升業戶安全意識：**通過線上、線下相結合的方式向業戶普及消防安全知識，並通過園區顯示幕、電梯及大堂廣告屏等設備，在人流高峰期播放安全警示視頻。定期開展消防、電梯困人、防汛、防盜等安全演習，鼓勵業戶參與，強化安全意識。

Enhance the safety awareness of business households: popularize the fire safety knowledge to business households through the combination of online and offline, and broadcast the safety warning video during the rush hour through the park display screen, elevator, lobby advertising screen and other equipment. Regularly carry out fire fighting, elevator trapping, flood prevention, anti-theft and other safety drills, and encourage business owners to participate and strengthen safety awareness.

- **落實員工安全教育：**凡新入職員工，必須接受安全教育並經考核合格後方可上崗，每月對員工安全教育內容進行複考，保證員工安全考核合格；每年12月份制定下一年度全員安全生產教育計劃，每月按照年度計劃進行分解，執行每週培訓計劃，確保員工將「安全」放在生產活動首位。

Implement safety education for employees: all new employees must receive safety education and pass the examination before taking up the post. Re-examine the contents of safety education for employees every month to ensure that the employees pass the safety examination; In December of each year, a safety production education plan for all employees for the next year will be prepared. The plan will be broken down monthly according to the annual plan, and the weekly training plan will be implemented to ensure that employees put “safety” first in production activities.

教育內容不限於：安全生產新知識、新技術、安全生產法律法規、作業場所和工作崗位存在的危險因素、防範措施及事故應急措施、事故案例等。

The content of education is not limited to: new knowledge and technology of safe production, laws and regulations of safe production, dangerous factors existing in workplaces and posts,

preventive measures and emergency measures for accidents, accident cases, etc.

保障客戶隱私 Protect Customer Privacy

本集團嚴格遵守《中華人民共和國網路安全法》、香港特別行政區《個人資料（私隱）條例》等有關信息與隱私保護的法律法規，注重保護客戶隱私及個人信息安全。報告期內，本集團不斷完善客戶隱私保護及網路安全的制度建設及管理規範，執行一系列措施完善操作流程，保障客戶信息、信息系統和基礎設施安全。2025年，未發生信息洩露或侵犯客戶隱私的情況。

The Group strictly complies with the “Cybersecurity Law of the People's Republic of China”, the “Personal Data (Privacy) Ordinance” of the Hong Kong Special Administrative Region and other laws and regulations relating to the protection of information and privacy, and appreciates the importance to protecting customer privacy and their personal information. During the reporting period, the Group continued to improve the system construction and management norms for customer privacy protection and cybersecurity, and implemented a series of measures to perfect operational processes and safeguard the security of customer data, information system and infrastructure. In 2025, there was no information leakage or customer privacy infringement occurred.

1

明確規範標準 Clarify normative standards

制定並實施《顧客檔案、資料管理規定》等檔，嚴格實行顧客檔案管理保密，按隱私程度分級存儲顧客信息。
Develop and implement the Administrative Regulations on Customer Profile and Data and other documents, keep customer data in strict confidentiality, and store customer information according to privacy levels.

2

實施技術保障 Provide technical support

對涉及到客戶信息管理的系統要求技術層面對顧客信息做授權，系統使用人員的數據操作做詳細記錄，且對可能發生的顧客信息洩露進行對應的防範。
For systems involving customer information management, an authorisation of customer information at the technical level is required. Besides, detailed records of the data operations by system users should be made, and corresponding protective measures should be taken against possible leakage of customer information.

3

專職專人管理 Professional management

顧客資料遵循保密原則，由服務中心負責人授權專人保管，相關人員調離崗位前，應將其顧客資料移交給服務中心負責人授權的接收人，接收人立即更新電子檔的密碼。
Customer data is subject to the principle of confidentiality and kept by the person specially assigned by the head of the Service Centre. Before the person concerned is transferred from his/her post, the customer data should be handed over to the recipient authorised by the head of the Service Centre, and the recipient will update the electronic password immediately after receiving relevant data.

4

加強培訓監管 Strengthen training and supervision

要求涉及到顧客信息的員工進行應的培訓、監控、審計，對出現信息洩露事件相關責任人進行對應處罰。
Employees who have access to customer information are required to attend special training and are subject to monitor and audit. Corresponding penalties will be imposed on those responsible for information leakage.

5

規範操作管理 Standardise operation management

公司內部員工因工作需要查閱/影印顧客檔案/資料時，由客服負責人向服務中心負責人申請，征得許可後在客服前台《顧客檔案/資料查閱/影印登記表》上登記後，由前臺客服專員陪同查閱/影印。
When an internal employee asks for consulting/photocopying customer profiles/ data due to work needs, the customer service manager should submit an application to the head of the Service Centre. After obtaining the permission, the employee should register on the Registration Form for Consulting/Photocopying Customer Profiles/ Information at the receptionist desk, and then consult or photocopy the materials accompanied by the customer service specialist.

6

線上平台隱私管理 Online platform privacy management

對於「康雲優家」線上平台的顧客信息，本集團嚴格遵守《康雲優家 APP 隱私政策》，依據權責一致原則、目的明確原則、選擇同意原則、最少夠用原則、確保安全原則、主體參與原則、公開透明原則等，按業界成熟的安全標準，採取相應的安全保護措施保護顧客個人信息。
The Group strictly abides by the Kang Yun You Jia Privacy Policy to manage the customer information on its online platform, and takes appropriate measures to protect customers' personal information in line with the industry's proven security standards and principles, such as the principle of consistent responsibility and power, the principle of clear purpose, the principle of informed consent, the principle of least supply, the principle of safety assurance, the principle of entity participation, the principle of openness and transparency, etc.

康橋悅生活客戶隱私保護舉措

Customer privacy protection measures of Kangqiao Service

負責任營銷 Responsible Marketing

本集團秉承負責任的營銷理念，嚴格遵守《中華人民共和國廣告法》等法律法規與行業規範，通過線上線下多種形式的培訓與審核，全力確保營銷資訊符合法律規範，踐行營銷合規性。

The Group adheres to the concept of responsible marketing, strictly abides by the “Advertising Law of the People’s Republic of China” and other laws, regulations and industry norms. Practice marketing compliance through various forms of online and offline training and auditing to ensure that marketing information complies with legal norms.

員工安全規範 Employee Safety Regulations

本集團人力資源部統一安排，明確員工體檢週期和體檢項目，針對特殊工種人員安排進行法定期限的體檢。各職能部門、各業務中心及項目服務中心按照《個人防護用品配置標準》要求，配置並及時分發相關的個人防護用品，建立完備的《個人防護用品分發/領用記錄》，並建立完備的《安全防護器材/裝備配置清單》，有效控制特定崗位安全防護器材/裝備的配置、使用和定期校核。員工入職後統一組織安全教育培訓，並定期開展安全考試，項目管理人員每天在晨會上強調安全上下班，並宣貫安全作業事項。

The Human Resources Department of the Group will make unified arrangements to clarify the physical examination cycle and items of employees, and arrange the physical examination within the legal period for personnel of special types of work. Each functional department, business center and project service centre shall allocate and timely distribute relevant personal protective equipment according to the requirements of the Personal Protective Equipment Allocation Standard, establish a complete Personal Protective Equipment Distribution/Receiving Record, and establish a complete Safety Protective Equipment/Equipment Allocation List to effectively control the allocation, use and regular verification of safety protective equipment/equipment for specific posts. After employees are employed, safety education and training shall be organized uniformly, and safety examination shall be carried out regularly. The project management personnel shall emphasise the safety of getting on and off duty at the morning meeting every day, and publicise and implement the safety operation matters.

4.1.5 重視內部廉政建設 Valuing Internal Integrity Construction

本集團奉行誠信、守法、合規、陽光透明的企業文化，嚴格遵守《中華人民共和國公司法》、《中華人民共和國反洗錢法》、《中華人民共和國反不正當競爭法》、《關於禁止商業賄賂行為的暫行規定》等法律法規，通過集團內部建設一系列廉正管理制度，員工廉潔教育、董事及高管簽署《反舞弊/反貪腐協議書》、員工簽署《保密、廉潔履職及競業禁止協議》、審計部門定期走訪等方式，杜絕一切賄賂、勒索、欺詐及洗黑錢等行為。

The Group adheres to the corporate culture of integrity, law-abiding, compliance, fairness and transparency, and strictly abides by the “Company Law of the People’s Republic of China”, “Anti-money Laundering Law of the People’s Republic of China”, “Anti-Unfair Competition Law of the People’s Republic of China”, “Interim Regulations on the Prohibition of Commercial Bribery” and other relevant laws and regulations. The Group holds integrity

education for employees, requires directors and senior management to sign the Anti-Fraud/Anti-Corruption Agreement, and engages the audit department to pay regular visits to eliminate all forms of bribery, extortion, fraud and money laundering.

管理制度 Governance System

本集團內部建立廉正管理及商業道德管理制度，規範員工行為，預防貪污腐敗及舞弊行為的發生，營造廉潔誠信的工作氛圍。遵守並執行既有的內部廉正管理制度，如《反腐管理制度》、《反經濟制裁管理制度》、《反洗錢管理制度》、《外部申訴舉報管理指引》、《利益衝突申報機制》、《員工獎勵與懲戒管理規範》等。我們的《供方管理指引》中，要求評審通過的供方在納入《合格供方管控清單》之前，必須完成相應的管理責任要約簽署，包括：合作方廉潔協定、合作方環保/安全協議以及本集團統一要求的管理責任要約文本。

The Group has established an integrity management and business ethics management system to standardize employee behavior, prevent corruption and fraud, and create a clean and honest working atmosphere. Abide by and implement existing internal integrity management systems, such as “Anti-corruption Management System”, “Anti-economic Sanctions Management System”, “Anti-money Laundering Management System”, “External Complaint Reporting Management Guidelines”, “Conflict of Interest Reporting Mechanism”, “Employee Reward and Punishment Management Specifications”, etc. In our “Supplier Management Guidelines”, the reviewed suppliers must complete the signing of corresponding management responsibility offer before being included in “the Qualified Supplier Control List”, including the integrity agreement of the partners, the environmental protection/safety agreement of the partners and the management responsibility offer text uniformly required by the Group.

舉報渠道和處理流程 Reporting Channels and Handling Procedures

本集團向員工公示舉報電話及舉報郵箱，鼓勵內部員工積極檢舉違紀行為。本集團重視對舉報人的隱私保護，無論舉報的問題是否被核實，舉報人信息均屬機密，嚴禁洩露。本報告期內，本集團及全體員工均為涉及任何已立案並審結的貪污案件。

The Group informs all employees of the reporting telephone number, reporting mailbox and encourages them to actively report violations of discipline. The Group attaches great importance to the privacy protection of whistleblowers. Regardless of whether the reported issues are verified or not, the information of whistleblowers is kept confidential and is strictly prohibited from being disclosed. During the reporting period, neither the Group nor any of our employees was involved in any corruption case already filed and concluded.

本集團按照以下處理接獲的舉報信息：

The Group handles the reporting according to the following procedures:

收集 舉報資訊 Collect information about the reported issue	合規投資中心 介入調查 The Compliance Investment Centre intervenes in the investigation	不屬實： 停止調查並進行結果公示 Not true: Conclude the investigation and publicise the results
	收集可靠證據 確認屬實 Collect reliable evidence to support the reporting	屬實： 開展具體調查True: Conduct detailed investigations 出具結果報告 及結果公示 Issue the investigation report and Result Announcement 調查結果及 資料歸檔 Archive the investigation results and evidence documents 公示報告內容： (1) 懲處涉案人及相關責任人； (2) 將處理結果回饋給舉報人； (3) 出具整改方案並跟進整改。 Publicise the contents of the report: (1) Punish those involved and those responsible; (2) Feedback the decisions to the whistle-blower; (3) Issue a rectification plan and follow up on rectification.

公開舉報途徑 Public Reporting Channels

信件舉報：中國河南省鄭州市二七區大學路華城國際中心24樓
合規投資中心

舉報熱線：+86-400 006 2205 /+86-0371-53385061

電子郵件：kqwysjjc@kqysh.cn

Letter whistle-blowing:

Compliance Investment Center

24F, Huacheng International Center

Daxue Road, Erqi District, Zhengzhou City, Henan Province, the PRC

Whistle-blowing hotline: +86-400 006 2205 /+86-0371-53385061

Whistle-blowing email: kqwysjjc@kqysh.cn

舉報人保護 Protection for whistleblower

本集團保護舉報人的合法權益不受侵犯。我們對舉報人的信息嚴格保密，保護其免於遭受不公平解僱、迫害或不當處分，對打擊報復舉報人、證人的行為嚴肅處理，我們為就舉報人提供完善的法律保護制度，維護舉報人合法權益。

The Group protects whistleblowers from infringement of their legitimate rights and interests. We keep the information of whistleblowers strictly confidential, protect them from unfair dismissal, persecution or improper discipline, and deal seriously with retaliation against whistleblowers and witnesses. We provide a comprehensive legal protection system for whistleblowers to protect their legitimate rights and interests.

2025年，本集團的舉報核查率為100%，均按相應的工作流程進行跟進和處置。

In 2025, the verification rate of reporting by the Group Reporting and verification rate was 100%, and all of the reporting were followed up and dealt with in accordance with the corresponding work

processes.

廉潔教育 Integrity Training

本集團設置員工廉潔教育，通過現場、線上培訓及行業警示等方式，引導員工參與到反腐倡廉工作中。本報告期內，本集團董事及僱員接受反貪腐培訓時長總和為19,720小時，參與反貪腐培訓的本集團僱員及董事共 2,465 人。

The Group has set up an employee integrity training mechanism and guided employees to participate in the anti-corruption work through the on-site training and industry warnings. During the reporting period, the total duration of anti-corruption training for the directors and employees of the Group was 19,720 hours, involving a total of 2,465 participants from employees and directors of the Group.

案例：開展廉潔培訓，明確本集團禁令

Case: Conduct integrity training and clarify the ban of the Group

本報告期內，本集團如期組織開展第六屆針對員工及管理層的廉潔專項培訓，宣貫本集團治理制度及結構，深化對本集團禁令的認知並落實到實踐中，實現規範行權、高效履職。

During the reporting period, the Group organized and carried out the sixth special integrity training for employees and management as scheduled, publicized and implemented the Group's governance system and structure, deepened the understanding of the Group's prohibition and implemented it into practice, and realized the standardized exercise of power and efficient performance of duties.



4.2 聚焦服務品質 Focusing on Service Quality

本集團堅守為客戶提供「滿意+驚喜」的服務初心，打造高品質的多元物業管理服務，注重標準化建設，已建立完善的服務品質控制體系。

The Group has always been upholding the original intention of providing customers with “satisfaction + surprise”, as well as high-quality and diversified property management services. By laying emphasis on standardising property management, the Group has established a sound service quality control system.

4.2.1 標準化體系搭建與落地 Establishment and Implementation of a Standardization System

本集團已通過質量管理體系、環境管理體系、職業健康安全管理體系、能源管理體系認證及行業標準化體系認證等，构建全流程、全方位、全覆盖的运营管控机制。在追求高品質發展的同時，主動承擔環境責任、員工健康安全責任與社會服務責任，以規範治理、綠色運營、優質服務切實履行企業社會責任，推動企業與社會、環境的和諧共生、可持續發展。

The Group has obtained certifications for quality management system, environmental management system, occupational health and safety management system, energy management system, and industrial standardisation system, establishing a comprehensive operational control mechanism covering the entire process, all aspects, and all areas. While pursuing high-quality development, the Group proactively assumes environmental responsibilities, ensures the health and safety of employees, and fulfills its social service obligations. Through standardized governance, green operations, and high-quality services, the Group effectively fulfills its corporate social responsibilities, promoting harmonious coexistence and sustainable development between the enterprise, society, and the environment.

國家級體系認證 National-level system certification

			
環境管理體系認證證書 Certification of Environmental Management System	職業健康安全管理體系 認證證書 Certification of Occupation Health and Safety Management System	質量管理體系認證證書 Certification of Quality Management System	能源管理體系認證證書 Energy Management of System Certification Certificate

本集團始終將合規經營、責任履約、標準化運營作為踐行ESG理念、履行企業社會責任的核心支撐，通過持續推進體系建設、強化信用管理，先後獲得履約能力評價體系認證、社會責任管理體系認證、物業服務認證及專項服務認證，每一項認證均是本集團履約能力、管理水準與責任擔當的直觀體現，為企業可持續發展注入堅實動力，也為服務品質提升、

社會責任踐行提供了權威保障。

The Group consistently regards compliant operations, responsible contract fulfillment, and standardized management as the core pillars for implementing ESG principles and fulfilling corporate social responsibility. By continuously advancing system development and strengthening credit management, it has successively obtained certifications for contract performance capability evaluation, social responsibility management systems, property services, and specialized services. Each certification serves as a direct reflection of the Group's performance capability, management standards, and sense of responsibility, injecting solid momentum into sustainable corporate development while providing authoritative assurance for service quality enhancement and the practice of social responsibility.

行業認證證書 Industry Certification

 標準化登記認證證書 Standardized Registration Certificate	 客戶投訴管理體系認證證書 Customer Complaint Management System Certification	 物業服務認證證書 Property Services Compliance Certification	 社會責任管理體系認證證書 Social Responsibility Management System Certification
標準化登記認證證書 Standardized Registration Certificate	客戶投訴管理體系認證證書 Customer Complaint Management System Certification	物業服務認證證書 Property Services Compliance Certification	社會責任管理體系認證證書 Social Responsibility Management System Certification

4.2.2 服務標準化 Service Standardization

本集團始終秉持「標準清晰、執行有據、核驗有途」的科學化品質管控理念，致力於構建精細化、系統化、全覆蓋的服務質量管理體系。在持續推動品質管控檔迭代升級的過程中，本集團不僅對原有住宅項目管理制度進行了深度梳理與精細化完善，圍繞關鍵節點與服務流程優化，提升制度可操作性及執行剛性，還針對「悅商管」「悅城服」兩大核心產品線，進一步拓展多業態服務邊界，系統化補充並完善了涵蓋寫字樓、產業園、醫院、學校、商場等多元業態的品質管理規範與控制標準，確保各業務單元均有據可依、有章可循。

The Group consistently upholds the scientific quality control philosophy of “clear standards, evidence-based execution, and verifiable pathways”, dedicated to building a refined, systematic, and comprehensive service quality management system. In continuously promoting the iterative upgrade of quality control documents, the Group has not only conducted in-depth review and meticulous improvement of the original residential project management systems—optimizing key nodes and service processes to enhance operational feasibility and enforcement rigor—but has also further expanded multi-format service boundaries for its two core product lines, “Joyful Commercial Management” and “Joyful City Services”. This includes systematically supplementing and refining quality management specifications and control standards covering

diverse formats such as office buildings, industrial parks, hospitals, schools, and shopping malls, ensuring that all business units have clear references and established protocols to follow.

在此基礎上，本集團深入制定並頒佈了一系列內部規範性檔，明確各層級管控機制、崗位職責及督導標準，著力構建覆蓋全業態、貫穿全流程的服務督導與內部審核體系。通過建立常態化檢查、專項審核與動態評估機制，推動品質管控從被動應對向主動預防轉變，強化過程控制與結果核驗的閉環管理。這一全方位、多維度的品質保障機制，不僅有效促進了各業態服務標準化水準的穩步提升，也為本集團實現差異化服務策略與分級管控目標提供了堅實支撐，持續賦能品牌價值與客戶滿意度的雙提升。

Building upon this foundation, the Group has meticulously formulated and issued a series of internal regulatory documents, clarifying control mechanisms, position responsibilities, and supervision standards at all levels. It focuses on constructing a service supervision and internal audit system that covers all business formats and runs through the entire process. By establishing mechanisms for routine inspections, specialized audits, and dynamic evaluations, the Group drives a shift in quality control from passive reaction to proactive prevention, strengthening the closed-loop management of process control and outcome verification. This comprehensive, multi-dimensional quality assurance mechanism has not only effectively promoted the steady improvement of service standardization across all business formats but has also provided solid support for the Group to achieve its differentiated service strategy and hierarchical control objectives, continuously empowering the dual enhancement of brand value and customer satisfaction.

能源管控標準化 Standardization of Energy Management and Control

本集團對原有的《節能管理規範》進行了全面優化升級，針對空調、供暖、電梯、照明等重点能耗設施，統一制定了科學精細的運行參數標準。在園區週邊照明管理方面，實施按季節、分時段的動態調控機制，並根據項目所在地的經緯度差異，每月精準調整照明時長，實現能源利用效率的最大化。為提升綠化灌溉效率，減少水資源浪費，採用節水灌溉技術。全面推行噴灌、滴灌等高效節水方式，明確規定灌溉作業須避開日間高溫時段（建議為10:00-16:00），鼓勵在夜間或清晨進行，並根據植物種類、季節氣候及土壤濕度，設定差異化的單位面積用水量定額，實現精準灌溉。

The Group has comprehensively optimized and upgraded its original “Energy Conservation Management Specification”, establishing unified, scientific, and detailed operating parameter standards for key energy-consuming facilities such as air conditioning, heating, elevators, and lighting. For perimeter lighting management within the park, a dynamic control mechanism based on seasons and time periods has been implemented. Lighting duration is precisely adjusted each month according to the latitude and longitude differences of project locations, maximizing energy utilization efficiency. To enhance greening irrigation efficiency and reduce water waste, water-saving irrigation technologies have been adopted. Efficient water-saving methods such as sprinkler and drip irrigation are fully promoted. It is explicitly stipulated that irrigation operations must avoid high-temperature daytime periods (recommended: 10:00–16:00) and are encouraged during nighttime or early morning. Differentiated water usage quotas per unit area are set based on plant species, seasonal climate, and soil moisture levels to achieve precise irrigation.

客戶服務標準化 Customer Service Standardization

本集團始終將客戶（業主與住戶）置於業務發展的核心位置。我們堅信，標準化、專業化、人性化的客戶服務是提升客戶滿意度、構建和諧社區、實現公司可持續發展的基石。通過建立並持續完善覆蓋全業務場景的服務標準體系，確保服務品質的統一性、穩定性與卓越性，切實保障客戶權益，提升客戶體驗。

The Group consistently places customers (property owners and residents) at the core of its business development. We firmly believe that standardized, professional, and human-centered customer service is the cornerstone for enhancing customer satisfaction, building harmonious communities, and achieving the company's sustainable development. By establishing and continuously refining a service standard system that covers all business scenarios, we ensure the uniformity, stability, and excellence of service quality, effectively safeguard customer rights, and elevate the customer experience.

制度與流程標準化：為全面提升服務品質與人員專業素養，本集團在制度與流程標準化方面邁出了關鍵一步。我們成功搭建了「康雲學堂」網路學習平臺，通過雙軌並進的模式，將線上課程的便捷性與線下培訓的实操性深度融合，打破了傳統培訓的時空界限。基於此平臺，集團精心打造了一套覆蓋全生命週期服務觸點的《服務標準作業程式（SOP）》課程體系。該體系以前瞻性的視角，將服務流程拆解為前臺接待、訴求受理、報事報修、裝修管理、費用收繳、社區活動組織以及突發事件應急回應等關鍵模組，繪製了一幅詳盡的客戶服務全景圖。每一個服務觸點，我們都對其服務時限、操作規範、品質標準及評價機制進行了精細化定義與固化。這一舉措不僅為員工提供了清晰、統一的行為指南，使得複雜的服務流程變得簡單化、標準化，更極大地縮短了人才培養週期，顯著提升了整體培訓效能與團隊執行力。

System and Process Standardization: To comprehensively enhance service quality and staff professionalism, the Group has taken a critical step in standardizing systems and processes. We have successfully established the “Kangyun Academy” online learning platform, which integrates the convenience of digital courses with the practicality of offline training through a dual-track approach, breaking the time and space constraints of traditional training. Building on this platform, the Group has meticulously developed a comprehensive “Service Standard Operating Procedures (SOP)” curriculum system covering the entire lifecycle of service touchpoints. From a forward-looking perspective, this system deconstructs service processes into key modules—including front desk reception, request handling, incident and repair reporting, renovation management, fee collection, community event organization, and emergency response—outlining a detailed panorama of customer service. For each service touchpoint, we have precisely defined and solidified service timeframes, operational norms, quality standards, and evaluation mechanisms. This initiative not only provides employees with clear, unified behavioral guidelines, simplifying and standardizing complex service processes, but also significantly shortens talent development cycles and markedly improves overall training effectiveness and team execution.

人員培訓與認證標準化：為確保服務的穩定性與高品質，本集團將人才的專業化培養視為服務品質管理的首要防線。本集團實施嚴格的崗位勝任力認證制度，要求所有直面客戶的一線服務人員必須完成系統化的崗前標準化培訓，並通過嚴苛的職業資格認證考核，實現持證上崗，進而確保每一位員工都能精準理解和執行公司的服務標準。為持續提升客戶體

驗，建立常態化的專業技能鞏固與提升機制。通過定期組織條線溝通會、全場景應急預案演練，不斷強化員工的服務意識與應變能力。

Standardization of Personnel Training and Certification: To ensure service stability and high quality, the Group regards the professional development of talent as the primary line of defense in service quality management. The Group implements a rigorous job competency certification system, requiring all frontline service personnel who interact directly with customers to complete systematic pre-job standardized training and pass stringent professional qualification assessments, thereby achieving certified 上崗 (licensed for duty). This ensures every employee can accurately understand and execute the company's service standards. To continuously enhance customer experience, a regular mechanism for consolidating and upgrading professional skills has been established. Through periodically organizing departmental communication meetings and full-scenario emergency response drills, the Group consistently strengthens employees' service awareness and adaptability.

服務場景與設施標準化：本集團致力於通過物理空間的全維度標準化建設，將高品質服務滲透至客戶日常接觸的每一個細微觸點。我們針對客戶服務中心、樓棟歸家大堂及園區公共設施等核心場景，建立了嚴苛的空間環境與視覺識別標準體系。在環境營造層面，我們推行「目視化」管理，通過對空間佈局、陳列規範及衛生保潔的標準化管控，營造出整潔雅致、動線明晰的服務場域，從物理環境層面提升客戶的感官體驗與歸屬感。在資訊傳遞層面，我們實施透明溝通策略，對標識導視系統及信息公示內容進行統一規範。這不僅確保了指引功能的清晰高效，更重要的是，我們通過標準化的信息看板與服務承諾公示，主動向業主披露物業服務關鍵動態，以可視化的方式保障業主知情權，構建公開、透明、互信的社區治理氛圍。

Service Scenarios and Facilities Standardization: The Group is committed to permeating high-quality service into every subtle touchpoint of daily customer interactions through comprehensive standardization across physical spaces. We have established rigorous spatial environment and visual identity standards for core scenarios such as customer service centers, residential building lobbies, and community public facilities. In terms of environmental enhancement, we implement “visual management” by standardizing spatial layouts, display norms, and sanitation controls to create clean, elegant service areas with clear circulation paths, thereby elevating customers' sensory experience and sense of belonging from a physical environment perspective. Regarding information dissemination, we adopt a transparent communication strategy by unifying signage systems and public information content. This not only ensures clarity and efficiency in guidance but, more importantly, proactively discloses key property service updates to residents through standardized information boards and service commitment displays. By visualizing information, we safeguard residents' right to know and foster an open, transparent, and mutually trusting community governance atmosphere.

4.2.3 产品标准化

依託豐富的多業態管理經驗，本集團的服務範圍已全面滲透住宅、寫字樓、產業園、公寓、學校、醫院、旅遊景區、體育場館及城鄉環衛等十大領域，構建起「全業態覆蓋、全場景服務」的能力壁壘。在此基礎上，我們以戰略驅動業務升級，形成三大核心產品線：

「悅生活」——深耕住宅基本盤，以品質服務定義美好生活；「悅商管」——聚焦商辦及公建領域，以專業運營提升資產價值；「悅城服」——擁抱城市治理現代化趨勢，以智慧服務賦能城市公共服務。三大板塊相互賦能、協同並進，共同構築集團穩健發展的“金三角”格局。

Leveraging extensive multi-format management expertise, the Group's services have comprehensively penetrated ten major sectors, including residential properties, office buildings, industrial parks, apartments, schools, hospitals, tourist attractions, sports venues, and urban-rural environmental sanitation, establishing a capability barrier characterized by “full-format coverage and all-scenario services”. Building on this foundation, we drive business upgrades through strategy, forming three core product lines: “Joyful Living”—deepening the fundamental residential segment, defining a better life through quality services; “Joyful Commercial Management”—focusing on commercial offices and public facilities, enhancing asset value through professional operations; and “Joyful City Services”—embracing the modernization trend of urban governance, empowering public city services with smart solutions. These three segments mutually empower and advance synergistically, jointly constructing a robust “golden triangle” framework for the Group's steady development.

悦生活 Joyful Living

為持續精進服務品質、實現管理效能的精確適配，本集團深入推行差異化管理模式，基於專案定位與客群需求，對在管住宅專案進行系統的服務等級劃分。通過建立覆蓋客戶服務、環境管理、秩序維護、工程維修四大基礎業務條線的分級管理體系，本集團制定與之配套的《分級服務管理指引》與《分級服務可視標準》，確保不同等級項目的資源配置、服務標準與管理要求實現精確匹配，保障各項目能夠依據既定等級提供契合其實際需求的優質服務。

To continuously enhance service quality and achieve precise alignment of management effectiveness, the Group has thoroughly implemented a differentiated management model. Based on project positioning and customer needs, the residential projects under management are systematically classified into service tiers. By establishing a tiered management system covering four core operational areas—customer service, environmental management, order maintenance, and engineering repairs—the Group has formulated corresponding “Tiered Service Management Guidelines” and “Tiered Service Visual Standards”. This ensures the precise matching of resource allocation, service standards, and management requirements for projects of different tiers, guaranteeing that each project can deliver high-quality services tailored to its actual needs according to its designated tier.

悦商管 Joyful Commercial Management

悅商管產品線以寫字樓、產業園、醫院、學校及大型商業綜合體為主陣地，致力於為城市公共建築與商業空間提供高品質運營服務。面對不同業態在空間管理、客戶畫像及運營目標上的本質差異，摒棄傳統物業的「一刀切」模式，建立起「因業制宜」的定制化管理模式。在體系建設上，本集團為每一種業態單獨創設服務標準、管理表單與考核指標庫，確保服務的專業性與適配性。在項目落地中，本集團深度踐行「一項目一策略」的精細化服務理念，通過深入研判項目特性，精確識別並化解運營過程中的痛點與難點。在此基礎上，本集團將大甲方客戶視為核心戰略夥伴，以敏捷回應的機制對接其不斷演變的需求，

通過提供超越基礎服務的解決方案，不僅確保現場服務品質的穩定可靠，更致力於賦能甲方主業發展，實現雙方價值的長期共生。

Joyful Commercial Management's product line focuses on office buildings, industrial parks, hospitals, schools, and large-scale commercial complexes, aiming to provide high-quality operational services for urban public buildings and commercial spaces. Confronted with intrinsic differences in spatial management, client profiles, and operational objectives across various formats, we have abandoned the traditional "one-size-fits-all" approach in property management and established a customized management model tailored to the specific characteristics of each format. In terms of system development, the Group has independently created service standards, management templates, and performance indicator databases for each format, ensuring both professionalism and adaptability of the services delivered. During project implementation, the Group deeply embodies the refined service philosophy of "one strategy per project". By thoroughly analyzing the unique attributes of each project, we accurately identify and resolve operational challenges and bottlenecks. On this foundation, the Group regards major client organizations as core strategic partners. Through agile response mechanisms, we adapt to their evolving needs. By delivering solutions that go beyond basic services, we not only ensure the stability and reliability of onsite service quality, but also commit to empowering the core business development of our clients, achieving long-term value co-creation for both parties.

悅城服 Joyful City Services

悅城服作為本集團面向城市公共空間打造的戰略性產品線，業務體系已全面覆蓋城市環衛、城鄉環境治理、軌道交通服務及公共場館運營等多元領域。本集團積極回應「城市治理現代化」的戰略號召，將精細化管理的核心理念由居住社區延伸至更廣闊的城市公共空間，致力於成為政府信賴的「城市大管家」。在管理實踐中，我們打破傳統市政條塊分割的職能壁壘，構建起集環衛保潔、園林綠化、公共停車等於一體的城市空間整合運營平臺。該模式通過統籌管理與資源重組，有效消除了城市治理中的權責「真空地帶」，實現了城市公共資產的全週期統籌管養。同時，依託數位化調度指揮中心，我們建立起覆蓋「人、車、事」的全局智能調度體系，顯著提升城市應急回應效率與公共服務保障能力，切實助力政府實現「降本、提質、增效」的城市治理現代化目標。

Joy City Services, as the Group's strategic product line dedicated to urban public spaces, has established a comprehensive business system covering diverse areas such as urban sanitation, rural-urban environmental management, rail transit services, and public venue operations. In response to the strategic call for "modernization of urban governance", the Group extends the core concept of refined management from residential communities to broader urban public spaces, striving to become a trusted "comprehensive city manager" for governments. In practice, we break down the traditional functional barriers of fragmented municipal administration, building an integrated urban space operation platform that combines sanitation cleaning, landscaping, public parking, and more. This model, through coordinated management and resource reorganization, effectively eliminates "responsibility gaps" in urban governance and achieves full-cycle management and maintenance of urban public assets. Meanwhile, leveraging a digital dispatch command center, we have established a holistic intelligent dispatch system covering "personnel, vehicles, and incidents", significantly enhancing urban emergency response efficiency and public service assurance capabilities, thereby tangibly assisting governments in achieving the modernization goals of urban governance: "cost reduction, quality improvement,

and efficiency enhancement.

基礎物業服務品質提升

客服服务 Customer Service

社群建設與人文關懷 Community Building and Humanistic Care

本集團始終致力於構建和諧、溫情的社區氛圍。報告期內，我們圍繞重要節點與傳統文化，策劃並組織了系列主題鮮明的社區活動，包括3·12植樹節環保公益、6月高考助力、8月暑期快樂營、10月迎中秋慶國慶雙節以及12月冬日送溫暖等。全年累計舉辦各類社區文化活動6000餘場，吸引近30萬人次業主積極參與。這些活動不僅豐富了業主的精神文化生活，更有效增進了鄰里互動與社區凝聚力，彰顯了集團在營造宜居社區方面的持續投入與社會價值。

The Group remains committed to fostering a harmonious and warm community atmosphere. During the reporting period, we planned and organized a series of distinctive themed community activities centered around important occasions and traditional culture. These included the March 12 Arbor Day environmental public welfare event, June college entrance exam support initiatives, the August summer happiness camp, the October Mid-Autumn Festival and National Day double celebration, and the December winter warmth campaign. Throughout the year, over 6,000 various community cultural activities were held, attracting nearly 300,000 participations from property owners. These activities not only enriched the spiritual and cultural lives of owners but also effectively enhanced neighborly interaction and community cohesion, demonstrating the Group's ongoing commitment and social value in creating livable communities.

專業人才培養與服務效能提升

Professional Talent Cultivation and Service Efficiency Enhancement

人才是服務品質的核心驅動力。為強化一線服務能力，本集團針對客服條線構建了系統化的培訓體系。2025年，我們重點開展了客服專業專項培訓、「4V」專項服務訓練營及潛力梯隊人才（築橋官）培養專案，內容全面覆蓋對客服禮儀、高效溝通技巧、裝修管理規範及物業費催繳策略等核心模組。全年累計組織專項培訓16場，參訓人員達4,000餘人次。通過標準化、高密度的技能賦能，有效提升了團隊的專業素養與對客回應效率，為服務品質的穩定輸出提供了堅實的人才保障。

Talent is the core driver of service quality. To strengthen frontline service capabilities, the Group has established a systematic training system for customer service teams. In 2025, we focused on implementing specialized customer service training programs, a "4V" service training camp, and a talent pipeline development initiative (Bridge Builders Program). The training comprehensively covered key modules such as client service etiquette, effective communication skills, decoration management standards, and property fee collection strategies. Throughout the year, a total of 16 specialized training sessions were organized, involving over 4,000 participants. Through standardized and intensive skill enhancement, the professional competence and client response efficiency of the teams were effectively improved, providing solid talent support for the consistent delivery of high-quality services.

數字化賦能空置房精益管理

Digital Empowerment for Lean Management of Vacant Properties

針對業主普遍關注的空置房管理痛點，本集團積極引入數字化手段，自主開發並上線了空置房巡檢系統，旨在落實「月度巡檢、全程可溯」的精細化管理要求。依託該系統，巡檢人員嚴格按照標準流程對空置單元進行衛生清潔及水電門窗、室內設施的完好性檢查，並即時上傳記錄，確保服務過程透明、結果可循。2025年，該系統已覆蓋全國140餘個在管專案的空置房，全年累計完成標準化巡檢任務4萬餘次。此舉不僅強化了資產看護的可靠性，更通過「服務可視」實現了對異地業主的安心承諾，體現了本集團在治理端通過技術手段提升服務透明度與風險管控能力的積極探索。

In response to the common pain points in vacant property management that concern owners, the Group actively introduced digital solutions by independently developing and launching a vacant property inspection system. This system aims to implement refined management requirements of "monthly inspections and full-process traceability." Relying on this platform, inspection personnel strictly follow standardized procedures to conduct cleanliness checks, as well as inspections of water, electricity, doors, windows, and the integrity of indoor facilities in vacant units. Records are uploaded in real time to ensure transparency in the service process and traceability of results. By 2025, the system had covered vacant properties in over 140 managed projects nationwide, completing more than 40,000 standardized inspection tasks throughout the year. This initiative not only enhances the reliability of asset supervision but also fulfills a reassurance commitment to non-local owners through "visible services." It reflects the Group's proactive exploration of using technological means to improve service transparency and risk control capabilities at the governance level.

			
培訓活動 Training activities	快樂營活動 Happy Camp Activities	冬季送溫暖活動 Winter Warmth Campaign	空置房巡檢工作 Vacant unit inspection

环境保潔 Environmental Sanitation Services

環境管理體系化建設與一線賦能

Systematic Development of Environmental Management Systems and Frontline Empowerment

為提升環境條線的專業化水準與服務一致性，本集團持續推進知識沉澱與技能傳遞機制。報告期內，圍繞現場管理的重點難點，自主開發環境類標準化培訓課件5個，內容涵蓋專項深度清潔工藝、疑難污漬處置及現場品質管控等核心模組。以此為基礎，全年組織開展環境條線專項培訓10餘場，並深入項目一線實施精準幫扶與實操指導70餘次。通過「標準輸出+現場賦能」的雙輪驅動，有效解決了一線作業中的技術痛點，推動各項目環境品質的均衡提升，為業主管造更加整潔宜居的社區空間。

To enhance the professionalism and service consistency of the environmental operations line, the Group has continued to advance mechanisms for knowledge accumulation and skill transfer.

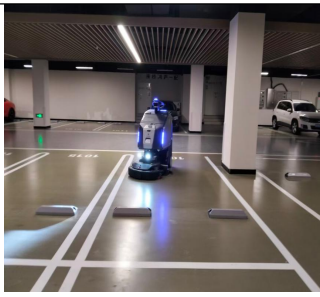
During the reporting period, focusing on key challenges in onsite management, the Group independently developed five standardized training modules for environmental services, covering core areas such as specialized deep-cleaning techniques, difficult stain treatment, and onsite quality control. Building on this foundation, more than 10 specialized training sessions were organized for the environmental operations line throughout the year, along with over 70 instances of targeted onsite support and practical guidance delivered directly at project sites. Through the dual-driven approach of “standardized output + frontline empowerment”, technical pain points in frontline operations were effectively addressed, promoting balanced improvement in environmental quality across projects and creating cleaner, more livable community spaces for property owners.

智能化清潔裝備應用，賦能綠色高效運營

Application of Intelligent Cleaning Equipment, Empowering Green and Efficient Operations

本集團積極探索智慧物業與綠色運營的深度融合，於2025年加大智能化清潔設備的規模化應用。報告期內，清潔機器人已成功落地11個在管專案，覆蓋住宅、商寫等不同業態的作業場景。全年設備累計穩定運行3,600餘小時，總清潔累計面積突破5,000萬平方米。依託24小時全天候不間斷作業能力，機器人在有效補充夜間及高峰時段清潔力量的同時，顯著提升了重點區域的環境衛生品質。該設備的規模化應用，不僅驗證了其在高強度、長週期工況下的可靠性與實用性，更標誌著本集團在通過技術手段降低運營碳排放、優化人力資源配置方面邁出了實質性步伐。

The Group actively explores the deep integration of smart property management and green operations, scaling up the application of intelligent cleaning equipment in 2025. During the reporting period, powered cleaning robots have been successfully deployed in 11 managed projects, covering operational scenarios across various formats such as residential, commercial, and office spaces. Throughout the year, the equipment accumulated over 3,600 hours of stable operation, with a total cleaning area exceeding 50 million square meters. Leveraging their 24/7 uninterrupted operational capability, the robots have effectively supplemented cleaning capacity during night shifts and peak hours while significantly improving environmental hygiene standards in key areas. The scaled application of this equipment not only verifies its reliability and practicality under high-intensity, long-duration working conditions but also marks a substantive step for the Group in reducing operational carbon emissions through technological means and optimizing human resource allocation.

			
保潔实操培訓 Hands-on cleaning training	保潔用品標準樣板間 Cleaning supplies standard showcase	授課培訓 Instructor-led training	清潔機器人應用 Cleaning robot application

绿化养护 Greening Maintenance

生態修復與綠化品質提升 Ecological Restoration and Greening Quality Enhancement

為持續優化社區生態環境，本集團於2025年大力推進園區綠化補栽與品質煥新工作。通過集中採購與標準化栽植流程，全年累計投入專項資金約72萬元，覆蓋全國124個在管專案。共計補栽喬木280餘株，各類低矮灌木及草坪地被25萬餘株，補栽總面積達3.5萬平方米。此次大規模的綠化補植不僅有效修復了因季節及人為因素造成的植被退化，更顯著提升了園區的碳匯能力與景觀品質，為業主營造了更加宜居的綠色空間，切實履行了企業在環境保護與生物多樣性保護方面的責任。

To continuously optimize the community ecological environment, the Group vigorously advanced greening replanting and quality renewal across its parks in 2025. Through centralized procurement and standardized planting procedures, a special fund of approximately RMB 720,000 was invested throughout the year, covering 124 managed projects nationwide. A total of over 280 trees, along with more than 250,000 low shrubs and turf groundcover plants, were replanted, covering a cumulative area of 35,000 square meters. This large-scale greening replanting initiative has not only effectively restored vegetation degradation caused by seasonal and human factors but also significantly enhanced the carbon sequestration capacity and landscape quality of the parks. It has created a more livable green space for residents and faithfully fulfilled the Group's responsibilities in environmental protection and biodiversity conservation.

专业化绿化养护人才赋能 Professionalized Greening Maintenance Talent Empowerment

人才技能是綠化品質的根本保障。2025年，本集團採用「線上+線下」融合教學模式，構建了系統化的綠化養護培訓體系。全年累計開展12場理論培訓及6場現場實操（同步線上直播），內容涵蓋三大維度：一是核心專業能力，包括農藥科學識別與使用、標準化澆水流程及病蟲害綜合防治；二是季節性養護指引，如四季綠化修剪標準與區域環境條線專項賦能；三是現場實操技能，涵蓋綠籬與喬灌木修剪、標準化苗木栽植及冬季防寒養護等。全年培訓累計覆蓋線上學員3000餘人次，現場實操人員400餘人次。通過理論與實踐並重的標準化培訓，有效提升了一線綠化人員的專業素養與作業規範性，為社區綠化品質的長期穩定與精細化管理提供了有力的人才支撐。

Talent expertise is the fundamental guarantee of greening quality. In 2025, the Group adopted a blended “online + offline” teaching model to establish a systematic greening maintenance training system. Throughout the year, a total of 12 theoretical training sessions and 6 on-site practical sessions (simultaneously live-streamed online) were conducted, covering three key dimensions: first, core professional competencies, including scientific identification and use of pesticides, standardized watering procedures, and integrated pest management; second, seasonal maintenance guidelines, such as pruning standards for greenery across the four seasons and specialized empowerment for regional environmental management lines; third, on-site practical skills, encompassing hedge and tree/shrub pruning, standardized seedling planting, and winter cold protection maintenance. Annual training cumulatively reached over 3,000 online participants and more than 400 on-site practical trainees. Through standardized training that emphasizes both theory and practice, the professional competence and operational standardization of frontline greening staff have been effectively enhanced, providing strong talent support for the long-term

stability and refined management of community greening quality.

			
現場實操培訓 Hands-on training	授課培訓 Classroom training	綠化作業 Greening work	節日美化 Festive decorations

秩序维护 Order Maintenance

常態化應急體系鍛造，築牢社區安全防線

Forging a Routine Emergency Response System to Strengthen Community Safety Defenses

本集團始終將社區安全置於服務首位，通過構建「演訓結合、標準先行」的應急能力建設體系，持續提升一線隊伍的實戰水準。報告期內，圍繞消防安全、防汛搶險及軍事佇列三大核心模組，累計組織大型綜合實訓2次，開展覆蓋全專案的專項應急演練400餘場。同時，注重知識沉澱與標準化輸出，自主開發應急培訓課件13個，採用「線上理論+線下實操」相結合的方式，全年累計培訓秩序人員1400餘人次。通過高頻次、標準化的演訓活動，有效強化了團隊的應急回應意識與協同作戰能力，為社區安全構築了堅實防線。

The Group consistently prioritizes community safety in its services. By establishing an emergency capability building system characterized by "integrating drills with training and setting standards first," it continuously enhances the frontline teams' practical skills. During the reporting period, focusing on three core modules—fire safety, flood prevention and emergency rescue, and military-style drills—the Group organized 2 large-scale comprehensive training sessions and conducted over 400 specialized emergency drills covering all projects. Meanwhile, emphasis was placed on knowledge accumulation and standardized output. The Group independently developed 13 emergency training course materials and adopted a blended approach of "online theory + offline practice," providing training to more than 1,400 order maintenance personnel throughout the year. Through high-frequency, standardized drills and training activities, the team's emergency response awareness and coordinated operational capabilities have been effectively strengthened, building a solid defense line for community safety.

高效回應突發事件，有力保障業主財產安全

Efficient Response to Emergencies, Effectively Safeguarding Property Safety of Property Owners

依託完善的應急體系與訓練有素的秩序團隊，本集團在應對各類突發事件中展現了高效的專業處置能力。2025年，各在管項目累計有效處理應急突發事件14起，迅速出動應急力量140餘人次。在事件處置過程中，秩序團隊憑藉敏銳的觀察力與規範的應急流程，累計協助公安機關抓捕各類違法嫌疑人23人，直接或間接避免了業主的潛在財產損失。這一成效不僅驗證了日常應急演練的實戰價值，更體現了本集團作為社區安全守護者，在風險防控與公共安全層面的責任擔當。

Leveraging a well-established emergency response system and a well-trained security team, the

Group demonstrated efficient professional handling capabilities in addressing various emergency incidents. In 2025, managed projects effectively handled a total of 14 emergency incidents, with emergency personnel rapidly deployed over 140 times. During incident responses, the security team, utilizing keen observation skills and standardized emergency procedures, assisted public security authorities in apprehending 23 suspects involved in illegal activities, directly or indirectly preventing potential property losses for owners. This outcome not only validates the practical value of routine emergency drills but also reflects the Group's commitment as a community safety guardian in risk prevention and public security responsibility.

			
軍事化訓練 Military-style training	防汛演練 Flood drill	消防演練 Fire drill	專業知識培訓 Professional knowledge training

4.2.3 產品品牌化 Product Branding 三級品牌戰略 Three-level Brand Strategy

本集團從對行業的深度研究出發，圍繞客戶需求，持續深入打造企業核心競爭力，並歸納為「五力四化」戰略，其中「五力」分別為服務力、組織力、運營力、數科力和品牌力。「五力」對應的戰術與內涵涉及到服務品質、規模擴張、高效團隊、數科保障及品牌溢價。本集團通過「五力」打造悅生活的核心競爭力以抵抗未來的不確定性及危機。本集團作為服務企業，無形服務有形化是重要核心思想，形成「服務標準化、標準產品化、產品品牌化、品牌價值化」的「四化」格局，保障多業態服務標準、產品封裝，市場競爭能力及品牌溢價。

Based on in-depth industry research and centered on customer needs, the Group has continuously deepened efforts to build its core competitiveness, formalizing the “Five Capabilities and Four Transformations” strategy. The “Five Capabilities” encompass Service Capability, Organizational Capability, Operational Capability, Digital-Technological Capability, and Brand Capability, corresponding to tactical priorities in service quality, scalable growth, team efficiency, technology-driven safeguards, and brand premium value. Through these capabilities, the Group strengthens Joyful Living's competitive edge to mitigate future uncertainties and crises. As a service-oriented enterprise, the Group prioritizes operationalizing intangible services—a core philosophy that has shaped the “Four Transformations” framework: Service Standardization, Standard-to-Product Conversion, Product Branding, and Brand Value Realization. This framework ensures service standardization, product encapsulation, market competitiveness, and brand premium across diverse business models.

當前，本集團在「五力四化」的戰略下注重品牌匹配及支撐，即住宅產品線——「悅生活」，商管產品線——「悅商管」，城市服務產品線——「悅城服」，形成多產品線的品牌構架，並在該產品線實行不同等級的品牌分類。如，住宅產品線「悅生活」下有針對住宅業態及案場服務不同級別的「悅心服務、悅享服務及悅熙服務」。

At present, under the strategy of “Five Strengths and Four standardizations”, the Group endeavors to conduct brand matching and support, namely, residential product line - “Joyful Living”, commercial management product line - “Joyful Commercial Property Management”, city service product line - “Joyful City Service”, forming a brand structure of multiple product lines, and implementing different levels of brand classification under one product line. For example, “Joyful Living” under the residential product line offers “Yuexin Service, Yuexiang Service and Yuexi Service” for residential businesses and field sites at different levels.

4.2.4 品牌價值化 Brand Value

本集團綜合價值 The Group's Comprehensive Value

本集團始終堅守為客戶提供「滿意+驚喜」的服務初心，戮力前行。自成立以來，本集團及其附屬公司通過服務創新、技術更新、產品煥新等方式為客戶和社會創造價值，並榮膺來自政府機關、行業機構、媒體平臺、公益組織及社會公眾的多項榮譽和認可。

The Group has always adhered to the original intention of providing customers with “Satisfaction + Surprise” services and made great efforts to move forward. Since its establishment, the Group and its subsidiaries have created value for customers and society by means of service innovation, technology update and product renewal, and won many honors and recognitions from government agencies, industry institutions, media platforms, public welfare organizations and the public.

 證書 CERTIFICATE 2025中国物业服务百强企业 2025 TOP100 Property Management Companies in China 康桥悦生活服务集团有限公司 荣获2025中国物业服务百强企业 2025年四月	 2025中国物业服务企业品牌价值100强 2025 Top 100 of Most Valuable Brand of China Property Management Service 康桥悦生活服务集团有限公司 2025年四月
2025中國物業服務百强企業 TOP23 2025 Top 100 Property Management Companies in China (23th)	2025中國物業服務企業品牌價值100強 2025 Top 100 Property Management Companies in China in Terms of Brand Value

 2025中国物业服务力百强企业 2025 Top 100 Property Service Companies in China 康桥悦生活服务集团有限公司 2025年四月	 2025中国物业服务满意度领先企业 康桥悦生活服务集团有限公司 2025年四月
2025中國物業服務力百强企業 2025 Top 100 Property Management Companies in China in Terms of Brand Value	2025中國物業服務滿意度領先企業 2025 China's leading enterprise in property

	
“金格獎”ESG可持續發展卓業企業 Golden Standard Award: ESG Sustainability Excellence Enterprise	先進基層黨組織 Advanced grassroots party organizations

4.3 創新智慧賦能 Driven by Innovation and Intelligence

本集團持續加碼科技研發投入，已形成「自主研發+外部共建」的開放式創新體系。在AI賦能物業服務領域，本公司技術護城河不斷加深，構建起覆蓋智慧社區全場景的技術資產矩陣。這不僅是對「科技向善」理念的踐行，更是通過數字化手段實現服務顆粒度精細化、業主體驗極致化的戰略落地，為公司高品質發展注入強勁動能。

The Group continues to increase investment in technology research and development, having established an open innovation system characterized by “independent R&D + external collaboration”. In the field of AI-enabled property services, the company's technological moat is continuously deepening, building a technology asset matrix that covers all scenarios of smart communities. This not only reflects the practice of the “technology for good” philosophy but also represents the strategic implementation of refining service granularity and optimizing resident experience through digital means, injecting strong momentum into the company's high-quality development.

4.3.1 智慧平臺建設 Construction of Intelligent Platform

2025年，本集團完成AI技術從概念到規模化應用的跨越。本集團自主研發的AI外呼機器人與AI數字員工已投入運營，回應效率實現指數級提升，較傳統人工模式實現質的飛躍。技術架構上，AI外呼機器人嫁接阿裡雲「通義小蜜」大模型，構建場景化智能外呼能力，精準覆蓋工單回訪等高頻業務；AI數字員工則通過NLP與知識圖譜技術賦能，實現會議紀要的智慧提煉與全天候即時回應。科技紅利，正在轉化為可感知的服務速度與品質。

In 2025, the Group accomplished the leap from conceptualizing AI technology to scaling its application. Its self-developed AI outbound call robots and AI digital employees have been deployed into operation, achieving an exponential improvement in response efficiency and a qualitative leap compared to traditional manual models. On the technical architecture, the AI outbound call robots are built upon Alibaba Cloud's “Tongyi Xiaomi” large language model, establishing scenario-based intelligent outbound calling capabilities that precisely cover high-frequency services such as work order follow-ups. The AI digital employees, empowered by

NLP and knowledge graph technologies, enable intelligent summarization of meeting minutes and provide round-the-clock instant responses. The dividends of technology are now being translated into tangible service speed and quality.



信息安全 Information Security

2025年通過對系統開發與應用制度升級，從業務分析、需求梳理、編碼開發、測試驗證、上線推廣、反覆運算運維形成了完整的系統開發規範做事方針，有助於提高信息系統的安全性，保護信息資產的安全和完整。

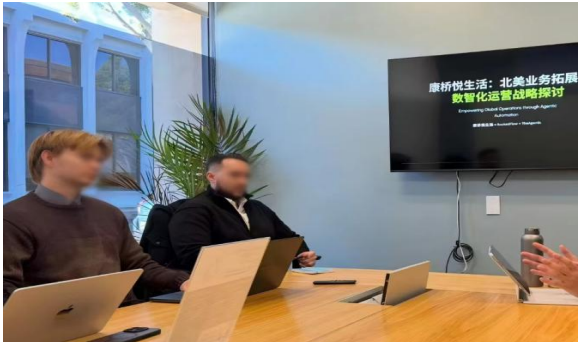
By upgrading the system development and application system in 2025, a complete set of system development standards and guidelines has been formed, including business analysis, requirement sorting, coding development, testing and verification, online promotion, and iterative operation and maintenance. This will help improve the security of information systems and protect the security and integrity of information assets.

AI大模型技術探索 Exploration of AI Large Model Technology

2025年，本集團以開放姿態連結全球優質資源，在北美市場構建「服務+科技」的AI創新生態圈。我們攜手Askitect-美國人工智慧房屋診斷領域的創新者，讓AI技術為物業管理裝上智慧大腦；我們結盟GPI-美國多單元公寓資產管理的資深玩家，共同打造標準化、科技化、可持續的公寓運營新範式。這一切，源於2025年11月北美附屬公司設立的戰略決策，指向同一個目標：從傳統物業服務企業，蛻變通過利用AI技術引領未來的「美好

生活與智慧城市服務商」。

In 2025, the Group, with an open approach, connected global premium resources to build an AI innovation ecosystem of “Service + Technology” in the North American market. We partnered with Askitect—an innovator in AI-powered home diagnostics in the United States—to equip property management with an intelligent brain through AI technology; We allied with GPI—a seasoned player in multi-unit apartment asset management in the U.S.—to jointly create a new paradigm for standardized, technology-driven, and sustainable apartment operations. All this stems from the strategic decision in November 2025 to establish a North American subsidiary, pointing toward the same goal: transforming from a traditional property service enterprise into a future-leading “Better Living and Smart City Service Provider” by leveraging AI technology.

	
與Askitect關於AI技術交流 Technical Exchange with Askitect on AI	北美業務拓展-數智化探討 North American Business Expansion – Discussion on Digital Intelligence

4.3.2 優質服務推廣 Quality Service Promotion

在滿足本集團內部數字化需求的基礎上，我們積極開拓對外服務能力，在對產業園區服務、住宅服務、停車場服務及醫療服務等方面均有所突破，助力本集團數字科技產品的品牌化建設，同時為更多中小規模物企提供數字化轉型支援。

On the basis of meeting the internal digital needs of the Group, we actively explore our external service capabilities and have made breakthroughs in industrial park services, residential services, parking lot services, and medical services, helping to build the brand of our group's digital technology products and providing digital transformation support for more small and medium-sized enterprises.

對外輸出數字化服務 Export digital services externally

本集團秉承「悅服務」和「智科技」的核心理念，在探索自身數字化建設的同時，將已成熟的實踐成果向行業內提供業務賦能，持續為中小物企輸出數字化能力支撐。悅生活已建立一套智慧物管產品體系，包含智慧物業、智慧停車、社區電商、智慧物聯等綜合解決方案，該數字化平臺根據不同物業公司的需求和特點，提供定製化的數字化服務方案，以滿足其個性化需求，同時也為集團經營帶來了經濟效益的提升。

The Group adheres to the core concepts of “Yue Service” and “Intelligent Technology”. While exploring our own digital construction, we also provide business empowerment to the industry through mature practical achievements, and continue to provide digital capability support for small and medium-sized enterprises. Yue Life has established a smart property management product system, including comprehensive solutions such as smart property management, smart parking, community e-commerce, and smart IoT. This digital platform provides customized digital service solutions based on the needs and characteristics of different property companies to meet their personalized needs, while also bringing economic benefits to the group's operations.

4.3.3 經營效益提升 Improvement of Operating Efficiency

本集團創新智慧平臺的研發與推廣，為企業效益的提升起到了直接或間接的促進作用，這體現在管理效率提升、客戶滿意度提升和外部經濟效益提升三個方面。首先，各個數智化系統的內部推廣使用，促進本集團內各職能部門、附屬公司、合資公司間組織協調和業務處理能力的提升，對經營效益提升起到關鍵作用；其次，高效的業戶回應能力以及大量智慧化硬體的應用，促進客戶價值感的提升；最後，標準化產品能力的對外輸出，以及對業主和非業主增值能力的挖掘，為企業經營帶來了經濟效益的提升。

The research and promotion of our group's innovative smart platform has played a direct or indirect role in improving enterprise efficiency, which is reflected in three aspects: management efficiency improvement, customer satisfaction improvement, and external economic benefits improvement. Firstly, the internal promotion and use of various intelligent systems promote the improvement of organizational coordination and business processing capabilities among functional departments, subsidiaries, and joint ventures within the group, playing a key role in enhancing operational efficiency; Secondly, the efficient response capability of business owners and the application of a large number of intelligent hardware promote the enhancement of customer value; Finally, the external output of standardized product capabilities and the exploration of value-added capabilities for both owners and non owners have brought economic benefits to the operation of enterprises.

業務處理能力的提升 Improvement of business processing capability

- ✧ **業主APP-康雲優家：**康雲優家APP作為本集團與業主的社區生活服務平臺，通過數字化手段，顯著提升了社區物業管理的效率和居民的生活品質。其線上報修、物業繳費、社區資訊推送、鄰裡互動等功能，不僅提高了業務處理的效率，還增強了社區的凝聚力和居民的滿意度。

Owner App - Kangyun Youjia: As a community life service platform for the group and owners, Kangyun Youjia APP has significantly improved the efficiency of community property management and the quality of life of residents through digital means. Its online repair reporting, property payment, community information push, neighborhood interaction and other functions



not only improve the efficiency of business processing, but also enhance the cohesion of the community and the satisfaction of residents.

截至2025年12月31日止，康雲優家累計註冊用戶73.5萬人，其中來自本集團業主的用戶40.6萬人，佔比55.3%，平均月活躍用戶數14852人。

As of December 31, 2025, Kangyun Youjia had accumulated 735,000 registered users, of which 406,000 were property owners from the Group, accounting for 55.3% of the total. The average monthly active user count was 14,852.

- ✧ **工單系統：**工單系統通過數字化手段重塑了傳統物業管理的流程，實現了從任務創建、派單、處理到反饋的全流程閉環管理。它不僅提升了服務效率和質量，還通過數據分析為管理者提供了決策支援，顯著增強了業主滿意度。

Work Order System: The work order system has reshaped the traditional property management process through digital means, achieving a closed-loop management of the entire process from task creation, dispatching, processing to feedback. It not only improves service efficiency and quality, but also provides decision support for managers through data analysis, significantly enhancing owner satisfaction.



- ✧ **400-智慧運營服務中心：**本集團400呼叫中心自成立以來，通過數字化和智能化手段，顯著提升了服務的效率和服務質量，成為本集團不可或缺的重要工具。2025年，本集團基於阿裡通義大模型的AI外呼機器人投入運營，全面應用于業主工單滿意度回訪，實現100%全覆蓋。經與阿裡雲持續調優，其觸達率、通話完整率及交互能力顯著增強，為業務開展提供有力支撐。

400 Smart Operation Service Center: Since its establishment, the 400 call center of our group has significantly improved service efficiency and quality through digital and intelligent means, becoming an indispensable and important tool for our group. In 2025, the Group put into operation an AI outbound call robot based on Alibaba's Tongyi large model, which was fully deployed for owner work order satisfaction follow-ups, achieving 100% coverage. Through continuous optimization with Alibaba Cloud, its reach rate, call completion rate, and interactive capabilities have been significantly enhanced, providing strong support for business operations. This application not only improved service efficiency and quality but also gained deep insights into owner needs through data accumulation, driving service upgrades.

2025年，坐席通話共呼叫22.74萬通電話，其中呼出14.3萬通（AI外呼約3.1通），呼入8.4萬通，AI 機器人全面承接公司報修類工單回訪工作，任務完成效率較傳統模式提升 20 倍，有效釋放人力、提升服務回應速度。

In 2025, the agent call system handled a total of 227,400 calls, comprising 143,000 outbound calls (including approximately 31,000 AI outbound calls) and 84,000 inbound calls. The AI robot has fully taken over the company's repair work order follow-up tasks, increasing task

completion efficiency by 20 times compared to the traditional model, effectively freeing up manpower and improving service response speed.

- ✧ **社區零售-康雲優選：**康雲優選作為本集團旗下商業公司的一款社區電商平臺，業務包括社區生活服務、生鮮配送、社區團購等，旨在為本集團的業主提供便捷、高效的生活服務。

Community Retail - Kangyun Youxuan: Kangyun Youxuan is a community e-commerce platform under the commercial company of the Group, which includes community life services, fresh food delivery, community group buying, etc., aiming to provide convenient and efficient life services for the owners of the Group.



2025年，康雲優選社區零售業務線上累計總交易額約人民幣1046萬元，其中非業主交易額約人民幣711萬元，佔比約68.0%。

In 2025, the cumulative total online transaction volume of Kangyun Youxuan's community retail business was approximately RMB 10.46 million, of which the non owner transaction volume was approximately RMB 7.11 million, accounting for about 68.0%.

2025年，康雲優選社區零售業務線上累計成交54,701單，共計13,260人購買，客單價約人民幣191元，每戶平均收入約人民幣774元，復購率約59.9%。

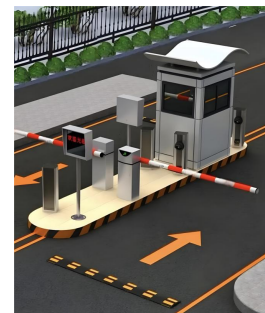
In 2025, Kangyun Youxuan's community retail business has accumulated 54,701 online transactions, with a total of 13,260 people purchasing. The average customer price is about RMB 191, and the average income per household is about RMB774. The repurchase rate is about 59.9%.

- ✧ **智慧停車：**智慧停車系統的不斷推廣在以下幾個方面促進了降本集團的相關業務開展：通過自動車牌識別提升了通行效率；線上繳費加強了資金安全的監管；無人值守降低了運營成本；盤活閒置資產增加了車位管理收入。

Smart Parking: The continuous promotion of smart parking systems has facilitated the development of related businesses for the Cost Reduction Group in the following aspects: it has improved traffic efficiency through automatic license plate recognition; enhanced the supervision of fund security via online payment; reduced operational costs with unattended operations; and increased parking management revenue by revitalizing idle assets.

截至2025年底，停車場平臺累計接入138個小區，涉及8.6萬個車位，其中已售車位6.6萬個。2025年全年，車位總周轉次數19.1百萬次，其中已售車位周轉次數13.0百萬次，臨停車位周轉次數3.7百萬次，出租車位周轉次數2.4百萬次。

As of the end of 2025, the parking platform had cumulatively integrated



138 residential communities, involving 86,000 parking spaces, of which 66,000 were sold spaces. Throughout 2025, the total turnover of parking spaces reached 19.1 million instances, comprising 13.0 million turnovers for sold spaces, 3.7 million for temporary parking spaces, and 2.4 million for leased spaces.

- ✧ **賦能內控-採購管控：**採購與庫存管理系統通過數字化手段，實現採購全流程透明化管控，有效提升了採購效率、降低了採購成本，並優化了本集團的資源配置。系統通過供應商績效評估與多維度數據分析，為本集團招采業務提供精準、高效及科學的決策支援，全面賦能供應鏈管理提質增效。

Empowering Internal Control - Procurement Control: The procurement and inventory management system achieves transparent control over the entire procurement process through digital means, effectively enhancing procurement efficiency, reducing procurement costs, and optimizing the Group's resource allocation. Through supplier performance evaluation and multi-dimensional data analysis, the system provides precise, efficient, and scientific decision-making support for the Group's sourcing business, comprehensively empowering supply chain management to improve quality and efficiency.



2025年全年，採購與庫存管理系統共發起約1.9萬個採購申請，共計人民幣約30.6萬元，供應商庫內共計供應商8,564個。

In 2025, the procurement and inventory management system initiated approximately 19000 procurement requests totaling approximately 30.6million yuan, with a total of 8,564 suppliers in the supplier inventory.

截至2025年12月31日止，採購與庫存管理系統內倉庫631個（含虛擬倉庫），固定資產共計約2.4萬個。

As of December 31, 2025, there are 631 warehouses (including virtual warehouses) in the procurement and inventory management system, with a total of approximately 24000 fixed assets.

4.4 回應客戶需求 Responding to Customer Needs

為打造客戶卓越美好生活，本集團持續關注業主需求，開展滿意度調研並制定年度滿意度提升計劃，搭建多元化溝通管道，虛心聆聽業主聲音，及時改善服務並積極回應業主要求，提升業主對物業服務的滿意度。

In order to create a better life within the community, the Group continues to focus on owners' demands. The Group conducts satisfaction surveys, formulates annual satisfaction improvement plan, opens up diverse communication channels, listens to owners' voices modestly, trying to improve services timely and respond to owners' requests positively for enhancing owners' satisfaction on property services.

4.4.1 提升客戶滿意度 Enhancing Customer Satisfaction

2025年，本集團持續開展三級品質核査，對各服務專案現場品質提升進行持續監督和指導。在主要服務觸點方面，建立數字智慧化管理系統，如：停車管理、充電樁管理、門禁道閘管理系統、外來人員管控系統等。集團設置數字化顯示屏，時時呈現服務現場運營狀況，出現問題第一時間可進行預警響應，確保問題快速處理，提升業主居住體驗和滿意度。

In 2025, the Group continued to implement a three-tier quality verification system, providing ongoing supervision and guidance for on-site quality improvement across all service projects. Regarding key service touchpoints, digital intelligent management systems were established, such as parking management, charging pile management, access control and barrier gate systems, and visitor management systems. The Group installed digital display screens that provide real-time visibility into on-site service operations, enabling immediate alert responses when issues arise to ensure rapid resolution, thereby enhancing residents' living experience and satisfaction.

業主滿意度是物業服務企業生存的基石，為更加客觀、全面地掌握業主滿意度，本集團通過線上問卷、400電話外呼等管道，定期開展業主滿意度調研工作。2025年，本集團啟動了第三方滿意度調研模式，深入各服務專案現場，與業主面對面進行訪問調研，更加客觀、公正地呈現業主對物業服務的真實評價。根據第三方供應商滿意度調研結果，2025年寫字樓及大甲方滿意度均超過98分。

Owner satisfaction is the cornerstone for the survival of property service enterprises. To assess owner satisfaction more objectively and comprehensively, the Group regularly conducts satisfaction surveys through channels such as online questionnaires and outbound 400 calls. In 2025, the Group initiated a third-party satisfaction survey model, conducting on-site visits at various service projects and engaging in face-to-face interviews with owners to more objectively and fairly reflect their genuine evaluations of property services. According to the third-party satisfaction survey results, in 2025, satisfaction scores for office buildings and major clients both exceeded 98 points.

4.4.2 暢通溝通渠道 Opening up Communication Channels

為快速回應客戶訴求，本集團為業主開通了包括全國統一客服熱線、小程序、公眾號、24小時值班電話等8條問題回饋管道，制定了12-12-24-72的投訴處理回饋機制。多元化的溝通管道保證了客戶訴求的快速回應，與客戶的密切溝通是業主滿意度提升的重要保障。業主訴求由全國統一客服熱線接收後直接下派工單進行跟進處理，既保證了業主訴求的快速回應、逐級受理，又規範了問題處理的流程。服務留痕，業主通過康雲優家APP可對問題處理進度一目了然，透明化管理提升了問題的解決效率。

To swiftly address customer concerns, the Group has established eight feedback channels for property owners, including a nationwide unified customer service hotline, mini-programs, official social media accounts, and a 24-hour duty phone. A 12-12-24-72 complaint handling and feedback mechanism has been implemented. These diversified communication channels ensure rapid response to customer requests, and close engagement with customers is a key factor in enhancing owner satisfaction. Upon receipt through the nationwide unified hotline, owner requests are directly assigned as work orders for follow-up. This not only guarantees a prompt, tiered response but also standardizes the issue-resolution process. All services are documented with traces; owners can track the progress of issue resolution at a glance via the Kangyun Youjia APP. This transparent management approach improves

the efficiency of problem-solving.

本集團定期開展業主座談會，邀請各階段業主參與座談，匯報業務工作，聽取業主聲音，改進物業服務水準；執行顧客拜訪機制，每月定期拜訪業主，拉近物業與業主的關係，暢通溝通管道，響應客戶需求。

The Group has improved communication channels and complaint mechanisms to ensure smooth communication and timely response to customer requests. The Group holds owners forums regularly - inviting owners at all stages to attend the forums, informing them the business operations and following their advice to improve property services; also establishing and implementing a customer visit mechanism – the Group visits owners every month to close the relationship between the property staff and the owner. In a nutshell, the Group opens up the communication channels for better response to customer needs.

溝通渠道 Communication Channel	•通過業主座談會、品質見證官座談會、顧客拜訪機制、季度服務報告、設備房開放日、推行全國服務熱線等措施，多渠道了解收集客戶要求，及時修正工作方向，提升客戶滿意度。 With owner forums, quality witness forums, customer visit mechanism, quarterly service report, equipment room open day, and hotline for national service, the Group has understood and collected customer requests, corrected work direction in time and enhanced customer satisfaction.
投訴機制 Complaint Mechanism	•嚴格執行投訴回應機制，後台密切關注投訴關閉率及投訴處理滿意度，結果應用強掛鉤。 •本報告期內接獲物業服務類客戶投訴2,233次，回應及時率為93.0%。 •本報告期內投訴處理滿意率為94.0%，較2024年提高6.0%。 •The complaint response mechanism is strictly enforced, and the back-end office closely monitors the closure rate and satisfaction rate of complaints handling, with results strongly linked. •During the reporting period, 2,233 complaints from customers regarding property service had been received, and the timely response rate of complaints was 93.0%. •The satisfaction rate of complaint handling for this reporting period was 94.0%, an increase of 6.0% as Compared with 2024.

4.4.3 提升客戶價值感 Improving Customer Value

在智慧化應用場景的開發和實踐上，本集團依託物聯網、大數據與雲計算、AI技術等，完善區域智慧應用，創新智慧產品，為業主帶來更加安全、便利、舒適的生活體驗，提升客戶對物業服務的價值感知。

In terms of developing and practicing intelligent application scenarios, the Group has improved the park-wide intelligent applications and innovated smart products depending on the Internet of Things (IoT), big data and Cloud computing, AI technology, etc., thereby bringing a more secure, convenient and comfortable life experience to owners and enhancing customers' perception of the value of property services.

智慧硬體的應用，在企業經營層面，一方面降低了對人工作業的依賴性，另一方面提高了作業的標準程度和及時性。在安全防範方面，智慧物聯網設備可做到7*24小時不間斷執勤，發信隱患隨時告警，對企業經營提供了可靠的安全保障。

By the application of intelligent hardware, the dependence on manual work is reduced, while the work standard and timeliness is improved on the other hand in terms of cooperate operating. In terms of security, the intelligent IoT equipment can be on duty 7*24 hours and send warnings whenever hidden dangers are identified, providing reliable security guarantee

for enterprise operation.

	高空拋物監測 Monitoring acts of throwing objects from a high altitude - 智能攝像頭全範圍覆蓋高低樓層，即時監控墜落點； The smart cameras provide full coverage of high and low floors, monitoring the location of falls in real-time; - 智能攝像頭全範圍覆蓋高低樓層，即時監控墜落點。 Using algorithm to simulate the trajectory of the fall and recording the high-altitude throwing location for verification.
	設施設備管理 Management of facilities and equipment - 大量感測器植入關鍵感知點，即時監測設備運行關鍵指標； A large number of sensors implanted in key sensing points to monitor critical operational indicators of devices in real time; - 設備運行告警，系統自動生成告警工單，接入工單中心自動派單處理。 Device running warning, the system automatically generates an alarm work order, which is automatically assigned for processing in the work order center.
	智慧人行系統 Smart pedestrian passing system - 人臉門禁識別，為業戶無鑰匙通行提供更加便利的方式； Facial recognition door access, more convenient for tenants to enter without a using a key; - 業戶身份鑒別，提供更加高效的園區訪客安全保障。 Identity verification of owners, more efficient security guarantee for the visitors of the park.
	智能消防預警 Intelligent fire warning - 智慧煙感設備佈防，對高溫火源進行實施監測預警； Intelligent smoke sensing devices are deployed to constantly monitor and warn of high temperatures and potential fire hazards in real-time; - 發生點火告警時，進行現場語音播報及指揮中心告警。 When a fire alarm occurs, simultaneous on-site voice broadcasting and notification to the command center will take place.
	智慧安防系統 Smart security system 7*24小時對園區周邊圍欄進行進行紅外線安全防護； 24/7 infrared security protection is provided for the perimeter and fences of the park; - 異常侵入，立即觸發系統報警，自動向指揮中心和安保人員

	推送告警資訊。 Reducing personnel investment and infection risk, and improving environmental disinfection assurance capability.
	梯控預警 Elevator alert 針對電動車上樓等消防高危行為，AI 智能識別到梯內有電動車，不閉門同時向指揮中心發送告警資訊。 This is targeted at high-risk behaviours against firefighting such as electric vehicles going to elevators. When AI recognises that there is an electric vehicle in the elevator, it will alert the command centre without closing the door.

智慧硬體的推廣應用 *Promotion and Application of Intelligent Hardware*

5 以人為本，成就員工 Putting People First to Help Employees Succeed

作為物業管理服務提供者，本集團始終認為員工是持續提供優質及可靠服務的關鍵。本集團嚴格遵守國家勞動法律法規，切實保障員工的合法權益，提供完善的培訓體系，全面呵護員工的身心健康，為每一位員工提供公平工作、助力發展且充滿幸福的工作環境，提供成長空間。

As a property management service provider, the Group always believes that employees are the key to continuing to provide quality and reliable services. The Group strictly abides by the national labour laws and regulations, effectively protects the legitimate rights and interests of employees, provides a well-established training system, cares for the physical and mental health of employees in all details, creates for all employees a fair employment, development and happy working environment, and provides opportunities for employees' development.

5.1 保障員工權益 Protecting Employees' Interests and Rights

本集團嚴格遵守《中華人民共和國勞動法》、《中華人民共和國社會保險法》、《中華人民共和國促進就業法》等相關法律法規，遵循「助力員工成長，提升員工的職業價值，實現員工與企業的和諧共贏」的發展理念，通過建立平等的僱傭關係、公平的競爭機制、有競爭力的薪酬及福利待遇、良好的企業文化氛圍，守護每位員工的合法權益，實現員工與企業雙贏發展。

The Group adheres to the development concept of “Empowering employee growth, enhancing their professional value, and achieving harmonious win-win outcomes for both employees and the company”, and protects the legitimate rights and interests of everyone employee by establishing an equal employment relationship and a fair competition mechanism and providing competitive remuneration and benefits, thus realising the win-win development of employees and the Group.

平等僱傭 Equal Employment

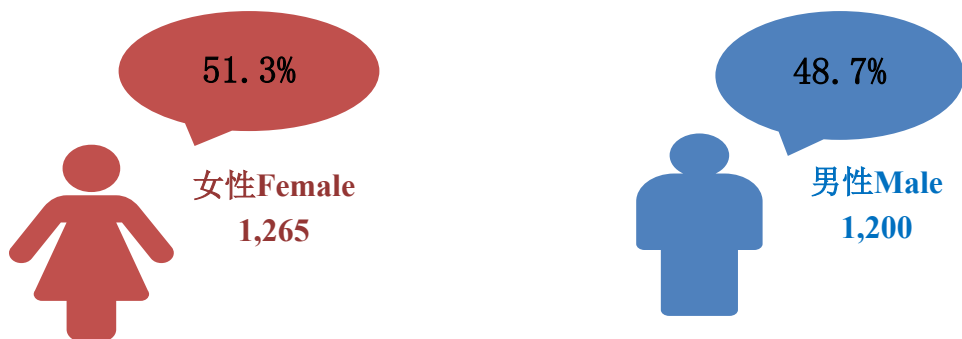
- 本集團嚴格遵守《中華人民共和國勞動合同法》《禁止使用童工規定》《中華人民共和國未成年人保護法》等法律法規，堅持平等僱傭準則，反對一切因性別、年齡、地域、學歷、宗教信仰、國籍、種族、性取向、殘疾與否等不同而存在的歧視行為，努力打造具有多樣性和包容性的職業環境。同時，建立公平、公正、公開的選人用人機制，嚴禁使用童工、強迫勞動、超時工作、騷擾虐待，切實維護員工合法權益。若發現有未成年人入職，將向相關勞動管理部門報備，核實入職員工有效身份證件並對審批人進行追責。本報告期內，本集團未出現任何僱傭童工和強制勞工的情況。The Group strictly abides by the “Labour Contract Law of the People's Republic of China”, “the Provisions on the Prohibition of Employing Child Labour” and other laws and regulations, adheres to the principle of equal employment, opposes all discriminatory behaviours based on differences in gender, age, region, education, religious belief, nationality, ethnicity, sexual orientation, disability, etc., and strives to create a diverse and inclusive professional environment. At the same time, a fair, justice and open selection and employment mechanism are established and the use of child labour, forced labour, overtime work, harassment and abuse are strictly prohibit, to effectively protect the legitimate rights and

interests of employees. Any employment of minors will be reported to the relevant labour authority, verify the valid ID of the onboarding employee and hold the approver accountable. During the reporting period, the Group had no violations involving child labour or forced labour.

- 本集團與每一位員工按員工類型簽訂勞動合同、聘用合同或實習協議，並與合同到期的員工及時進行合同續簽工作。本集團尊重每一位員工選擇工作的權利，建立員工退出機制，規範解除、終止勞動合同的工作機制，切實維護解聘員工的合法權益。The Group signs the labour contract, employment contract or internship agreement with each employee based on the type of employment, and promptly renews the contract with the employee whose contract expires. The Group respects every employee's right to choose a job, establishes an employee resignation mechanism to standardise the procedures of rescinding and terminating the labour contract and earnestly safeguard the legitimate rights and interests of resigning employees.

- 本報告期內，本集團共有員工2,465人。

During the reporting period, the Group had a total of 2,465 employees.



職業晉升 Career Advancement

- 在職業晉升方面，本集團嚴格按照《崗位調整與職務調整管理指引》要求，開展晉升評估工作，明確定義職位及職級，細化評估標準，規範操作流程，打造公開透明的晉升文化。本集團人力部門依據《職位晉升提名條件》圈定晉升候選人，並負責收集《晉升人員評估申請表》，申請表中從12個維度為申請人打分，晉升結果將在全集團進行公示。

In terms of career advancement, the Group conducts promotion assessment in strict accordance with the requirements of the Position Adjustment and Job Title Management Guidelines Promotion Assessment, clearly defines the positions and ranks, refines assessment standards, and standardises the operation procedures to create an open and transparent promotion culture. The human resources department of the Group identifies candidates for promotion according to the Nomination Conditions for Position Promotion, and is responsible for collecting the Application Form for Assessment of Promotion Candidates. The application form scores applicants from 12 dimensions, and the assessment results will be announced throughout the Group.

薪酬福利 Remuneration and Benefits

- 本集團制定《績效管理制度》、《薪酬管理指引》、《福利管理指引》等一系列內部制度，規範薪酬福利、績效管理機制，明確薪酬福利發放標準，形成有效的激勵和約束機制，構建公平、系統、科學的薪酬福利體系，引導不同部門及員工正向工作，促進員工與本集團共同發展。

The Group has formulated a series of internal policies such as the Performance Management System, the Remuneration Management Guidelines and the Welfare Management Guidelines to standardise the remuneration and benefits and performance management mechanisms, clarify remuneration and benefits distribution standards, form an effective incentive and restraint mechanism, and build a fair, systematic and scientific remuneration and benefits system, guiding all departments and employees to work positively and promote the common development of employees and the Group.

5.2 廣納優秀人才 Employment of Outstanding Talents

本集團立足業務發展的需要，制定人才招聘計劃，通過校園招聘及社會招聘的方式，為本集團注入新活力。通過對組織管理制度修訂、崗位體系優化、招聘規章制度修訂、從制度體系保證人才供應標準規範統一；強化與合作單位互動，積極做好人才引進服務工作，本年度榮獲智聯招聘「2025中國年度優選雇主」榮譽稱號。

Based on the needs of business development, the Group has formulated a talent recruitment plan and injected new vitality into the group through campus recruitment and social recruitment. By revising the organizational management system, optimizing the job system, revising the recruitment rules and regulations, and ensuring the standardization and uniformity of talent supply standards from the institutional system; Strengthen interaction with cooperative units, actively provide talent introduction services, and this year was awarded the honorary title of “2025 China Annual Preferred Employer” by Zhilian Recruitment.



校園招聘：Campus Recruitment

本集團持續開展校園招聘計劃，通過邀請高校領導來訪，校園宣講等形式，廣納優秀畢業生。同時，本集團展開校企合作，為在校生提供見習機會，共同推動人才培育發展，打造高校、企業、學生三方共贏的長效人才平臺。為在校生提供見習機會，共同推動人才培育發展，打造高校、企業、學生三方共贏的長效人才平臺。為在校生提供實習機會，共同推動人才培養發展，打造高校、企業、學生三方共贏的長效人才平臺。

The Group continues to carry out campus recruitment plans, attracting outstanding graduates through inviting university leaders to visit and campus lectures. At the same time, the Group has launched school enterprise cooperation to provide internship opportunities for current students, jointly promote talent cultivation and development, and create a long-term talent platform that benefits universities, enterprises, and students. Provide internship opportunities for current students, jointly promote talent cultivation and development, and create a long-term talent platform that benefits universities, enterprises, and students. Provide internship opportunities for current students, jointly promote talent cultivation and development, and create a long-term talent platform that benefits universities, enterprises, and students.

社會招聘：Social Recruitment

本集團執行「經管技人才工程」招聘計劃，2025年共引進189位關鍵崗位人才。本集團打造年輕化的管理社會招聘團隊，不斷提升人才保有量，為僱員打造長期穩定發展的工作環境。

The Group implements the “Management and Technical Talent Project” recruitment plan, and has recruited a total of 189 talents for key positions in 2025. The Group has built a younger management social recruitment team, continuously replenished the talent pool, and created a long-term and stable working environment for employees.

案例1：校園招聘活動

Case 1: Campus Recruitment Activity

物業工程類崗位元需要較強的專業基礎知識，為滿足本集團不斷發展需要的工程技術人才，夯實人才隊伍建設，本公司2025年繼續加強校企合作，從大中專院校招聘15餘人電氣自動化等工程相關專業背景畢業生進行培養。

Property engineering positions require strong professional foundation knowledge. In order to meet the continuous development needs of the group's engineering and technical talents and strengthen the construction of the talent team, our company will continue to strengthen school enterprise cooperation in 2025 and recruit more than 15 graduates with engineering related backgrounds such as electrical automation from universities and colleges for training.



校園招聘活動

Campus Recruitment Activity

案例2：提供實習渠道

Case 2: Provide internship channels

本公司持續與大中專院校開展多種形式的合作，要求在校生到本公司相關專業崗位進行學習，聯合學校方共同對學生進行培養，幫助學生掌握相關專業在實際工作中的應用，學習實際的職場工作模式，幫助學生更好的學習專業知識。

The Company continues to cooperate with colleges and universities in various forms, requiring students to study in relevant professional positions of our company. We work together with the school to cultivate students, help them master the application of relevant majors in practical work, learn practical workplace work modes, and help students better learn professional knowledge.

5.3 引領員工成長 Guiding Employees to Grow

本集團建設並完善《崗位調整與職務調整管理指引》、《員工入職與在職培訓管理指引》、《人才梯隊建設管理指引》等人才培養制度。依託物管學院，2025年全年培訓303場，498課時，21456人次，新增內訓師10人；依託自建網路學習平臺-康雲學堂，常態化推送全員每週一考、基層員工SOP專項培訓，夯實基礎服務力；分類分級開展集團年度培訓需求調研，築牢培訓實施基礎；強化培訓品牌建設（7期專項宣傳、累計閱讀10000餘人次），提升物管學院品牌知名度。

The Group has established and improved talent development systems such as the Guidelines for Position and Job Title Adjustments, Guidelines for Employee Onboarding and On-the-Job Training, and Guidelines for Talent Pipeline Construction. Relying on the Property Management Academy, we conducted a total of 303 training sessions in 2025, covering 498 class hours and reaching 21,456 participants, while also adding 10 new internal trainers. Through our self-built online learning platform—Kangyun Academy—we regularly deliver weekly assessments for all employees and specialized SOP (Standard Operating Procedure) training for frontline staff to strengthen foundational service capabilities. We also conduct classified and tiered annual training needs surveys across the group to solidify the foundation for effective training implementation. Additionally, we have enhanced training brand building (including 7 special promotional campaigns with a cumulative readership of over 10,000) to boost the visibility and reputation of the Property Management Academy.

基礎服務力建設：常態化線上推送全員每週一考、基層員工SOP專項培訓，強化全體職工基礎服務意識，助力公司品質提升。

Basic Service Capacity Building: We regularly push weekly quizzes for all employees and specialized SOP (Standard Operating Procedure) training for frontline staff through our online platform to strengthen every employee's awareness of basic service standards, thereby supporting the company's continuous improvement in service quality.

內訓師隊伍建設：組織開展TTT培訓及教師節專屬活動。2025年新增認證內訓師10人，加強內訓師隊伍建設。

Internal Trainer Team Development: We organized TTT (Train-the-Trainer) programs and exclusive Teachers' Day activities to enhance trainer engagement. In 2025, we newly certified 10 internal trainers, further strengthening our internal trainer team.

培訓需求調研：開展本集團2026年培訓需求調研，採用問卷法，分類分級調研，收集有效問卷207份，並出具調研報告，為2026年物管學院、各分院、各區域年度培訓計劃制定提供基礎支撐。

Training Needs Research: Conducted a 2026 training needs analysis for the Group through classified and tiered questionnaire surveys, collecting 207 valid responses. The findings were compiled into a research report to serve as the foundational basis for formulating annual training plans for the Property Management Academy, its branches, and regional offices in 2026.

培訓品牌建設：加強物管學院專項培訓、主題活動等在集團級平臺的宣傳，共計發送文章7期，累計閱讀量10000餘人次，有效提升物管學院品牌知名度。

Training brand building: Enhanced the promotion of the Property Management Academy's specialized training programs and thematic activities on group-level platforms, publishing 7 promotional articles with a total readership of over 10,000, effectively boosting the academy's brand visibility.

2025年，本集團持續強化人才梯隊建設。核心崗位（包括項目和案場負責人、二級模組負責人）的人才儲備率達24.07%，公司內培比例為35.56%。加強社會招聘新員工的培訓，幫助新員工快速融入。升級「潛力築橋官」和「項目助理經理專訓營」的培訓模式，優化過程管理並加強課程融合。常態化開展全員合規與廉政專項培訓，營造風清氣正的工作環境。組織集團中高層多次外出交流學習，助力管理層拓展思維、開闊視野。

In 2025, the Group continued to strengthen talent pipeline construction. The talent reserve rate for core positions (including project and site leaders, Level 2 module heads) reached 24.07%, and the proportion of internal training within the Company was 35.56%. Training for newly recruited social employees was enhanced to facilitate their rapid integration. The training models for the Potential Bridge Builders Programme and the Project Assistant Managers' Special Training Camp were upgraded, with optimized process management and strengthened curriculum integration. Regular compliance and integrity training for all employees was conducted to foster a clean and ethical working environment. Multiple outbound exchange programs were organized for senior and middle management to help them broaden their thinking and expand their perspectives.

案例：潛力築橋官

Case: Potential Bridge Building Officer

本集團實施第八期潛力築橋官培訓，從各區域選拔共40名學員參加。該培訓共分為3期，包含10門課程，並強化過程淘汰機制，最終有30人通過結業答辯。

The Group implemented the seventh Potential Bridge Builders Programme, selecting a total of 40 participants from various regions. The training was divided into 3 sessions, comprising 10 courses, with an enhanced process elimination mechanism. Ultimately, 30 participants passed the graduation defense.



潛力築橋官培訓

Potential Bridge Building Officer Training

案例：項目助理經理專訓營

Case: Project Assistant Manager Training Camp

本集團組織了第二期項目助理經理專訓營，幫助新晉升級新入職項目助理經理快速履職。該專訓營共計組織6次培訓，23名學員參加，最終23人通過答辯。

The Group organized the second Potential Bridge Managers' Special Training Camp to help newly promoted and newly onboarded Project Assistant Managers quickly adapt to their roles. A total of 6 training sessions were held for the camp, with 23 participants attending, and all 23 successfully passed the graduation defense.



項目助理經理專訓營學習
Project Assistant Manager Training Camp

5.4 職業健康與安全 Occupational Health and Safety

本集團高度重視員工的職業健康與安全，嚴格遵守《中華人民共和國職業病防治法》及《中華人民共和國消防法》等法律法規，樹立「安全第一、生命第一」的安全管理基本準則，為員工打造安全、健康、舒適的工作環境，力求將員工受傷風險降至最低。

The Group attaches great importance to the occupational health and safety of its employees, and strictly abides by 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 relevant laws and regulations. Basic safety management principle of “safety first, life first” has been established to create a safe, healthy and comfortable working environment for employees and minimise the risk of work-related injuries.



本集團重視辦公安全，發佈工傷處理流程及注意事項，在辦公區內張貼「遇險防範」措

施，在公眾號及內部辦公平台中發佈安全教育視頻，鼓勵員工學習遇險自救知識，提高自我保護意識。同時，本集團定期排查安全隱患，不斷加強安全控制，切實做好保障職業健康與安全工作。報告期內，本集團已獲得國家級職業健康與安全管理體系認證證書。

The Group emphasises office safety, publishes work-related injury handling procedures and precautions, posts “distress prevention” measures in the office area, and releases safety education videos on the official account and internal office platform to encourage employees to learn the knowledge of self-rescue in distress and improve their awareness of self-protection. At the same time, the Group regularly investigates potential safety hazards and continuously strengthens safety control to effectively protect occupational health and safety. During the reporting period, the Group had obtained the certificate of the national Occupational Health and Safety Management System.

5.5 關愛員工生活 Caring for the Life of Employees

本集團深挖員工需求，通過舉辦員工生日會、毅行活動、共讀營、「四有」落地等多項活動，並發佈健康文化、舉辦健康大講堂、建立悅動健康打卡群等多種方式強化員工關懷體系建設，完善員工溝通與回饋平臺，認真聆聽員工心聲，提升員工滿意度及幸福感。本集團建立員工基金，旨在幫扶困難員工渡過難關。

The Group deeply engaged in the needs of employees by organizing a variety of activities such as employee birthday parties, endurance walking events, reading camps, and the implementation of the “Four Haves” principles, among others. Additionally, by releasing health culture content, hosting health lectures, and establishing a fitness check-in group, we enhance the construction of our employee care system, strengthens the construction of the employee care system, improves the employee communication and feedback platform, and listens carefully to the voices of employees to enhance employee satisfaction and happiness. The Group has established an employee fund to help employees in need tide over the difficulties.

案例：員工關懷-基金援助

Case: Employee Fund Assistance – Financial Support

本集團多次通過員工基金會開展幫扶評選活動，堅持“雪中送炭”的原則。幫扶過程既傳遞溫暖，又避免給員工增添心理負擔，員工對本集團的感情也因此愈發深厚。我們希望讓這份溫暖持續傳遞，成為一種習慣。

The Group has repeatedly conducted support selection activities through the Employee Foundation, adhering to the principle of “helping those in urgent need”. The assistance process not only delivers warmth but also avoids adding psychological burdens to employees, which has further deepened their affection for the Group. We hope to sustain this warmth as a lasting practice.



案例：員工關懷-健康徒步活動

Case: Employee Care - Health Hiking Activity

本集團舉辦第七屆健康徒步走活動，挑戰距離極限，增強員工體魄，將勇於向前、勇於拼搏、勇爭第一的體育精神深入員工內心，促進員工在日常活動中發光發彩。本集團通過集體活動，使員工身體更加健康，讓工作氛圍更和睦，讓內部溝通更高效。

The Group held the 6th Healthy Hiking event, challenging the limits of distance and enhancing the physical fitness of employees. The sportsmanship of daring to move forward, striving for excellence, and striving for excellence was deeply ingrained in the hearts of employees, promoting them to shine brightly in daily activities. Through collective activities, our group promotes the physical health of our employees, creates a more harmonious working atmosphere, and enhances internal communication efficiency.



5.6 重視表彰先進 Attach great importance to the Recognition of the Advanced

本集團重視表彰先進、激勵員工，開展2025年度微笑服務獎、巧手匠工獎、骨幹力量獎、等33個獎項進行評優評先表彰，鼓舞士氣，凝聚人心。

The Group attaches great importance to commending advanced and motivating employees, and has launched 33 awards such as the 2025 Smile Service Award, Skilled Craftsman Award and Backbone Strength Award for outstanding performance and recognition, to boost morale and unite people's hearts.



2025年度總結表彰會

2025 Annual Summary and Commendation Conference

6 共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation

本集團重視業務發展過程中的環境保護，嚴格遵守《中華人民共和國環境保護法》，積極回應國家提出的「2030碳達峰、2060碳中和」目標，貫徹落實節能減排措施，應對氣候變化、宣傳綠色理念，踐行低碳環保經營模式，推動綠色物業服務建設。

The Group attaches great importance to environmental protection in the process of business development, strictly abides by the “Environmental Protection Law of the People’s Republic of China”, actively responds to the “2030 carbon 2060peak and carbon neutrality” goals proposed by the state, implements energy conservation and emission reduction measures, promotes green concepts in response to climate change, practices low-carbon and environmentally friendly business models, and promotes the construction of green property services.

為打造綠色物業服務，加強對環境管理效益的追蹤與管控，本集團制定節水、減廢及節能減排共三大發展目標，並從宣導綠色物業、應對氣候變化、綠色辦公三大維度制定行動計劃，推動目標達成。

To develop green property services and strengthen the tracking and control on environmental management benefits, the Group has formulated three development goals in terms of water saving, waste reduction and energy conservation and emission reduction, and developed action plans to drive the achievement of the goals from three dimensions, namely promoting green property services, reacting to climate change and practicing green office.

節水目標 Target of Water Saving	•本集團嚴格遵守《中華人民共和國水污染防治法》等法律法規，在年度目標責任書中制定用水管控計劃，明確日常用水管理措施，如採用節水型設施設備、建設雨水回收系統等。本集團明確各層級負責人相關考核要求，並要求月度、半年度及年度會議中彙報執行情況，切實保障用水管控目標落實。 The Group strictly abides by the “Water Pollution Prevention and Control Law of the People’s Republic of China” and other relevant laws and regulations, formulates a water management and control plan in the annual target responsibility letter, and specifies daily water management measures, such as the use of water-saving facilities and equipment, and the construction of rainwater recycling systems. The Group clarifies the relevant assessment requirements for persons in charge at all levels, and requires reporting on the implementation status in monthly, semi-annual and annual meetings to ensure the effective implementation of water management and control goals.
減廢目標 Target of Waste Reduction	•本集團設置年度減廢目標，致力於減少、回收及妥善處理廢棄物，實現固體廢棄物分類收集處置率 100%的目標。 The Group has set an annual waste reduction target, and is committed to reducing, recycling and properly disposing of waste, and achieving the goal of 100% classified collection and disposal rate of solid waste.

節能減排目標
Targets of
Energy
Conservation
and Emission
Reduction

•本集團設置年度能耗管控目標，設置每年節能降耗 2%的目標。通過監控能源利用情況及智慧節能降耗方案等，提高能源效益。
The Group sets an annual energy consumption control target, and implements an annual energy conservation and consumption reduction target of 2%. The Group manages to improve energy efficiency by monitoring energy utilisation and adopting intelligent energy conservation and consumption reduction solutions.

6.1 宣導綠色物業 **Advocating Green Property Services**

本集團致力於建設綠色物業，秉承「清潔管理、預防污染、遵守法規、持續改進」的環境管理方針，持續改進能源管理與廢棄物管理，踐行綠色運營理念。

The Group is committed to providing construction of green property, adhering to the environmental management policy of “cleanness management, pollution prevention, compliance with laws and regulations, and continuous improvement” to steadily improve energy management and waste management and promoting the concept of green operation.

能源管理 Energy Management

本集團嚴格遵守《中華人民共和國節約能源法》等法律法規，通過開展節能降耗專項工作、完善智慧降耗解決方案、健全節能設備設施等方式，實行即時高效能源管控，推動新能源使用，提升用電、用水效益，促進綠色運營。本集團的水源主要來自市政管網用水，部分項目會利用附近河道水作為綠化灌溉用水。在求取適用水源上不存在任何問題。

The Group strictly abides by the “Energy Conservation Law of the People’s Republic of China” and other relevant laws and regulations. The Group takes various measures to implement efficient real-time energy management and control, such as carrying out special work for energy conservation and consumption reduction, optimising intelligent solutions regarding consumption reduction, and deploying better energy conservation facilities and equipment, favours the use of new energy, and improves the power and water use efficiency to promote green operation. The Group mainly uses the municipal water supply in daily operation. Some projects might take water from nearby rivers for greenery irrigation. The Group has no problem with access to suitable water sources.



節能降耗專項工作 Special projects on energy conservation and consumption reduction

2025年，本集團針對高效節約用水，有效灌溉開展專項綠化噴灌改造計劃，完成改造的項目共計63項目，既有效節能降耗，又提升客戶滿意度。

In 2025, the Group has carried out a special greening sprinkler irrigation renovation plan for efficient water conservation and effective irrigation, and completed a total of 63 projects, which not only effectively save energy and reduce consumption, but also improve customer satisfaction.





智慧降耗解決方案 Intelligent consumption reduction solutions

本集團秉承科技賦能理念，完善智慧能耗解決方案，建立 EBA 設備能耗管理平臺和設施管理系統，針對公區用電進行能耗分析，通過日能耗、月能耗、季度能耗和年能耗進行資料分析，得出同比和環比能耗資料，為項目能耗預算、節能降耗提供資料參考。

The Group adheres to the concept of technology empowerment. The Group refines the smart energy consumption solutions, establishes the EBA equipment energy consumption management platform and facility management system, and conducts energy consumption analysis on power consumption in public areas. Through the analysis of daily, monthly, quarterly and annual energy consumption data, the Group obtains year-on-year and month-on-month energy consumption data, which provides data reference for the project energy consumption budget and energy conservation and consumption reduction targets.

此方案解決了線下抄表「時效性差」「資料精確度低」「跑冒滴漏現象無法及時發現」等弊端，實現對各項目公區用電的即時能耗資料獲取分析，提升資料獲取和分析速度，改善能耗管控效率。

This solution solves the problems with offline meter reading, such as “low timeliness”, “low data accuracy”, and “delayed detection of various forms of leakage”, realizes real-time power consumption data collection and analysis for public areas of all projects, improves data collection and analysis speed, and enhances the efficiency of energy management and control.



智慧溫控裝置 Intelligent consumption reduction solutions

本集團在電梯機房空調增加智慧溫控裝置，可以根據機房環境溫度，智慧開啟、關閉空調，起到節約用電及節省人工作業。

The Group has added intelligent temperature control devices to the air conditioning systems in elevator machine rooms. These devices can intelligently turn the air conditioning on or off based on the ambient temperature of the machine room, resulting in electricity savings and reduced manpower.



廢棄物管理 Waste Management

本集團嚴格遵守《中華人民共和國固體廢物污染環境防治法》等國家法律法規，建立環境模組品質管制的標準與培訓制度，踐行垃圾分類政策，對園區進行智慧垃圾監測，並制定環境衛生管理計劃，築牢衛生防線。

The Group strictly abides by the “Law of the People’s Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste” and other relevant national laws and regulations. The Group has established necessary standards and training system for environmental module quality management, implemented the waste classification policy, conducted intelligent waste monitoring in the park, and formulated an environmental sanitation management plan to build a solid line of defence for sanitation.

智慧社區垃圾監測 Smart community waste monitoring

本集團制定環境衛生管理計劃，利用智慧設備對廢棄物進行管理，實現垃圾溢出監測，並結合不同季節調整保潔工作頻率，優化廢棄物清運管理，確保垃圾桶無滿溢情況。

The Group has formulated an environmental sanitation management plan, conducted waste management using intelligent equipment, realised waste overflow monitoring, adjusted the frequency of cleaning work based on the seasonal conditions, and optimised waste removal and transportation management to avoid overflowing of trash cans.

6.2 應對氣候變化 Responding to Climate Change

本集團嚴格遵守《中華人民共和國大氣污染防治法》等法律法規，一方面積極主動採取多項措施減緩氣候變化並踐行碳中和實踐，另一方面制定策略適應氣候變化，有效降低氣候變化對業務的影響。

The Group strictly abides by the “Law of the People’s Republic of China on the Prevention and Control of Air Pollution” and other relevant laws and regulations. On the one hand, the Group proactively takes measures to help mitigate climate change and drive carbon neutrality. On the other hand, the Group formulates strategies to adapt to climate change and effectively reduce the impact of climate change on business.

管治 Governance

本集團由董事會作為最高決策機構識別、評估及決議本集團面臨的主要氣候風險及機遇，審議氣候變化相關政策，監督氣候相關政策實施情況，保證本集團在運營過程中有效管理氣候變化風險、把握氣候變化機遇，從而減緩氣候變化對本集團業務的影響，提升本集團氣候變化應對能力。

The Group’s Board of Directors, as the Group’s highest decision making body, identifies, assesses and determines the major climate risks and opportunities facing the Group, reviews policies related to climate change and oversees the implementation of climate related policies. Such efforts are made to ensure that the Group will effectively manage climate change risks and seize climate change opportunities in our operations, thereby mitigating the impact of climate change on the Group’s business and enhancing the Group’s capability on climate change response.

策略 Strategy

本集團制定并落實《極端天氣應急預案》，通過事前預警演練、事中快速響應、事後處理重建等手段，有效防範和處理因災害性極端天氣帶來的各種自然災害，最大程度減少本集團及利益相關方的各類損失。

The Group has formulated and implemented the Emergency Response Plan for Extreme Weather to prevent and deal with various natural disasters caused by catastrophic extreme weather through early warning drills, rapid response during the event, and post-disaster dealing and rebuilding, so as to minimise all kinds of losses to the Group and its stakeholders.

碳中和實踐 Carbon Neutral Practices

本集團通過節能降耗、綠色改造等方式，積極履行碳中和實踐，不斷提高環保意識，降低能源消耗並減少碳排放，助力綠色物業管理。

The Group actively implements carbon neutral practices through energy conservation and

consumption reduction, green transformation and other means, continuously improves environmental protection awareness, reduces energy consumption and carbon emissions, and facilitates green property management.

配備綠色節能充電樁 **Setting up green energy conservation charging piles**

本集團建立綠色充電站，通過線上平臺掌握用電能耗情況，為業主提供新能源汽車充電增值服務，並向外部客戶提供充電運維服務，助力減少碳排放。

The Group establishes green charging stations, monitors power consumption through online platforms, provides owners with value-added services related to charging of new energy vehicles (NEVs), and provides charging operation and maintenance services to external customers to help reduce carbon emissions.



推進綠化覆蓋 **Promoting greenery coverage**

本集團積極推進管理區域的綠化覆蓋，建立綠化標準，2025年度，按照《綠化養護藍皮書》指引，進行綠化專項培訓14次；推動綠化升級改造。

The Group actively has promoted the greening coverage of the management area and established greening standards. In 2025, according to the guidance of the Blue Book of Greening Maintenance, the Group conducted 14 special greening trainings and promoted greening upgrading and transformation.

極端氣候挑戰 Responding to Extreme Climate

本集團定期審閱業務經營活動的氣候風險與影響，從實體風險與轉型風險兩大維度識別可能對本集團產生重大影響的氣候變化事宜。其中，實體風險包括但不限於極端強降雨、颱風、地震、極寒極熱天氣、氣候變暖等導致資產擱淺的風險，轉型風險包括但不限於碳排放相關政策風險等。同時，本集團積極主動採取多項措施減緩氣候變化。

The Group regularly reviews the climate risks and impacts facing the business operation activities, and identifies climate change issues that may have a significant impact on the Group from the two dimensions of physical risks and transition risks. Among them, physical risks include but are not limited to extreme heavy rainfalls, typhoons, earthquakes, extremely cold or hot weather, climate warming, etc. that result in stranded assets, and transition risks include but are not limited to carbon emission-related policy risks, etc. At the same time, the Group proactively takes various measures to help mitigate climate change.



預防汛情專項工作 Special work for flood prevention

本集團嚴格遵守《中華人民共和國防洪法》、《中華人民共和國防汛條例》等法律法規，制定《物業汛情防控白皮書》，涵蓋防汛相關知識及自救、防汛應急預案、基本保障指引、汛情員工上崗指引等內容，汛期提前儲備物資，有效指引營銷案場、住宅、寫字樓、產業園、醫院、軌道等物業服務區域防汛操作。2025年7月，本集團所有管理區域陸續進行

防汛專項演練工作。

The Group strictly abides by the “Flood Control Law of the People’s Republic of China”, the “Flood Control Regulations of the People’s Republic of China” and other laws and regulations, and has formulated the “White Paper on Flood Prevention and Control around Properties”, which covers knowledge on flood control, emergency self-rescue and flood control plans, guidelines on basic security, work guide for flood control staff, etc., and provides guidance for early storage of materials during the flood season, effectively regulating the flood control operations in property service areas such as marketing sites, residences, office buildings, industrial parks, hospitals and rail transit sanitation. In July 2025, all management areas of the Group will conduct special flood prevention drills one after another.



開展冬季除雪防災工作 Carrying out snow removal and disaster prevention in winter

本集團制定並遵守《冬季除雪標準》，統一作業前準備、到工作區域及執行標準及要求，並開展防雪凍應急專項工作、園區冬季防凍保暖措施，有效應對冬季寒潮、雨雪冰凍災害等極端天氣。

The Group has formulated and implemented the “Winter Snow Removal Standards”, which puts forward standards and requirements for preparation before work, arriving at the work area, and implementation of work. The Group carries out special emergency work for preventing snow freezing, and takes antifreeze measures within the park to effectively deal with extreme weather in winter like cold snap, freezing rain or blizzard, etc.



防雪凍應急專項工作 Special emergency work for preventing freezing

為減少雨雪冰凍災害對社區業主正常生活帶來的影響，為將可能對員工生命、財產安全造成的損失或影響降至最低，本集團在2025年10月完成對所有在管項目的應急預案培訓及相關工作事項安排。

To reduce the impact of freezing rain, snow or ice disasters on the normal life of owners in the community, and to minimise the possible loss or impact on the life and property safety of employees, the Group completed trainings on emergency plans for all the projects under management, and made relevant work arrangements in October 2025.



冬季防凍保暖工作 Winter antifreeze and insulation work

為降低冬季冰凍災害對綠植的影響，本集團編製冬季綠化養護標準下發項目，並於2025年11月前完成所有在管園區的喬灌木防凍保暖和封凍水澆灌工作。

To reduce the impact of freezing disasters in winter on the community greenery, the Group has prepared a winter greenery maintenance standard and communicated it to all projects, which requires completing the antifreeze and insulation work for the trees and shrubs in all the parks under management and the insulation watering before November 2025.

6.3 宣傳綠色文化 Promoting Green Culture

本集團緊跟國家綠色發展戰略，將可持續發展理念和綠色運營意識貫穿至物業管理服務各個方面，堅定不移推動綠色低碳高質量發展。在文化傳播層面，本集團積極號召員工和業主參與環保公益活動，推行無紙化辦公、倡導綠色出行、組織植樹造林、開展親子環保課堂、完善充電樁建設等，形成全員參與的綠色文化生態。未來，本集團將持續深化技術賦能、延伸產業鏈條、傳承環保理念，以創新驅動構建更具韌性的綠色運營體系，為城市可持續發展貢獻積極力量。

The Group closely follows the national green development strategy, integrating sustainable development concepts and green operation awareness into all aspects of property management services, and steadfastly promoting green, low-carbon, and high-quality development. At the cultural dissemination level, the Group actively calls on employees and owners to participate in environmental public welfare activities, promote paperless office, advocate green travel, organize afforestation, carry out parent-child environmental protection classes, improve charging pile construction, etc., forming a green cultural ecology with full participation of all staff. In the future, the Group will continue to deepen technological empowerment, extend the industrial chain, inherit environmental protection concepts, and build a more resilient green operation system driven by innovation, contributing positively to the sustainable development of cities.

案例：綠色社區活動

Case: Green Community Activities

2025年3月，本集團各項目開展以「共植希望 綠色未來」為主題的植樹節活動，員工與業主一起揮鋤培土、扶苗澆水，將一顆顆精心挑選的樹苗、一株株生機盎然的綠草，有序栽種於規劃好的區域；與此同時，多個項目還同步舉辦了廢物利用、手工DIY、環保小課堂等精彩活動。在廢物利用活動中，大家將廢舊物品製作成一件件實用又美觀的物品，既減少了垃圾的產生，又激發了參與者的創造力，還讓大家深刻地認識到保護生態環境的重要性。

In March 2025, all projects under the Group organized Tree-Planting Day activities themed “Planting Hope Together for a Green Future”. Employees and property owners worked side by side, digging soil, planting saplings, and watering seedlings, to carefully cultivate select tree seedlings and vibrant green grasses in designated areas. Meanwhile, multiple projects also hosted creative eco-activities, including: Upcycling workshops, Handmade DIY sessions, Environmental education mini-classes. The upcycling activities proved particularly impactful: participants transformed discarded items into functional yet beautiful creations, which not only reduced waste generation, but also sparked creativity and deepened everyone’s understanding of ecological protection.



案例：綠色出行及綠色辦公

Case: Green Commuting and Green Office Practices

為積極回應國家「雙碳」環保政策，本集團在完善自身綠色運營管理的同時，大力推行「綠色健康」理念，通過設立電動車充電設備和規劃自行車停車位等方式宣導綠色出行；杭州萊茵矩陣國際寫字樓以「綠色健康」為主題，宣導租戶將綠色發展理念貫穿至日常生活和工作，獲得 LEED 綠色建築認證，系杭州城西唯一 LEED 金獎寫字樓。

In a proactive response to the national “dual carbon” environmental policy, the Group, while perfecting

its green operation management, vigorously promotes the concept of “green health”. This is achieved by setting up electric vehicle charging facilities and planning bicycle parking spaces to advocate for green commuting. The Rhein Matrix International Office Building in Hangzhou, themed around “green health”, encourages tenants to integrate green development concepts into their daily lives and work. It has obtained LEED Green Building Certification, making it the only LEED Gold-certified office building in the west of Hangzhou.



7 攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment

本集團牢固樹立合規風險防控意識，通過系統化開展廉潔培訓、構建常態化監督機制，持續營造風清氣正的從業生態；在供應鏈管理方面，建立標準化供應商評估體系，重點關注其社會責任履行情況，以公平透明的合作原則推動供應鏈的可持續發展。同時，本集團高度重視行業間的交流與合作，通過參與協會主辦的行業展會、專題峰會及交流活動等，共同探索行業高質量發展創新路徑，為推動行業整體效能提升貢獻力量。

The Group firmly establishes a compliance and risk prevention mindset, systematically implements integrity training programs and maintains a normalized supervision mechanism to continuously foster a clean and ethical business environment. In supply chain management, we have built a standardized supplier evaluation system, with a key focus on their social responsibility performance, and promote sustainable supply chain development through fair and transparent cooperation principles. Meanwhile, the Group places high importance on industry collaboration and knowledge exchange. By actively participating in association-hosted industry expos, thematic summits, and networking events, we jointly explore innovative pathways for high-quality industry development, contributing to the overall efficiency enhancement of the sector.

7.1 促進可持續供應鏈 Promoting Sustainable Supply Chain

本集團嚴格遵守《中華人民共和國招標投標法》、《中華人民共和國政府採購法》、《政府採購貨物和服務招標投標管理辦法》等法律法規，制定並完善供應商管理機制，建立健全陽光採購、綠色採購評估體系，保障供應鏈體系可持續發展。

The Group strictly complies with laws and regulations such as the “Law of the People’s Republic of China on Tenders and Bids”, the “Law of the People’s Republic of China on Government Procurement” and the “Measures for the Administration of Tenders and Invitations to Bid in Government Procurement of Goods and Services”, and formulates and improves the supplier management mechanism, establishes a sound assessment system featuring transparent procurement and green procurement to ensure the sustainable development of the supply chain.

7.1.1 供應鏈管理 Supply Chain Management

本集團制定並落實《供應商管理指引》、《招標採購管理規範》制度，明確供應商准入流程、履約評估體系及動態管理方法，識別高品質、優服務供應商。

The Group has formulated and implemented systems such as the Supplier Management Guidelines and the Specifications for Tender and Procurement Management, which defined the supplier access process, performance assessment system and dynamic management method to identify high-quality and superior service providers.

准入流程 Access Process	•建立供應商引入評估專項流程，明確供應商考察標準及要求； •收集合法經營資質、產品代理授權書、ISO品質認證、ISO環境認證等資格證； •了解供應商為其員工繳納社保情況，實地考察，通過《現場考察報告》《現場考察評分表》呈現考察結果； •截至報告期末，本集團已執行了准入流程的供應商共989家。 •Establish a specific process for supplier introduction and evaluation, and clarify the criteria and requirements for supplier inspection; •Collect qualification for legal operation, product agency authorization letter, ISO quality certification, ISO environmental certification, etc.; •Understand the social security contributions paid by the supplier for their employees, conduct on-site inspections, and present the inspection results through the On-site Inspection Report and On-site Inspection Scoring Table; •As at the end of the reporting period, the Group has implemented the access process for a total of 989 suppliers.
履約評估體系 Performance Evaluation System	•評估人員填寫《供應商履約評估表》，採購人員填寫《供應商履約評估匯總表》，從環保材料、產品品質、僱傭穩定、資訊保護等方面進行評估，評估結果報備至本公司運營管理部； •若履約評估結果不合格，將被列入黑名單，並從合格供應商庫中移除。 •Appraisers fill in the Supplier Performance Assessment Form, and the purchasers complete the Supplier Performance Assessment Summary Form. They evaluate from the aspects of environmental protection materials, product quality, employment stability, information protection, etc., and report the evaluation results to the Company's Operation Management Department; •If the performance evaluation result is unqualified, the candidate will be blacklisted and removed from the qualified supplier pool.

動態管理 Dynamic Management	•對採購產品的材質、衛生、尺寸、型號進行驗收並記錄； •定期對供應商服務品質、產品品質、商業道德等多維度的表現進行打分； •每年定期組織相關部門成立供應商考察小組，對有意願合作的供應商進行考察評審，並及時更新合格供應商庫。 •Acceptance and recording of materials, hygiene, dimensions and models of purchased products; •Regular scoring of suppliers' performance in multiple dimensions such as service quality, product quality and business ethics; •Relevant departments are organized to set up a supplier inspection team on a yearly basis to conduct inspection and evaluation of suppliers' willing to cooperate, and to update the qualified supplier pool in a timely manner.
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7.1.2 陽光採購 Transparent Procurement

本集團秉持公正保密、系統優先、廉潔奉公的招采原則，建立合規的招采流程，對運營或供應鏈中貪腐行為持零容忍態度。

The Group upholds the principles of impartiality, confidentiality, system priority and honesty and integrity in procurement and establishes a compliant bidding and purchasing process with zero tolerance for corruption in operations or supply chain.

- **公正保密原則：**招標小組承擔招標採購資訊保密義務，杜絕暗箱操作。

Principle of impartiality and confidentiality: The bidding team assumes the obligation to keep the bidding and purchasing information confidential, and eliminates manipulation behind the scenes.

- **系統優先原則：**招標過程線上化、流程化、標準化，避免人為操作風險。

Principle of system priority: The bidding process is online, streamlined and standardized to avoid man-made operation risks.

- **廉潔奉公原則：**本集團員工需廉潔自律、克己奉公，並向供應商定期宣貫廉潔奉公原則。

Principle of honesty and integrity: Employees of the Group are required to act with integrity and self-restraint, and to regularly promote the principle of integrity to suppliers.

本集團要求與合作的供應商簽訂《廉潔合作協定》，協議中明確商業賄賂、行賄、資金往來、串標等禁止行為。同時，採購部門建立「非誠信合作」黑名單，並在內部公示。

The Group requires the signing of the Cooperation Integrity Agreement with the suppliers it cooperates with, which specifies the prohibited acts such as commercial bribery, bribery, financial transactions, and bid-rigging. At the same time, the Procurement Department established a blacklist of “non-integrity cooperation” and made it public internally.

7.1.3 供應鏈環境及社會風險管理 Supply Chain Environmental and Social Risk Management

本集團高度重視供應商在環境及社會風險管理方面的合規情況，以促使供應鏈的健康可持

續發展。本集團編製《招標文件》，列明本集團對供應商在環保及社會方面的要求，內容涵蓋綠色發展、員工權益及福利、多元化及反歧視、健康與安全等多方面，該準則適用於本集團所有範圍內合作的供應商。此外，本集團鼓勵供應商獲取環境管理體系、健康與安全管理體系、品質管制體系等認證，在供應商資料庫中列示供應商環境、品質、安全認證證書，以降低本集團供應鏈風險。

The Group attaches great importance to suppliers' compliance in environmental and social risk management in order to promote the healthy and sustainable development of the supply chain. The Group has prepared the Bidding Document, which sets out the environmental and social requirements for the Group's suppliers, covering various aspects such as green development, employee rights and welfare, diversity and anti-discrimination, health and safety, etc. The criteria are applicable to all the suppliers with whom the Group cooperates. In addition, the Group encourages suppliers to obtain certifications of environmental management system, health and safety management system, quality management system, etc. The environmental, quality and safety certifications of suppliers shall be listed in the supplier database to reduce the Group's supply chain risk.

本集團在項目採購中深化綠色低碳理念，關注項目在低碳環保、安全健康等方面的表現，已對供應商的環保資質、施工中的環保做明確要求。

The Group deepens the green and low-carbon development principle in procurement projects, and pays attention to the performance of the projects in terms of low-carbon environmental protection, safety and health, etc., and has made clear requirements on the environmental qualification of suppliers and environmental protection in construction.

- **材料環保要求：**中標單位必須承諾所有用於本項目工程的材料除達到國家規定的環保要求外，且達到相關建築材料、建築行業的規範要求。

Environmental protection requirements for materials: The bid winner shall undertake that all materials used in the project not only meet the national environmental protection requirements, but also meet the requirements of relevant building materials and construction industry specifications.

- **空氣品質要求：**投標單位所施工的區域必須通過有資質的環保檢測單位的室內環境品質檢測，有任何一項達不到國家現行室內環境標準的規定要求，則視為不合格產品，不給予驗收及結算。

Air quality requirements: The areas constructed by the tenderer shall pass the indoor environmental quality test by qualified environmental protection inspection units, and if any of them fails to meet the requirements of the current national indoor environmental standards, it will be regarded as unqualified products and will not be accepted and settled.

- **材料品質要求：**投標單位對其選用的裝修材料進行嚴格的環保控制，用於本工程項目的所有材料都必須提供有效、準確的環境污染物檢測報告及放射性參數檢測報告，保證所用材料均能達到環保要求。

Material quality requirements: The tenderer shall carry out strict environmental control on the decoration materials it selects, and all materials used in the project shall provide valid and accurate environmental pollutant test reports and radioactive parameter test reports to ensure that all materials used can meet environmental protection requirements.

- **防火安全要求：**所有木質材料均需要做三層防火漆處理，與結構或後砌牆接觸的面須用環保防腐材料做防腐處理。

Fire safety requirements: All wood materials need to be treated with three layers of fire-proof paint, and the surface in contact with the structural walls or the walls that build after the structural walls shall be treated with environmentally friendly anti-corrosion materials.

7.2 保護智慧財產權 Trademark Protection

本集團嚴格遵守《中華人民共和國著作權法》、《中華人民共和國商標法》、《中華人民共和國專利法》等法律法規要求，高度重視智慧財產權保護。本集團遵循內部管理原則，要求員工入職簽署保密協議，並定期開展智慧財產權培訓課程。

The Group strictly abide by relevant laws and regulations including the “Copyright Law of the People’s Republic of China”, the “Trademark Law of the People’s Republic of China” and the “Patent Law of the People’s Republic of China” and attaches great importance to the protection of intellectual property rights. The Group adheres to internal management principles, requires employees to sign confidentiality agreements and conducts intellectual property training courses on a regular basis.

7.2.1 商標保護 Trademark Protection

- **樹立保護意識：**在全集團樹立商標保護意識，宣貫商標的合理及使用規範；

Establish awareness of protection: Establish awareness of trademark protection throughout the Group and promote information on the rational and usage norms of trademarks;

- **做好商標規劃：**在推進新業務或打造新商號時做好商標規劃，避免侵犯他人的註冊商標；

Make a trademark plan: make a plan for trademark to avoid infringing on registered trademarks of others’, when promoting emerging businesses or building emerging firms;

- **保持前置溝通：**在推進商標註冊前，與本集團法務部、品牌部或外部專業機構保持前置溝通，確保計劃註冊商標的可行性及合法合規性，申請商標註冊需在完成前置溝通並獲得內部審批通過後方可發起；

Keep preliminary communication: keep preliminary communication with the Group’s legal department, the brand department and external professional institutions, before promoting trademark registration, and ensure the feasibility, legality and compliance of the trademark proposed to register. The application of trademark registration is subjected to the completion of preliminary communication and the internal approval;

- **規範宣傳行為：**在進行產品或服務命名或對外宣講時，嚴格規範商標使用，不得使用已被他人註冊的商標作為本集團的產品或服務的對外宣傳名稱，避免商標侵權。

Standardize advertisement behaviors: strictly standardize the use of trademark when naming the products or services or conducting public announcements. Do not use others’ registered trademarks as public promotion name of the Group’s products or services to avoid trademark infringement.

7.3 助力行業發展 Helping Industry Development

本集團致力於為物業管理行業的長遠健康發展添力蓄能。2025年，本集團主動參與鄭州市物業管理協會、河南省物業管理協會及中國物業管理協會等單位組織的交流、學習、培訓等活動，為推動行業高品質發展貢獻積極力量。如，鄭州市物業管理協會組織的物業冬季消防安全管理公益大講堂、河南省物業管理協會組織的物業設施設備維護與管理專題培訓、中國物業管理協會組織的2025中國國際物業管理博覽會等。

The Group is committed to adding energy to the long-term healthy development of the property management industry. In 2025, we proactively participated in exchange programs, learning activities, and training sessions organized by the Zhengzhou Property Management Association, Henan Property Management Association, China Property Management Association, and other institutions, actively supporting the industry's high-quality growth.

序號 No.	本集團參與行業協會列表 List of industry associations in which the Group participates	職位 Title
1	中國物業管理協會 China Property Management Association	理事單位 Council member Unit
2	河南省物業管理協會 Henan Property Management Association	名譽副會長單位 Honorary Vice President Unit
3	鄭州市物業管理協會 Zhengzhou Property Management Association	副會長單位 Vice President Unit

案例：參加鄭州市物業管理協會組織的「物業冬季消防安全管理公益」大講堂

Case: Participated in the “Property Winter Fire Safety Management Public Lecture” organized by the Zhengzhou Property Management Association

2025年11月11日下午，鄭州市物業管理協會舉辦了以「全民消防、生命至上」為主題的「物業冬季消防安全管理」公益大講堂。本集團高度重視，積極組織相關人員參與培訓，認真聽取課程，深入領會培訓內容，進一步強化消防安全意識，有效提升了從業人員應對冬季火災風險的能力，為保障社區及公共物業的消防安全奠定堅實基礎。

On the afternoon of November 11, 2025, the Zhengzhou Property Management Association held a “Property Winter Fire Safety Management” Public Lecture themed “Fire Safety for All, Life First”. The Group placed high importance on this event, actively organizing relevant personnel to participate in the training. We attentively attended the sessions, thoroughly studied the content, further strengthened fire safety awareness, and effectively enhanced employees’ ability to respond to winter fire risks—laying a solid foundation for safeguarding fire safety in communities and public properties.



案例：積極參與「物業設施設備維護與管理專題培訓」

Case: Actively participated in the “Property Facilities Maintenance & Management Training”

2025年10月30日至31日，河南省物業管理協會在鄭州舉辦了物業設施設備維護與管理專題培訓。本集團高管丁恩東先生受邀進行專題分享，他結合大量實際案例，深入剖析日常管理中存在的認知偏差、執行不到位、協同不暢等問題，助力參訓學員破解管理困局，也為推動物業管理行業專業化升級與高品質發展注入強勁動力。

From October 30 to 31, 2025, the Henan Property Management Association held a specialized training on property facilities maintenance and management in Zhengzhou. Mr. Ding Endong, a senior executive of the Group, was invited to deliver a keynote presentation. Drawing on extensive real-world cases, he analyzed in depth issues such as cognitive biases, inadequate execution, and poor coordination in daily management. His insights helped participants overcome management challenges and injected strong momentum into advancing the professional upgrading and high-quality development of the property management industry.

案例：參加中國物業管理協會組織的「2025中國國際物業管理產業博覽會」

Case: Participated in the “2025 China International Property Management Industry Expo” organized by the China Property Management Association

2025年7月2日至4日，由住房城鄉建設部指導、中國物業管理協會主辦的2025中國國際物業管理產業博覽會在山東青島舉辦。展會期間，本集團員工以飽滿的熱情和嚴謹的態度，積極參與各項活動。他們在各個展區，仔細觀摩先進設備與創新成果，認真聆聽行業內權威專家分享的寶貴經驗與前沿理念，不僅加深了我們對物業管理行業發展趨勢的理解，更為公司未來的服務升級與創新發展提供了極具價值的參考。

From July 2 to 4, 2025, the 2025 China International Property Management Industry Expo, guided by the Ministry of Housing and Urban-Rural Development and hosted by the China Property Management Association, was held in Qingdao, Shandong Province. During the exhibition, the Group's employees participated in various activities with full enthusiasm and a rigorous attitude. They carefully observed advanced equipment and innovative achievements in various exhibition areas, and attentively listened to the valuable experiences and cutting-edge concepts shared by authoritative experts in the industry. This not only deepened our understanding of the development trends in the property management industry but also provided highly valuable references for the company's future service upgrades and innovative development.

8 回饋社會，一路善行 Supporting Our Communities, Making Positive Impacts

本集團積極參與社區建設，以實際行動履行企業社會公民責任。2025年，本集團立足服務區域實際需求，開展一系列社會公益、文化活動及黨建工作，打造溫暖氛圍，傳遞善意與正能量。

The Group actively engages in community developments and takes practical actions to fulfil its corporate social responsibilities. In 2025, the Group has carried out a series of social public welfare, cultural activities and party building based on the actual needs of serving region, creating a warm atmosphere and delivering benevolence and positive energy.

8.1 文化活動 Cultural Activities

本集團致力打造「康橋鄰禮匯」文化品牌，圍繞「四季一堂」（愛心公益季、童心夢想季、健康運動季、暖心服務季和康橋禮學堂）和「五社」（悅跑團、義工社、棋牌社、悅讀社和愛心車隊）兩大核心板塊，探索鄰裡關係新模式。

The Group is committed to developing the “Kangqiao Lin Li Hui” cultural brand and exploring a new model of neighbourhood relations, based on two core sectors - “Four Seasons and One Hall” (including four seasonal activities: Season of Love and Public Welfare, Children’s Dream Season, Healthy Sports Season, Warm Heart Service Season and Kangqiao Ritual School) and “Five Clubs” (Joyful Running Club, Volunteering Club, Chess Club, Joyful Reading Club and Drivers’ Club).

2025年，為進一步深化溫暖社區的品牌理念，本集團共舉辦3,200餘場文化和公益活動，涵蓋文化、環境、健康、教育、紅色精神多個方面，用實力與責任為本土社區的未來貢獻力量。

In 2025, to further solidify the brand concept of developing warm communities, the Group held more than 3,200 activities on culture and public welfare, covering various topics such as traditional culture, environment, wellbeing, education and the red spirit, promoting the progression of local communities with capability and responsibility.

8.2 紅色物業 Managing Properties with Red Spirit

本集團將始終堅持黨建引領，持續探索和實踐非公黨建與紅色物業發展之路，發揮企業優勢，主動協同服務，不斷深化黨員帶領全員、黨務融入業務的發展模式，擦亮紅色物業品牌，築牢物業服務品質。

The Group has consistently adhered to the guidance of party building, continuously exploring and practicing the path of developing non-public sector party building and "red property management". Leveraging the enterprise's strengths, we proactively collaborate on services, continuously deepening the development model of party members leading all staff and integrating party affairs into business operations. We strive to polish the brand of "red property management" and fortify the quality of property services.

為進一步夯實「黨建引領+紅色物業」的基層基礎，提升物業服務品質，增強社區居民的獲得感、幸福感、安全感，康橋悅生活黨委組織黨員同志及志願者做出一系列公益活動、節日關懷。

In order to further consolidate the grass-roots foundation of "Party Building Leading + Red Property", improve the quality of property services, and enhance the sense of gain, happiness and security of residents in the community, the Party Committee of Kangqiao Joyful Living has organized party members and volunteers to engage in a series of public welfare activities and festive care initiatives.

2025年3月，為了深入學習貫徹習近平時代中國特色社會主義思想，強化黨員的理想信念教育、發揮黨員先鋒模範作用。本集團組織黨員們觀看紀錄片《我們的雷鋒》、朗讀雷鋒日記、通過當事人的講述和親歷者的回憶，共同追尋雷鋒閃光而又平凡的生活歷程。黨員們認真觀看，深受感動，紛紛表示要學習雷鋒扶危濟困，樂於助人的精神。黨員們就如何在生活工作中踐行雷鋒忠誠、擔當、奉獻和進取精神進行了交流探討。大家紛紛表示，要把學雷鋒活動融入日常，化作經常，為推動社會高品質發展作出積極貢獻。

In March 2025, to deepen the study and implementation of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, strengthen the education of Party members in ideals and convictions, and give full play to their vanguard and exemplary role, the Group organized Party members to watch the documentary "Our Lei Feng," read excerpts from Lei Feng's diary, and collectively trace the brilliant yet ordinary life journey of Lei Feng through narrations by those involved and recollections of firsthand witnesses. The Party members watched attentively, were deeply moved, and expressed their determination to learn from Lei Feng's spirit of aiding those in distress, helping the needy, and taking pleasure in assisting others. They exchanged views and discussed how to practice Lei Feng's spirit of loyalty, responsibility, dedication, and enterprising drive in their daily lives and work. Everyone agreed to integrate the learning-from-Lei-Feng activities into daily routines, making them a regular practice, and to contribute actively to promoting high-quality social development.



2025年5月，在母親節到來之際，為了解決各家庭中遇到的教育難題，關注父母及孩童的心理健康，由本集團黨委協辦的第四屆《家庭教育促進法》宣傳周「科學教子 協同育人-家教良方進萬家」活動在康橋華城國際中心圓滿舉行。

In May 2025, on the occasion of Mother's Day, the fourth "Family Education Promotion Law" Publicity Week event, themed "Scientific Parenting, Collaborative Education—Effective Methods for Family Education Entering Ten Thousand Households", was successfully held at the Kangqiao Huacheng International Center. This event, co-organized by the Party Committee of our group, aimed to address common educational challenges faced by families and to focus on the mental health of both parents and children.



2025年7月1日，本集團黨委聯合康悅匯專屬網格樓宇黨委共同開展了「慶七一·頌黨恩」主題活動，康悅匯樓宇黨建平臺化身立體教科書，讓黨員們學習瞭解到樓宇內各企業在樓宇黨委的引領下共商共治共發展的特色模式。一行人來到五樓室外平臺的責任田上，一起欣賞這片城市裡的綠洲，看著各企業用汗水換來的累累碩果，感受充滿活力的脈搏。

On July 1, 2025, the Group's Party Committee, in conjunction with the Kangyuehui Exclusive Grid Building Party Committee, jointly organized a themed activity titled "Celebrating July 1st, Extolling the Party's Grace". The Kangyuehui building Party-building platform transformed into a three-dimensional textbook, allowing Party members to learn about and understand the distinctive model of joint consultation, co-governance, and shared development among the various enterprises within the building under the guidance of the building's Party Committee. The group proceeded to the responsibility fields on the outdoor terrace on the fifth floor. Together, they admired this urban oasis, observed the abundant fruits borne from the sweat of the various enterprises, and felt the vibrant pulse of the community.



2025年7月，為了提升黨員黨性，發揮黨員的模範帶頭作用，學習「堅守信念、胸懷全域、團結奮進、勇當前鋒」的大別山精神，本集團於2025年7月12日-13日舉行主題為「征途漫漫踐勤實 服務為本致初心」的第七屆紅色毅行活動。本集團黨委黨員、入黨積極分子及公司員工300余人齊聚革命聖地新縣大別山，通過參觀紅色場館、公益行動、徒步毅行等多元形式，在革命先輩戰鬥過的熱土上接受精神洗禮。

In July 2025, to enhance the Party consciousness of Party members and give full play to their exemplary and leading role, and to study the Dabie Mountain Spirit of “holding firm to beliefs, keeping the overall situation in mind, uniting and striving for progress, and having the courage to be the vanguard”, the Group held its 7th Red Endurance Walk on July 12-13, 2025, under the theme “A Long Journey to Practice Diligence and Sincerity, Serving as the Foundation to Stay True to the Original Aspiration”. Over 300 people, including Party Committee members, probationary Party members, and employees of the Group, gathered at the Dabie Mountain in Xin County, a sacred revolutionary site. Through various forms such as visiting red memorial sites, public welfare activities, and endurance walking, they received a spiritual baptism on the land where revolutionary predecessors once fought.



2025年9月2日下午，本集團黨委聯合大學路街道機關總支部委員會、本集團工會、康橋華城國際中心樓宇工會聯合會，組織黨員、入黨積極分子及社區群眾共同開展主題為「銘記歷史守初心 砥礪奮進擔使命」的《南京照相館》紅色觀影活動。這部以南京大屠殺倖存者真實經歷改編的影片，通過一家照相館保存的影像檔案，展現戰爭創傷與人性光輝。

On the afternoon of September 2, 2025, the Party Committee of the Group, in collaboration with the General Branch Committee of the Daxue Road Sub-district Office, the Group's Trade Union, and the Trade Union Federation of the Kangqiao Huacheng International Center building, organized Party members, probationary Party members, and community residents to jointly participate in a themed red film screening of "Nanjing Photo Studio". The event, themed "Remembering History to Uphold Original Aspirations, Forging Ahead to Shoulder the Mission", featured this film adapted from the real experiences of survivors of the Nanjing Massacre. Through the photographic archives preserved in a photo studio, the film portrays the trauma of war and the brilliance of human nature.



2025年9月3日上午9時，本集團黨委組織全體黨員、入黨積極分子及員工代表集中觀看紀念中國人民抗日戰爭暨世界反法西斯戰爭勝利80周年閱兵直播。

At 9:00 AM on September 3, 2025, the Party Committee of the Group organized all Party members, probationary Party members, and employee representatives to collectively watch the live broadcast of the military parade commemorating the 80th anniversary of the victory in the Chinese People's War of Resistance Against Japanese Aggression and the World Anti-Fascist War.



開幕式時，本集團黨委書記、公司執行董事兼執行總裁康衛國、黨委副書記及公司副總裁邢允強帶領全體人員起立唱國歌，當56門禮炮響徹雲霄，受閱方陣行進過天安門時，現場響起持久掌聲。大家深切地感受到，今天的九三閱兵，是對歷史的莊重回望，更是對和平的堅定宣示。我們銘記歷史，不為延續仇恨，而是不讓悲劇重演；我們展示力量，是為與世界共用安寧。這場閱兵，將激勵吾輩以史為鑒、開創未來。

At the opening ceremony, the Party Committee Secretary of the Group, Executive Director and Executive President of the company, Kang Weiguo, along with the Party Committee Deputy Secretary and company Vice President, Xing Yunqiang, led all attendees in standing to sing the national anthem. As the 56-gun salute echoed through the skies and the parade formations marched past Tiananmen, prolonged applause erupted on site. Everyone deeply felt that today's September 3 military parade was both a solemn reflection on history and a firm declaration for peace. We remember history not to perpetuate hatred, but to prevent the recurrence of tragedy; we display strength to share tranquility with the world. This parade will inspire our generation to learn from history and create the future.



2025年9月30日，在2025年雙節來臨之際，本集團黨委攜手大學路街道康悅匯樓宇聯合黨委、大學路街道工會聯合會及康橋華城社區黨總支，于康悅匯紅色苗圃創新開展「黨建引領慶豐收 月滿中秋話團圓」迎國慶賀中秋暨田園豐收節活動。活動以共用菜園為紐帶，通過豐收採摘、民俗體驗、茶話聯誼等環節，吸引轄區20餘家企業員工代表參與。現場設置滾南瓜、撿豆子、蒙眼猜蔬菜等互動項目，並特設黨建知識問答專區，在歡聲笑語中深化政企聯動，共繪團圓豐收新圖景。

On September 30, 2025, ahead of the National Day and Mid-Autumn Festival, the Party Committee of the Group, in collaboration with the Kangyuehui Building Joint Party Committee of Daxue Road Subdistrict, the Daxue Road Subdistrict Federation of Trade Unions, and the Kangqiao Huacheng Community General Party Branch, launched the "Party Building Leads the Harvest Celebration, Full Moon Mid-Autumn Festival Reunion Talk" event at the Kangyuehui Red Seedling Garden to

welcome the National Day, celebrate the Mid-Autumn Festival, and mark the Rural Harvest Festival. Centered around a shared vegetable garden, the event attracted representatives from over 20 enterprises in the area through activities such as harvest picking, folk-custom experiences, and tea socials. On-site interactive games included pumpkin rolling, bean collecting, and blindfolded vegetable guessing, along with a dedicated Party-building knowledge quiz zone. Amid laughter and joy, the event strengthened government-enterprise collaboration and jointly painted a new vision of reunion and harvest.



2025年12月，冬至前夕，本集團黨委聯合康悅匯樓宇黨委、康橋華城社區黨總支、康悅匯樓宇工會聯合會及康悅匯企業服務中心，共同舉辦「党建引领聚合力 情暖冬至話團圓」—康悅匯2025年第四季度區域化党建聯席會暨冬至包餃子活動，企業職工們歡聚一堂，揉面、擀皮、包餡，動作嫺熟而默契。熱氣騰騰的餃子出鍋後，大家分享美食，其樂融融。這場活動不僅強化了党建引领下的社區凝聚力，更讓“冬至團圓”的儀式感深入人心。

In December 2025, on the eve of the Winter Solstice, the Party Committee of the Group, in collaboration with the Kang Yue Hui Building Party Committee, the Kangqiao Huacheng Community General Party Branch, the Kang Yue Hui Building Trade Union Federation, and the Kang Yue Hui Enterprise Service Center, jointly organized the “Party Building Leads and Gathers Strength, Warmth on Winter Solstice Celebrates Reunion”—Kang Yue Hui 2025 Fourth Quarter Regional Party Building Joint Conference and Winter Solstice Dumpling-Making Activity. Employees gathered together, skillfully and harmoniously kneading dough, rolling wrappers, and filling dumplings. After the steaming hot dumplings were served, everyone shared the food in a joyful and congenial atmosphere. This event not only strengthened community cohesion under the guidance of Party building but also deeply ingrained the sense of ritual of “Winter Solstice Reunion” in people’s hearts.



附錄一：聯交所《環境、社會及管治報告指引》關鍵績效指標

Appendix I: Index of Key Performance Indicators (KPIs) under HKEX's ESG Reporting Guide

環境數據 Environmental KPIs		
ESG 指標 ESG indicator	單位 Unit	數據 Data
A1: 排放物 A1 Emissions		
A1.2 溫室氣體排放量及密度 A1.2 Greenhouse gas emissions and intensity		
能源間接溫室氣體排放（範圍 2） Energy Indirect greenhouse gas emissions (Scope 2)	噸 Tonne	95,393.75
溫室氣體總排放量 Total greenhouse gas emissions	噸 Tonne	95,393.75
溫室氣體排放密度 Greenhouse gas emissions intensity	噸／百萬平方米 Tonne per million square metre	2,525.88
A1.3 所產生有害廢棄物及密度 A1.3 Hazardous waste produced and intensity		
廢棄電池重量 Weight of disposed batteries	噸 Tonne	0.01
廢棄燈管、燈泡重量 Weight of disposed fluorescent light bulbs	噸 Tonne	0.12
廢棄墨水匣/硒鼓重量 Weight of disposed ink cartridges and drums	噸 Tonne	0.13
有害廢棄物總重量 Total weight of hazardous waste	噸 Tonne	0.26
有害廢棄物密度 Hazardous waste intensity	噸/百萬平方米 Tonne per million square metre	0.01
A1.4 所產生無害廢棄物及密度 A1.4 Non-hazardous waste produced and intensity		
一般辦公室廢物重量 Weight of general commercial waste	噸Tonne	2.01

環境數據 Environmental KPIs		
ESG 指標 ESG indicator	單位 Unit	數據 Data
無害廢棄物總重量 Total weight of non-hazardous waste	噸 Tonne	2.01
無害廢棄物密度 Non-hazardous waste intensity	噸/百萬平方米 Tonne per million square metre	0.05
A2: 資源使用 A2: Use of Resources		
A2.1 能源消耗量及密度 A2.1 Energy consumption and intensity		
用電量 Electricity consumption	千個千瓦時 Thousands of kWh	95,393.75
間接能源總耗量 Total indirect energy consumption	千個千瓦時 Thousands of kWh	95,393.75
能源總耗量 Total energy consumption	千個千瓦時 Thousands of kWh	95,393.75
能耗密度 Energy consumption intensity	千個千瓦時/百萬平方米 Thousands of kWh per million square metre	2,525.88
A2.2 水資源消耗量及密度 A2.2 Water consumption and intensity		
總耗水量 Total water consumption	立方米 Cubic metre	1,205,916.37
耗水密度 Water consumption intensity	立方米/百萬平方米 Cubic metre per million square metre	32,272.12

2025年度環境數據相關說明:

Notes to the 2025 environmental data:

1) 數據時間範圍: 2025年1月1日至2025年12月31日。

The reporting period of data collected is from 1 January 2025 to 31 December 2025.

- 2) 數據項目範圍：披露本集團辦公區、在管項目的辦公區和物業管理區的能源及資源消耗情況（不包括由住戶承擔費用的資源消耗量和廢棄物產生量）。

The scope of data collected includes the consumption of energy and resource in the Group's head office, total area of office and properties under management (excluding resource consumption and waste generation at the expense of households).

- 3) 溫室氣體排放量（範圍二）產生於外購電力；由於本集團並未涉及其他燃料的使用，故本集團不涉及直接廢氣及溫室氣體（範圍一）的排放。

Greenhouse gas emissions (Scope 2) are generated from purchased electricity. As the Group is not involved in the use of other fuels, the Group is not involved in the emission from direct consumption of greenhouse gases (Scope 1).

- 4) 外購電力的溫室氣體排放系數參考國家生態環境部發佈的《二零二四年度減排項目中國區域電網基綫排放因數》；其他排放因數參考聯交所《ESG 報告指引》。

The greenhouse gas emission factors of purchased electricity are calculated with reference to the Baseline Emission Factors for Regional Power Grids in China (2024) issued by the Ministry of Ecology and Environment of the People's Republic of China; other emission factors are calculated with reference to HKEX's ESG Reporting Guide.

- 5) 無害廢棄物主要為一般辦公室廢物；有害廢棄物主要為廢棄電池、廢棄燈管燈泡、廢棄墨水匣/硒鼓。

Non-hazardous waste mainly consists of general commercial waste; hazardous waste mainly consists of disposed batteries, disposed fluorescent light bulbs and disposed ink cartridges and drums.

- 6) 本集團能耗類型為外購電力。

The type of energy consumption of the Group is purchased electricity.

- 7) 溫室氣體排放密度=溫室氣體排放總量/在管面積、有害廢棄物密度=有害廢棄物總重量/在管面積、無害廢棄物密度=無害廢棄物總重量/在管面積、能耗密度=能耗總量/在管面積、耗水密度=總耗水量/在管面積；其中，在管面積統計範圍和環境數據收集範圍保持一致。

Greenhouse gas emissions intensity = total Greenhouse gas emissions/area under management, hazardous waste intensity = total weight of hazardous waste/area under management, non-hazardous waste intensity = total weight of non-hazardous waste/area under management, energy consumption intensity = total energy consumption/area under management, water intensity = total water consumption/area under management; among which, the statistical scope of the area under management is consistent with the scope of environmental data collected.

- 8) 基於本集團的業務性質，不涉及包裝材料的使用。

The use of packaging materials is not applicable due to the nature of the Group's business.

社會數據 Social Data			
ESG 指標 ESG indicator		單位 Unit	數據 Data
B1.僱傭			
B1. Employment			
B1.1 按性別、僱傭類型、年齡組別及地區劃分的僱員總數			
B1.1 Total workforce by gender, employment type, age group and geographical region			
性別 Gender	僱員總數	人	2,465
	Total number of employees	Person	
	男性	人	1,200
	Male	Person	
僱傭類型 Employment Type	女性	人	1,265
	Female	Person	
	全職	人	2,465
	Full time	Person	
僱員職級 Employee category	兼職	人	0
	Part time	Person	
	高級管理層	人	11
	Senior management	Person	
年齡 Age	中層管理層	人	320
	Junior management	Person	
	非管理層員工	人	2,134
	Non-management	Person	
地區 Region	30 歲及以下	人	477
	Aged under (inclusive) 30	Person	
	31-50 歲	人	1,663
	Aged 31-50	Person	
	50 歲以上	人	325
	Aged 50 above	Person	
	中國大陸	人	2,463
	Mainland China	Person	
	港澳臺及海外地區	人	2
	Hong Kong SAR, Macao SAR,	Person	
	Taiwan and overseas regions		

社會數據
Social Data

ESG 指標
ESG indicator

單位
Unit

數據
Data

B1.2 按性別、年齡組別及地區劃分的僱員流失比率

B1.2 Employee turnover rate by gender, age group and geographical region

	僱員總流失率	百分比	21.37
	Total employee turnover rate	%	
性別	男性	百分比	18.03
	Male	%	
Gender	女性	百分比	24.30
	Female	%	
年齡	30 歲及以下	百分比	33.84
	Aged under (inclusive)30	%	
	31-50 歲	百分比	18.48
	Aged 31-50	%	
地區	50 歲以上	百分比	13.10
	Aged 50 above	%	
	中國大陸	百分比	21.39
	Mainland China	%	
Region	港澳臺及海外地區 Hong Kong SAR, Macao SAR,	百分比	0
	Taiwan and overseas regions	%	

B2.健康與安全

B2. Health and Safety

B2.1 過去三年每年因工亡故的人數及比率

B2.1 Number and rate of work-related fatalities occurred in each of the past three years

2025年	因工作關係死亡人數及比率	人	0	比率	0%
2025	Number and rate of fatalities as a result of work-related injury	Person		Rate	
2024年	因工作關係死亡人數及比率	人	0	比率	0%
2024	Number and rate of fatalities as a result of work-related injury	Person		Rate	
2023年	因工作關係死亡人數及比率	人	0	比率	0%
2023	Number and rate of fatalities as a result of work-related injury	Person		Rate	

B2.2 因工傷損失工作日數

B2.2 Lost days due to work injury

社會數據
Social Data

ESG 指標
ESG indicator

單位
Unit

數據
Data

因工傷損失工作日數
Lost days due to work injury

天
Day

0

B3.發展與培訓

B3. Development and Training

B3.1 按性別及僱員類別劃分的受訓僱員百分比

B3.1 The percentage of employees trained by gender and employee category

性別 Gender	受訓僱員百分比 Percentage of total employees who took part in training	百分比 %	100
	男性 Male	百分比 %	100
	女性 Female	百分比 %	100
	高級管理層 Senior management	百分比 %	100
僱員職級 Employee category	中層管理層 Junior management	百分比 %	100
	非管理層員工 Non-management	百分比 %	100

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

B3.2 The average training hours completed per employee by gender and employee category

性別 Gender	全體僱員平均受訓時長 The average training hours for all employees	小時 Hour	28
	男性 Male	小時 Hour	29
	女性 Female	小時 Hour	27
	高級管理層 Senior management	小時 Hour	40
僱員職級 Employee category	中層管理層 Middle management	小時 Hour	20
	非管理層員工 Non-management	小時 Hour	24

社會數據

Social Data

ESG 指標

ESG indicator

單位

Unit

數據

Data

B5.供貨商管理

B5. Supply Chain Management

B5.1 按地區劃分供貨商數目

B5.1 Number of suppliers by geographical region

地區 Geographical Region	供貨商總數	個	989
	Total number of suppliers	Number	
	東部地區	個	52
	Eastern China	Number	
	中部地區	個	874
	Central China	Number	
	西部地區	個	63
	Western China	Number	

B6.產品責任

B6. Product Responsibility

B6.2 接獲關於產品及物業服務類的投訴數目

B6.2 Number of products and property service related complaints received

關於物業服務類的投訴數目	次	2,216
Number of complaints received related to property management services	Case	

B7.反貪污

B7. Anti-corruption

B7.1 貪污訴訟案件的數目

B7.1 Number of legal cases regarding corrupt practices

已審結的貪污訴訟案件數目	件	0
Number of concluded legal cases regarding corrupt practices	Case	

B7.3 描述向董事及員工提供的反貪污培訓

B7.3 Description of anti-corruption training provided to directors and employees

參加反貪污培訓的董事人數	人	7
Number of directors attending anti-corruption trainings	Person	
向董事提供的反貪污培訓時長	小時/人	8
Hours of anti-corruption trainings provided to directors	Hour/Person	

社會數據

Social Data

ESG 指標

ESG indicator

單位

Unit

數據

Data

參加反貪污培訓僱員人數

Number of employees attending anti-corruption trainings

人

Person

2,465

向員工提供的反貪污培訓時長

Hours of anti-corruption trainings provided to employees

小時/人

Hour/Person

8

B8.社區投資

B8. Community Investment

B8.2 在專注範疇所動用資源

B8.2 Resources contributed to the focus area

投入金額

Amount invested

人民幣萬元

0,000' RMB

1,000.56

投入時間

Time devoted

小時

Hour

5,100

參與僱員

Participating employees

人次

Participator

30,600

二零二五年度社會數據相關說明：

Notes to the 2025 social data:

- 1) 員工流失率=(二零二五年全年流失員工人數/於二零二五年十二月三十一日在職員工人數)×100%。

Employee turnover rate = (Number of employees leaving employment in 2025/ Number of employees as at 31 December 2025) x 100%.

- 2) 嚴重工傷指無法或預期不能於六個月內恢復傷害前健康狀況的傷害，不包括死亡。

Serious work-related injuries are injuries that ones do not, or are not expected to, recover their pre-injury health conditions within six months, excluding death.

- 3) 相關類別員工平均受訓百分比=特定類別員工的總受訓人數/特定類別的員工人數。

Average percentage of employees trained by category = Total employees trained in the specified particular category / Total employees in the specified category.

- 4) 相關類別員工平均受訓時數=特定類別員工的總受訓時數/特定類別的員工人數。

Average training hours completed per employee by category = Total training hours of employees in the specified category / Total employees in the specified category.

- 5) 供貨商按地區劃分詳情：

Details of supplier distribution by region:

- 東部地區：北京市、天津市、河北省、上海市、江蘇省、浙江省、福建省、山東省、廣東省、海南省

Eastern China: Beijing, Tianjin, Hebei Province, Shanghai, Jiangsu Province, Zhejiang Province, Fujian Province, Shandong Province, Guangdong Province and Hainan Province

- 中部地區：山西省、安徽省、江西省、河南省、湖北省、湖南省

Central China: Shanxi Province, Anhui Province, Jiangxi Province, Henan Province, Hubei Province and Hunan Province

- 西部地區：內蒙古自治區、廣西壯族自治區、重慶市、四川省、貴州省、雲南省、西藏自治區、陝西省、甘肅省、青海省、寧夏回族自治區、新疆維吾爾自治區

Western China: Inner Mongolia Autonomous Region, Guangxi Zhuang Autonomous Region, Chongqing, Sichuan Province, Guizhou Province, Yunnan Province, Tibet Autonomous Region, Shaanxi Province, Gansu Province, Qinghai Province, Ningxia Hui Autonomous Region and Xinjiang Uyghur Autonomous Region

- 6) 基於本集團的業務性質不涉及已售或已運送產品，故聯交所ESG指引關鍵績效指標B6.1 不適用。

As the nature of the Group's business does not involve sold or delivered products, KPI B6.1 under HKEX's ESG Guide is not applicable.

附錄二：聯交所ESG報告指引對照表

APPENDIX II: HKEX ESG REPORTING GUIDE INDEX

A. 環境 Environmental		
層面 A1：排放物 Aspect A1: Emissions		
一般披露 有關廢氣排放、向水及土地的排汙、有害及無害廢棄物的產生等的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.		共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A1.1 KPI A1.1	排放物種類及相關排放資料。 The types of emissions and respective emissions data.	附錄一 Appendix I
關鍵績效指標 A1.3 KPI A1.3	所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	附錄一 Appendix I
關鍵績效指標 A1.4 KPI A1.4	所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	附錄一 Appendix I
關鍵績效指標 A1.5 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。 Description of emission target(s) set and steps taken to achieve them.	共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A1.6 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。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
層面 A2：資源使用 Aspect A2: Use of Resources		
一般披露 有效使用資源（包括能源、水及其他原材料）的政策。 General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials.		共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A2.1 KPI A2.1	按類型劃分的直接及／或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算）。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	附錄一 Appendix I
關鍵績效指標 A2.2 KPI A2.2	總耗水量及密度（如以每產量單位、每項設施計算）。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	附錄一 Appendix I
關鍵績效指標 A2.3 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。 Description of energy use efficiency target(s) set and steps taken to achieve them.	共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation

關鍵績效指標 A2.4 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。 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.	共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A2.5 KPI A2.5	製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	不適用 Not applicable
層面 A3：環境及天然資源 <i>Aspect A3: The Environment and Natural Resources</i>		
一般披露 減低發行人對環境及天然資源造成重大影響的政策。 General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.		共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A3.1 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。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
層面 A4：氣候變化 <i>Aspect A4: Climate Change</i>		
一般披露 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.		共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
關鍵績效指標 A4.1 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。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	共治共用，綠色運營 Promoting Co-governance and Sharing in Support of Green Operation
B. 社會 B. Social		
層面 B1：僱傭 <i>Aspect B1: Employment</i>		
一般披露 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.		以人為本，成就員工 Putting People First to Help Employees Succeed
關鍵績效指標 B1.1 KPI B1.1	按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region.	附錄一 Appendix I
關鍵績效指標 B1.2 KPI B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	附錄一 Appendix I
層面 B2：健康與安全		

Aspect B2: Health and Safety		
一般披露 有關提供安全工作環境及保障僱員避免職業性危害的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.		以人為本，成就員工 Putting People First to Help Employees Succeed
關鍵績效指標 B2.1 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。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	附錄一 Appendix I
關鍵績效指標 B2.2 KPI B2.2	因工傷損失工作日數。 Lost days due to work injury.	附錄一 Appendix I
關鍵績效指標 B2.3 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。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services 以人為本，成就員工 Putting People First to Help Employees Succeed
層面 B3：發展及培訓 Aspect B3: Development and Training		
一般披露 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 注：培訓指職業培訓，可包括由雇主付費的內外部課程。 General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.		以人為本，成就員工 Putting People First to Help Employees Succeed
關鍵績效指標 B3.1 KPI B3.1	按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	附錄一 Appendix I
關鍵績效指標 B3.2 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。 The average training hours completed per employee by gender and employee category.	附錄一 Appendix I
層面 B4：勞工準則 Aspect B4: Labour Standards		
一般披露 有關防止童工或強制勞工的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.		以人為本，成就員工 Putting People First to Help Employees Succeed
關鍵績效指標 B4.1 KPI B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	以人為本，成就員工 Putting People First to Help Employees Succeed
關鍵績效指標 B4.2 KPI B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	以人為本，成就員工 Putting People First to Help Employees Succeed
營運慣例 Operating Practices		
層面 B5：供應鏈管理 Aspect B5: Supply Chain Management		

一般披露 管理供應鏈的環境及社會風險政策。 General Disclosure Policies on managing environmental and social risks of the supply chain.		攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment
關鍵績效指標 B5.1 KPI B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	附錄一 Appendix I
關鍵績效指標 B5.2 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，以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment
關鍵績效指標 B5.3 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。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment
關鍵績效指標 B5.4 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。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment
層面 B6：產品責任 Aspect B6: Product Responsibility		
一般披露 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.		康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services
關鍵績效指標 B6.1 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。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	不適用 Not applicable
關鍵績效指標 B6.2 KPI B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	附錄一 Appendix I
關鍵績效指標 B6.3 KPI B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	攜手共建，行業賦能 Joining Hands to Promote Co-construction and Drive Industry Empowerment
關鍵績效指標 B6.4 KPI B6.4	描述質量檢定過程及產品回收程式。 Description of quality assurance process and recall procedures.	康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services
關鍵績效指標 B6.5 KPI B6.5	描述消費者數據保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services
層面 B7：反貪污 Aspect B7: Anticorruption		
一般披露 有關防止賄賂、勒索、欺詐及洗黑錢的： (a)政策；及 (b)遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.		康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services

關鍵績效指標 B7.1 KPI B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 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.	附錄一 Appendix I
關鍵績效指標 B7.2 KPI B7.2	描述防範措施及舉報程式，以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services
關鍵績效指標 B7.3 KPI B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	康派臻心，悅享生活 Creating a Joyful Life through Kangqiao's Considerate Services
社區 Community		
層面 B8：社區投資 <i>Aspect B8: Community Investment</i>		
一般披露 有關以社區參與來瞭解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 General Disclosure Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.		回饋社會，一路善行 Supporting Our Communities, Making Positive Impacts
關鍵績效指標 B8.1 KPI B8.1	專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	回饋社會，一路善行 Supporting Our Communities, Making Positive Impacts
關鍵績效指標 B8.2 KPI B8.2	在專注範疇所動用資源（如金錢或時間）。 Resources contributed (e.g. money or time) to the focus area.	附錄一 Appendix I

