

# 2024 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



a company incorporated under the laws of the Cayman Islands with limited liability

STOCK CODE: 2869





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# About the Report

## Overview



This is the ninth Environmental, Social and Governance Report ("ESG Report") issued by Greentown Service Group Co. Ltd. ("Greentown Service", "the Group" or "we" stands for the Group), presenting the management practice and performance in the aspects of environment and social in 2024.

### Reporting Period

The Report is an annual report for the period from 1 January to 31 December 2024 (the "Reporting Period"). To enhance the readability of the report, some contents or data relate to previous or subsequent years.

### Organisational Structure

The scope of this report covers the Group's head office and its subsidiaries, except for data in the environmental category, and remains unchanged from the previous year. For data in the environmental category, due to the Group's business attributes, which have limited impact on the use of resources on managed projects, the scope of the statistics covers the Group's head office and remains unchanged from the previous year.

### Data of the Report

Data and cases presented herein were extracted from the internal documents, reports and other documentation that keep track of the progress in satisfying performance obligations of the Group.

### Basis of preparation

The Report is prepared in accordance with the *Environmental, Social and Governance Reporting Code, Appendix C2* of the Rules (the "Listing Rules") Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Stock Exchange"), and also refers to the following guidelines:

- The Global Reporting Initiative's ("GRI") Sustainability Reporting Standards ("GRI Standards")
- The Corporate Social Responsibility Reporting Guidelines released by the Chinese Academy of Social Sciences ("CASS-ESG 6.0")
- the United Nations Sustainable Development Goals (SDGs)
- "Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation" White Paper<sup>1</sup> -Stakeholder Capitalism Metrics from World Economic Forum International Business Council
- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
- The contents in Response to Climate Change section refer to the recommendations of the TCFD (Climate Related Financial Disclosure), the Guidance on Climate Disclosures of HKEX and IFRS S2 Climate-related Disclosures

<sup>1</sup> Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation, World Economic Forum, September 2020.





## Reporting Principles



The Report is prepared in accordance with the following principles:

**Materiality:** The Group identifies major ESG issues through materiality assessment, and the relevant process and results have been disclosed in this report.

**Quantitative:** The Group makes quantitative disclosure of the key performance indicators with historical data in the areas of “environmental” and “social” according to the requirements of the “Key Performance Indicators” in the *Environmental, Social and Governance Reporting Code*, the *Appendix C2* of the Listing Rules, the criteria used for the indicators involved in the calculation are detailed in “Promoting Low-Carbon Operation for a Greener Future”. Quantitative disclosure of forward-looking information such as targets are made as much as possible, and will gradually improve the statistical process to achieve full disclosure in the future.

**Balance:** The Report objectively, fairly and truly discloses the Group’s work performance and practice in environmental and social matters in 2024, and discloses the problems encountered and improvement measures in a responsible manner.

**Consistency:** The Group follows a consistent statistical method for disclosure. In this report, we have maintained the same statistical method for the information as disclosed in the previous year’s report. For the information disclosed for the first time, the Group will adopt a consistent approach in the disclosure of ESG information in future years to facilitate year-on-year meaningful comparisons.

## Access to and Feedback on the Report



The Report will be posted on the website of The Stock Exchange of Hong Kong Limited ([www.hkexnews.hk](http://www.hkexnews.hk)) and the official website of the Group (<http://www.lvchengfuwu.com>). Please share via email ([ir@lvchengfuwu.com](mailto:ir@lvchengfuwu.com)) your thoughts and suggestion on this report or our ESG performance.



# About the Group

## Group Overview

Greentown Service was founded in 1998 and headquarter located in Hangzhou, Zhejiang Province, and is a digital, platform-based and ecological modern service enterprise with property services as its foundation, living services and urban services as its two wings, and intelligent technology as its engine.

## Corporate Culture

For more than 20 years, Greentown Service has adhered to the core values of "Sincerity, Goodwill, Delicacy and Perfection" in providing humanistic services to property owners and has been highly recognised by the industry. For many years, the Group has been awarded the "Top 100 Satisfaction Leading Enterprises in China's Property Services" and other awards.

## Awards and Honours



2024 Top 20 Companies in Industrial Park Property Service



2024 Leading Companies of China in Property Service Satisfaction



2024 Top 30 Property Management Companies in East China



2024 Top 20 Companies in Residential Property Service



2024 Top 100 High-quality Service Property Management Companies in China



2024 National Real Estate Industry Top 10 Outstanding Quality Enterprises (Property Management)



2024 Top 100 Service Enterprises in Zhejiang Province



2024 Yangtze River Delta Private Service Industry Top 100 Enterprises



2024 China Urban Services Top 20 Enterprises

2024 Top 500 Service Enterprises in China

Enterprise Supporting the Employment for Retired Soldiers

2024 Four-Star Hangzhou-headquartered Enterprise

# Message from the Leadership



Dear Friends of Greentown Service,

In 2024, Greentown Service faced complex and evolving market conditions, but we stayed true to our core values of “Sincerity, Goodwill, Delicacy and Perfection” and enhanced our governance to deliver greater service value. We always bear in mind our goal of delivering economic benefits while assuming our social responsibilities, and promoting sustainability has been and always will be our mission.

#### **Staying true to our values to provide quality services.**

Greentown Service believes that to live a better life, you need better services. That’s why we always put customers first and take property owners’ satisfaction as the measuring stick for our work. With that in mind, we have upgraded our integrated customer evaluation system and established a customer service centre, putting together our professional resources to better meet increasingly diversified needs. We have also established a multi-level visit mechanism, under which managers and housekeepers pay regular visits to property owners at the corporate and regional/city levels. In this way, we can listen to the voices of property owners, become more familiar with them, and help solve their issues. In doing so, we have further consolidated the foundation of our business by improving our work in the four core areas of property services.

#### **Helping our people grow together with the company.**

We are committed to helping our people grow together with the company. Our people are a valuable asset to us, and they play an essential role in promoting business growth. Therefore, we work to provide our people with adequate platforms and opportunities for their personal growth. We continue to improve our staff training system to provide more possibilities for their career development at the company. Meanwhile, we encourage our people to have the courage to challenge and upskill themselves while developing management skills to grow alongside the company.

**Going green and low carbon to promote our sustainability.** Environmentally, we actively respond to the national low-carbon development strategy. We adopt relevant technologies to promote a new model of whole-lifecycle housing that is environmentally-friendly, resident-friendly and sustainable. We believe that through such product upgrades, we can create a better living space for property owners and make solid progress in our sustainability journey.

**Assuming our corporate social responsibilities and giving back.** We are well aware of our mission as a responsible enterprise. We have responded to the country’s rural revitalisation strategy by expanding product sales channels to cover rural areas, to help narrow the gap. At the same time, as part of our effort to give back to society, we engage in various charity and public-interest activities.

**Maintaining sound corporate governance for a sustainable future.** In terms of corporate governance, we have continued to improve governance and enhance internal management policies and processes. We have maintained fairness, impartiality and openness in our decision-making to promote the best interests of the company and our shareholders. In addition, we have better managed risks to make steady progress towards a more sustainable future.

Looking back, Greentown Service has made remarkable progress across various ESG areas. I would like to attribute this achievement to our dedicated and hard-working people and other support we received along the way. Going forward, we will continue to live up to our reputation as “China’s most valuable happy life service provider,” and we will deepen our ESG practices and green initiatives to assume our social responsibilities. Meanwhile, we will continue to enhance governance, realise our value as a business and deliver more value to society as a whole.

**Yang Zhangfa**  
**(Chairman of The Board)**

April 2025

# Table of ESG KPIs



**18,527.8**

Operating income  
RMB18,527.8 million

**1,587.5**

Core operating profit  
RMB1,587.5 million

**509.0**

509.0 million square metres under  
management

**357.2**

Reserve area of 357.2 million  
square metres

**89**

Overall score for customer  
satisfaction is 89

**48,423**

48,423 employees as at the  
Reporting Period end

**48.6%**

Percentage of female  
employees is 48.6%

**1,675**

1,675 AED certified personnel

**Certified**

under the GB/T45001-2020/ISO45001:  
2018 occupational health and safety  
management system

**27.2**

Employees received 27.2 hours of  
training on average



**Certified**

under the GB/T24001-2016/ISO14001:  
2015 environmental management system

**Certified**

under the GB/T 23331- 2020/ISO50001:  
2018 energy management system

**63**

63 projects implemented with solar power  
systems or solar water heating systems

**250**

Rainwater reuse or water reuse systems  
were implemented in 250 projects

\* All the above are as at the end of 2024 or the current year 2024.



# Board of Directors Statement



The Board of Directors (the “Board”) of Greentown Service assumes full responsibility for the Group’s ESG strategy and reporting, is responsible for assessing and determining the Group’s ESG risks, and ensuring that Greentown Service establishes appropriate and effective ESG risk management and internal control systems.

Adhering to the core values of “Sincerity, Goodwill, Delicacy and Perfection”, Greentown Service has been paying special attention to corporate sustainability, and has established a robust ESG governance system led by the Board which is responsible for reviewing and making decisions on material ESG issues, such as identifying and assessing ESG-related risk, developing ESG-related strategies and policies, drafting management policies and plans, reviewing and considering ESG targets management, enhancing ESG disclosure and approving the annual ESG report.

In view of the external environment and the Group’s strategy, the Group conducted surveys of external and internal stakeholders during the Reporting Period to identify material ESG topics and determine ESG focus, including sustainability management, employee benefits and compensation package, employment management and labour standards, training and development, occupational health and safety, quality customer service, information security and privacy protection, customer health and safety and intelligent properties. We focus our review and performance enhancement on the above topics in our daily operation and manage these targets accordingly. Going forward, the Group will continue to align our management strategy and promotion of sustainable development with stakeholders’ expectation and the Group’s actual operation to enhance the sustainability.

This Report discloses Greentown Service’s ESG progress and performance in 2024. The Board, as the highest responsible and decision-making body for ESG matters, ensures that the contents of this report do not contain any false statements, misleading statements or material omissions and accepts full responsibility for the truthfulness and accuracy of its contents.



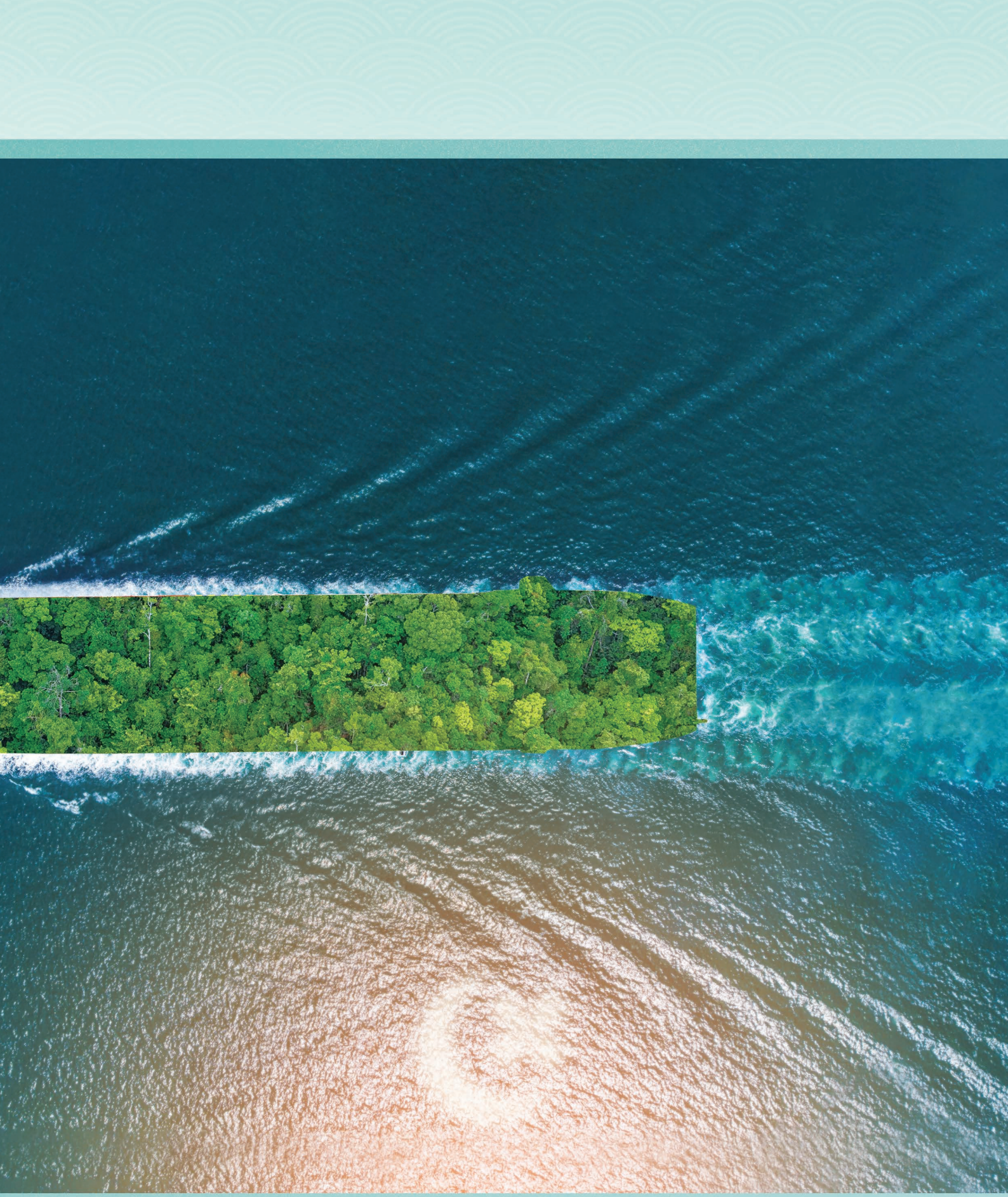
# 01

## Sustainability Management

This chapter responds to the United Nations  
Sustainable Development Goal 17













# Sustainability Management

## Sustainability Targets

The Group continues to review our sustainability governance strategy and improve our policies and practices. At the same time, the Group continues to strengthen communication with stakeholders to further enhance the Group's environmental and social performance and create long-term value for the Group's shareholders and other stakeholders.

Our Sustainable Development Goals		
 <b>Business</b>	Ethics and governance	<ul style="list-style-type: none"> <li>Conduct business with integrity and in compliance with all applicable laws and regulations to maintain high levels of corporate governance, a high-quality Board, sound internal controls, high levels of transparency and accountability to all stakeholders</li> </ul>
	Environmental management	<ul style="list-style-type: none"> <li>Regular monitoring of various environmental parameters to minimise related environmental impacts</li> </ul>
 <b>Environment</b>	Climate change strategy	<ul style="list-style-type: none"> <li>Review the Group's approach to climate change and develop a sustainability plan to identify and address related physical and transition risks and opportunities</li> </ul>
	Care for employees	<ul style="list-style-type: none"> <li>Provide adequate support to employees and strengthen good relations with employees</li> </ul>
 <b>Employees</b>	Talent cultivation	<ul style="list-style-type: none"> <li>Foster an environment of continuous learning and encourage employees to develop their careers within the Group</li> </ul>
	Diversity and inclusion	<ul style="list-style-type: none"> <li>Respect the labour and human rights of all employees, clearly define human resource management policies, and promote a culture of inclusion within the Group</li> </ul>
	Work safety	<ul style="list-style-type: none"> <li>Promote a healthy and safe working environment</li> <li>Achieve the objective of zero fatal accidents in the workplace</li> </ul>
 <b>Community</b>	Community investment	<ul style="list-style-type: none"> <li>Cooperate with local charities to support the underprivileged and those in need</li> <li>Provide job and training opportunities for young people</li> </ul>
	Quality service	<ul style="list-style-type: none"> <li>Improve the quality, safety and environmental benefits of service management through innovative technology, giving owners a better experience</li> <li>Comply with all applicable data protection and cybersecurity regulations and minimise the risk of business disruption from cyberattacks</li> </ul>
	Responsible procurement	<ul style="list-style-type: none"> <li>Require the suppliers to comply with all aspects of the Group's environmental and social standards, including work processes, products or services, child labour, basic human rights, working conditions, compensation, occupational health and safety, and business ethics, adhere to our requirements for supplier and business partner collaboration.</li> </ul>



## ESG Governance

The Board of the Group has always assumed the role of group leadership and supervision. The Board reviews and manages environmental, social and governance-related issues and risks every year, and ensures that they are incorporated into the corporate strategy, leading the Group to formulate and achieve long-term strategies and goals. The Group has established an ESG working group to be responsible for monitoring sustainability performance and objectives, reviewing the opinions of stakeholders, and collecting ESG data and information to compile the Group's annual ESG report and report to the Board for approval.

### Sustainability Governance Structure of Greentown Service







## Stakeholder Engagement

The Group's ESG stakeholders mainly include the employees, customers, shareholders, investors etc. The Group believes that listening to and understanding the opinions of stakeholders will provide a solid foundation for the long-term development and success of the Group. The Group actively explores various channels to maintain good communication with stakeholders, to enhance the stakeholders' understanding of the Group's development and operational policies, and to provide more opportunities for them to put forward suggestions so that the Group can provide them with timely and effective feedback regarding their concerns. In this way, the Group ensures that it is cooperating and working alongside stakeholders to achieve mutual benefits.

We consider that listening to, responding to and dealing with the stakeholders' comments effectively and continuously, and what they are concerned, are beneficial to the Group's business development. For this purpose, we have constructed a number of different platforms, including: mobile applications, communication software and websites, to not only allow our stakeholders to share and express their concerns, but also promote a more harmonious neighbourhood relationship and better social custom, so as to build a service ecosystem for the interaction, symbiotic co-prosperity and mutual promotion among property owners, property living service centre, merchants, and users. The Group's operating data and overall performance will be summarised in the Group's interim report and annual report every six months and annually respectively, and will be reported to investors via the Group's website (<http://www.lvchengfuwu.com>).

# Sustainability Management

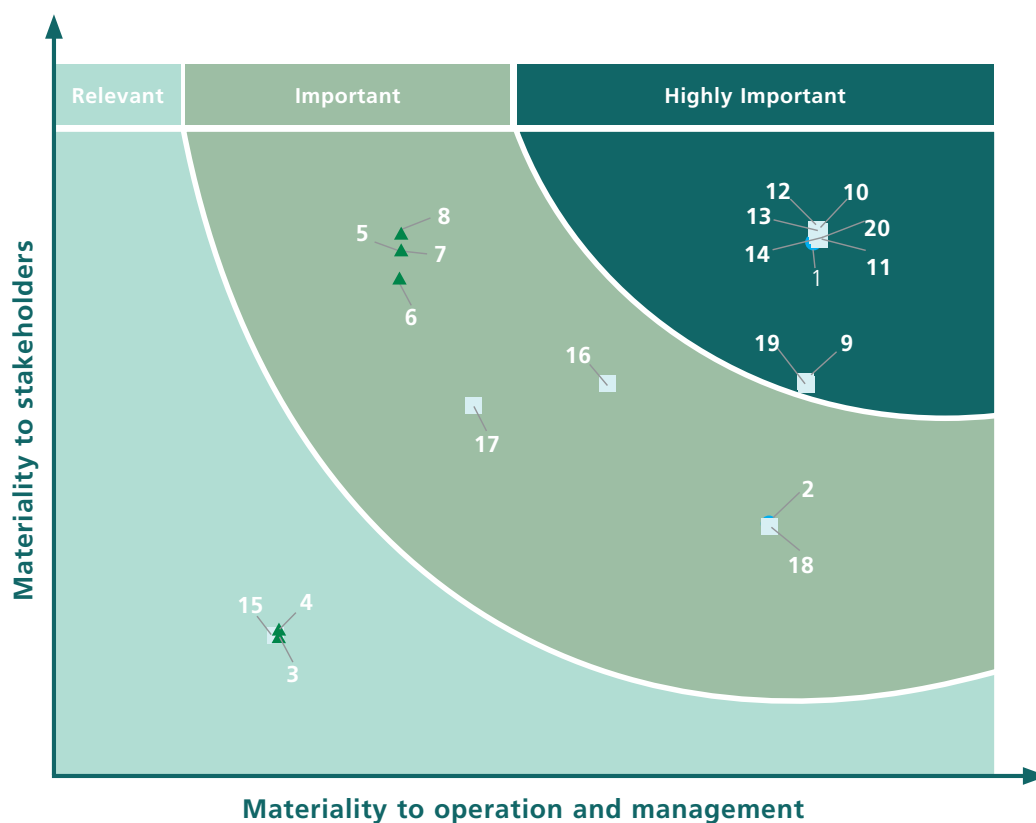
Stakeholders	Shareholders and Investors	Employees	Customers
 <b>Target &amp; focus</b>	<ul style="list-style-type: none"> <li>• Business strategy</li> <li>• Business performance</li> <li>• Protect shareholder's legal rights</li> <li>• Business sustainability</li> <li>• Company transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Salaries &amp; welfare</li> <li>• Guarantee of rights and interests</li> <li>• Career development</li> <li>• Safety and health</li> <li>• Corporate culture</li> </ul>	<ul style="list-style-type: none"> <li>• Service quality</li> <li>• Instant feedback</li> <li>• Privacy protection</li> <li>• Customised services</li> </ul>
 <b>Method of communication and exchange</b>	<ul style="list-style-type: none"> <li>• The general meetings</li> <li>• Results public briefing</li> <li>• Investors' communication</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Supervisor Systems</li> <li>• Employee survey</li> <li>• Enhance information feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Customer opinion survey and feedback</li> <li>• Customer satisfaction survey</li> <li>• Customer service centre and complaint hotline</li> </ul>
 <b>Key actions</b>	<ul style="list-style-type: none"> <li>• Hold general meetings regularly</li> <li>• Hold board meetings regularly</li> <li>• Hold meetings with investors</li> <li>• Disclose statutory issues in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance trainings for employees in respect of technical skills</li> <li>• Improve living and working environment for employees</li> <li>• Guarantee employees' rights and benefits, and upgrade their welfare level</li> <li>• Health and safety guarantees for employees</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancing service quality</li> <li>• Conduct regular customer satisfaction surveys</li> <li>• Respond to client complaints and provide them with feedback in a timely manner</li> <li>• Earnestly protect customer privacy</li> </ul>
 <b>Key performance indicators</b>	<ul style="list-style-type: none"> <li>• Stock value and dividend returns</li> </ul>	<ul style="list-style-type: none"> <li>• Employee training</li> <li>• Remuneration and welfare system</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Satisfaction</li> <li>• Solutions for handling customer privacy cases</li> </ul>

## Materiality Assessment

To have a better understanding of stakeholders' expectation on our environmental, social and governance, the Group has conducted various communication and materiality assessment with stakeholders, including survey sent to the management, external and internal stakeholders. In accordance with "Material Issues" formulated by the Sustainability Accounting Standards Board (SASB), and based on the analysis and summary of the results of the materiality assessment of ESG issues from all stakeholders, we formed the following materiality assessment matrix, which is prepared in considering the stakeholders' focus on corporate operations and environmental and social governance and in accordance with the *Environmental, Social and Governance Reporting Code*. The Group focuses on areas such as sustainability management, employee benefits and compensation package, employment management and labour standards, training and development, occupational health and safety, quality customer service, information security and privacy protection, customer health and safety, and smart properties.

### We have taken four steps to conduct materiality assessments:

<b>Identification</b>	Refer to the ESG Reporting Code of the Stock Exchange, the Group's policies and management strategies, industry characteristics, and business risks and opportunities to identify the most relevant and material ESG issues to the Group's business and stakeholders.
<b>Collection of opinions</b>	Conduct a survey and invite stakeholders including the management, employees, customers, shareholders and investors to evaluate the materiality of each issue from their own perspectives.
<b>Prioritisation</b>	Screen out material issues, prepare a materiality assessment matrix, and obtain preliminary assessment results, so as to determine the strategic focus of sustainable development and improve sustainable development governance.
<b>Confirmation</b>	The evaluation results will be discussed and confirmed by the ESG working group, and the materiality assessment results will be finalised and reported to the Board.



#### Greentown Service's 2024 Material ESG Issues

##### Materially important

- |   |   |  |
|---|---|--|
| 1. Sustainability management                    | 9. Employment management and labour standards | 10. Employee benefits and compensation package |
| 11. Training and development                    | 12. Occupational health and safety            | 13. High-quality customer services             |
| 14. Information security and privacy protection | 19. Customer health and safety                | 20. Intelligent property                       |

##### Important

- |  |  |                             |
|--|--|-----------------------------|
| 2. Anti-corruption                                 | 5. Water management                              | 6. Energy utilisation       |
| 7. Impact on the environment and natural resources | 8. Climate change                                | 16. Supply chain management |
| 17. Intellectual property protection               | 18. Community development and charity activities |                             |

##### Relevant

- |                                  |                                |                           |
|----------------------------------|--------------------------------|---------------------------|
| 3. Greenhouse gas (GHG) emission | 4. Exhaust emission management | 15. Responsible marketing |
|----------------------------------|--------------------------------|---------------------------|

# 02

## Compliance Governance and Operation Integrity

This chapter responds to the United Nations Sustainable Development Goal 16









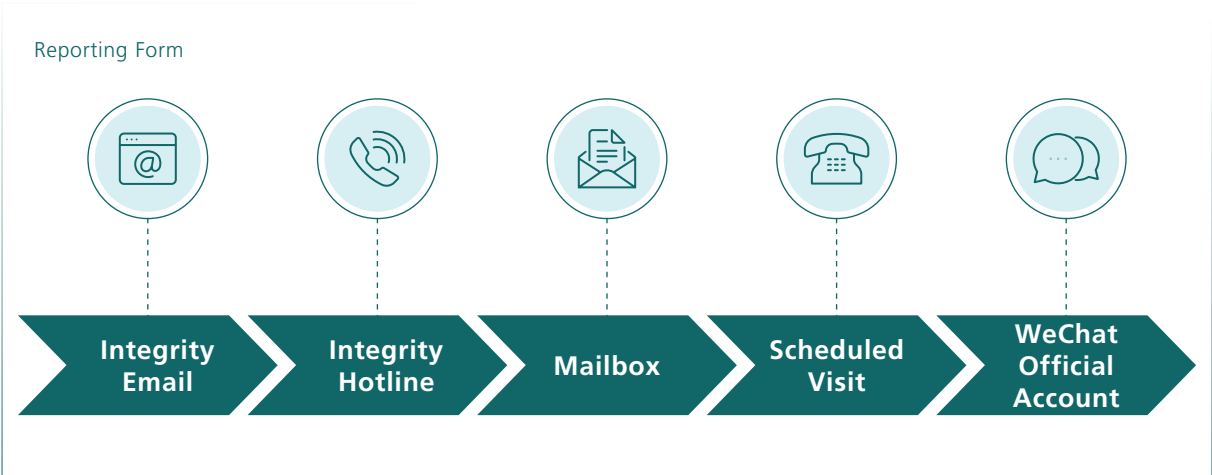
# Compliance Governance and Operation Integrity

## Business Ethics and Risk Control

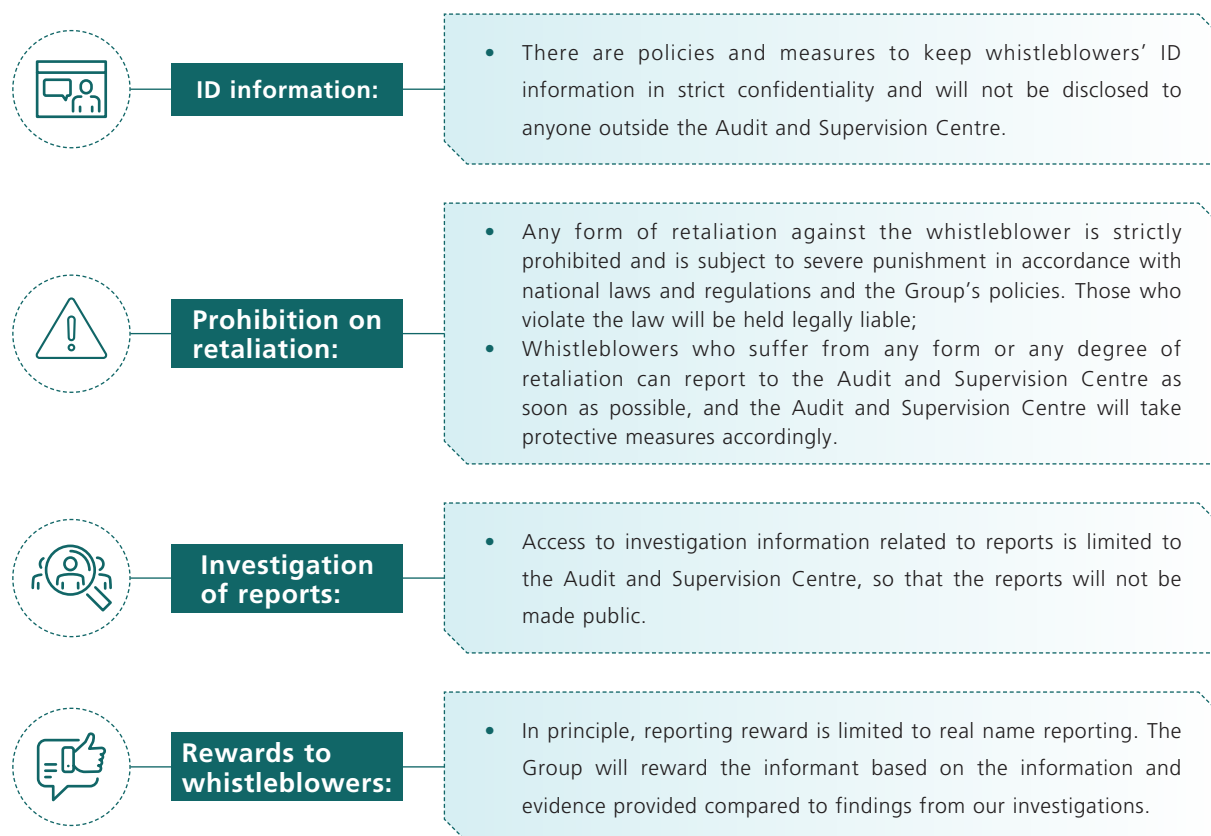
The Group has been adhering to laws and regulations of the state and regulators, and the “Chairman’s Prohibition Order”, the “Anti-fraud Management Measures”, the “Self-discipline Code of Conduct for the Management”, the “Management Measures for Posts Responsible for Investment Declaration”, the “Gift Money and Gift Card Management Measures”, the “Employee Handbook” and other internal policies. With the purpose of strengthening awareness and controls, the Group has implemented various control measures to promote centralised management of corporate risk within the Group and established a risk management and internal control system. Directors, senior management and other employees of the Group who have or may have conflict of interest are required to report and fill in a form to declare conflict of interest. The Group reports these declaration forms filled in by employees for tiered approval, and where further investigation is required, additional explanation will be requested from the declaring party and further investigation will be conducted by the Audit and Supervision Centre.

The Group has formulated the “Management Policy for the Protection of Trade Secrets.” During the Reporting Period, the Group provided business ethics training or course recordings to ensure that everyone could receive this training in a timely manner. In addition, based on the nature of the Group’s business, we identified most recent major fraud cases in the industry and how the case was solved, and shared these cases in various internal communications to alarm our staff. By further enhancing compliance and legal risk awareness, we created a culture of integrity and compliance within the Group.

The Group adheres to the principles of voluntary participation, equality, fairness and integrity, strictly abides by the *Anti-monopoly Law of the People’s Republic of China* and other relevant laws and regulations on maintaining fair market order and safeguarding interests of consumers and the general public. The Group guides and regulates the behaviour of our employees in daily work to maintain orderly management of business, prevent frauds that damage the Group’s interests and improve work efficiency and effectiveness. During the Reporting Period, all employees of the Group participated in the training on the “Chairman’s Prohibition Order” and “Employee Handbook”. The Group has established a reporting mechanism and related reporting channels. All employees, partners with which the Group companies have direct or indirect business dealings, and external stakeholders (e.g., customers, suppliers) can report all fraud-related issues including employees’ violation of the “Chairman’s Prohibition Order”, the “Employee Handbook” and the “Self-discipline Code of Conduct for the Management”. During the Reporting Period, the Group introduced the “Management Policy and Punishment Measures for Non-compliances,” which was designed to hold every involved individual responsible; for each non-compliance, we, based on their job responsibilities, would identify who was directly responsible and who assumed the relevant management responsibility, and what lower levels of management were responsible. We provided an anti-corruption email box, anti-corruption hotline, mailbox, in-person appointment, and a Wechat public account to report non-compliances. In 2024, the Group continued to establish and improve a sound horizontally connected reporting system to closely integrate the Chairman Mailbox with the customer service hotline. The Group also enhanced interactions across departments to ensure that each reported case could be addressed promptly and accurately.



The Group has taken a series of measures to protect whistleblowers:



The Group has established and improved the incentive measures to reward employees who are champions in anti-corruption. These measures are designed to motivate employees, driving a culture of integrity within the Group. As we put in place sound anti-corruption policies, with proper segregation of duties, a robust supervision structure, and expanded coverage, we build a solid defence line against corruptions to support a sound development of the Group.

## Responsible marketing

In accordance with the *Advertising Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China* and other relevant laws and regulations, the Group puts responsible marketing into practice. The Group released the "Greentown Service Brand Management Standard", the "Greentown Service Public Opinion Management System" and the "Social Media Operation Management Measures", these rules were simplified to the "Brand Use Specification" for staff publicity and education. All business segments and projects under management are required to ensure the authenticity and accuracy of marketing information, false and exaggerated promotion are prohibited. Promises made to customers are true and valid to protect their interests. As at the end of the Reporting Period, the Group did not violate any of these rules.

# Compliance Governance and Operation Integrity

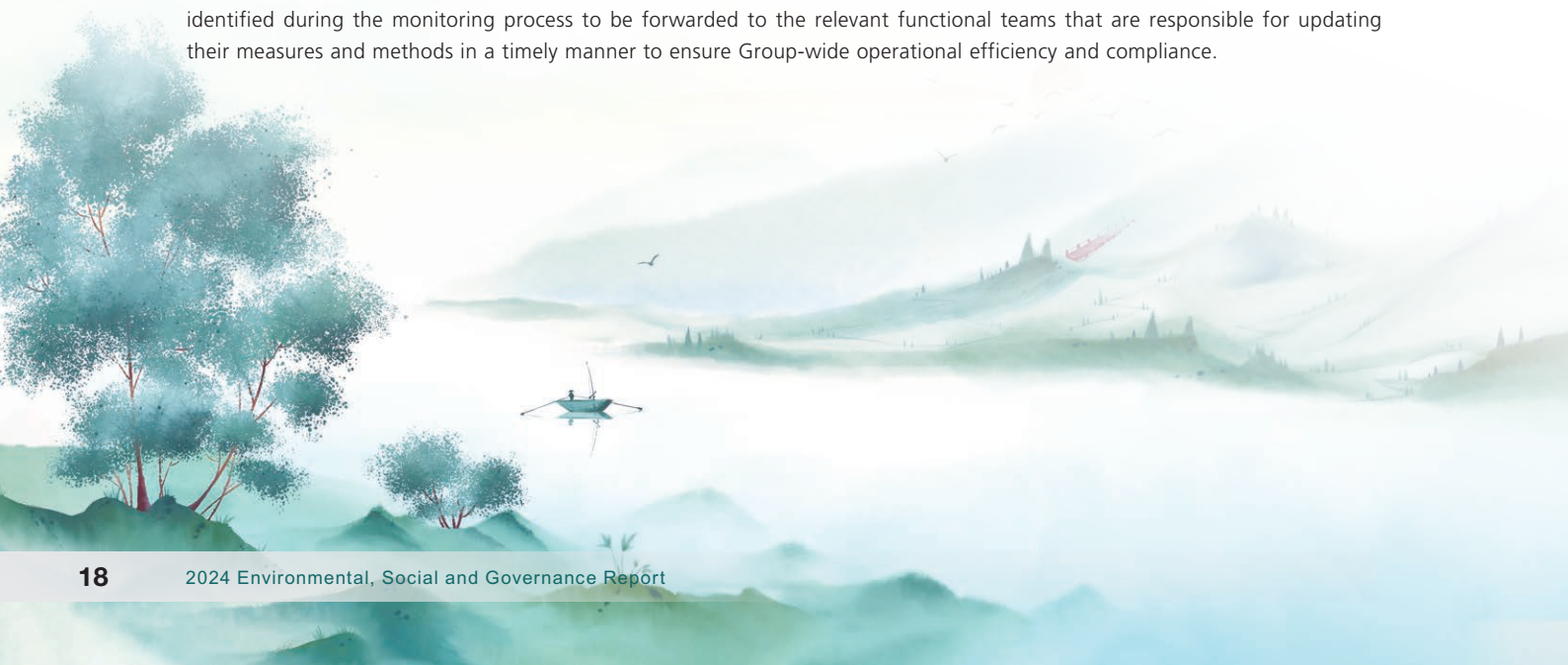
## Integrity and Anti-corruption

During the Reporting Period, the Group strictly complied with the relevant laws and regulations on prevention of bribery, extortion, fraud and money laundering, such as the *Law of the People's Republic of China Against Unfair Competition*, the *Criminal Law of the People's Republic of China*. During the Reporting Period, there were no concluded legal cases regarding corrupt practices brought against the Group or its employees.

In order to create a good corporate atmosphere, guide and regulate the daily work behaviour of the Group's employees, with the aim of maintaining normal operation and management order, preventing fraudulent acts that are detrimental to the Group's interests and enhancing efficiency and effectiveness, all the Group's employees are required to sign the "Letter of Commitment to Professional Behaviour". The "Letter of Commitment to Professional Behaviour" sets out the signatory's solemn commitment to professional ethics and professional track records, and the signatories promise their strict compliance with all disciplines, rules and regulations formulated by the Group. During the Reporting Period, the Group issued the "Management Letter of Commitment to Self-Discipline", covering all levels of management with managerial functions. We encourage the management to act as a role model in creating a workplace of integrity and ethical conduct within the Group.

To report fraud cases, the Group has formulated well-defined regulations: all fraud cases, regardless of their scale, must be reported in a timely manner. In addition, to further strengthen the supervision and handling of fraud, the management will be accountable for late reporting and concealment, to ensure timely and comprehensive detection and handling of fraud cases to improve the integrity and compliance of the entire organisation. In case of acts violating rules and disciplines, we adopt hierarchical assessment to classify the severity, which is divided into direct responsibility (direct decision-making, organisation, planning, incitement, manipulation, implementation and other behaviours), management responsibility (employees who are accountable to the directly responsible person with their functional or business management responsibilities), and leadership responsibility (employees who are accountable to the management responsible person with their functional or business management responsibilities), and subject to a series of disciplinary actions of serious warning, demerit, demotion or dismissal. Internal audit is key to protecting the Group's interests and long-term development, through in-depth and comprehensive review and assessment, we can accurately identify potential risks and issues, and then propose practical solutions and management optimization measures.

Our internal audit function identifies potential risks and other issues as a result of appropriate and adequate review and assessment. They also provide practical solutions and improvement opportunities to drive the Group's sustainable development. The Group's internal audit function plans and performs Group-wide audit every 3 years. In terms of project management, we issue updated directions at each year-end. We link project assessment results to regional assessment results, and link employees' performance-based bonus payment to the overall assessment results. In addition, we require any systemic risk identified during the monitoring process to be forwarded to the relevant functional teams that are responsible for updating their measures and methods in a timely manner to ensure Group-wide operational efficiency and compliance.






For all employees (including directors) to act with integrity and disciplines, we provided both online learning courses and in-person training sessions on anti-corruption, aimed at guiding our people to be self-disciplined and in compliance with national laws and regulations and the Group’s internal policies and procedures by paying attention to details, to promote the Group’s culture of clean governance. Online learning courses had an average duration of 1 hour.

**In terms of online training**

A series of anti-corruption courses on the cloud platform were available to all employees. These courses focused on compliance with professional code of conduct and ethics. Using real-life cases, we prepared 7 micro-classroom sessions on anti-corruption and one educating film, which were designed to enhance anti-corruption awareness. Each course also included an assessment to evaluate how the learners understood what they had learnt.



**In terms of offline training**

A number of training sessions on relevant topics were carried out across 11 regional companies and 6 business units, which mobilised their local patriotic education resources to conduct various forms of activities, including joint daily events with local grass-root Party organisations, on-site visit to patriotic education centres, etc., so as to enhance the awareness of integrity and self-discipline.

In addition, the Group conducted the following anti-corruption training and activities:

**“Internal Control Supervision” and the “Anti-corruption Month”**

- We conducted review online using an “intelligent platform for industrial parks”.
- Internal control review included self-review, selective review and corporate-level review, with self-review using a 100% examination and selective review covering at least 30% of their residential projects at the regional level. Internal control review at the group level covered 5% of the projects under management. In 2024, a total of 908 projects were reviewed at the regional level, which helped improve risk prevention and control to reduce fraud.

To implement the relevant requirements, the Group and the Group’s Party Committee held “Integrity Month” events with the theme of “self purification and self integrity” highlighting the importance of maintaining integrity and self-discipline. These events were designed to guide our people to maintain integrity and professional ethics and work together to create a strong culture of integrity in the workplace. The Party branch played a leading role in mobilising local patriotic education resources, planned and conducted four sub-events “understanding integrity”, “building integrity”, “taking responsibility”, and “practicing integrity”. Among them, the training activities to recall and refresh on professional code of conduct and ethics registered a total attendance of 68,014, with all passing the examination, reflecting that our staff obtained an adequate understanding of integrity and self-discipline. In addition, we carried out targeted conversations with individuals at the grass-root management or in key roles. Through these key reminders and education, we have built a firewall by preventing potential integrity issues identified from the source and equipped our staff with appropriate and sufficient discipline guidance to support the Group’s solid development.

To help create a strong integrity and compliance culture, the Group opened a public account called “Lianxiaofu” on WeChat this year to release the latest news and legislation and regulation on integrity and share typical cases. This move was designed to enhance the awareness of integrity among employees. We also provided channels on the account to receive complaints and give feedback, creating a compliant atmosphere while protecting employees’ legitimate rights and interests. Going forward, we will continue to upgrade its functions and structure design to meet the growing needs and support the company’s effort in this regard.

# Compliance Governance and Operation Integrity

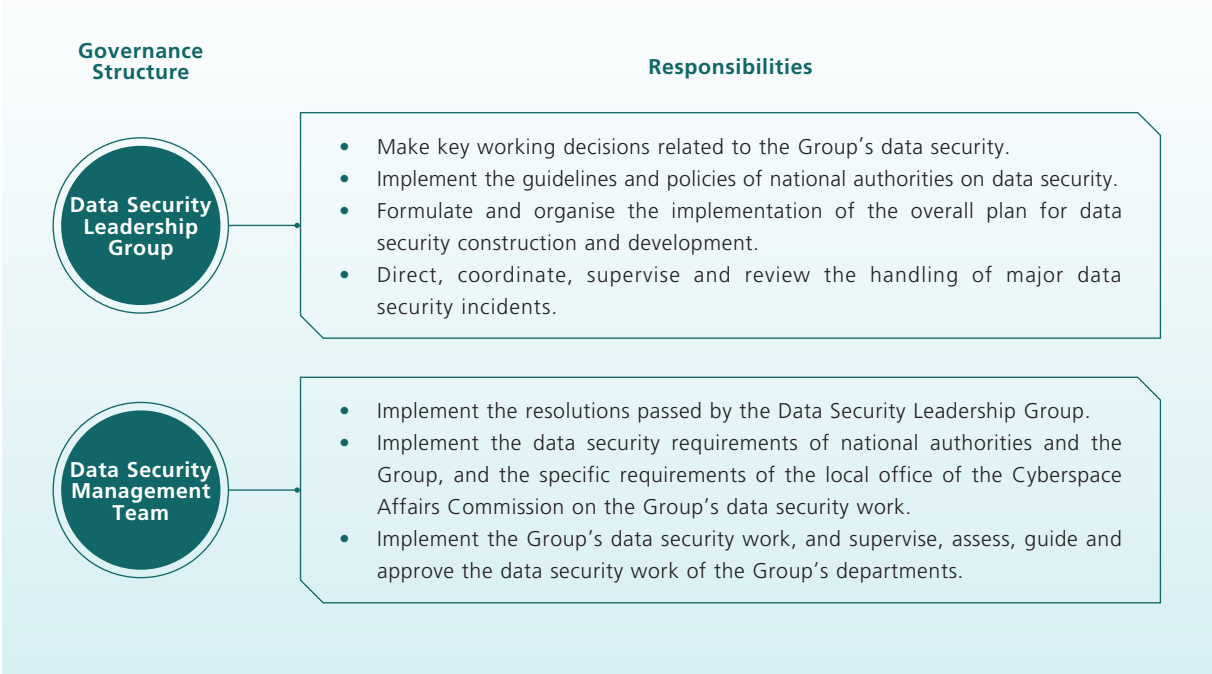
## Information Security and Privacy Protection

Robust maintenance and management of property owners’ privacy is key to long-lasting mutual trust and friendship. The Group has formulated and issued the “Data Management Measures” and “Management System for the Protection of Trade Secrets” to specify the responsible party within the Group and lay down detailed requirements on data collection, storage and utilisation in accordance with the *Cybersecurity Law of the People’s Republic of China*, the *Personal Information Protection Law of the People’s Republic of China* and the Company’s status of business development. Any use of controlled data is subject to the signature of a “Data Security and Confidentiality Agreement”. All the employees are required to sign a “Letter of Commitment to Professional Behaviour,” and all the managers to sign a “Letter of Commitment to Self-Discipline for Managers”. Data security management is classified into A, B and C tiers to exert strict control over the use of classified data.

### Management framework

During the Reporting Period, the Group established a management framework for information security and privacy protection, and recognising the Group chief executive as the most responsible person, to ensure the smooth implementation of information security and privacy protection.

The Group has certified six systems under a tiered system, including the Smart Park system, the Lanling OA system, the Greentown Buy (綠城購) procurement platform, the archive system, the Smart Property Management system (for collecting charges), and the enterprise micro system. Among them, the Smart Park system is a Grade A system, which has been certified for Level III security; the Smart Property Management system (for collecting charges) and the enterprise micro system are Grade A systems, which are under review for certification for Level III security; and the Lanling OA and the Greentown Buy are Grade A systems, which have been certified for Level II security, while the archive system is a Grade B system, which has been certified for Level II security.



During the Reporting Period, the Group further upgraded the data security protection, the Digital Innovative Centre developed a data security structure with well-defined responsibilities. The Group prepared the “Emergency Plan for Data Security Incidents” for interruption or significant decline in the performance of databases, application software systems and business private networks, information system infection, hacker attacks on applications/websites, fire fighting and personnel evacuation in the computer room of the Information Network Centre, interruption of external power supply to the computer room of the Information Network Centre, and the occurrence of natural disasters. At the same time, the “Data Backup Management System” is prepared to standardize the daily management of the information system data backup, improve the availability and reliability of the information system, and ensure that the backup data can be recovered and used after the Group’s information systems were damaged and the data lost under extreme conditions. In addition, we have also acquired and used the firewall from Sangfor Technologies on the hardware equipment to isolate the internal and external networks, with a situation awareness system that detects and monitors security risks in real time, presents data on alarming events in real time and collects security threats.

During the Reporting Period, the Group hosted standard training on data privacy management, and invited professional lawyers to deliver online lectures on the “Role of Data Compliance in Property Management Services” for all employees. The Group has also developed the “Data Security and Data Construction Management”, the “Data Construction Requirements Specification” and other training courses in view of its own business practice to provide offline seminars and e-training courses covering all employees. In addition, we invite external institutions to conduct IT audit on network security every year.

### **ShanShu • Digital Greentown Integrated Digital Management Platform**

ShanShu • Digital Greentown Integrated Digital Management Platform translates Greentown Service’s central intelligence into a platform based on data, management and operation that integrates data resource, management, application supported by business demand, and customer demand analysis and outreach.

The Group generates operation logs through the operation of the database, strictly monitors the operation process, promptly handles and reports data security issues identified, and has established a system for emergency recovery and data traceability mechanism in the event of data damage or loss.

To illustrate with the example of abnormal inspection, Digital Dashboard sends abnormal task reminders to front-line project managers. Irregular operation of employees is subject to the reward and punishment mechanism to effectively control the performance of stewardship inspections and engineering inspections. Optimisation of inspection points, inspection content and control of the inspection process for operational process settings.

In August 2024, the Group provided training on “privacy compliance on the Group’s applications” for R&D personnel and relevant personnel of the Group’s Digital Intelligence and Technological Innovation Centre. This training that further enhanced the key personnel in their capabilities to comply with the relevant privacy rules, laid a solid foundation for the Group’s further effort in data privacy management.



# Compliance Governance and Operation Integrity

## Applications platform management

In compliance with the *Personal Information Protection Law of the People's Republic of China* and other relevant laws and regulations as well as the "informed" and "minimum" requirements, the Group has established and issued a series of documents, such as the "Privacy Policy," the "Children's Privacy Policy," the "System Access Management Policy," the "Personal Information Collection List," and the "Shared List of Information with Third Parties." Through these documents, the Group details how the Group ensures that customers fully understand how the Group will process and use their personal information when collecting, using, storing and sharing personal information on the Group's applications or mini programme on Wechat. The Group obtains explicit consents from customers and only collects personal information that is necessary to realise business functions to ensure information safety and the legitimate rights and interests of customers, which is considered a key aspect of the Group's compliant operations.

To ensure the security of personal information on the applications platform, the Group has formulated the following policies, mechanisms and specific measures:



**Establish the core concept of personal information protection:** principles of lawfulness, legitimacy and necessity are well defined to protect personal information, and users are clearly informed of the purposes and methods for collecting and using personal information when their information is being collected and used.

**Formulate detailed regulations on the collection and use of personal information:** formulate strict policies on the collection and use of personal information, and clarify the purpose, scope, method and duration for collecting personal information. Personal information can only be collected and used with the explicit consent of the user.



**Strengthen the all-round management of information security:** various measures have been taken to ensure the security and integrity of personal information, including encryption, backup storage, real-time monitoring and regular risk assessment of personal information.

**Real time update and revision of policies:** personal information protection policies are updated and revised in a timely manner to keep up with the latest development of information technology and the changing laws and regulations. Users are notified in time when there are major changes to ensure that their rights and interests are not affected.



**Firmly defend users' rights and interests:** users are provided with information access, correction, deletion and other rights to ensure the confidentiality, integrity and availability of their personal information.

Designate person in charge of personal information protection and disclose the contact information to users to ensure that users can contact us in time when they have any problems. We have open complaint/suggestion channels in place that are open to users' supervision and suggestions.





During the Reporting Period, we released new features and sections on the Group’s applications as follows:

**A new feature called “We Care and We Visit” for the elderly**

which is designed to provide customised and differentiated at-home visits and other care services, considering their living environment, to meet their personalised needs, and take actions to show that we care for the elderly.

**A new section called “Always-on for Your Health”**

we have successfully established an efficient connection with professional counseling experts, ensuring that their expert team is available 24/7 to provide immediate and professional online psychological counseling services to users.

**A new “security risk management platform”**

embedded a “safety risk” library which includes relevant national standards and requirements, case studies, detailed policies and rules, etc., to provide adequate and accurate guidance for safety checks. This platform that allows a safety review by all staff, as well as real-time risk tracking and risk escalation, provides a comprehensive and multi-level safety risk prevention and control system, which helps eliminate potential risks and ensure that all parks run safely and stably.

In 2024, in cooperation with Alipay, the Group adopted Alipay’s “Touch and Open” technology to create a secure and reliable digital experience for owners, property companies and delivery platforms. This technology helps maintain the safety and order of the communities by allowing real-time verification and showing “real delivery riders” and “real orders”. With the “touch and open the door” function, we have significantly reduced the registration time to 3 seconds from original 20-30 seconds for delivery riders, helping improve food delivery efficiency and build delivery rider-friendly communities. As at the end of the Reporting Period, we invested a total of 5,705 “touch and open the door” coils across 2,304 parks. Going forward, we will continue to deepen our partnership with Alipay to jointly develop our “intelligent property” programme by integrating the next-generation AI.

**As of the end of the Reporting Period**



the technology has covered

**2,304** parks



with a total of **5,705**

‘Touch and Open’ coils installed

# 03

## Strong Accountability and Customer First

This chapter responds to the United Nations Sustainable Development Goal 4, 5, 8







# Strong Accountability and Customer First

## Assuring Owners with Excellent Quality

Greentown Service has adhered to the core values of “Sincerity, Goodwill, Delicacy and Perfection” in providing a quality service to property owners.

### Improving service quality

The Group continues to track customer satisfaction and conducts satisfaction surveys independently and in cooperation with FG China across different owner groups:

- We conduct satisfaction surveys independently on a quarterly basis through 95059 hotline, online surveys on our applications and SMS for children of owners from multi-ownership projects, collecting opinions on respondents’ overall satisfaction and satisfaction in each functional module. The survey results in 2024 show that we received an overall score of 89 in customer satisfaction.
- Satisfaction surveys in cooperation with FG China is conducted annually by telephone, with a focus on the children of owners of less than 5 years of project delivery by Greentown China. The survey includes an overall satisfaction, satisfaction in each functional module as well as a comment session for collecting respondents’ suggestions. In 2024, the survey covered 10% of total owners.

FG China’s satisfaction survey is regarded as an impartial third-party survey for our performance appraisal. As at the end of the Reporting Period, the score of FG China’s satisfaction was 90, increased by 1 point from the year before.

The Group continues to focus and to identify customers’ pain points, accelerate the solution of problems, and win positive feedback from owners. We collected client’s opinions in a timely manner for improvement, and promoted long-term cooperation through visits and in-depth exchange after the survey. As at the end of the Reporting Period, all the owners’ opinions and suggestions collected by our surveys were sent to respective projects for handling and follow-up in the form of ticket. At the end of each quarter, the opinions and suggestions collected by online surveys are handled in the form of experience insight reports, in which problems and weaknesses in services are thoroughly identified and transferred to the region for rectification. The quarterly Greentown Service Group Owner Satisfaction Survey Report is finally generated from the satisfaction surveys, which identifies problems related to properties, parks and real estate development from the owners’ opinions and suggestions collected from the surveys, and provides the corresponding business lines data analysis to develop better services and products.

### Enhanced customer communication

During the Reporting Period, the Group received customer complaints via Chairman Mailbox, media forum, official WeChat account, on-site visit, letter, application, 95059 hotline, 95059 mailbox and other media. As at the end of the Reporting Period, we received a total of 32,939 valid complaints. The Group ensured that all tickets were handled in a closed loop. Our handling of customer complaints by channel is as follows:





- Complaints received via Chairman Mailbox are handled directly by the Chairman's secretary, who will assign the responsible person to conduct on-site investigation and communicate with the owners in developing solutions, until the case is rectified, verified and closed.

- For complaints received via on-site visit or letter, the 95059 platform will communicate with the relevant regional companies to understand the case within 3 hours and issue a rectification report within 24 hours after receiving the complaints, and follow up the rectification until the case is verified and closed.



- Complaints via media forum or Wechat account are received and transferred by the Group's branding department to the 95059 platform, which will generate and assign a ticket and track the status of the ticket. It also sets different timeframes based on the type of issues and provides feedback on the rectification. The Group will call back or reply to the owner to verify the result before the ticket is closed.

- For complaints received via application, 95059 hotline or 95059 mailbox, the 95059 platform will generate and assign a ticket and track the status of the ticket. Requirements for the timeframe and the verification and closing of these tickets are the same as those for complaints received via media forum or Wechat account.



The Group has well-defined requirements on the procedures and time limit for handling customer complaints and initiates improvements and upgrades based on customer complaints. Within 48 hours of the ticket dispatch, the project manager is required to submit the data before and after the rectification, and the Group reviews the data and revisits the owner to complete the closed-loop. Repeated complaints will be escalated. In addition, we analyse issues based on the Group satisfaction survey each quarter, and the expert team will include issues in the list of concern to focus our supervision and attention on issues not rectified in time.

We perform an analysis of "Voice of Customers" by region on a monthly basis, and summarise our findings in a monthly report, which highlights red flag areas to help us identify any potential issues and take preventive measures in a timely manner. In addition, we use our quarterly satisfaction survey results in such analysis. Our specialists prepare a list of items for special attention and provide specific direction and supervision on items that are not rectified in a timely manner to ensure that all established remedial measures are implemented effectively as improvements to customer satisfaction and service quality.

The Group has set planned and quantified metrics and targets for customer services, including:

✓ **Satisfaction goals in short-term, medium-term and long-term:**

In the short-term, the survey should be more insightful. For example, the survey questions should clearly refer to a specific service sector.

The medium-term goal is to focus on the qualification rate of satisfaction survey at the city level under a tiered system, and strictly control the projects with the lowest score while implementing differentiated management.

The long-term goal is to regard satisfaction as the baton of customer demand, to drive product optimisation and upgrade, and optimisation and iteration of the standard system.

Category	China FG satisfaction rate	Complaints/1,000 households	Satisfaction rate of responsible unit	Timeliness rate
2024 targets	86 points	2‰	96%	93%
Completion status in 2024	90 points	1.5‰	98.58%	96.06%

# Strong Accountability and Customer First

## Guaranteed service quality

We have taken a series of measures to ensure the continuous improvement of customer service quality, including:



In terms of quality supervision, for projects with poor performance across various customer service targets, the Group carries out strict project direction and supervision every year to revamp unqualified projects. In the future, we will continue to improve customer services, pay attention to the balanced development of quality, provide services of value for money by improving regional and urban satisfaction, enrich the service content of special parks, create specialized demonstration zones, promote the implementation of the Greentown Happiness Land co-governance model.

## Improving the environment

In response to seasonal changes, we tailored five initiatives, namely, "Breeze Action" in spring, "Summertime Action" and "Sunny Action" in summer, "Golden Action" in autumn and "Overwintering Action" in winter.

### "Breeze Action"

At the beginning of spring, the Group launched the "Breeze Action", and issued the "Plan for Rejuvenation of Frozen Seedlings," the "Technical Solution for Replanting Seedlings," the "Technical Solution for Sowing and Greening," the "Technical Solution for Fertilisation in Spring," and carried out the work of replanting, weed control, fertilisation, and greening in the best reseeding season of seedlings.



▲ "Breeze Action"

### "Summertime Action" "Sunny Action"

The Group launched the "Summertime Action" and "Sunny Action" in summer. The "Treatment Solution for Artificial Lake System," the "Technical Solution for Improving the Efficiency of Irrigation and Drought Resistance Equipment" and the "Technical Solution for Preventing Typhoon, Rainstorm and Falling of Seedlings" were issued to reinforce and prune trees in advance to prevent trees from falling caused by typhoon and sudden heavy rain. Serious drought is likely to occur in summer, so the Group made central arrangements for measures such as improving the efficiency of sprinkler irrigation equipment, and asking staff members to work at night to water the plants.



▲ "Summertime Action" and "Sunny Action"

### "Golden Action"

The Group launched the "Golden Action" in autumn and issued the "Technical Solution for Creating Small Landscape" and the "Technical Solution for Intercropping of Winter Grass" to highlight beautiful landscape and greenery in the parks.



▲ "Golden Action"

### "Overwintering Action"

The Group launched the "Overwintering Action" in winter. Under this Action, the "Technical Solution for Protecting Greenery Against Low Temperature" and the "Technical Solution for Tree and Shrub Pruning" were issued. Climate conditions in the southern, central and northern China differ, so classified measures against low temperature were taken.



▲ "Overwintering Action"

During the Reporting Period, we have achieved the following work result:

- Built a total area of 56,935 square meters of flower seas across 97 projects.
- Rejuvenated 832 modelling trees across 341 projects.
- Carried out lawn punching, combing and rejuvenation work across 2,425 projects.
- Completed the artificial lake treatment across 142 projects.
- Conducted winter grass seed sowing across 1,206 projects, ensuring an evergreen landscape throughout the year.
- Conducted tree pruning across 1,434 projects.
- Completed or facilitated to complete replanting across 273 projects within their warranty period.



# Strong Accountability and Customer First

## Eliminating safety hazards

Every year, the Group conducts safety education for children of property owners, such as the “Dolphin Programme” and the “Wooden Lotus Project” during the summer. “Dolphin Programme” is to provide kids of owners with swimming training for free to avoid drowning, “Wooden Lotus Project” is to provide a safety education summer camp for children to enhance the fire safety awareness of young children and improve their ability to prevent and resist fires.

In 2024, we carried out the “Dolphin Programme” in 329 projects across the country, covering nearly 11,700 minor owners, with 144 teams of “Dolphin Volunteer Guardians” established nationwide, which recruited a total of 716 neighbourhood volunteers to conduct on-site patrol to ensure the activities went on smoothly.

Since first launched in Hangzhou, our “Wooden Lotus Project” now has made its footprint in 2,170 parks across 30 provinces (including municipalities and autonomous regions) in China, providing more than 100,000 minor owners with safety knowledge and skills.

The Group has joined hands with the Hangzhou Public Security Bureau to form a voluntary, unpaid “Vigilante Alliance” social welfare organisation to build a firewall to protect the people through security propaganda, public security patrols, and mediation of simple conflicts and disputes.



## Promoting industry development

As a member of the China Property Management Institute and the Standards Committee of Zhejiang Real Estate Association, the Group has been actively participating in the industry exchange and making contributions to promoting the standardization and quality improvement of the property management industry. As at the end of the Reporting Period, we had attended the Property Quality Improvement Forum of the 6th Shanghai International Property Management Expo (2024 SPME), the Public Forum of the 2024 Chinese Blue Chips Real Estate Annual Conference, and the 2024 Shenzhen International Property Management Expo and Real Estate Fair. On these forums or events, we provided insights into the emerging trends and coping strategies in the industry, given the introduction of new quality productivity, shared the Group’s innovative business models and emphasised the importance of quality first and pursuit of quality, to jointly reshape the standards for service value and explore new ecosystems for the industry.

## Protection of intellectual property

Greentown Service consistently upholds strict principles for protecting intellectual property rights and strictly adheres to relevant laws and regulations such as the *Patent Law of the People’s Republic of China*, the *Trademark Law of the People’s Republic of China*, and the *Copyright Law of the People’s Republic of China*. It ensures that all business operations fully comply with legal and regulatory requirements while safeguarding the group’s intellectual property rights.

During the Reporting Period, the Group’s intellectual property rights by category are as follows:



Patents in numbers:

- Patent applications submitted in the current year: 33
- Total patents authorised so far: 235
- Total patents authorised in the current year: 20



Trademarks in numbers:

- Cumulative trademark applications: 799
- Cumulative trademark registrations: 640

What we have achieved in the intellectual property field this year is an indicator of our commitment to further implementing an innovation-driven strategy and building a robust intellectual property management system for a sustainable and high-quality development in the long term.



## Multi-dimensional Assessment and Responsible Procurement

### Supply chain management

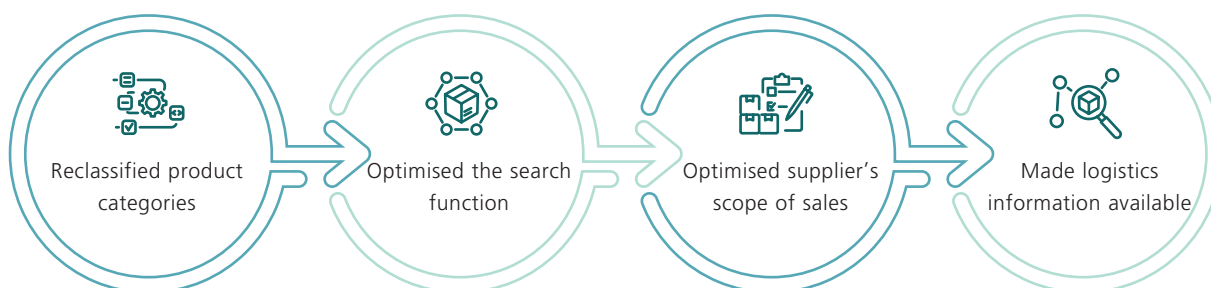
Greentown Service has always attached great importance to the relationship with supply chain business partners, and also knows well the importance of promoting and facilitating the operation mode of responsible and sustainable development in the entire supply chain. To this end, we have formulated the “Supplier Code of Conduct” and the “Supplier exclusion guidelines”, which specifies social, environmental and commercial ethical requirements. We have established a standardized process for the sourcing, selection and admission of suppliers, in which suppliers are audited and inspected according to their nature (services, engineering, materials, etc.), and for specific categories of suppliers, ISO14001 environmental management system, ISO45001 occupational safety management system and ISO9001 quality management system certification are included in the scope of supplier admission.

The Group regularly holds supplier conferences to share requirements on supplier management, listen to suppliers’ demands, and ensure that suppliers’ rights are well protected. Trophies are awarded to suppliers with excellent performance as an incentive. Through sound and effective supply chain management, the Group and the suppliers jointly create a safe working condition, full respect for employees, and responsible measures to protect the environment. We build a comprehensive procurement management process, to centrally standardise procurement/tendering processes to reduce operating costs; to adopt stringent measures and monitoring systems, and we will assess the bidders’ policies, practices and performance in relation to compliance to regulations, occupational health and safety, environmental protection and community care, and require them to provide certificate of service quality and financial capability or reference document. During the partnership period, we regularly review and evaluate our suppliers (conducting performance process assessments and annual comprehensive assessments) to identify risks in supply chain integrity, quality, safety and environmental aspects in a timely manner. If they are found to have failed to comply with local laws and regulations and to meet the environmental and social standards set by the Group, we will consider terminating the relationship with them.

The Group has developed procurement systems based on business models, and localised procurement is implemented according to frontline business needs, to ensure that localised service procurement is conducted legally, reasonably, effectively and transparently. At present, localised procurement covers 16 service categories, including cleaning, greening, security, elevator, fire prevention, garbage removal, exterior wall cleaning, disinfection, various testing, strong and weak power system maintenance, dredging and cleaning. The Group strictly controls the screening of materials suppliers and implements strict requirements on site inspection. The Group makes a detailed plan and specifies the time of completion before the inspection, so that the requestor department can complete a comprehensive inspection of the suppliers before using them. The inspection has a wide scope ranging from the review of reputation, qualification to site condition. In 2024, we carried out robust revisions and improvements to our procurement management system, including making revisions to the “Procurement Management Policy” and the “Supplier Management Policy,” introducing the “Bidding Management Policy” to establish requirements for the Group’s bidding process, and preparing the “Procurement Guidelines” and the “Supplier Management Guidelines” to guide the relevant practices.

### Greentown Buy Procurement Platform

The Group created the Greentown Buy (綠城購) procurement platform in 2015, which is a procurement platform. It is committed to providing Internet procurement solutions for a series of services such as procurement SaaS tools, selected suppliers, and big data procurement suggestions, and it has realised the digitalisation and visualisation of the entire procurement process, efficient procurement resource sharing with a transparent and efficient procurement management system. During the Reporting Period, we conducted the following upgrades to the platform:



# Strong Accountability and Customer First

## Green supply chain

The Group continues to improve its procurement management system, issued “Procurement System Professional Management Measures (2022 Trial Version)”, and the procurement system is divided into a two-level management structure of “Group and business group/regional/city companies”, which consists of three parts: supplier management, procurement execution (service, material, and engineering procurement) and internal control of operation. For suppliers, the Group signs a Green Pact with each supplier to urge them comply with the code of business conduct, supervises suppliers’ compliance with requirements, standards and management mechanisms related to environmental protection, safety, labour, quality and other environmental and social aspects. All site inspection and evaluation forms require documents related to the operational effectiveness of the quality management system, etc. All new suppliers introduced have to go through audits/evaluations related to this. The Group regularly assesses supplier performance to identify in a timely manner risks related to integrity, quality, safety or environmental aspects across the supply chain. The Group will consider terminating the relationship with suppliers that are found to have failed to comply with local laws and regulations or to meet the environmental and social standards set by the Group.

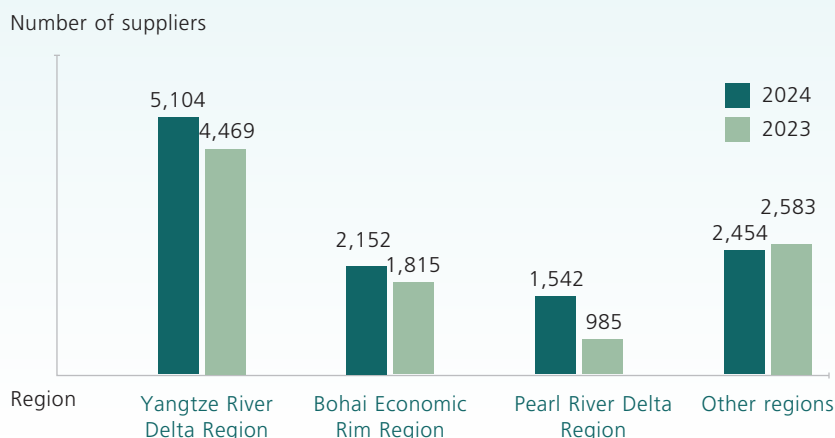
To promote the healthy and sustainable development of the supply chain, the Group integrates environmental and social risk factors into the supplier assessment and cooperation process in order to achieve environmental and social risk management in all parts of the supply chain. The Group is required to sign a “Liaison Letter” with suppliers to convey the environmental and occupational health and safety management policy of Greentown Service: “Improve life via services”. In addition to actively promoting actions to prevent environmental and occupational health and safety hazards within the scope of the Group’s technical and economic licenses, strengthen cooperation with suppliers in these areas and achieve continuous improvement in pollution and hazard prevention, we will also make such requests to our suppliers of raw materials and services, engineering contractors, waste disposers, transporters, and other related parties. For any shortlisted suppliers, the Group signs a Green Pact with them. Suppliers found to have violated the rules are dealt with seriously. The Group works to create harmonious and healthy atmosphere and a transparent environment for cooperation; the Group is open to the supervision of the society and the public. The Group pays close attention to the health and safety standards of contractors and employees; specific requirements are as follows:

A supplier shall promise to consciously and actively protect the environment and its employees’ health and safety. The products and services provided shall meet (or try to meet) the national, local and industrial laws and regulations on environmental protection and occupational health and safety. Subject to quality assurance, the supplier shall ensure environmental performance, reduce the use of packaging materials, and protect the health and safety of its personnel.

Given appropriate occasions and conditions, a supplier shall actively learn and introduce standards for environmental protection and occupational health and safety management, and implement control according to the requirements of these standards to jointly promote the management system.

In the process of production and construction, a supplier shall prioritise the use of non-polluting/less polluting, non-hazardous/less hazardous production processes, production and construction equipment, advanced construction methods, etc., and shall not use production processes and construction equipment that have been prohibited by the national or local authorities.

During the Reporting Period, the Group terminated cooperation with 359 suppliers, of which 357 were listed as eliminated suppliers and 2 were blacklisted suppliers; the Group added 1,759 new suppliers. The number of new suppliers during the year accounted for 15.6% of the total number of 11,252 suppliers. Suppliers by region are listed as follows:



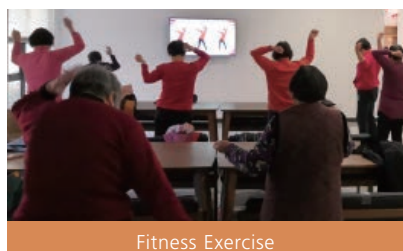
## Full Range Services for the Elderly and the Young

### The “Big Elderly Care” ecosystem creating a better life for the elderly

Greentown Chunling (椿齡康養) adopts the whole process model of companion services ranging from consulting, designing, marketing to operation, it focuses on the in-depth operation of CCKC<sup>2</sup>, exploring the operation model of elderly care institutions to imitate colleges, institutions to integrate medical care with elderly care, and residential elderly care institutions, extending elderly care services at home with elderly care service centres and elderly care institutions in the community as the basis. In 2024, Greentown Chunling proved increasingly meaningful, with the “Taoranli (陶然里) Programme” becoming an operational model that integrates property management and elderly care services. This model that combines elderly care communities with at-home care services and canteens, has become the key to drive the home-based elderly care market. At the same time, Greentown Chunling continues to tap the potential of the owners of Greentown parks to drive the silver-haired economy. In 2024, the Group continuously promoted its home-based elderly care services in Greentown parks and worked to develop the model as a key differentiator for the Group in the industry.

### Developing a new model for elderly care

In 2024, Greentown Chunling clearly identified and sorted out its portfolios for customers, businesses and government agencies. For customers, it continues to optimise its offerings for the elderly, with a focus on spiritual and cultural service products, such as personal/family video documentary services, brain activation courses, night classes, trips and other cultural service products, including customised cultural trips or customised travel routes; for businesses and government agencies, particularly SOEs, it provides service products, such as the planning and undertaking of healing activities, healthcare team building and community street activities, and clinics preparation. Greentown Chunling is able to provide tailored and innovative services, as it designs and plans, and integrates resources to run these programmes, thereby helping create a robust healthcare ecosystem. Using the public housing, we have built a home service centre that combines the “Sunshine Elderly Home” and the “Children’s Growth Station”, creating a new mode of play for the elderly and children.



Fitness Exercise



Parent-child Chat



Parent-child Games

▲ Intergenerational integration: innovating a new model of community care for the elderly and young

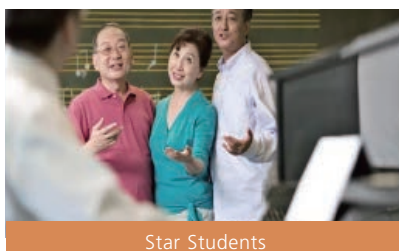
In addition, we make the best use of the public housing in the parks, and by cleverly designing a shared atrium, we create a human interaction space for the elderly, connects internal and external resources of the Group, and creates an elderly care service ecosystem.



Happy Grandma



Happy Goods Selection Officer



Star Students

▲ Property Management + Elderly Care - create a 15-minute “community update, life update” home life service circle

<sup>2</sup> CCKC refers to Continuing Care Kidult Community in full, which emphasises mutual harmony between the elderly and the young to realise the vision of caring for both in the same city.



# Strong Accountability and Customer First



## Chun Tour — providing customised tourism services for the elderly

We provided the elderly with short day trips, small group tour of 4-6 persons travelling in a car, and long-distance high-end customized tour. There was space for community experience, travel experience of rejuvenated traditional festivals and other community activity products. With themes related to culture, sightseeing, healthcare, knowledge, it organizes offline community activities, which increased the stickiness between the property management and the owners and improved service satisfaction.



▲ Chun Tour and Immersion Learning Experience

We have remarkably created 95 Chun Tour clubs and organised trips attracting a total of 253 participants from 72 cities. We served more than 7,711 people in total through various activities, which helped increase the stickiness between the property management and the owners and improve service satisfaction.



## Creating a 4.0 version elderly canteen to make elderly care more intelligent

The Cuiyuan Elderly Canteen (翠苑長者食堂) in Hangzhou's Xihu District values the wellbeing of the people who dine there, with intelligent recognition, by recommending customised healthy recipes to the elderly. The elderly canteen has two modes: "order-and-pick-up" and "order-and-deliver": after ordering, the elderly can choose to place their food in the holding cabinet and pick it up by themselves; or they can choose to have it delivered to their homes by the canteen staff or volunteers.



▲ Cuiyuan Elderly Canteen



## Chunling Hui — a small-scale multifunctional community embedded service institution integrating elderly care, nursing, and learning

Starting in April 2018 in Xihu District, Hangzhou City, the Chunling Hui Community Service Project mainly includes six service modules: home care service centre, community canteen, Yile College, rehabilitation centre, long-stay care centre and day care centre, which integrates elderly care and learning; Shangsha Community Home-based Elderly Care Service Centre mainly provides free herbal foot bath using Chinese medicine, rehabilitation training, escort service for out-patient visit, nail trimming, blood pressure measurement and other caring services; they won the recognition and appreciation of the elderly and their family for treating the elderly like a family member in the course of services.



▲ Chunling Hui

As at the end of the Reporting Period, steady progress had been made in building community elderly care service facilities, with 65 service stations of various types completed, including 49 elderly care service centres, 5 canteens, 6 at-home care service stations, and 5 escort service stations.



### Chuntianli — building a life circle of common interest in the neighbourhood

Chuntianli has carried out a series of cultural and recreational activities such as the Seniors University and group tours to meet the diverse needs of the elderly. It provides cleaning, agency, mobility and other services in life care, and introduced qualified suppliers to provide professional services such as physiotherapy, moxibustion and rehabilitation. The communities are connected with health managers to provide physical checkup, rehabilitation at home and other health management services for the elderly in the communities. Chuntianli has launched health care products, mainly including dietary supplements and physiotherapy instruments.



Fitness Exercise



Health Management Services



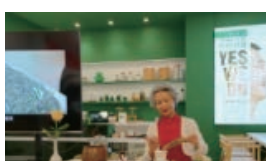
Youth with Sunset Activity



Chinese Medicine  
Physiotherapy Lecture



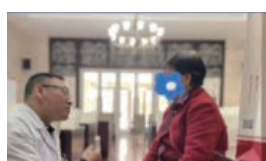
Intergenerational Fun  
Experiment



White Tea Tasting Salon



Chinese Medicine Health Talk



Home Visiting Service

▲ Activities of Chuntianli



### Locally, the “First Loquat Fruit” activity

Tangqi At-Home Care Service Team believes that food is a paramount necessity for the people. Therefore, for several years, they have planned and carried out a specific activity that integrates health, delicious food and local culture — “Sending the First Loquat Fruit to the Elderly.” During this activity, the team developed an innovative drink with loquat jellies and tremella, which was good for the lung. This unique flavoured drink attracted many elderly people. The team received positive reviews from authorities at the village or town levels, for highlighting and integrating local culture into livelihood-related services. The team also demonstrated the brand influence of Chuntianli and their ability to reach a wide audience, after their carefully written publicity articles released on 4 Wechat accounts of authorities at the district or town levels attracted wide attention and reposts.



# Strong Accountability and Customer First



## Community services and care for the elderly

Zhongsha Community carried out a number of public-interest activities for the elderly, including a “happiness hotline”, “heartwarming chit chat” service, at-home visit, collective birthday parties, creative manual activities, cooking, “warm winter plan,” etc., which have served thousands of elderly people in total, improving their sense of happiness and belonging.



▲ Activities of Zhongsha Community

A two-way talent exchange mechanism has been established between the Group, vocational colleges and industry associations to jointly cultivate talent specialising in elderly care. By working with vocational colleges to provide internship opportunities for elderly care students. As a base of teaching practice, the nursing team and skills are optimised and improved. Employees are encouraged to improve their academic qualifications to support both teaching and learning. We also provide a series of measures, such as college training in enterprise and corporate practice guidance in college to promote in-depth integration of the industry, academics, research and application, technological innovation and talent cultivation. The Group has achieved remarkable results in promoting the integration between industry and education. During the Reporting Period, we:

- Supported the Peking Union Medical University Press's editorial board in their compilation of *Geriatric Nursing (2024 edition)* for college entrance examination for junior college graduates;

- Discussed with other participants about the emerging issues in the field and shared our practical experience in a salon activity organised by the Zhejiang Association of Senior Service to upskill elderly care institutions in cognitive disorders;

- Launched the “Curriculum System of Elderly Care Institutions and Non-drug Treatment for Cognitive Disorders” programme at the Medical and Nursing Department of Zhejiang University City College to support their talent training and discipline construction;

- Deepened our partnership with Zhejiang Chinese Medical University by teaching courses and offering internship and coaching to interns to provide practical guidance and support for students to apply what they have learnt in practice.



In 2024, efforts were made to provide further healthcare training and advance the “Healthcare Assistant” certification, with progress made as follows:

- **Phase I: Online learning**

Nationwide, online healthcare courses registered a good participation rate, with 7,523 housekeepers, 711 non-residential project managers, and 1,446 residential project managers completing the training.

- **Phase II: Offline learning sessions**

Chunling Group worked closely with teams in Hangzhou to hold 6 healthcare training sessions, covering 264 projects, with a total number of 409 participants and a participation rate of 100% from Hangzhou-located project managers and housekeepers. In addition, elderly care skill training was carried out across regional companies for project housekeepers, with a total of 2,025 people trained.

- **Special healthcare training**

To continuously upskill care service staff and empower the escort service team, the Group has completed the training for 650 healthcare assistants. In addition, the Group carried out ability and knowledge training on home-based care service, specification for ability assessment of older adults, and cleaning and care services in the four seasons, attracting participants of 45, 30, and 70 in total, respectively.

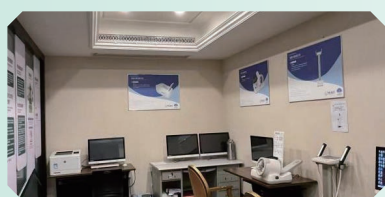


# Strong Accountability and Customer First

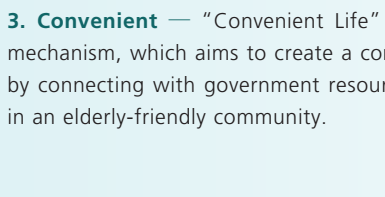
## Elderly-friendly communities

In 2024, to implement the spirit of the 20th National Congress of the Communist Party of China (CPC) and further promote the traditional Chinese virtue of respecting the elderly, the Group completed 27 elderly-friendly projects nationwide and improved elderly care service experience by establishing communities that were:

**1. Green** — “Clean and Comfortable” elderly service and environmental guarantee mechanism, which aims to create a green community for the elderly by strengthening the construction of ecological environment in a hygienic and clean community with fresh air.



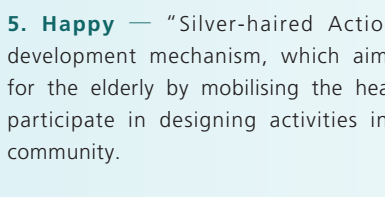
**2. Reassuring** — “Physical and Mental Health” elderly service and health guarantee mechanism, which aims to create a reassuring community for the elderly by installing basic health equipment, and building an emergency management system in a reassuring, cheering and healthy community.



**3. Convenient** — “Convenient Life” elderly service and life guarantee mechanism, which aims to create a convenient community for the elderly by connecting with government resources to improve the elderly services in an elderly-friendly community.



**4. Friendly** — “Friendly Neighbourhood” elderly service and mutual help mechanism, which aims to create a friendly community for the elderly by matching help from community leads in a community that respects for the elderly and advocates mutual assistance.



**5. Happy** — “Silver-haired Action” elderly service and activity development mechanism, which aims to create a happy community for the elderly by mobilising the healthy elderly in the community to participate in designing activities in a diverse, happy and peaceful community.



**6. Healthy** — “Health and Vitality” elderly service and health care mechanism, which aims to create a community for elderly health care by caring for the elderly at home in a healthy and harmonious community.

## Future Development “On the Way”

A beautiful retirement life is everyone’s expectation, and respecting the elderly also requires years of companionship and unwavering perseverance. We have explored a new development path for the practice of “property + elderly care” by accumulating experience in the main services of community home care and institutional care. In the future, with more detailed policies and innovative mechanisms, we will be able to provide better service models for both basic care and professional care, so that the elderly can experience a greater sense of access and happiness.

## Lezhen Education cultivates energetic and happy children

Under the motto “Be honest, kind, loving and excellent”, Greentown Lezhen Education has developed a childcare service system comprising of childcare centres, kindergartens, and children’s growth stations, to help children grow up happily.

### Three service systems



Childcare Centres



Kindergartens



Children's Growth Stations

The Group upgraded the system of nursery curriculum by focusing on children’s mental and physical health. It initiated localised research and development based on the SEL (Children’s Social and Emotional Learning Course) and SPARK (Sports, Play and Recreation for Kids) curricula introduced by the Ministry of Education and the General Administration of Sport of China to form a new system of Greentown nursery curriculum.



### Greentown Parent-Child Games — SPARK Sports Fun Day

In December 2024, the 3rd Greentown Parent-Child Games — “SPARK Sports Fun Day” was held, with guest Lyu Xiang, who once was a world champion in table tennis, attending the event, which attracted nearly 1,000 participants from 400 families competing in various games, fully demonstrating the vitality and charm of parent-child games.



### Greentown Parent-Child Grassland Music Festival — An Amazing Music Experience

In May 2024, the Group held an intriguing parent-child grassland music festival, which attracted nearly 700 families, providing an amazing music experience and bonding time for parents and their kids.





# Strong Accountability and Customer First

## Creating a vision of happiness

Greentown Lezhen Education sticks to the “happy learning” concept and is committed to providing wide-ranging education services for owners aged 0 to 18 years and their families, in a safe and friendly environment in the park space. Greentown Lezhen Education carries out multiple projects, such as summer camp activities called “Wonderful Summer,” research programmes, silkworm breeding programmes called “Wonderful Transformation,” and lectures from Greentown’s family education specialists.

Greentown Lezhen Education cares about the mental health of teenagers, and it launched the “Greentown Guardian” project in collaboration with Greentown Service in 2024, providing a 24/7 service hotline to help and support teenagers who need mental guidance.

In addition, Greentown Lezhen Education and Double Happiness Group have reached a strategic partnership to jointly develop the “Greentown Ping-pong Youth” project, designed for owners aged 5 to 14 years in the Greentown community. Under the project, Greentown Lezhen Education will hold ping-pong experience classes, training camps and competitions. In addition, they held the first “Greentown Ping-pong Youth Cup” in Hangzhou and Shanghai, which received wide positive reviews and achieved great results for participants.



**Building the first model infant and toddler care service institution in Hangzhou — Hangzhou Jinghang Yinshu Daycare Centre**

Jinghang Yinshu Daycare Centre has three classes and is one of the first model infant and toddler care services in Hangzhou. It has an original “Three Hearts” curriculum and has contracted a professional health practitioner and psychologist.



▲ Jinghang Yinshu Daycare Centre Environment

Among various selections in the education industry in 2024, Greentown Lezhen Education won the “Leading Brand in Education for Children in 2024” award jointly issued by Sina and Weibo Education; Montessori Academy received the “Most Influential International Education Brand in 2024” award from Tencent News’ Education Channel for its outstanding achievement in this field.



▲ Leading Brand in Education for Children in 2024



▲ Most Influential International Education Brand in 2024

## Developing inclusive education

Greentown Wonderful Garden Daycare Centre is highly recognised by parents, industry, and government for its standardisation, quality, professionalism and responsibility. Since 2020, Greentown Education has been invited by many local government authorities to cooperate in providing inclusive childcare, covering community childcare and corporate childcare, from Gongshu and Binjiang districts to Shangcheng and Yuhang districts, and from Hangzhou to Shaoxing. Greentown Wonderful Garden Daycare Centre formed an electronic report system based on the feedback of children's individual health growth, covering daily health, weekly teaching plans for each curriculum module, monthly tracking feedback for each child, and family education guidance, which was recommended to parents via the self-developed application.

Focusing on our original "Three Hearts" curriculum, we cultivate children's development in six major areas through life activities, learning activities, playing activities, and home-based education. The course content was officially published as a book, which is very pioneering in the industry. Since 2023, the SPARK (i.e., Sport, Play, and Active Recreation for Kids) curriculum newly developed by Greentown Service had been introduced into our inclusive childcare gardens, to systematically cultivate children's sports ability, and further demonstrate our expertise in curriculum development and practice.



Growth Station, which is a comprehensive service platform specially built for children aged 0-12 based on fixtures within the childcare gardens. The platform is committed to providing diversified services such as parent-child interactive classes, safe custody, quality-oriented education and growth care services, aiming to inspire children's urge to learn and explore via enriched activities and promote their active interaction with peers, adults and nature. It also boasts for child-friendly designs to help children thrive in a warm atmosphere as healthy and happy individuals.



▲ Daily activity at the kindergarten



In 2024, the Group officially signed school-enterprise cooperation agreements with Zhejiang International Studies University, Hangzhou Polytechnic (杭州科技職業技術學院), Huainan Normal University, Zhejiang Vocational Academy of Arts, Ningbo Childhood Education College and other universities and colleges. Through such cooperation, the Group further expanded its talent supply channels, built a broader and sound platform for training and supply of talents, and laid a solid foundation for promoting in-depth cooperation between schools and enterprises and their synergy development.

# Strong Accountability and Customer First

## Actively building child-friendly communities

On 30 September 2021, the *Guiding Opinions on Promoting the Construction of Child-Friendly Cities* was jointly issued by the National Development and Reform Commission and other ministries and commissions. To deploy the decisions made by the CPC Central Committee and the State Council, and respond to the call for the construction of a child-friendly city to promote children's healthy growth and all-round development, the Group has been actively building child-friendly communities. By the end of 2024, we had built 67 child-friendly gardens nationwide, to improve our care for children from seven aspects of public participation, rule-based awareness, security, health services, family education, cultural activities, service facilities, which are detailed as follows:

### 1. Public participation system:



Holding "Youth Council meetings" in the park, which are led by children for nomination, recruitment, activity arrangement and other parts, so as to deal with relevant organisation affairs;

### 2. Rule-based awareness system:



Creating a "Car Park" for children and carrying out the "Most Beautiful Corridor" contest activity to encourage children to organise things independently, and manage their time properly;

### 3. Security system for children:



Setting a 1.55-meter-high defence line to prevent children from leaving the park without their parents' consent, and organising emergency plan drills;

### 4. Health service system for children:



A physical and mental care mechanism for children relying on local hospitals and community health centres. We work with external parties each quarter to provide children with growth monitoring, nutrition guidance, development assessment, eye care and other child health services.

### 5. Family education system for children:



Hosting family safety education lectures in the parks to enhance children's safety awareness and self-protection ability;

### 6. Cultural activity system for children:



Conducting Dolphin Programme, Wooden Lotus Programme, Stars Programme and other activities on an annual basis, to improve children's relevant skills for free though cooperation with internal education segment and local qualified institutions;

### 7. Service facilities system for children:



Fully considering the needs of children when formulating the annual property service plan. We prepare a map to highlight children's activity areas in the park, and launch child-friendly renovation of the park's infrastructure.

Our achievements demonstrate our respect and care for children's rights and interests, and also our determination and strength in promoting the construction of child-friendly cities. Going forward, we will continue to work hard to create a better environment for more children to grow.



## Serving People at Home with Warm Volunteer Services

The Group respects the diverse cultures and established traditions of the region and values the expectations and views of community groups and is committed to responding to the views of the community in a timely manner. The Group has been actively involved in the activities of the community and met the needs of the community in the past year, fulfilling its obligations as a corporate citizen and contributing to the community in which it serves.

As a brand activity of Greentown Service, Happiness Market has been held for five consecutive years since its first launch on 4 July 2020. This activity covers residential and commercial projects under Greentown Service, and is popular with owners and customers. In 2024, we held Happiness Market activities covering three major segments of daily fairs, major attractions and platform partner promotion affairs. Daily fairs include spring markets, summer night markets, the autumn harvest markets, and Spring-Festive goods market, which create a variety of consumption scenarios based on the features of different seasons. Major attractions are conducted with the “four happiness” (四樂) service activities simultaneously, with a focus on three festivals, and the seasons when oranges and rice are newly produced for sale. Through careful planning and organization, we carried out attractive and influential theme activities, and improved the popularity and engagement of the affairs, to bring unique festival experience and high-quality product to consumers. Based on the platform partner promotion affairs, we also expand the affairs’ scope and reach, so as to improve owner’s satisfaction. In 2024, a total of 2,069 activities were held, covering more than 150,000 person times in 1,024 residential communities.

The Group launched a series of community activities by leveraging external healthcare and medical resources. It organizes regular free medical consultation, health lectures, physical checkups and other activities, and shared health recipes, weather forecasts, health knowledge among the owners. At the same time, 404 sets of automatic external defibrillators (AEDs) first aid kits were equipped, AED first aid training and drills were organized quarterly, and employees were organized to obtain American Heart Association (AHA) first aid certificate and Red Cross first aid certificate. During the Reporting Period, we had 1,675 certified property team employees and 724 certified owners. For parents of students to sit high school and college entrance examinations, the elderly and groups for special care, we regularly hold lectures on psychological care to relieve their mental stress. We have also established a relationship volunteer team to strengthen neighbourhood mediation, and form a voluntary mediation mechanism together with the community, the Committee of Property Owners, the community leads and the property management to settle neighbourhood disputes and eliminate conflicts.

Project Service Center has a convenient cabinet in each park containing a first-aid medicine kit, a tool kit and other materials to meet the needs of the owners, and it regularly provides free haircuts, free cleaning and other services. In addition, we organised Greentown Happiness Land leads to launch random photos, weekly inspections, monthly patrols and tripartite joint meetings on safety and quality in the park, helping to improve the quality of the Group’s services. We provide daily services that take care of property owners as they were our family members throughout a year, such as the well-being service, the relocation service, the escorting service and the reassuring service.



In 2024



We organized a total of

**2,069** events



covering **1,024** communities



benefiting more than

**150,000** people

# Strong Accountability and Customer First



By the end of the Reporting Period, the Group had successfully held more than 35,000 HappyLane Four Seasons (幸福里四季) IP related activities, attracting more than 430,000 owners. We also set up more than 2,800 community teams for good neighbourly relations nationwide, and recruited more than 21,000 team members successfully. Through these enriched activities and diversified community programmes, we effectively improved owners' sense of well-being, sense of achievement, and sense of security, and laid a solid foundation for building harmonious and better communities.



## Cooperation to promote sale of rice and fresh corns in Jilin

As an important targeted assistance partner of Jilin Province, the Group actively promoted the sale of "Jilin rice" and "fresh corn". Through effective sales strategies, the Group helped sell more than 1,300 tons of Jilin rice and more than 400,000 bars of fresh corn in 2024, playing a key role in boosting the sales of agricultural products in Jilin Province and the income growth of local farmers.



## Boosting the sales of Sichuan pomegranates through Internet sales platform

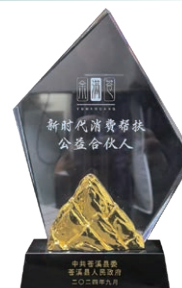
In August 2024, the Community Business Group helped growers sell Tunisian soft seed pomegranates in Huili, Sichuan, by exploiting and expanding the Internet sales platform in Dongpo District of Meishan City in Sichuan Province through agricultural orders, labour employment, land circulation. A total of 20,000 boxes of pomegranates from about 100 farmers in need were sold during the cooperation, realising an increase in their per capita income by more than RMB2,000.





## Driving employment and income growth through multiple agricultural cooperation

From January to November 2024, the Group cooperated with Xinde Agricultural and Animal Husbandry Chicken Breeding Base (信德農牧雞養殖基地合作) in Zhaohua District of Guangyuan City in Sichuan Province, and successfully sold 22,000 cartons of eggs, creating 54 posts for local people. We also cooperated with Xiangyu olive oil planting and processing enterprises in Longnan City of Gansu Province, and helped them sell 13,500 bottles of 500mL olive oil. Furthermore, in October 2024, we cooperated with Yuanshi Agriculture (源食農業) in Cangxi County of Guangyuan City in Sichuan Province to promote high-quality agricultural products such as camellia oil and kiwi fruit, and thus won the title of "Consumption Assistance Partner (消費幫扶公益合夥人)" in Cangxi County.



In terms of environmental protection, we donated RMB70,000 to the Society of Entrepreneurs and Ecology (SEE) to fund and support the growth of non-governmental organisations in China in environmental protection and public well-being. We also donated RMB30,000 to the SEE Conservation Ecological Association as we practice the values of "respecting the nature and sustainable development (敬畏自然, 永續發展)," and assume the mission of "gleaning the spirit of entrepreneurs to conserve blue sky and water (凝聚企業家精神, 留住碧水藍天)."



# 04

## Talent-Oriented and Collaborative Efforts

This chapter responds to the United Nations Sustainable Development Goal 5, 8, 10





# Talent-Oriented and Collaborative Efforts

## Talent-Driven Career Development

### Labour standards

Greentown Service respects international human rights and labour standards, and includes employees of different races, skin colours, ages, genders, sexual orientations, ethnicities, disabilities, pregnancy, beliefs or marital status. Anti-discrimination and no tolerance for any discrimination. We respect employees' personal freedom, protect the personal privacy of employees, provide equal and legal employment opportunities. During the Reporting Period, we strictly complied with the *Labour Law of the People's Republic of China*, the *Labour Contract Law of the People's Republic of China* and other relevant laws and regulations.

### Staff employment

The Group always values the principles of "fair competition, open selection and sound arrangement" in its talents recruitment and has formulated a sound employment management system for talents cultivation and retention. In 2023, we revised a number of systems and measures regarding our recruitment and employment process, such as the "Recruitment and Employment Management System", "the Promotion Management System", "the Overall Salary Management System", "the Core HR Management System", "the Staff Attendance Management System", "the Employee Care System", "the Position Management System", "the Internship Management Measures", "the Probation Management Measures", "the Training Management Measures", "the Manager Trainee Management Measures" and "the Staff Compliant Management Measures". We strive to attract talented individuals through various channels, including job fairs in the labour market, online recruitment, and campus recruitment.



#### Recruitment channels

Recruitment channels include campus recruitment, school-enterprise cooperation, internal referral, and social recruitment.

##### Campus recruitment

The "6611" training programme is divided into five stages, each of which has established plan of actions and assessment, with the purpose to screen and promote talent. Mentors are assigned to provide guidance in the development of career and professional ability.

##### School-enterprise cooperation

In 2024, the Group deepened its cooperation with schools, with a focus on the disciplines of landscaping, engineering technology and property management, etc. It carried out a number of activities to build training bases, promote industry-education integration, and enable two-way empowerment with distinguished lecturers, during its cooperation with 39 universities and colleges (totalling 69 if junior colleges included), involving 121 external distinguished lecturers. In 2024, we provided more than 2,000 internship positions for university students, and employment opportunities for 1,200 undergraduate and students graduated from colleges, 60 students graduated from universities designated for "Project 985," "Project 211" and world-class universities and world-class disciplines were employed. During the campus recruitment in autumn under the school-enterprise cooperation initiative, the Group received more than 7,000 resumes and issued more than 400 letters of intent.



#### Hiring Process


Recruitment process mainly consists of online resume screening, tests and examinations, interview and assessment.

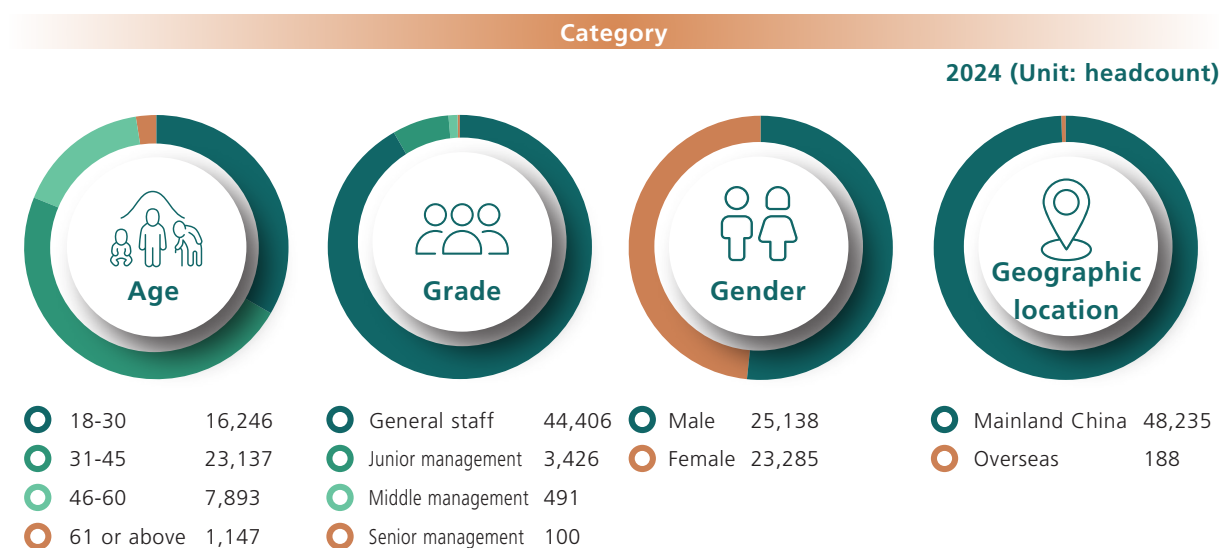
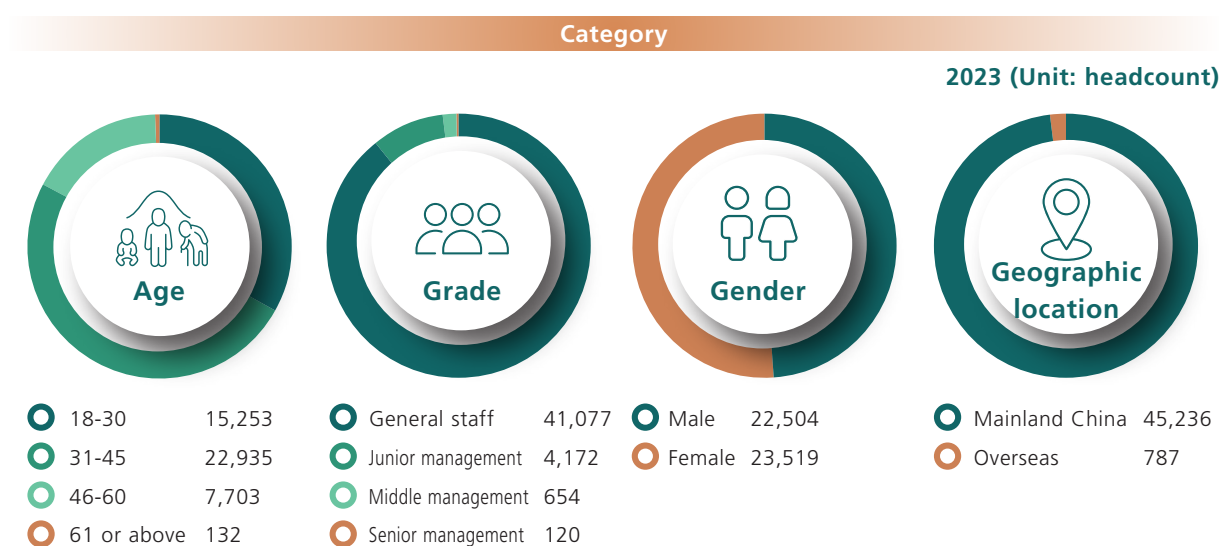
### Employee Overview

Employee diversity is a concept encouraging variety from multiple perspectives, such as gender, age, race, professional experience and education background. The Group specially stresses the importance of gender diversity to inspire female's strength in the workplace and highlight their contribution to our development. In 2024, more females took up management positions in the Group, and outstanding female project managers were increasing. The Group has more than 2,330 employees of ethnic minority, accounting for 4.76% of the headcount. During the Reporting Period, we actively attracted veterans to apply for jobs by holding special job fairs and releasing targeted recruitment information. So far, the Group has more than 6,142 veterans in position. The Group focuses on promoting employment diversity in terms of gender, age and race, so as to inspire employees' contribution to its long-term development.



During the Reporting Period, our employees were all full-time employee, and no part-time employees were employed. The specific statistical data are as follows:

 Female	Grassroots	Middle management	Senior management
	2024	2024	2024
	Number of female employees 21,625	Number of female employees 1,435	Number of female employees 225
	Proportion of female employees 49%	Proportion of female employees 42%	Proportion of female employees 38%
	2023	2023	2023
	Number of female employees 21,166	Number of female employees 2,103	Number of female employees 250
	Proportion of female employees 52%	Proportion of female employees 50%	Proportion of female employees 38%



# Talent-Oriented and Collaborative Efforts

The majority of the Group's employees are located in the PRC, the Group's human resources department is responsible for handling the annual promotion of the Group's employees. Employees are regularly assessed for merit, taking into account a number of criteria such as: their performance rating; their ability to perform at the next level of responsibility; any relevant vacancies to be filled and the employee's current salary level. During the Reporting Period, the Group established the 2024 annual remuneration and performance management committee to implement works related to remuneration and performance in a clear-cut and orderly manner and achieve the goals of strategy-oriented talent development and effective incentives.

## Management of Separation (Dismissal)

We generally do not terminate or terminate employment contracts with employees on our own initiative, except in exceptional circumstances. If we do need to terminate or dissolve an employment contract with an employee, we will do so in strict accordance with the requirements and procedures of labour laws and regulations, and where economic compensation is legally due, we will pay compensation in accordance with the requirements of the law. We will not restrict employees' choice of new jobs for any reason or means, and special circumstances involving non-competition will be fulfilled in accordance with the agreement signed in advance.

The employee turnover rate during the Reporting Period is as follows:

Employee turnover rate (%)	By gender		By age group			By geographical region	
	Male	Female	18-30	31-45	46-60	China Mainland	Overseas
2023	30.58	34.06	45.16	24.84	19.17	32.75	3.44
2024	25.61	30.78	38.41	23.14	19.96	28.29	3.09

The Group mainly engages in property management activities and turnover of front-line employees is the highest. To reduce the turnover rate of front-line employees, the Group vigorously promotes the Priority Project (天字工程) which focuses on the accommodation and dining experience of employees. Group members have been implementing their own Priority Project to improve the standard of accommodation and dining. Some of group members have built their own canteens, and the rest without canteens have channels for food delivery. Food is under strict quality control to improve dining experience of our employees. The quality of external food delivered is also strictly controlled to ensure that our employees can enjoy their meal.

The Group has formulated management measures for staff accommodation and dining, monitored the living safety of staff, the security of dormitory and accommodation environment. People have their respective responsibilities under a tiered and hierarchical system, and regularly inspect and accept the facilities of staff dormitory to ensure the quality of living.

## Employee rights and interests

The Group's human resources management process was conducted in strict compliance with the *Labour Law of People's Republic of China*, the *Law on Women's Rights of the People's Republic of China* and the *Provisions on the Prohibition of Using Child Labour*. We established a standard working hour system and offer a reasonable extra pay and subsidy for employees working overtime. We also adhere to statutory holiday regulations in making staff leave arrangement, such as formulating a reasonable shift and leave schedule for security, cleaning and other special positions to ensure the continuity of our services by suggesting some make-up days or extra OT pay. As at the end of the Reporting Period, the Group did not have cases of discrimination or harassment.

The Group implements the following measures in the recruitment and hiring process to avoid misuse of child labour and forced labour:

### Recruitment

Verify personal identity information (age, origin, education background and work experience) against recruitment criteria and require a submission of personal information to avoid misuse of child labour; inform candidates of labour hours and indicate the labour period in the labour contract to avoid forced labour.

### Hiring process

Set up ID card information verification for the on-line hiring process to fend off candidates under the age of 18. The Group's Human Resources Department conducts random checks on the employment situation from time to time. If child labour is found to be used, the relevant internal personnel will be held responsible and reported to the regulatory authorities. As at the end of the Reporting Period, there were no incidents of child labour and forced labour.

To standardize the handling of employee complaints, ensure that employee grievances are resolved promptly and effectively, and safeguard the interests of employees, the Group has provided employees with normalized communication and complaint channels such as the “Greentown Service Employee Hotline 95059580”, the “Greentown Service Nationwide Unified Customer Service Hotline 95059”, and the “Chairman’s Mailbox”. Additionally, the Group organizes an annual May 1st Staff Seminar as well.

### Trade union




The trade union of the Group was established with the approval of the local federation of trade unions. Since its establishment in November 2001, it has always adhered to the purpose of handling trade union affairs according to laws to serve employees better. To better meet the actual needs of enterprise development and trade union initiatives, the trade union has established three major internal organisations, namely, the female workers’ committee under the trade union, the labour dispute mediation committee and the labour law supervision committee. The trade union attaches great importance to caring for employees, and organises well-designed employee caring activities with welfares on each important festival, such as the International Women’s Day and the Dragon Boat Festival. It also spares no efforts to support employees in special circumstances (such as childbirth, disease, funeral, etc.), by visiting them with all kinds of grants.

The Group always adheres to the principles of democratic participation and scientific decision-making in the process of formulating systems involving the vital interests of employees. Firstly, employee representatives are selected as recommended from a wide range of departments based on their functions, to ensure their inclusiveness and representativeness. Then, the draft rules to be reviewed will be distributed to each employee representative at least 15 days before the formal meeting, to reserve sufficient time for their analysis and preliminarily assessment. During the period, employee representatives actively feedback their opinions and suggestions on the revision, and we listen carefully and incorporate them into the revision of the rules, before organising a formal general meetings of employee representatives to conduct in-depth discussion and final voting on the preliminarily revised rules. The relevant rules shall be formally adopted and implemented only when accepted by the majority of the employee representatives. This process not only demonstrates our respect for employees’ opinions, but also ensures the fairness, transparency and democracy of our system formulation.

### Caring for employees

The Group has formulated various detailed employee care plans to improve wellbeing for all its staff. These plans are of various nature and focused on living wellbeing, workplace wellbeing, caring for family members, career development and retirement wellbeing, respectively. Specifically, incumbent employees of the Group can enjoy the following benefits:

<b>Health Check-ups</b>	▶ Annual health check-up normally organised.
<b>Quarterly Team Building Activities</b>	▶ Quarterly team-building activities.
<b>Festival Benefits</b>	▶ During public holidays, we offer staggered leave arrangements or distribute gifts with a festive atmosphere or traditional significance : March 8th Women’s Day and other festivals to carry out festival activities.
<b>Greentown Family Leave</b>	▶ Family leave for personal birthday, wedding anniversary and Children’s Day.
<b>Employee Child Care and Support</b>	▶ Care for employees’ children, such as the Dolphin Program, gift packages for school starters and assistance for attendees of major examinations.

▲ Site photo: Caring for employees’ children



# Talent-Oriented and Collaborative Efforts

<b>Position Skill Subsidy</b>	▶ During the Reporting Period, the Group developed certificate incentive measures organize and encourage employees to participate in skills training and certification. For example, for cleaning staff who obtained the Group's skill certification, they are granted a monthly subsidy on a scale of RMB30 to RMB200 included in their monthly salary for initial/intermediate/advanced/technician certificates.
<b>Summer Cooling Benefits</b>	▶ Delivered in the form of cooling supplies and medical supplies for front-line workers during July to August each year. In addition to those preliminary employee benefits, the Group has also established the Employee Care System to effectively ensure the implementation of employee care measures.
<b>Mutual Aid Society Care</b>	▶ Designed to deliver love and kindness from within and build up team cohesion by offering mutual assistance to member employees and their spouses and children under the age of 18, so as to relieve their living burdens from severe diseases or family misfortunes.
<b>Significant Life Event Care</b>	▶ Support available for employees overwhelmed by domestic calamities, with assistance to relieve their tension and stress at certain occasions when handling with major domestic affairs, including comforting goods or cash delivered to injured or sick employees, to the immediate family members (parents, spouses, children) of deceased employees and for employees' legal childbearing.
<b>Overseas Assignment Care</b>	▶ In order to provide proper logistic protection for our dispatched employees, the Group provides dispatch care for the management who have been dispatched to a non-resident location for more than 3 months, including family visiting benefits (reimbursement of travel expenses for quarterly family visit, with reference to the business trip criteria for travel vehicles), accommodation benefits and dispatch subsidies (actual criteria may vary from location to location).



▲ Employee Care Calendar

Member entities of the Group hold employee seminars on May of each year, to solicit for employees' opinions and suggestions. During the seminars, we conduct in-depth discussion with employees around core topics such as creating a fair and equal working environment, optimising remuneration and promoting employee growth and advancement. We are committed to sorting out and improving the employee welfare systems, and pay special attention to the front-line employees' basic demands concerning clothing, food, housing and transportation.

To effectively enhance the front-line employees' satisfaction and sense of belonging, the Group launched the "Priority Project (天字工程)," an employee care programme. The Project is aimed to meet employees' daily life demands in an all-round way from three respects of "a meal," "a bed" and "a cup" ("一餐飯" "一張床" "一杯子"). As for "a meal," the Group carefully selects high-quality rice and provides free and delicious cooked rice for front-line employees, comforting them with the warmth and taste of home. As for "a bed", the Group strives to improve the conditions of employee dormitories, making the inner space cosy and comfortable with larger per capita accommodation area (which may reach or exceed 5 square meters), so that employees can have a spacious and private space to wind down after intensive work. In addition, the Group especially emphasises the transparency of employee benefits, requiring that all projects shall reveal and publicise the benefits distributed, covering key information such as activity plans, details of meals, balance of team building expenses, etc., to ensure employees' rights to know and rights to supervise. This measure fully reflects the Group's respect for employees' rights and interests, and further enhances employees' sense of belonging and satisfaction.

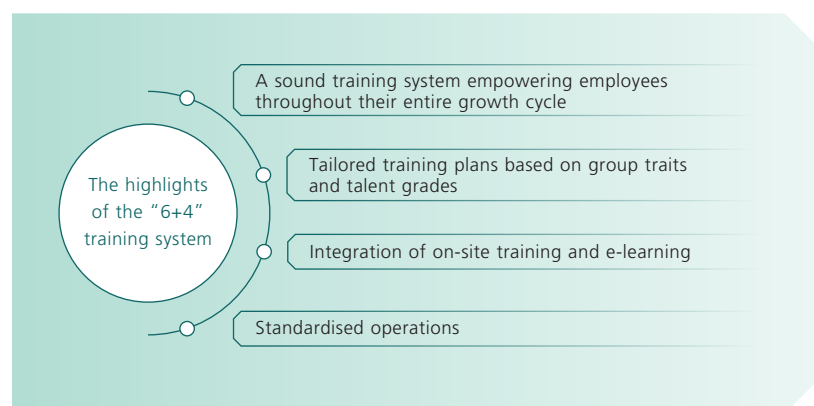
## Progress with Employees via Multiple Training Programmes

### Employee training

To facilitate employees' skill improvement, capability enhancement and cultivation of fine ethics and behaviour, the Group launched a "6+4" training system to carry out various training sessions lectured by dedicated trainers for employees of different grades. The relevant department of the Group will assess the competence and qualifications of trainers before their lecturing, and evaluate their performance after lecturing with reference to scores from trainees to ensure the quality and effectiveness of training sessions.

#### Offline training

The "6+4" training system, which consists of 6 Programs and 4 Schemes. Specifically, the 6 Programs include two Pilot Programs, Voyage Program, Sailing Program and Onboarding Program designed for the further advancement of executives and the General Manager, capacity building up of back-up officers, further advancement of elite professionals and two skills improvement of grassroots workers, respectively. And the 4 Schemes are promotion-specific and consist of Diamond Scheme, Platinum Scheme, Gold Scheme and Silver Scheme which targeting personnel in charge of tier-1 units to be promoted to executives of the Group, deputy-level personnel to be promoted to personnel in charge of tier-1 units, grassroots backbone managers to be promoted to deputy-level positions, and general staff to be promoted to grassroots backbone managers, respectively.



▲ Executive Education



▲ Pilot Program

#### Online training

The online learning platform "Cloud Class for Growth" provides 3,181 online courses for employees. Employees can choose the content they are interested in and learn it on their own. Training courses on the platform consist of main courses and eight categories of enterprise courses covering business, leadership, operation management & control system and other empowerment courses.

# Talent-Oriented and Collaborative Efforts

We also provided opportunities for employees to be certified as internal trainers for various internal training courses. The selection of internal trainers follows the principles of “fairness, openness, competition and selecting the superior ones.” Employees can become candidates via department recommendation or individual application. Internal trainers are divided into five ranks, namely trainers to be certified, trainers, senior trainers, lead trainers and chief trainers, each subject to clear appointment requirements. We adopt a promotion and elimination mechanism for our trainer management. For employees or lecturers with their cumulative training contributions reaching the threshold of certain trainer rank (based on the data of Cloud Class for Growth), the Better Life Service Academy (美好生活服務學院) will initiate the appointment process for them according to rules. Meanwhile, the College will put forward recommendations on demotion or dismissal based on trainers’ appraisal results, lecturing performance and other factors (such as resignation, job transfer, etc.), which will come into effect upon the approval of group leaders.

During the Reporting Period, the Group’s employees spent 1.317 million hours on training in total and 27.2 hours per person. Proportion of trained employees and the average training hours by category of the Group are as follows:

Category	2024		2023	
	Proportion	Average training hours	Proportion	Average training hours
Male	50.19%	23.81	46.55%	67.17
Female	49.81%	19.92	46.38%	37.08
General staff	83.70%	21.04	83.66%	52.13
Junior management	7.45%	33.20	8.74%	52.19
Middle management	8.37%	31.29	0.48%	45.46
Senior management	0.48%	10.41	0.04%	41.68

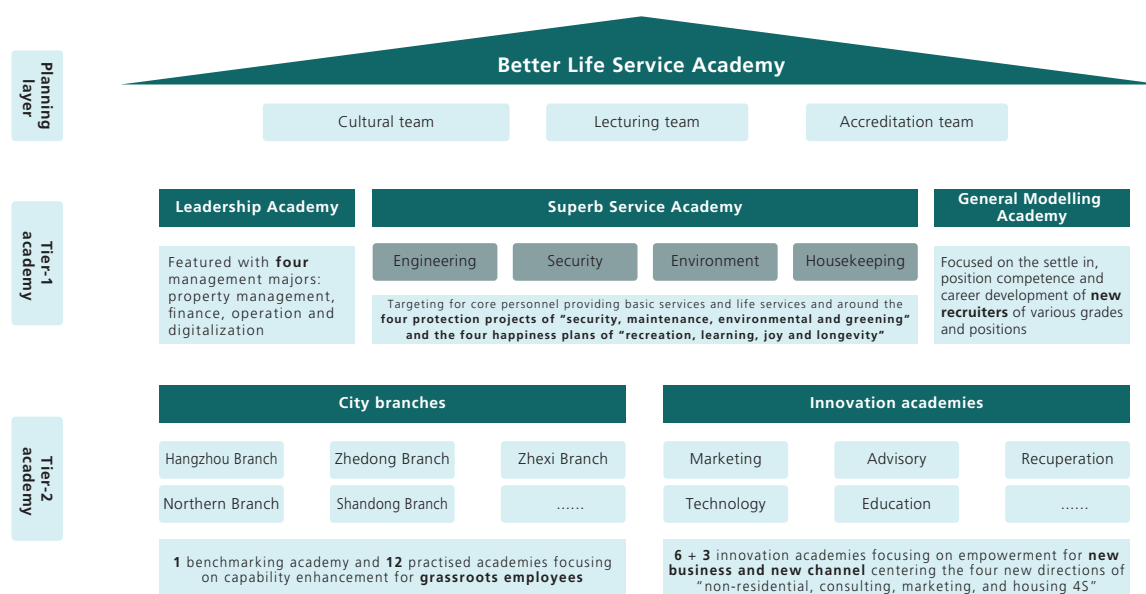
The Group’s Better Life Service Academy, with Zhishan Academy (至善書院) as the fixed training venue, is committed to carrying out certification of professional skills, apprenticeship project and other special training tasks. The Leadership Academy is responsible for the construction and improvement of a management system for managers, and for the selection, appointment, cultivation and retention (選用育留) of Party-member managers. It also promotes the administration construction, to realise the systematic development of the selection, appointment, cultivation and retention system for staff and talent pool (人員及梯隊的選任用留體系化發展). The Superb Service Academy focuses on promoting the standardisation and systematic construction of the selection, appointment, cultivation and retention system for national project managers, and building a hierarchical assessment and training mechanism for them. It designs and optimises the grass-roots training system around security, engineering, housekeeping and other grass-roots posts, to coordinate the whole life-cycle empowerment training for grass-roots employees, and consolidate the professional service capabilities of grass-roots employees. The Management Trainee Academy (管培生學院) is committed to improving the training mechanism for management trainees, taking charge of the empowerment, inventory, appointment, and management & control of management trainees. It also undertakes to forge an premium employer brand to attract management trainees, and assist in the construction of the operation management & control system and talents nurturing. So far, the Academy has set up one modelling sub-academy and 12 mature sub-academies, focusing on the capability development of grass-roots staff, and has developed 9,185 online training courses.

Greentown Service has a talent development framework map based on “6+4+3+2 training system and dual platforms,” and on this basis, the Group makes use of assessment tools such as “Beisen Assessment and SHL Assessment” to screen talent with high potential and excellent performance in recruitment, talent inventory, talent cultivation and other processes.



## Employee development

The Group has forged a complete talent cultivation system and formulated the “Measures for Training Management” to provide scientific training and evaluation for employees of various grades and positions based on their personal capability, personality and career development requirements, so as to select competent talents for the construction of a sound talent pyramid.



▲ Structure of internal cultivation system

## Induction training

The Group launched the “Cohesion Programme,” which is designed to provide comprehensive and systematic induction training for all new employees, covering housekeeping, function, engineering, security, gardening, cleaning, project management and other fields, so as to prepare them for their duties by equipping them with the Group’s culture and basic skills for their positions.

## Cultivation of management trainees

The “Rainbow Programme” is the Group’s special training programme for management trainees, and has provided multi-level training and development support. The Program helps facilitate management trainees’ growth into excellent talents with comprehensive management capabilities and professional competence, aiming to reserve backbones for the Group’s future development.

## Talent pyramid training

- Leading Goose Project (頭雁工程) training:** With a focus on talent reserve for project managers, The Project has provided training sessions for 1,669 staff to improve their project management capabilities and comprehensive competence through systematic training courses and field activities, so as to build a highly qualified and capable project manager backup team as a solid foundation for the Group’s smooth project operation.
- Backup Housekeeper Supervisor Training Camp (儲備管家主管訓練營):** The Camp is designed for the reserve of housekeeper supervisors, and has provided training for 575 staff around expertise, management skills and service awareness required for the position of housekeeper supervisors, aiming to accelerate their growth into excellent talents for the management positions in the housekeeper team.

# Talent-Oriented and Collaborative Efforts

## On-duty training

1. Business School Program: Taking “Pangdonglai (胖東來)” as the benchmark, the Group organised 124 employees to participate in the training course, where they acquired the advanced management concepts and service experience of Pangdonglai, so as to promote the continuous improvement of the Group’s management capability and service quality.
2. Pilot Program: The Pilot Program is designed for members of management teams at the city level and above (城市總及以上經營班子成員). It has assisted 49 of such members improve their strategic thinking, decision-making ability and leadership through professional training, communication and discussion sessions, so as to lead the Group’s high-quality business development.
3. Sailing Program: It has provided training sessions for 557 project managers around the core skills and business knowledge required for project management to improve their competence and optimise the efficiency and quality of project operations.
4. Onboarding Program: It is designed for all grass-roots employees, and helps strengthen their job skills and professional competence through systematic training courses, so as to improve their motivation and creativity, and provide strong support for the development of the Group’s grass-roots business.

## Promotion training

“Diamond Scheme” is the Group’s promotion training program, and has provided targeted training for 21 staff to be promoted, so as to help them quickly adapt to the requirements of new positions, improve their comprehensive management capabilities and competence, and facilitate their smooth vocational advancement.

## Tutoring training

The “Leading and Tutoring” program is aimed to provide one-to-one guidance and support for all grassroots employees based on the tutoring mode, which gives full play to the tutoring expertise and experience of mentors, so as to accelerate grassroots employees’ growth and development, and improve the overall competence and capability of the team.

## Professional certification

1. Vocational technical grade certification: We provided vocational training and technical grade certification for 196 staff of different types of work such as property managers, intelligent building administrators, electricians, refrigeration maintenance personnel, etc., aiming to improve their vocational skills, promote special jobholders’ qualification rate, and ensure the Group’s standardised operation.
2. Post certification: We carried out qualification training and assessment for key posts such as administration principals (本體負責人), safety executive officers, customer service experience officers, etc., to ensure that the jobholders are equipped with the corresponding expertise and management competence, so as to promote the efficient operation of the Group’s key businesses.



▲ Sailing Program



▲ Sailing Program



▲ Cohesion Program for management trainees



▲ Vocational technical grade certification

#### During the Reporting Period

We held **35** sessions of Sailing Program for the verification of **1,125** project managers, with an increase by **14.2%** from the year before. A training session was conducted for **37** newly recruited engineering staff and **3** training sessions for **157** engineering staff to take over certain engineering projects before their official involvement in delivering the projects. Together with the Engineering Technology Centre, the Group hosted an engineering technician competition, which attracted 36 technicians from 12 region/city companies to showcase their superb engineering strength.



# Talent-Oriented and Collaborative Efforts

## Prioritising Occupational Safety and Employee Health

### Occupational health and safety

In order to implement the safety production policy of “safety first, prevention first, and comprehensive management”, improve the Group’s ability to deal with risks and prevent accidents, ensure that employees are not affected by occupational hazards during production, and prevent occupational safety accidents and occupational diseases, the Group strictly complied with the *Work Safety Law of the People’s Republic of China*, the *Law of the People’s Republic of China on Prevention and Control of Occupational Diseases* during the Reporting Period and formulated management systems for safety management, accident prevention and emergency rescue plans, and employee occupational health. The Group has also passed GB/T45001-2020/ISO45001:2018 Occupational Health and Safety Management System. The Group attaches importance to works related to health and safety, and has incorporated health and safety performance into the executive remuneration assessment system. The Group has formulated the “Accountability System for Major Safety Emergencies”, and responsible persons are held accountable for the adverse impact of resulted safety incidents in strict compliance with the bottom line of production safety.

During the Reporting Period, the Group obtained a number of safety related certificates, covering food safety, prevention and control of hazardous organisms, supply chain safety, standardisation of safe production, safety emergency response management, public health and environmental protection services, emergency plan management capabilities, security services and other fields. The above certification covers the Group’s administration construction, customer service, operation control, market development and other functional centres, as well as subsidiaries in Hangzhou, East Zhejiang, North Zhejiang, South Zhejiang, Shanghai and Greentown Yunxinag Technology (綠城雲享科技), making a total of 16 service centres.

In 2024, the Group revised and improved a series of system documents (seven in total), including the Administrative Measures for Safety Emergencies and Major Information, the Measures for Identification and Assessment of Safety and Environmental Risks, the Governance Measures for Safety Inspection and Hazards Detection, and the Administrative Measures for Safety Emergencies. Through such revision, we further clarified the working process for hazard source management at all levels of the Group, the specific requirements for detection and governance of safety hazards, and the reporting, investigation and accountability mechanism concerning safety incidents, providing a solid system safeguards for the efficient operation of the Group’s safety management system.

The Group arranges annual occupational health check-ups for its employees by organising them to go to medical and health institutions approved by the provincial health administrative departments for occupational health check-ups before and during their employment, and establishes sound information on occupational health files.

In 2024, the Group was awarded the honorary title of “Cooperation Enterprise for Veteran Employment (退役軍人就業合作企業)”. To earnestly fulfil the responsibilities and missions entrusted by the state, we took a series of measures to give full play to the leading role of outstanding veterans in improving the overall competence of our employees. Specifically, the Group cooperated with the local bureaus of retired servicemen’s affairs to jointly set up “service stations for retired servicemen”, hold regular “Veterans’ Symposium” on 1 August, and actively participated in more than 20 special recruitment activities for retired servicemen. Through the above measures, the Group has successfully built a platform for the smooth communication between veterans and enterprises, and further optimised the caring system for veterans. With its outstanding performance in the cooperation for veteran employment, the Group was honoured as a national cooperation enterprise for veteran employment in 2024.

### Safety inspection

During the Reporting Period, the Group carried out a series of security inspections such as site safety supervision (quarterly), eagle eye network (full coverage quarterly), mutual inspection by supervisors of group members (quarterly), self-inspection by project supervisors (monthly), special safety inspection on swimming pools, performance acceptance for key safety posts and acceptance for benchmark projects, etc.

### For hazardous works

the Group has formulated corresponding management systems, operation guidelines and emergency response plans, and regularly holds safety training. Before hazardous works are carried out, appropriate safety protections are ready, the worker is informed of the hazards involved, relevant work qualification and certificates are examined, documents are filed, and a letter of production safety responsibility signed.

### To protect the safety of our employees

the Group regularly distributes labour protection appliances, holds regular safety training, signs a letter of commitment to production safety at all levels, and revises the service and operation guidelines and the reward and punishment system applicable to all employees for publicity and learning.

### In terms of subcontractor safety management

the Group has formulated strict standards and approval processes for suppliers shortlisting, signed production safety agreements and Green Pact with shortlisted suppliers. Suppliers are regularly organised to participate in production safety training and are subject to regular and comprehensive evaluation.

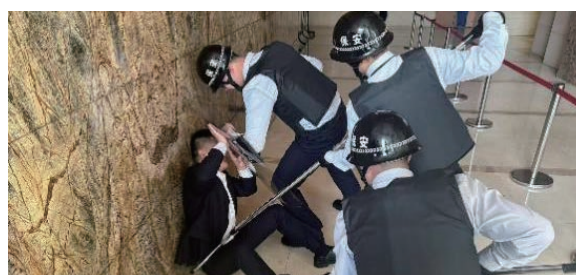
The Group conducts regular maintenance and repair of occupational disease protective equipment, emergency rescue facilities and occupational disease protective supplies for personal use, and regularly tests their performance and effectiveness to ensure that they are in normal condition. The Group equips employees with relevant protective equipment and tools in high-risk positions, such as high-voltage power distribution rooms, and provides training to instruct employees on the proper use of protective equipment so that employees are protected from accidents during the production process. For the three financial years ended 31 December 2024, the Group had no work-related fatalities (The rate of work-related fatalities over the past three years: 0). During the Reporting Period, 362 working days were lost due to work-related injuries.

To fully take account into the unique nature and actual needs of different projects, and rationally optimise the allocation and efficiency of fire resources, the Group set up three-level micro fire stations based on the business types and scales of various projects, fully covering all the projects under management. Each micro fire station is equipped with complete fire-fighting equipment and devices, such as fire extinguishers, fire hoses, protective clothing, etc., and is subject to regular firefighting drills on a monthly basis. In 2024, we successfully handled 635 fire incidents. In addition, the Group had integrated 1,898 safety emergency packages to provide self-rescue equipment necessary for employees and owners to stay safe, and to further strengthen their safety awareness.



## Talent-Oriented and Collaborative Efforts

During the Reporting Period, the Group attached great importance to work safety and actively organised and implemented large-scale work safety training activities. Specifically, we successfully held more than 45,000 training sessions on safety production with more than 500,000 participants, which effectively improved employees' knowledge and skills required for work safety. Meanwhile, to enhance our emergency addressing capability, we carried out as many as 26,000 safety emergency drills, with more than 280,000 participants. Such drills helped improve our employees' capabilities to handle emergencies, and further consolidated the Group's defence line for work safety. We also carefully designed a series of safety production theme activities, including the "Safety Production Month," "Spring-Time Training," "Summer-Night Safeguarding," "Wooden Lotus Programme," "Autumn Skills Competition," "Hundred-Day Winter Safety Action," etc. Such activities involved 11 regional companies and 2 associates, covering more than 2,000 parks in 127 cities across 24 provinces. In 2024, the Group carried out 42,000+ safety publicity activities, 45,000+ training sessions covering more than 500,000 person times, 64,000+ special inspections, 28,000+ night safety inspections, and hazard detection activities with more than 82,000 hidden hazards detected. It organised 63 regional training sessions for more than 2,000 security backbones, carried out 26,000+ emergency drills with participants of more than 280,000 person times, as well as 22,000+ happy-lane safety patrols, and submitted 2,296 repair tickets for work safety. We also organised a tripartite joint meeting for discussion on about 11,000 safety issues. We carried out a variety of safety related activities for employees, owners and other groups, aiming to comprehensively improve their safety awareness and emergency handling capabilities, and lay a solid safety foundation for the Group's steady development.



▲ Drill site of "Spring-Time Training"

To improve the efficiency of our park emergency management, the Group set up a 24-hour emergency command centre in Hangzhou, and equipped key posts with separate equipment integrating video monitoring, intercom communication and positioning functions. In daily operation, the centre can monitor the performance of postholders via video patrol and remote intercom function. In case of emergency, the command centre will dispatch nearby resources for rapid response and efficient handling of emergencies. As at the end of 2024, the Group had allocated 6,799 sets of such equipment in 783 projects, providing a strong guarantee for the safe and stable operation of our parks.



▲ Emergency command centre system



## Professional skill workshop

The Engineering Technology Centre established the Craftsman Workshop since 2016. The workshop has been awarded by the Human Resources and Social Security Bureau with the titles of “Master Technician Workshop in Xihu District” and “Master Technician Workshop of Hangzhou” in succession. In October 2020, the Workshop was selected into the first batch of enterprise units qualified to conduct independent professional skills certification, as a recognised unit competent for training and 12-level accreditation targeting electrician, intelligent building manager, refrigeration equipment installation and maintenance majors. In 2024, the Group completed 5 sessions of verification for 115 staff of 3 work types, namely electricians, intelligent building administrators and refrigeration equipment installation and maintenance workers.

In 2024, the A-level, B-level and C-level certificates held by the Group’s employees was 617, 2,786 and 6,836 respectively. To encourage our employees to upgrade their vocational skills and obtain relevant grade certificates, the Group granted tuition subsidies to those who passed examinations and post allowances to certificate holders.

## Building safety defence line with mutual efforts

To implement the Group’s strategic arrangements of “Healthy Greentown” and “Dynamic Headquarters,” we effectively improved the fitness of the backbone employees in our safety system to ensure their occupational health. We also further optimised the service images of the Group’s safety system employees, and officially established the “Sharp Running Club (銳動跑團)” in 2024. The Club aims to promote employees’ participation in physical exercises and development of healthy lifestyles, by encouraging club members to run at least 20 kilometres every month, and granting rewards to the top three club members in terms of running mileage for each month. So far, the Club has more than 400 members, and has achieved remarkable results, with the accumulated running mileage exceeding 50,000 kilometres.

Meanwhile, to fully improve safety officers’ motivation and highlight their contributions, we took initiative to reward those who never brag about their contributions, to those with brave deeds and those with outstanding contributions. We also created a good atmosphere for employees to pursue top performance via rational competition, and implemented the relevant recommendations from each May Day staff symposium. In 2024, the Group carefully created a regular reward platform for the “Outstanding Guards (最美衛士)” and organised the selection activities accordingly. After strict selection, a total of 19 winners were granted with the titles of “Outstanding Guards,” and were commended in cross-group circulars. During the Reporting Period, Tian Chao, one of our security guards, stood out bravely and stopped a tragedy by grabbing the knife from an assailant who attempted to hurt others. For such brave deed, he won the first-class merit citation granted by the Zhejiang Provincial Government in 2024.



▲ Site of award ceremony for the “Outstanding Guards”

# 05

## Protecting Our Home with Green Initiatives

This chapter responds to the United Nations Sustainable Development Goal 7, 13









# Protecting Our Home with Green Initiatives

## Saving Energy and Embracing a Green Future

### Addressing climate change

The increasingly severe global warming is an undeniable fact. Our Group remains vigilant about climate change issues and leverages the Task Force on Climate-related Financial Disclosures (“TCFD”) framework to systematically address potential risks and opportunities arising from climate change through status reviews, strategy formulation, risk management, and identification and management of key indicators and targets. Regular assessments are also conducted to ensure effective implementation.

### Governance

The ESG Report Working Group under the Group’s Audit Committee is responsible for assisting the Board in overseeing, reviewing and handling sustainability-related topics, including climate change, and reviewing the Group’s annual performance in addressing climate change and the progress in achieving its targets, with the view to ensuring the effectiveness of climate-related risk management.

### Strategy

Climate change presents physical risks such as floods, extreme weather and rising temperatures, and may also lead to transition risks caused by changes in markets, regulations and policies. The Group refers to the risk categories recommended by the TCFD, conducts risk identification and analysis based on its own business type and group operations, taking into consideration national policies, industry trends and stakeholder concerns, and studies relevant coping strategies to reduce the adverse impact of climate change on the Group’s business and financial activities.

Risk category		Climate-related risks	Response
Physical risks	Acute	Extreme climate or weather events are very likely to damage production equipment and jeopardise employee safety, giving rise to additional adverse impacts.	Establish a natural disaster emergency plan, regularly check and maintain property facilities, and improve their disaster prevention and resistance capacity.
	Chronic	Longer-term climate change issues, such as gradual changes in temperatures and rainfall, rising sea levels, etc.	
Transition risks	Policy and legal risks	As policy actions around climate change continue to evolve, regulators will take stricter measures to limit GHG emissions and strengthen GHG emissions disclosure requirements;	Keep a close watch on policy dynamics and regulatory changes, and adjust the Group’s response strategies in a timely manner. At the same time, the Group should actively participate in relevant policy discussions and policy development initiatives to create favourable conditions for the Group.
	Technology	When introducing new technology or equipment to adapt to climate change, the Group may encounter problems such as immature technology, equipment failure or high maintenance costs.	The Group should establish long-term cooperative relationships with technology suppliers to ensure that it can obtain technical support and updates in a timely manner. At the same time, the equipment must be maintained and inspected regularly to ensure it is operating properly.
	Market	Under the guidance of policies and markets, and as consumers become increasingly aware of lower-carbon alternatives and environmental protection, they will opt for greener products or service.	Formulate relevant procurement policies to reduce the consumption and procurement of relevant resources.
	Reputation	Stakeholders are increasingly concerned about issues related to responses to climate changes, and the Group may suffer from reputation risk if it fails to meet stakeholder expectations or violates relevant laws and regulations.	Continuously monitor stakeholders’ expectations, actively respond to and stage climate change-related activities.

The Board is responsible for supervising the environmental and social matters of the Group, including risk assessment and risk management. At the same time, it works with relevant departments to identify and study the impact of climate change on the Group's business activities, so as to fully control climate-related risks and seize opportunities. For the acute physical risks, as the Group is mainly engaged in the provision of high-end property management services, typhoons, rainstorms, high temperature and other extreme weather conditions may affect the projects under our Group's management in different extent. As such, the Group has also formulated a Safety Emergency Response Plan Compilation Manual and the Safety Management Centre is responsible for overseeing the implementation of the same, while the Property Service Centre is responsible for providing training to all staff on the emergency response plan and requires projects to conduct regular drills. This emergency plan covers contingency plans for typhoons, cold waves, snowstorms and natural disasters to enable timely response and proper handling to protect the personal safety of the owners and staff. Before the natural disasters, the Group issued warnings according to relevant information, reminded owners to make corresponding preparations in advance while taking various countermeasures. In the wake of disasters, the Group arranges and deploys rescue work to relieve property owners suffering psychical and financial conditions and keep them and their properties from further harm.

### Targets and metrics

To effectively mitigate the adverse impact of extreme weather events on the Group's production and people's daily life, the Group built a normalised management and control mechanism through mechanism design and management for the three stages of prevention & control, process standardisation and recovery. We divided specific targets into short-term, medium-term and long-term categories as follows:



For our future services, the Group focuses on reducing and addressing the impact of global climate change from the following two perspectives: provide professional consultation or suggestions to property developers in the design and construction stages to enhance their capability of coping with sudden natural disasters; promote green buildings and energy reduction to reduce costs in daily operations and minimise adverse impact on the global climate. These two measures can help us get well prepared to mitigate potential financial risks lurking somewhere in future.

# Protecting Our Home with Green Initiatives

## Disaster prevention

Every year, as typhoons make landfalls with storms and floods, coastal areas (cities) often suffer from heavy loss and extreme damage, and the affected areas and projects have to invest plenty of efforts and resources for rescues and post-disaster recovery. In line with the principle of “prevention first”, the Group took measures to fight against unexpected accidents and mitigate losses from disastrous weather events, and ensure the orderly and stable implementation of all typhoon and flood-fighting affairs. We formulated the *Operational Guidelines for Fighting against Typhoons and Floods* and other documents as the guiding standards for the fighting against typhoons and floods in various regions. We clarified the specific requirements for fighting against floods and typhoons, as well as freezing disasters through joint issuance of measures and guidelines.

- The *Operational Guidelines for Fighting against Typhoons and Floods* provides standardised guidance on measures and responses to be taken in peacetime preparation, pre-disaster planning, disaster relief & emergency rescue, post-disaster recovery and other stages in fighting against typhoons and floods.
- The *Ledger Book for Typhoon and Flood Control of Projects* provides an illustrative template for recording the basic information and material preparation of projects in fighting against typhoons and floods.
- The *Emergency Drill Plan for Typhoon and Flood Control (for General Use)* provides detailed description of various pre, in and post-event actions taken to fight against typhoons and floods. Practical operations can be added for each region and project based on their actual circumstances.
- The *Statistical Form for Damages Suffered by Projects from Disastrous Weather Events* provides a standardised template for recording of post-disaster equipment and device losses. It also regulates that each project shall be equipped with flood control materials as required, and make corresponding preparations in advance.

## Normalised weather push

Taking project as the basic unit, we required all project teams to pay close attention to the local weather forecast, to ensure the timely launch and implement the corresponding emergency plans in light of the actual situation of their own regions. We also emphasised the on-duty mechanism under special weather conditions, to ensure the effective implementation of all contingency measures.

To enhance owners' preparation awareness for emergencies, we required projects to actively communicate the importance of pre-event preparation to owners through various forms such as announcements on bulletin boards, push notifications via corporate WeChat account and reminders on WeChat moments, etc. Specifically, we sent relevant announcements on freezing disaster control to 207,777 owners and their families through WeChat, covering 147,376 households. We also sent relevant announcements on typhoon and flood control to 96,843 people of 74,109 households. In total, 304,620 people received our relevant announcements, covering 221,485 households.

In addition, we set up an internal chat group on WeChat and conducted one-on-one communication to further emphasise the importance of preparation for disastrous weather events and make sure that all employees can fully realise such importance.

In 2024, our 95059 platform received 31 letters of praise from owners to recognise our actions under special weather conditions. One of them was delivered by a project owner, calling to praise the excellent performance of a property manager in flood control, and recognise his/her improved service quality as well as outstanding management ability. 30 of them involved the keyword “typhoon”, recognising our employees for their outstanding performance in typhoon control. For example, an owner expressed thanks to one of our housekeepers who actively took patrols during the typhoon, timely informed the owner about the situation of his/her property, and helped check floor drains during the rainstorm. We also received 21 letters of praise to recognise our performance during rainy days.



### Differentiated vegetation management

In view of the arid climate and the shortage of water resources in Xinjiang, we adopted a management mode that takes into account local circumstances, by widely applying drip irrigation, sprinkler irrigation and other water-saving technologies, aiming to realise the rational use and efficient allocation of water resources.

For the coastal areas of South China and Southeast China, given their vulnerability to typhoons, we carried out targeted height control, crown reduction, pruning and reinforcement measures for trees before the arrival of the typhoon season every year, aiming to reduce the risk of trees falling due to strong winds and ensure the safety and stability of vegetation.

To prevent ponding on turf and potential casualties due to continuous rainfalls during the rainy season from June to July in Jiangsu, Zhejiang and Shanghai regions, we have specially formulated waterlogging drainage measures to reduce the damage to vegetation. After the rainy season, we also carried out special rejuvenation treatment on the damaged turf to promote its rapid recovery and growth. In addition, to cope with the heat waves and drought in Jiangsu, Zhejiang and Shanghai in August, we took sun-shading, sun-proofing, and drought-resistance measures to protect seedlings, so that seedlings can survive the high temperature periods.

Given the vulnerability of the northern region to frost damage, we considered cold prevention as a priority, and took a series of cold prevention measures to ensure the normal growth and survival of vegetation in the cold season.

### Resources recycling and clean energies

We have taken the following measures to recycle resources:

- Work with many social and public service organisations and street communities to place recycling bins in the parks for residents to recycle used goods. Recycled items are cleaned and facelifted by professional organisations, and then donated for reuse to reduce waste.
- For the used materials generated in the daily service, such as cartons, mineral water bottles, cans and other reusable resources, we sell these materials to a third party agency or dispose of them by a professional team. Used materials are reasonably recycled and reused to reduce the burden on the environment.
- There is an owner exchange platform in the Greentown Life application for owners to exchange second-hand goods on the platform. Owners are encouraged to exchange items that are no longer needed with others to reuse resources. In addition, we regularly host physical markets such as Happiness Market and flea markets as a platform for owners to exchange goods and promote resources recycling.

The Group actively practices the concept of green energy, energy conservation and environmental protection. By the end of the Reporting Period, we had utilised solar power systems and solar water heating systems in 63 projects. We aim to reduce dependence on traditional energies by making full use of clean and renewable energies. Solar power implementation helps save energy and improves air quality by reducing hazardous substances generated by burning fossil fuels. The Group cherishes water resources and has implemented the system to reuse rainwater or reclaimed water in 250 projects. By collecting and utilising rainwater, the demand for tap water is reduced and water consumption is minimised. The water reuse system also reuses the wastewater after treatment to further save water by recycling and reusing water. In the future, we will keep increasing investment, exploring and applying new green energies and energy-saving and environmental protection technologies, while promoting more projects to achieve sustainable development.

# Protecting Our Home with Green Initiatives

## Promoting Low-Carbon Operation for a Greener Future

### Environmental policy

As a socially and environmentally responsible enterprise citizen, the Group is well aware of its responsibilities for environmental protection. It stresses the importance of environmental protection during its daily operations and evolving path, by actively implementing the green and low-carbon growth strategy to minimise the negative environmental effects from its business progress while trying to achieve ecological benefits. The Group also strictly follows the *Environmental Protection Law of the People's Republic of China* and the *Energy Conservation Law of the People's Republic of China* and other laws and regulations that are crucial for its further growth, with relentless efforts to deliver positive environmental benefits.

Greentown Services is a service-oriented business and does not have heavy polluting or high emission production-based activities. We manage our properties mainly in accordance with our property service contract and management system, which has a low impact on the environment and natural resources, and basically does not involve any discharge to water or land. During the Reporting Period, we complied with the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*, the *Law of the People's Republic of China on the Prevention and Control of Water Pollution*, and the *Water Law of the People's Republic of China* to protect the interests of all owners and the public. Given that environmental improvement for office buildings and residence areas is a major part of services provided by the Group, which is the key to beautifying property owners' working and living environment, meeting national regulatory requirements and maintaining cutting-edge competitiveness for its sustainable development, the Group takes measures to identify potential risks lurking around and nip the environmental threats in the bud. Thanks to all of its efforts, the Group obtained the environmental management certification of GB/T24001:2016/ISO14001:2015 and the energy management system certification.

### Development of the energy management platform

In 2024, our property management business showed a trend of diversified development, and we upgraded and optimised the energy management platform simultaneously, aiming to meet the refined requirements of various property management projects for public energy consumption management, and fully support the visualised consumption analysis of water, electricity, gas and other energy types. This platform support the quick generation of various analysis and statistical reports, providing data support for our property management decision-makings. It also facilitates the intelligent transformation of our energy management, and effectively promotes the achievement of cost reduction and efficiency enhancement in our property management operation, injecting new impetus into the high-quality development of our property management.

During the Reporting Period, the energy-saving lighting system on the platform was upgraded. We introduced dual-brightness T8 LED lamps, which can work under two modes of high brightness (12W) and low brightness (2W). As calculated based on the daily use pattern of 12 hours of high brightness operation and 12 hours of low brightness operation, we had effectively improved the energy efficiency performance of the lighting system, and realised the goals of energy conservation and emission reduction.

### Energy and emission management

The Group operates mainly in offices, so there is no hazardous waste generated. Our offices only produce a small number of daily wastes, which has no significant impact on the overall sustainable development of the Group. The relevant non-hazardous wastes are all collected and disposed of by cleaning staff, and then disposed of by the local health authorities, so no data records were presented. In addition, the Group's properties and offices are equipped with recycling bins to promote the concept of garbage classification among employees and customers. The print cartridges and toner cartridges used in offices are subject to centralised recycling and replacement by suppliers, and the waste lamp tubes and batteries shall be centrally recycled and treated in accordance with the requirements of waste classification in Hangzhou. Since 2023, the Group had actively carried out gardening waste crushing and composting fermentation operations in Hainan, Xinjiang, Beijing, Hangzhou and other regions meeting certain conditions for running crushing sites, which help realise the recycling and utilisation of gardening waste by turning them into organic fertilisers, and effectively improve the treatment efficiency and ecological value of gardening waste.


The Group is well aware of the tension from freshwater shortage and the importance of water conservation. Therefore, it strictly follows the relevant environmental protection requirements and continues with its efforts to build a green operation system. In addition to other progress we've made so far, we also obtained the certification of GB/T23331-2020/ISO50001: 2018 RB/T107-2013 and Certificate of Energy Conservation Product in China for multiple devices occupied by us. Meanwhile, during the daily operation and maintenance for communities we are serving, the Group adopts a human-machine integrated method for scientific maintenance purpose, so as to lower water change frequency and reduce labour intensity and improve work efficiency, which help achieve the goals of environmental, social, and economic benefits. A strict and clear green management system well speaks for the great importance attached by us to environmental protection, and reflects the Group's courage and determination to bear the burden as one of the industry players leading the pack. The Group vigorously promoted the repeated use of the landscaping water in residential communities. The replaced landscaping water is stored and used for gardening irrigation to realize the recycling of water resources, which avoids significant resource waste, improves the overall resource utilization efficiency, and lays a solid foundation for building a green and environment-friendly community. In 2024, the group-level goal for water conservation and consumption reduction was set to be 1%. According to statistics, the actual water resource consumed by the Group in 2024 saw a decrease by 2% compared with the previous year, exceeding the set goal for water conservation and consumption reduction.

The Group's achievements in water conservation are summarised as follows:

- Greentown Service Group Co. Ltd.


# Protecting Our Home with Green Initiatives

Information about the Group's water consumption is as follows:

	<b>Total water consumption</b> (m <sup>3</sup> )		<b>Water consumption intensity</b> (m <sup>3</sup> /revenue of RMB million)	
	<b>2024</b>	47,992.85	<b>2024</b>	2.59
	<b>2023</b>	46,595.00	<b>2023</b>	2.68

The Group mainly uses municipal water supply, and in some projects where conditions permit, rainwater, river water and reclaimed water are also used. There are no issues in obtaining suitable water sources. It also adopts fully reuse measures for water resources in daily management.

Information about the Group's GHG emissions is as follows:

 <b>Emission sources</b>	<b>Scope 1: Direct emissions<sup>3</sup></b> (tons of carbon dioxide equivalent)		<b>Scope 2: Indirect emissions<sup>4</sup></b> (tons of carbon dioxide equivalent)	
	<b>2024</b>	28.54	<b>2024</b>	616.15
	<b>2023</b>	28.52	<b>2023</b>	560.58
	<b>greenhouse gas emissions</b> (tons of carbon dioxide equivalent)		<b>Intensity (tons of carbon dioxide equivalent/ revenue of RMB million)</b>	
	<b>2024</b>	644.70	<b>2024</b>	0.03
	<b>2023</b>	589.10	<b>2023</b>	0.03

The Group is a service-oriented business enterprise that manages properties primarily in accordance with property service contracts and management systems, and we have no use of raw materials other than energy and water resources.

<sup>3</sup> Direct GHG emissions: Group gasoline consumption multiplied by the corresponding emission factor, with emission factors referenced to ①China Energy Statistics Yearbook ②IPCC 2006.

<sup>4</sup> Indirect GHG emissions: the Group's purchased electricity consumption multiplied by the corresponding emission factor, with the emission factor referring to the Ministry of Ecology and Environment's Notice on Key Work Related to the Management of Enterprise Greenhouse Gas Emissions Reporting in 2022.




## Energy conservation and emission reduction

With the carbon neutrality target set in “the 14th Five-Year Plan”, the Group, as a responsible enterprise, has made every effort to control GHG emissions and realise its continuous commitment to environmental protection. Through instructing the staff, the Group conveys a message of “Working together to reduce carbon, beginning with energy saving”. We post signs with content about saving electricity consumption on the lighting system switches, air conditioner system switches, photocopiers and meeting room in our office, to influence and help the staff to form the habit of saving power. The staff turns off their computers and other office equipment of their own accord during non-working time, a testament of the benefits of posting signs mentioned above. In addition, the Group takes into consideration of the correlation between the vehicles used by the staff to and from work and daily energy consumption, in particular, the fuel consumption of automobiles. Consequently, we encourage employees to use video and teleconferencing systems to reduce GHG emissions from business travel and related transportation.

During the Reporting Period, the Group actively took rectification measures to address the leakage problems left by the project developers, which significantly reduced the waste of water resources by preventing water running, flowing, dripping and leaking. We also actively promoted the energy-saving transformation of the lighting system, and replaced more than 15,000 LED tubes in total, saving about 1.7 million kilowatt hours of electricity accumulatively. In terms of elevator operation management, a group control mode is fully adopted, which is far more efficient in energy saving compared with the traditional single elevator operation mode, with an energy saving rate about 5%. In addition, a management mode combining time control and temperature control was implemented for elevator machine rooms, with a total of 10,422 machine rooms rectified and put into use. According to professional assessment, this mode can save about 1.3 million kWh during the cooling supply period.

During the Reporting Period, we set the following energy management and control goals: the public energy consumption was measured and uploaded to the energy management platform for comparison on a monthly basis, causes of abnormal changes in energy consumption were analysed to take corrective and preventive measures. Allocation of energy consumption was made public according to the Group or contractual requirements, and regularly reported to the Engineering Department of the Group’s branches and subsidiaries for filing. Information about the Group’s energy consumption is as follows:

	Gasoline (liters)		Electricity (MWh)	
	2024	13,017.50	2024	1,080.40
	2023	13,006.80	2023	982.96
	Comprehensive energy consumption <sup>5</sup> (MWh)		Energy consumption intensity (MWh/revenue of RMB million)	
	2024	1,194.17	2024	0.064
	2023	1,096.57	2023	0.063

<sup>5</sup> Comprehensive energy consumption is calculated based on the conversion factors in the *General Principles for Calculation of Comprehensive Energy Consumption* (GB/ T2589–2020), the national standard of the People’s Republic of China.

# Environmental, Social and Governance Reporting Guidelines Content Index

## HKEX Appendix C2 Environmental, Social and Governance Reporting Code Index

Aspect	Content	Report Content
<b>Part B: Mandatory Disclosure Requirements</b>		
	Governance Structure	Statement of the Board of Directors
	Reporting Principles	Report preparation instructions
	Reporting Boundary	Report preparation instructions
<b>Part C: “Comply or explain” Provisions</b>		
A1 Emissions	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer  relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Promoting Low-Carbon Operation for a Greener Future
	A1.1 The types of emissions and respective emissions data.	Promoting Low-Carbon Operation for a Greener Future
	A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g., per unit of production volume, per facility). [Repealed 1 January 2025]	Promoting Low-Carbon Operation for a Greener Future
	A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Note 1
	A1.4 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Note 1
	A1.5 Description of emission target(s) set and steps taken to achieve them.	Promoting Low-Carbon Operation for a Greener Future
	A1.6 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Promoting Low-Carbon Operation for a Greener Future
A2 Use of Resources	General Disclosure  Policies on the efficient use of resources, including energy, water and other raw materials.	Promoting Low-Carbon Operation for a Greener Future
	A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Promoting Low-Carbon Operation for a Greener Future
	A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Promoting Low-Carbon Operation for a Greener Future
	A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them.	Promoting Low-Carbon Operation for a Greener Future
	A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Promoting Low-Carbon Operation for a Greener Future
	A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Note 1

Aspect	Content	Report Content
A3 The Environment and Natural Resources	General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.	Promoting Low-Carbon Operation for a Greener Future
	A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Promoting Low-Carbon Operation for a Greener Future
A4 Climate Change	General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer. [Repealed 1 January 2025]	Saving Energy and Embracing a Green Future
	A4.1 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them. [Repealed 1 January 2025]	Saving Energy and Embracing a Green Future
B1 Employment	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Talent-Driven Career Development
	B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Talent-Driven Career Development
	B1.2 Employee turnover rate by gender, age group and geographical region.	Talent-Driven Career Development
B2 Health and Safety	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Prioritising Occupational Safety and Employee Health
	B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Prioritising Occupational Safety and Employee Health
	B2.2 Lost days due to work injury.	Prioritising Occupational Safety and Employee Health
	B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Prioritising Occupational Safety and Employee Health
B3 Development and Training	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.	Progress with Employees via Multiple Training Programmes
	B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Progress with Employees via Multiple Training Programmes
	B3.2 The average training hours completed per employee by gender and employee category.	Progress with Employees via Multiple Training Programmes

# Environmental, Social and Governance Reporting Guidelines Content Index

Aspect	Content	Report Content
B4 Labour Standards	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Talent-Driven Career Development
	B4.1 Description of measures to review employment practices to avoid child and forced labour.	Talent-Driven Career Development
	B4.2 Description of steps taken to eliminate such practices when discovered.	Talent-Driven Career Development
B5 Supply Chain Management	General Disclosure Policies on managing environmental and social risks of the supply chain.	Multi-dimensional Assessment and Responsible Procurement
	B5.1 Number of suppliers by geographical region.	Multi-dimensional Assessment and Responsible Procurement
	B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Multi-dimensional Assessment and Responsible Procurement
	B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Multi-dimensional Assessment and Responsible Procurement
	B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Multi-dimensional Assessment and Responsible Procurement
B6 Product Responsibility	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Business Ethics and Risk Control Assuring Owners with Excellent Quality
	B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Note 2
	B6.2 Number of products and service related complaints received and how they are dealt with.	Assuring Owners with Excellent Quality
	B6.3 Description of practices relating to observing and protecting intellectual property rights.	Assuring Owners with Excellent Quality
	B6.4 Description of quality assurance process and recall procedures.	Note 2
	B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Information Security and Privacy Protection



Aspect	Content	Report Content
B7 Anti-corruption	General Disclosure	Integrity and Anti-corruption
	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.	
	B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Integrity and Anti-corruption
	B7.2 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Integrity and Anti-corruption
	B7.3 Description of anti-corruption training provided to directors and staff.	Integrity and Anti-corruption
B8 Community Investment	General Disclosure	Serving People at Home with Warm Volunteer Services
	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.	
	B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Serving People at Home with Warm Volunteer Services
	B8.2 Resources contributed (e.g. money or time) to the focus area.	Serving People at Home with Warm Volunteer Services
<b>Part D: Climate-related Disclosures</b>		
D-I Governance	The governance body(s) responsible for oversight of climate-related risks and opportunities.	Saving Energy and Embracing a Green Future
D-II Strategy	Climate-related risks and opportunities.	Saving Energy and Embracing a Green Future
D-III Risk Management	The processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks.	Saving Energy and Embracing a Green Future
D-IV Metrics and Targets	Greenhouse gas emissions.	Promoting Low-Carbon Operation for a Greener Future
	Climate-related transition risks.	Saving Energy and Embracing a Green Future
	Climate-related physical risks.	Saving Energy and Embracing a Green Future

Note 1: The Group's operations do not involve heavy industrial production and there is no discharge of hazardous waste or use of packaging materials; non-hazardous waste is indistinguishable from domestic waste from owners of projects under management and emissions are closely related to the number of owners of the size of projects under management and have not been accounted for in this reporting year.

Note 2: The Group has no relevant information for the current reporting period and this indicator is not applicable.

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