zhenro正荣服务

ZHENRO SERVICES GROUP LIMITED

正榮服務集團有限公司

(於開曼群島註冊成立的有限公司)
(incorporated in the Cayman Islands with limited liability)

股份代號 Stock Code : 6958



2025

Environmental, Social and Governance Report

環境、社會及管治報告

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關於本報告
About the Report

報告說明

《正榮服務2025年度環境、社會及管治報告》(簡稱「**ESG報告**」)是正榮服務集團有限公司(簡稱「**本公司**」)上市後的第六份ESG報告，將系統闡述本公司於2025年度在ESG方面的策略、政策、措施及成果，並重點披露本公司在環境、社會和管治等方面的相關信息。

報告時間

本報告涵蓋本公司2025年1月1日至2025年12月31日(以下簡稱「**報告期**」)的信息和數據，部分內容有關以往年份的績效。

稱謂說明

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

報告準則

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

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

REPORT SPECIFICATION

The Zhenro Services 2025 Environmental, Social and Governance Report (hereinafter referred to as the "**ESG Report**") is the sixth ESG Report issued by Zhenro Services Group Limited (hereinafter referred to as the "**Company**") since its listing. This Report systematically sets forth the Company's ESG-related strategies, policies, measures and performance in 2025, and focuses on disclosing information regarding the environmental, social and governance aspects of the Company.

PERIOD COVERED BY THE REPORT

This Report covers information and data of the Company for the period from 1 January 2025 to 31 December 2025 (hereinafter referred to as the "**Reporting Period**"), and certain contents relate to the performance of previous years.

EXPRESSION OF THE COMPANY NAME

For ease of presentation, the terms "**Zhenro Services**", "**we**", "**the Group**" and "**the Company**" used in this Report refer to Zhenro Services Group Limited.

REPORTING STANDARDS

This Report has been prepared with reference to the Environmental, Social and Governance Reporting CODE (Appendix C2 to the Listing Rules) of the Stock Exchange of Hong Kong Limited ("**HKEX**") and the Guidelines for China Corporate Sustainability Reporting (CASS-ESG 6.0) issued by the Chinese Academy of Social Sciences.

This Report has primarily taken into account the materiality, quantifiability, balance and consistency of specific indicators relevant to the performance disclosure of material ESG issues. We will continuously adjust and optimize the disclosure indicators in future reports.

關於本報告
About the Report

資料來源及可靠性保證

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

ESG報告語言及形式

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

確認及批准

本報告經管理層確認後，於二零二六年三月二十七日獲董事會通過。

SOURCES OF INFORMATION AND RELIABILITY ASSURANCE

The information and data disclosed in this Report are derived from the Group's statistical reports and official documents, and have been reviewed and verified by relevant departments. The Group confirms that this Report contains no false records or misleading statements, and accepts responsibility for the authenticity, accuracy and completeness of its content.

LANGUAGE AND FORMAT OF THE ESG REPORT

This Report is available in both Chinese and English versions in electronic format for reference. In case of any inconsistency between the two versions, the Chinese version shall prevail. For more information about Zhenro Services' background, business development and sustainable development philosophy, please visit the official website of Zhenro Services at: http://www.zhenrowy.com/.

CONFIRMATION AND APPROVAL

The Report was confirmed by the management and approved by the board of directors on 27 March 2026.

董事長致辭
Chairman's Statement

本人謹代表正榮服務董事會，向各位提呈集團2025年度環境、社會及管治(ESG)報告，全面展現集團過去一年將可持續發展理念融入經營全鏈條的實踐成果，以及在環境、社會與管治領域的堅守與擔當。

On behalf of the Board of Directors of Zhenro Services, I hereby present to you the Group's 2025 Environmental, Social and Governance (ESG) Report, which comprehensively demonstrates the Group's practical achievements in integrating the concept of sustainable development into the entire operation chain over the past year, as well as its unwavering commitment and accountability in the environmental, social and governance fields.

2025年，中國經濟高質量發展持續深化，「雙碳」戰略穩步推進，物業服務行業從規模擴張全面轉向質效提升的新週期，ESG已成為企業穿越週期、實現長效發展的核心競爭力。面對行業變革與外部環境考驗，正榮服務始終堅守「正直構築繁榮」的核心價值觀，秉持「服務由心，幸福為你」的初心，將ESG戰略與經營發展深度融合，在合規管治、品質服務、綠色發展、人本關懷、社會公益等領域持續深耕，實現了企業價值、環境價值與社會價值的協同提升。

In 2025, the high-quality development of China's economy continued to deepen, and the "dual carbon" strategy advanced steadily. The property service industry has fully shifted from scale expansion to a new cycle of quality and efficiency improvement, and ESG has become the core competitiveness for enterprises to navigate through cycles and achieve long-term effective development. Faced with industry transformation and the tests of the external environment, Zhenro Services has always adhered to the core value of "Integrity Builds Prosperity", upheld the original aspiration of "Service from the Heart, Happiness for You", deeply integrated ESG strategy with operation and development, and continued to deepen its efforts in the fields of compliance governance, quality service, green development, people-oriented care and social welfare, realizing the coordinated improvement of corporate value, environmental value and social value.

我們以合規管治築牢發展根基。2025年，集團持續升級ESG管治架構，構建董事會統籌、ESG工作小組推進、各部門落地執行的全層級管理體系，將ESG目標全面納入戰略規劃與經營考核。我們嚴守合規經營底線，完善風險管理與內控體系，深化廉潔建設全流程管理，全年董事及員工反貪污培訓覆蓋率100%，未發生任何貪污訴訟案件，以陽光透明的經營環境切實保障全體股東與利益相關方的合法權益。

We have consolidated the foundation of development with compliance governance: in 2025, the Group continuously upgraded its ESG governance structure, built a full-level management system with overall planning by the Board of Directors, promotion by the ESG Working Group, and implementation by all departments, and fully incorporated ESG objectives into strategic planning and operation assessment. We strictly abided by the bottom line of compliant operation, improved the risk management and internal control system, and deepened the whole-process management of integrity building, achieving a 100% anti-corruption training coverage rate for directors and employees throughout the year without any corruption-related litigation cases, and effectively protected the legitimate rights and interests of all shareholders and stakeholders with a transparent and open business environment.

我們以品質服務兑現客戶承諾。集團以客戶需求為核心，深化精細化服務管理，以幸福光譜2.0體系為抓手落地八大專項品質提升行動，全面推行「一戶一策」服務，上線AI服務助手，迭代「榮智慧」數字化平台，將情緒價值與問題解決能力納入服務考核。全年客戶投訴關閉率達98%，客戶滿意度持續保持行業優良水平，以24℃品質服務標準，為客戶打造有溫度、有安全感的美好生活空間。

We deliver on our commitments to customers through quality service. With customer demand at its core, the Group has deepened refined service management, implemented eight special quality improvement initiatives by leveraging the Happiness Spectrum 2.0 System, fully rolled out the "one household, one solution" customized services, launched an AI service assistant, upgraded the "Rongzhihui" digital platform, and incorporated emotional value delivery and problem-solving capabilities into its service assessment system. The annual closure rate of customer complaints reached 98% for the year, and customer satisfaction consistently maintained an excellent level in the industry; in compliance with the 24℃ Quality Service Standard, the Group has created a warm, secure and beautiful living space for customers.

董事長致辭
Chairman's Statement

我們以綠色行動踐行生態責任。集團持續完善ISO 14001環境管理體系，將碳減排、廢棄物管控納入核心經營目標，全年溫室氣體排放總量控制在508噸二氧化碳當量，順利完成單位排放年度下降目標。我們大力推進綠色運營，完成86個項目地庫照明節能改造，全面落實垃圾分類與水資源循環利用，常態化開展綠色倡導活動，全年組織植樹活動55場，累計3586人次參與，以實際行動助力全社會綠色低碳轉型。

We fulfill our ecological responsibilities through green initiatives. The Group has continuously improved its ISO 14001 Environmental Management System, incorporated carbon emission reduction and waste management and control into its core business objectives, capped the total annual greenhouse gas emissions at 508 tonnes of carbon dioxide equivalent, and successfully fulfilled the annual reduction target for unit emissions. We vigorously advanced green operations, completed energy-saving renovation of basement lighting for 86 projects, fully implemented waste classification and water resource recycling, and carried out green advocacy activities on a regular basis. Throughout the year, we organized 55 tree-planting activities with a total of 3,586 person-times of participation, and contributed to the green and low-carbon transformation of the whole society with concrete actions.

我們以人本關懷凝聚發展合力。集團恪守平等包容的用工理念，全員勞動合同簽署率100%，搭建全週期人才培養體系，打造多項精品培訓項目，全年員工培訓總時長超1,280小時，為員工打造清晰的成長通道。在供應鏈建設中，我們將ESG標準納入供應商全流程管理，與所有合作供應商簽署廉潔協議，攜手打造可持續的供應鏈生態。同時，我們積極投身社區共建與公益事業，全年員工參與公益活動達166次，累計公益捐贈9萬元，以點滴行動傳遞企業溫度。

We pool the driving force for development through people-oriented care. The Group abides by the concept of equal and inclusive employment, achieved a 100% signing rate of labor contracts for all employees, built a full-cycle talent training system, and developed a number of high-quality training programs. The total duration of employee training throughout the year exceeded 1,280 hours, creating clear growth paths for employees. In terms of supply chain development, we have incorporated ESG standards into the whole-process management of suppliers, signed Integrity Agreements with all cooperative suppliers, and worked together to build a sustainable supply chain ecosystem. At the same time, we have actively devoted ourselves to community co-construction and public welfare causes, with employees participating in 166 public welfare activities throughout the year and an accumulated public welfare donation of RMB90,000, conveying the warmth of the enterprise through every bit of action.

回望2025年，每一步前行都離不開各位股東、投資者的信任托付，離不開客戶、合作夥伴與全體員工的並肩同行。在此，我謹代表董事會，向所有關心支持正榮服務發展的各界朋友，致以最誠摯的感謝！

Looking back on 2025, every step forward is inseparable from the trust and entrustment of all shareholders and investors, as well as the concerted efforts of customers, partners and all employees. Here, on behalf of the Board of Directors, I would like to extend my most sincere gratitude to all friends from all sectors who have cared for and supported the development of Zhenro Services.

2026年，集團將錨定高質量發展主線，把ESG理念更深層次融入經營全流程，持續完善管治體系、升級服務品質、深化綠色實踐、賦能員工成長、踐行社會責任。我們將以更務實的行動提升企業可持續發展能力，以更優的發展成果回報股東、回饋社會，與各界攜手共創可持續發展的美好未來！

In 2026, the Group will anchor the main line of high-quality development, deeply integrate the ESG concept into the entire operation process, and continuously improve its governance system, upgrade service quality, deepen green practices, empower employee growth, and fulfill social responsibilities. We will enhance the Group's sustainable development capacity with more pragmatic actions, repay shareholders and give back to society with more outstanding development achievements, and join hands with all sectors to create a bright future for sustainable development.

走進正榮服務
About Zhenro Services

公司概況

正榮服務集團(06958.HK)立足國內美好生活服務領域，以構築高品質、高價值的綜合服務平台為發展方向，堅守「服務由心，幸福為你」的服務初心。集團搭建起物業服務、商業運營、資產管理三位一體的業務架構，為客戶提供覆蓋全週期、全場景的專業服務支撐。在夯實住宅、商寫、商企、商業綜合體及商業街等基礎服務業態的同時，積極拓寬業務邊界，將城市服務、長租公寓等創新領域納入資產管理版圖，持續完善多元化服務佈局。

正榮服務以四大核心區域為戰略支點，深度紮根長三角、海峽西岸、環渤海及中西部市場，通過高效整合全域資源、積極挖掘優質項目機遇，全面推進多業態落地佈局與多元化業務革新。集團始終將服務質量精進與數字科技賦能作為核心發展抓手，以能力升級驅動價值增長，助力經營業績、業務版圖與客戶體驗持續向上。依託紮實的戰略佈局與運營能力，截至報告期末，集團業務已覆蓋全國50個城市，擁有368個在管物業項目、80258萬平方米在管面積，同時運營33個商業運營項目，規模化發展成效顯著。

正榮服務連續多年入選中國物業服務百強企業，2025年獲評中國物業服務百強企業綜合實力TOP18，企業創新性、客戶滿意度、企業成長性TOP10中國社區服務商，以及中國物業企業綜合實力TOP17。

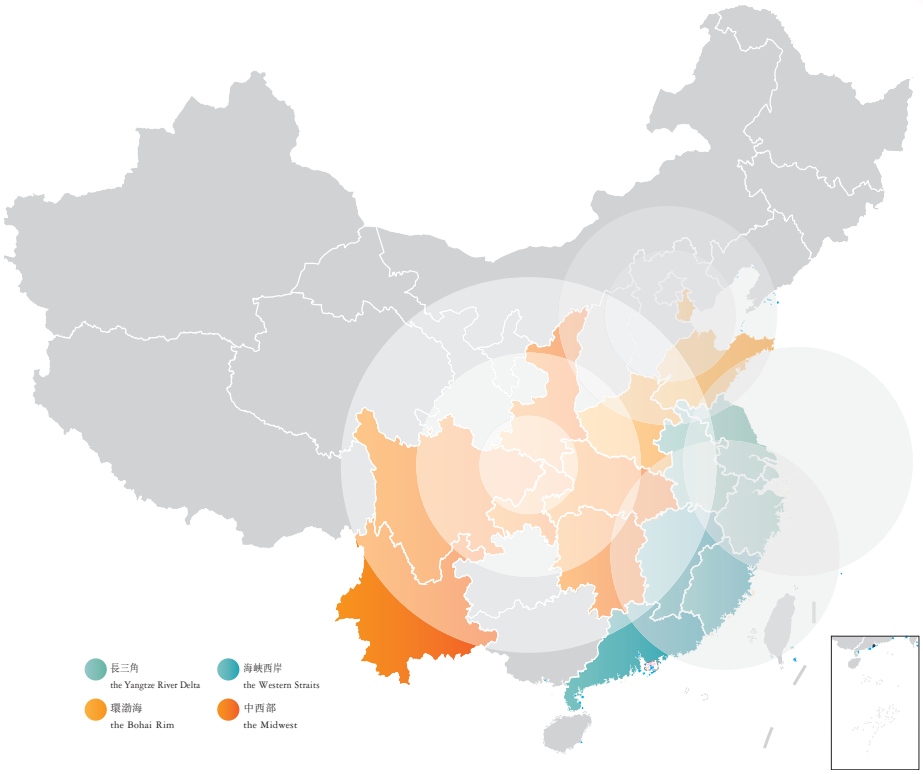
COMPANY OVERVIEW

Zhenro Services Group (06958.HK) is rooted in China's domestic quality lifestyle services sector, anchors its development direction on building a high-quality, high-value integrated service platform, and remains steadfast to its founding service ethos of "Service From the Heart, Happiness For You"; the Group has established a three-in-one business framework integrating property services, commercial operations and asset management to deliver professional service support for customers across the full lifecycle and all scenarios, and while consolidating its foundational service segments including residential properties, commercial office buildings, commercial and corporate services, commercial complexes and commercial streets, it has actively expanded its business boundaries, incorporated innovative sectors such as urban services and long-term rental apartments into its asset management footprint, and continuously refined its diversified service layout.

Zhenro Services takes its four core regions as strategic anchors, with a deep-rooted presence in the Yangtze River Delta, West Coast of the Taiwan Strait, Bohai Rim and Central and Western China markets, and comprehensively advances the rollout of its multi-segment business layout and diversified business innovation through the efficient integration of region-wide resources and active tapping of high-quality project opportunities; the Group has consistently taken the continuous improvement of service quality and digital technology empowerment as core development drivers, fuels value growth through capability upgrading, and supports the sustained upward momentum of its operating performance, business footprint and customer experience; backed by its solid strategic layout and operational capabilities, as of the end of the reporting period, the Group's business has covered 50 cities across China, with 368 managed property projects and a total gross floor area under management of 80.258 million square meters, while operating 33 commercial operation projects, delivering remarkable results in scaled development.

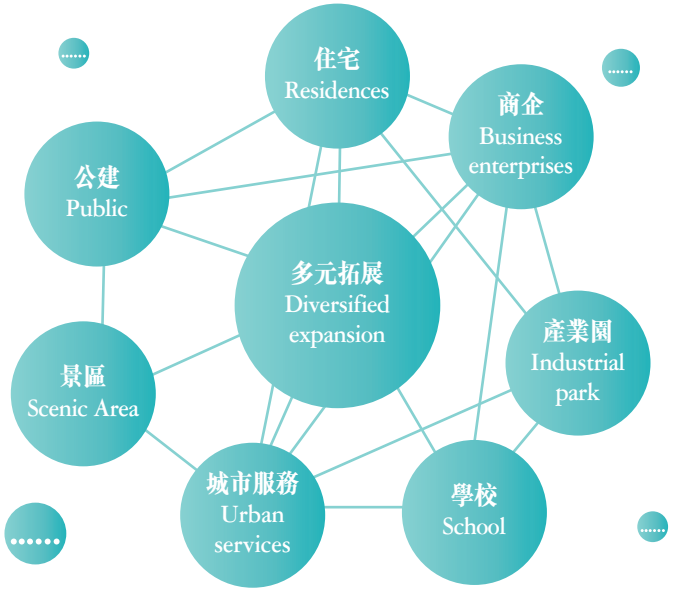
Zhenro Services has been included in the Top 100 Property Service Enterprises in China for many consecutive years; in 2025, it secured the 18th position in the comprehensive strength ranking of the Top 100 Property Service Enterprises in China, ranked among the Top 10 China Community Service Providers in terms of corporate innovation, customer satisfaction and corporate growth, and was awarded the 17th position in the comprehensive strength ranking of China's property service enterprises.

走進正榮服務
About Zhenro Services



正榮服務深耕四大區域

Zhenro Services Explores into Four Regions



正榮服務拓展多元業務

Zhenro Services Expands Diversified Business

走進正榮服務
About Zhenro Services

企業文化

對於正榮服務而言，企業文化是根植於心的精神底色，也是引領前行的價值燈塔。集團始終把文化體系建設擺在發展的重要位置，堅守「正直構築繁榮」的核心價值導向，踐行「客戶優先」的核心原則，設身處地為客戶考量，全心全意解決客戶訴求，以人本理念打磨服務、雕琢產品。我們聚力打造精銳高效的核心團隊，以團隊之力擘畫發展藍圖，搭建起全員共創、責任共擔、成果共享的價值平台。在此基礎上，集團以精神引領與行為倡導為根基，繪就多元包容的文化光譜，讓正向健康的企業文化貫穿經營發展全流程，以文化賦能發展，以價值聯結各方，與員工、客戶、合作夥伴同心同行，共築繁榮生態。

CORPORATE CULTURE

For Zhenro Services, corporate culture is the spiritual foundation rooted deep within the organization, as well as the value beacon guiding its journey forward; the Group has always placed the development of its cultural system in a pivotal position in its growth, upheld the core value orientation of "Integrity Builds Prosperity", practiced the core principle of "Customer First", put itself in customers' shoes, wholeheartedly addressed customer demands, and refined its services and polished its offerings with a people-oriented philosophy; we focus on building a lean, efficient core team, draw up our development blueprint through the power of teamwork, and have established a value platform for all employees to create value together, share responsibilities jointly, and share development outcomes collectively; on this basis, the Group has shaped a diverse and inclusive cultural spectrum rooted in spiritual guidance and behavioral advocacy, embedded a positive and sound corporate culture throughout the entire lifecycle of its operations and development, empowered growth through culture, connected all stakeholders through shared values, and marched forward in tandem with employees, customers and partners to build a prosperous ecosystem together.

核心價值觀
Core Values

- 正直構築繁榮
- Attaining prosperity with integrity

客戶思維
Customer thinking

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

匠心品質
Meticulous Quality

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

精英團隊
Elite team

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

幸福企業
Happy Enterprise

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

企業文化

Corporate Culture

走進正榮服務
About Zhenro Services

主營業務

物業管理服務、非業主專屬增值服務、社區增值體驗服務、商業運營綜合管理服務，共同構成了正榮服務的核心經營版圖。在堅守主業優勢、紮穩市場基本盤的前提下，集團始終聚焦高成長性與高附加值的項目領域，以迭代升級的合作模式為引擎，全面拓寬業務路徑、健全服務渠道，實現戰略資源的集約化與高效化配置。如今，正榮服務在城市服務、空間運營、商業管理等領域不斷實現創新突破，持續為傳統物業管理賦予新的價值內涵，與各方合作夥伴並肩前行，共啟美好發展的全新時代。

CORE BUSINESS

Property Management Services, Non-owner Exclusive Value-added Services, Community Value-added Experience Services and Integrated Commercial Operation and Management Services together form the core operating landscape of Zhenro Services; while upholding the strengths of its core business and consolidating its fundamental market position, the Group has consistently focused on project sectors with high growth potential and high added value, taken its continuously iterative and upgraded cooperation models as the driving engine, comprehensively broadened its business development paths, refined its service channels, and achieved the intensive and efficient allocation of strategic resources; to date, Zhenro Services has continuously delivered innovative breakthroughs in areas including urban services, space operation and commercial management, consistently injected new value connotations into traditional property management, and marched forward side by side with all partners to jointly usher in a brand-new era of high-quality development.

物業管理服務
Property Management Services

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

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

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

社區增值服務
Community Value-added Services

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

商業運營管理服務
Commercial Operational Management Services

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

主營業務

Principal Activities

走進正榮服務
About Zhenro Services

2025年亮點績效　2025 PERFORMANCE HIGHLIGHTS

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

財務績效
Financial Performance

營業收入*10.63*億元

Revenue RMB*1,063* million

毛利*1.73*億元

Gross profit RMB *173* million

治理績效
Governance performance

董事及員工反貪污培訓次數

*6*次

Number of anti-corruption training for directors and employees *6* times

貪污訴訟案件*0*起

Corruption Litigation Cases

0 cases

董事反貪污培訓覆蓋率

100%

Participation rate of directors in anti-corruption training

100%

走進正榮服務
About Zhenro Services

環境績效
Environmental performance

溫室氣體排放總量 508

噸二氧化碳當量

Total GHG emissions 508

tonne CO_2 equivalent

單位收益溫室氣體排放總量

0.005

噸二氧化碳當量／萬元收入

Total GHG emissions per unit

0.005 tonne CO_2

equivalent/revenue in RMB0'000

單位收益廢棄物排放量

2 千克／萬元收入

Waste Emission per Unit Revenue

2 kg/10,000 RMB Revenue

社會績效
Social performance

供應商簽署廉潔協議比率

45%

Percentage of suppliers signing

integrity agreements

45%

員工培訓總小時數

19286 小時

Total training hours of employees

19286 hours

員工參與社區公益活動人數

218 人次

Number of employees participating

in community charity activities

218 persons

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

正榮服務始終以合規經營作為企業可持續發展的立身之本，堅持以完善的治理體系護航行穩致遠。集團持續迭代合規管控體系，強化全域風險識別與管控效能，紮實推進廉潔文化建設與合規從業準則落地，主動履行社會責任擔當，同步構建並完善ESG治理框架，將合規、風控、廉潔、責任與可持續發展深度融合。以全方位治理能力的持續提升，夯實企業穩健經營根基，為高質量發展注入持久而堅實的治理動能。

Zhenro Services has always taken compliant operation as the fundamental cornerstone of the enterprise's sustainable development, and adheres to underpinning its steady and long-term development with a sound governance system; the Group continuously iterates its compliance management and control system, strengthens the effectiveness of full-scope risk identification and management, solidly advances the development of integrity culture and the implementation of the code of compliance practice, proactively fulfills its social responsibility commitments, and simultaneously establishes and improves its ESG governance framework to deeply integrate compliance, risk control, integrity, responsibility and sustainable development; through the continuous improvement of all-round governance capabilities, the Group consolidates the foundation of the enterprise's steady and sound operation, and injects sustained and solid governance momentum into its high-quality development.

強化ESG管治

在ESG建設上，正榮服務始終抱着認真踐行的態度，堅定跟着可持續發展的方向走。我們會持續打磨ESG治理體系，讓這份理念不只是停留在戰略層面，更能滲透到日常運營的每一個細節里。同時，我們主動和所有利益相關方保持密切溝通，耐心傾聽大家對公司管理的見解與期許，通過精準找到核心議題、不斷優化管理方式，用實際行動兑現自己的社會責任。

STRENGTHENING ESG GOVERNANCE

In terms of ESG development, Zhenro Services has always maintained an earnest and committed approach to implementation, and firmly anchors its development in the direction of sustainable development; we will continuously refine our ESG governance system, ensuring that this philosophy is not only embedded at the strategic level, but also integrated into every detail of our daily operations; meanwhile, we proactively maintain close communication with all stakeholders, listen attentively to their insights and expectations regarding the company's management, and fulfill our social responsibilities through tangible actions by accurately identifying material issues and continuously optimizing our management practices.

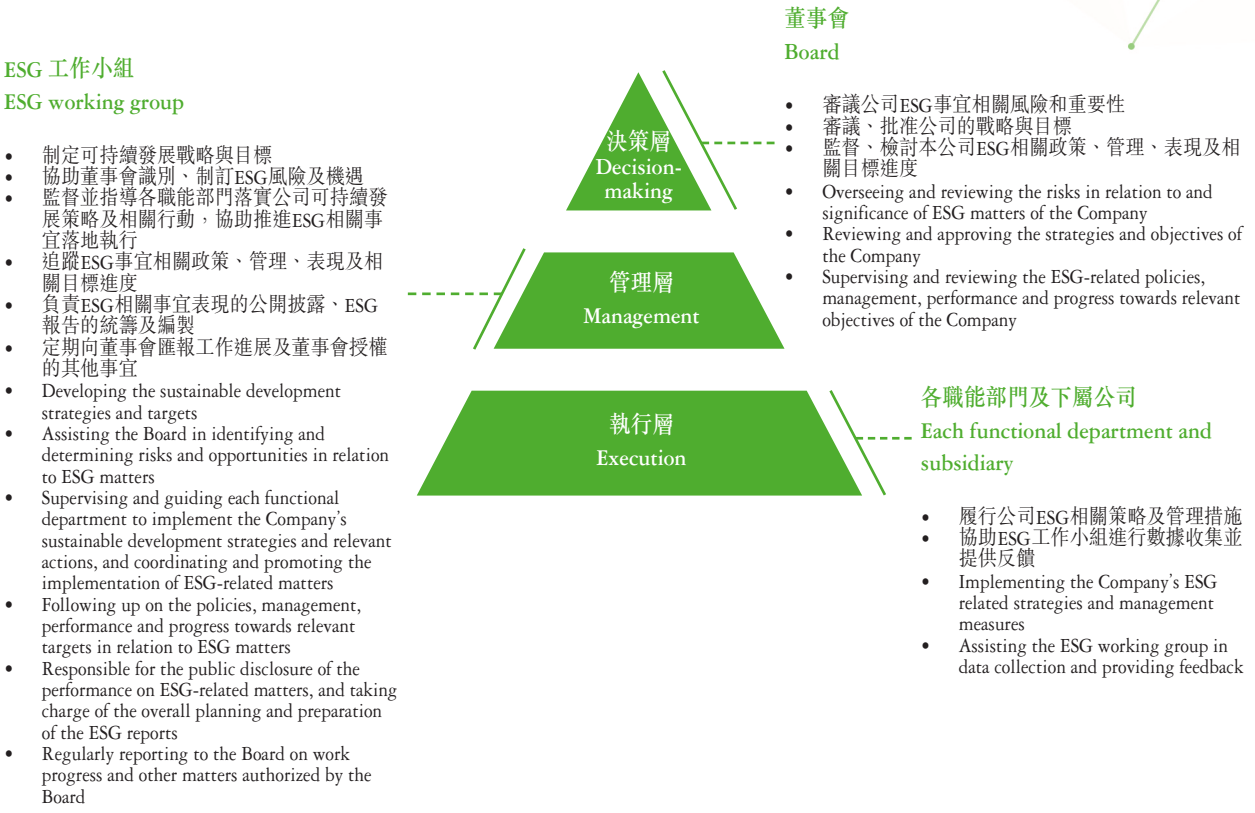
ESG管治架構

公司搭建了職責清晰、協同高效的ESG管理架構，整體由董事會、ESG工作小組、各職能部門以及各下屬公司共同組成，層級明確、聯動順暢，保障各項ESG工作能夠穩步推進、落地見效，也為公司長期踐行可持續發展理念，築牢了紮實的組織基礎。

ESG Governance Structure

The Group has established an ESG management structure with clear responsibilities and efficient collaboration, which is collectively formed by the Board of Directors, the ESG Working Group, various functional departments and all its subsidiaries; with a clear hierarchy and smooth cross-level linkage, the structure ensures the steady advancement and effective implementation of all ESG initiatives, and lays a solid organizational foundation for the Group's long-term commitment to practicing the sustainable development philosophy.

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



ESG管治架構

ESG Governance Structure

董事會聲明

ESG架構的運行是一個連貫且系統的過程，其始於執行層，該層級的人員主要包括各職能部門和下屬子公司，執行層直接參與到環境保護、社會責任履行和公司治理的具體實踐中。他們遵循既定的ESG政策和標準，執行節能減排措施，參與社區公益活動，並確保公司的日常運營符合合規要求。執行層的工作成果和遇到的問題會定期反饋給管理層。

Directors' Statement

The operation of the ESG management structure is a coherent and systematic process, which starts from the Executive Level; the personnel at this level mainly include staff from various functional departments and the Group's subsidiaries, who are directly involved in the specific practices of environmental protection, social responsibility fulfillment and corporate governance; they abide by the established ESG policies and standards, implement energy conservation and emission reduction measures, participate in community public welfare activities, and ensure that the Group's daily operations comply with all compliance requirements; the work outcomes achieved and problems encountered by the Executive Level are regularly reported back to the Management Level.

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

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

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

利益相關方溝通

公司始終重視與各利益相關方的良性溝通與互動，主動對接股東及投資者、政府與監管機構、合作夥伴、客戶、員工、媒體公眾以及社區等多方主體，保持常態化、多渠道的交流溝通，認真傾聽並梳理各方的訴求與關注點，以此為參考與依據，讓各項ESG工作更貼合實際、更有序落地。

The Management Level is mainly composed of the ESG Working Group; upon receiving the feedback from the Executive Level, it will conduct a comprehensive evaluation and analysis; based on the evaluation results, it adjusts ESG targets, formulates or optimizes ESG strategies to ensure the in-depth integration of the ESG philosophy into the Group's operations; meanwhile, the Management Level also provides detailed ESG data and analytical reports to the Decision-Making Level to support the formulation of higher-level decisions.

The Decision-Making Level is mainly composed of the Board of Directors; as the highest level of the ESG management structure, it is responsible for formulating the strategic direction and targets of ESG; based on the ESG data and analysis provided by the Management Level, and in conjunction with the Group's long-term development plan, it formulates forward-looking and feasible ESG strategies; these strategic directions and targets are clearly communicated to the Management Level and the Executive Level to guide their specific work.

Throughout the operation of the entire ESG management structure, the Decision-Making Level is also responsible for the allocation of necessary resources to ensure the effective implementation of ESG strategies; meanwhile, the Management Level and the Executive Level maintain close communication and collaboration to jointly address problems encountered during the implementation process, and continuously optimize ESG measures to achieve the Group's sustainable development goals.

Communication with Stakeholders

The Group has always attached great importance to sound communication and interaction with all stakeholders, proactively engages with multiple parties including shareholders and investors, government and regulatory authorities, business partners, customers, employees, the media and the general public, and local communities; it maintains regular, multi-channel communication and engagement, carefully listens to and collates the demands and concerns of all parties, and takes these as the reference and basis to ensure that all ESG initiatives are more aligned with actual conditions and implemented in a more orderly manner.

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

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

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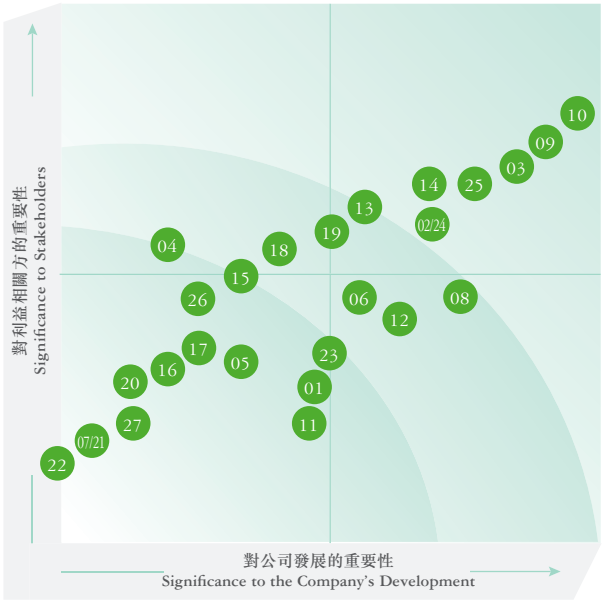
重大性議題分析

為讓ESG管理工作靶向更清晰、落地更高效，公司始終常態化推進ESG重大性議題的識別、研判與全流程評估工作。我們以2024年度重大性議題評估結論為基底，同步參照行業對標實踐，貼合公司2025年整體發展節奏與經營實際，完成了本年度ESG重大性議題的複盤與重新甄定。在此過程中，我們充分吸納內外部利益相關方的調研結果與反饋建議，精準篩選出27項對企業發展、利益相關方均存在實質性影響的議題，再圍繞議題的重要性等級、各方關注度維度開展綜合分析，最終搭建形成正榮服務2025年度ESG重大性議題矩陣。

Analysis of Material Issues

To ensure that ESG management work is more targeted and implemented more effectively, the Group has consistently carried out regular work on the identification, analysis and full-process assessment of ESG material issues; based on the conclusions of the 2024 material issues assessment, with reference to industry benchmarking practices, and in line with the Group's overall development pace and operational reality in 2025, we have completed the review and re-identification of this year's ESG material issues; during this process, we fully incorporated the survey results and feedback from internal and external stakeholders, accurately screened out 27 issues that have a material impact on both the Group's development and its stakeholders, conducted a comprehensive analysis around the importance level of the issues and the degree of attention from all parties, and finally established and formed the 2025 ESG Materiality Matrix of Zhenro Services.

重大性議題矩陣
Material Issue Matrix of Zhenro Services in 2025



議題類別	重要性議題	Issue Category	Material Issues
環境議題	1. 環境管理	Environmental issues	1. Environmental management
	2. 提升能源使用效率		2. Improving energy efficiency
	3. 應對氣候變化		3. Addressing climate change
	4. 廢棄物處理與循環使用		4. Waste treatment and recycling
	5. 廢水排放管理		5. Wastewater discharge management
	6. 水資源管理		6. Water resources management
	7. 保護生物多樣性		7. Biodiversity conservation
社會議題	8. 重視員工溝通	Social issues	8. Emphasis on communication with employees
	9. 保障員工權益		9. Protecting employee rights and interests
	10. 人才發展及培訓		10. Talent development and training
	11. 員工福利及報酬		11. Employee benefits and remuneration
	12. 員工權益與關懷		12. Employee rights and care
	13. 職業健康與安全		13. Occupational health and safety
	14. 產品及服務質量		14. Product and service quality
	15. 智能化管理與創新		15. Intelligent management and innovation
	16. 合規營銷與運營		16. Compliant marketing and operations
	17. 知識產權保護		17. Protection of intellectual property rights
	18. 客戶滿意度管理		18. Customer satisfaction management
	19. 信息安全與隱私保護		19. Information security and privacy protection
	20. 責任供應鏈		20. Responsible supply chain
	21. 小區投資及貢獻		21. Community investment and contribution
	22. 公益慈善與志願活動		22. Public charity and volunteer activities
管治議題	23. 反商業賄賂及反腐敗	Governance issues	23. Anti-commercial bribery and anti-corruption
	24. 風險管控		24. Risk control
	25. 依法合規經營		25. Legitimate and compliant operation
	26. ESG戰略與管理		26. ESG strategy and management
	27. 利益相關方溝通		27. Communication with stakeholders

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守法合規經營

完善的企業治理體系，是企業實現合規經營、高效運轉的核心根基。正榮服務始終恪守高標準的商業道德準則，一方面搭建權責清晰、運轉順暢的公司治理架構，另一方面打造專業健全的風險管理體系，以此不斷夯實企業治理的綜合能力。在具體治理實踐中，我們既聚焦內部制度的迭代完善與管理創新，也持續深化廉潔文化建設，讓廉潔從業要求貫穿經營全流程；同時不斷優化信息披露機制，着力提升企業運營的公開透明度，保障各項管理工作規範落地、高效執行。通過這一系列系統性治理舉措，公司從根源上提升治理整體效能，也為自身長期穩健發展築牢了堅實的治理底座。

LEGITIMATE AND COMPLIANT OPERATION

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

規範公司治理

公司始終秉承持正、問責、透明、獨立、盡責與公平的核心治理原則，以紮實的高水平治理實踐，全力保障公司穩健運營，同時切實維護各利益相關方的合法權益。在日常治理落地過程中，公司嚴格遵循《中華人民共和國公司法》《中華人民共和國證券法》等國家法律法規，對標執行聯交所《企業管治守則》相關要求，並全面恪守本公司《公司章程》的各項約定，確保所有治理行為均在合規框架內有序開展。

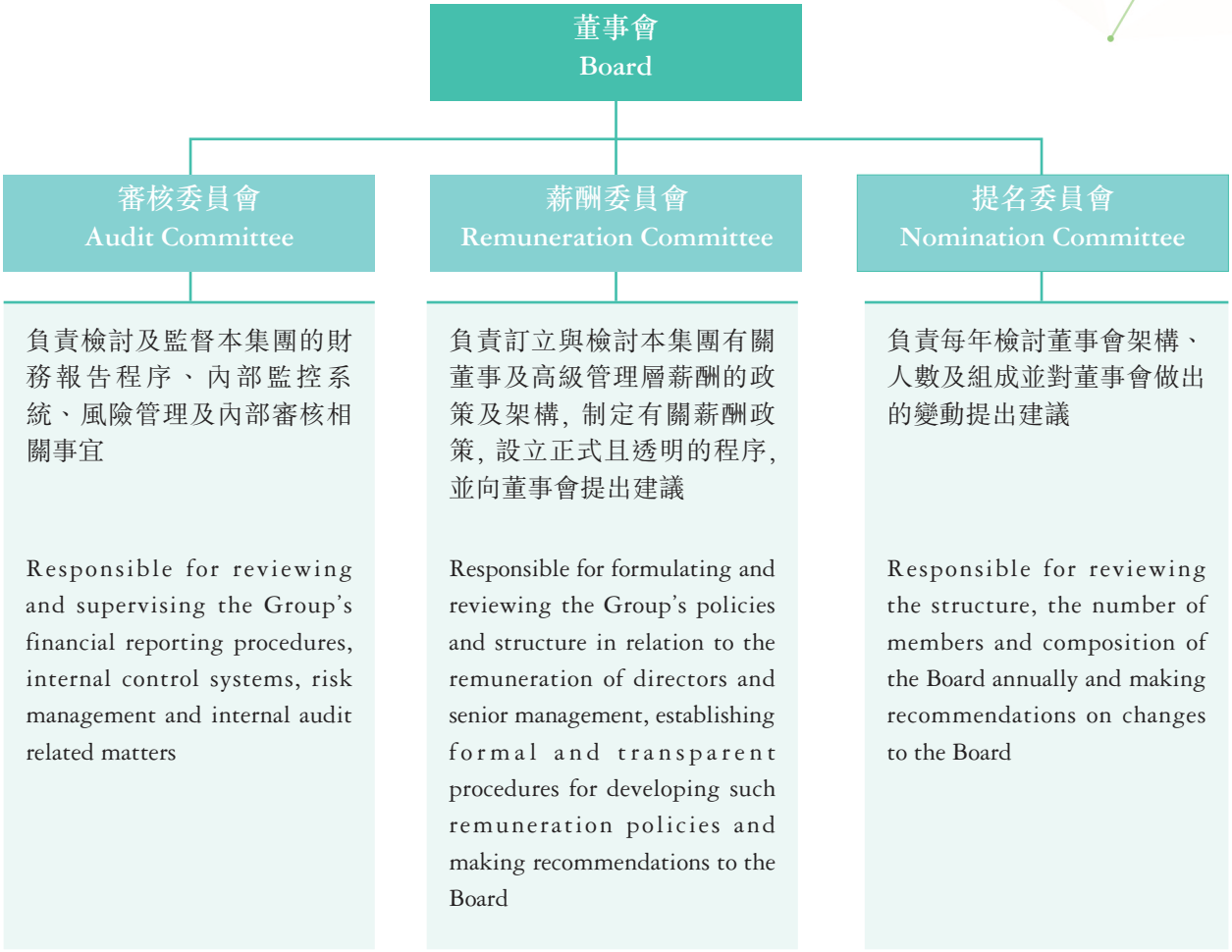
公司搭建起權責劃分清晰、彼此監督制衡的現代化企業管治架構。董事會作為公司最高責任機構，下設審核、薪酬、提名三大專業委員會。各專委會既享有獨立明晰的履職權限，又保持高效協同、聯動配合，共同把關公司經營發展方向，也讓企業管理的透明度得到持續提升。

Standardize Corporate Governance

The Group has always upheld the core governance principles of Integrity, Accountability, Transparency, Independence, Responsibility and Fairness; through solid, high-standard governance practices, it fully safeguards the steady and sound operation of the Company, while earnestly protecting the legitimate rights and interests of all stakeholders; in the implementation of day-to-day governance, the Group strictly abides by national laws and regulations including the Company Law of the People's Republic of China and the Securities Law of the People's Republic of China, aligns with and implements the relevant requirements of the Corporate Governance Code of The Stock Exchange of Hong Kong Limited, and fully complies with all provisions of the Company's Articles of Association, to ensure that all governance activities are carried out in an orderly manner within the compliance framework.

The Group has established a modern corporate governance structure with a clear division of powers and responsibilities as well as mutual supervision and checks and balances; as the highest governing body of the Company, the Board of Directors has three specialized committees under its jurisdiction, namely the Audit Committee, the Remuneration Committee and the Nomination Committee; each specialized committee is vested with independent and clear authority to perform its duties, while maintaining efficient coordination and close linkage, to jointly oversee the direction of the Company's business development and continuously improve the transparency of corporate governance.

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Upholding Integrity to Consolidate the Foundation of Governance



董事會架構與職責

Structure and Duties of the Board

強化風險管控

正榮服務始終把風險管控當作企業穩健運營的關鍵抓手，為全面防範、有效管控各類潛在風險，我們不斷迭代優化內部風險管控體系。圍繞風險識別、前置預防、跟蹤整改全流程推進相關工作，同時常態化開展風險管控專項培訓，切實強化全體員工的合規從業意識，盡最大努力實現風險早發現、早規避、嚴管控。

Strengthening Risk Control

Zhenro Services has always taken risk management and control as a critical lever for the Group's steady and sound operation; to comprehensively prevent and effectively manage all types of potential risks, we continuously iterate and optimize the internal risk management and control system; we advance relevant work throughout the entire process covering risk identification, proactive prevention and follow-up rectification, and meanwhile regularly carry out special training on risk management and control to effectively strengthen the awareness of compliance practice among all employees; we do our utmost to achieve early identification, early avoidance and strict management and control of risks.

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風險管理體系

正榮服務始終將強化風險管控作為保障企業穩健運營、支撐可持續發展的核心舉措。這一工作不僅能助力公司及時預判、有效應對各類潛在經營威脅，更能持續錘煉企業抗風險韌性，為長遠發展築牢安全根基。在合規框架內推進風險管控過程中，公司嚴格遵循《中華人民共和國審計法》等境內外相關法律法規，對標香港聯合交易所有限公司《企業管治守則》要求，同時全面恪守本公司《公司章程》約定，依託已搭建完善的風險內控機制，從財務、營運、合規等關鍵業務環節入手，系統性開展潛在風險的識別、評估與動態管理，持續加大管控力度，確保集團整體運營合規穩健。報告期內，公司多措並舉深化風險管理工作：一方面聚焦制度建設，制定並發佈《正榮服務（控股）集團監察管理辦法》《正榮服務（控股）集團區域法務工作流程指引》等專項制度，搭建起更完善的風險管控制度體系；另一方面緊盯合規風險動態，精準推動各項管控措施落地見效，實現風險的早發現、早處置。在組織架構層面，公司構建了權責明晰、層級聯動的風險管理體系，從高層決策到基層執行形成全方位管控閉環。其中，董事會承擔核心職責，負責維護內控與風險管理系統的健全有效，牽頭編製年度風險管理報告，定期對風控工作效能進行檢討、審閱與監察，為整體風險管控提供戰略指引；各業務部門嚴格依照授權，將風險管理戰略與制度融入日常業務，確保管控要求落地生根。為進一步提升風險管理的專業性與實效性，公司特別委任獨立內控顧問，對內部控制體系開展全面審核，結合審核結果提出針對性整改與優化建議，持續完善風險管控體系，切實增強整體運營的穩定性與可持續性。

Risk Management System

Zhenro Services has always regarded strengthening risk management and control as a core measure to safeguard the Group's steady and sound operation and underpin its sustainable development; this work not only helps the Group timely anticipate and effectively respond to various potential operational threats, but also continuously builds up the Group's risk resilience, laying a solid safety foundation for its long-term development; in the process of advancing risk management and control within the compliance framework, the Group strictly abides by relevant domestic and foreign laws and regulations including the Audit Law of the People's Republic of China, aligns with the requirements of the Corporate Governance Code of The Stock Exchange of Hong Kong Limited, and fully complies with the provisions of the Company's Articles of Association; relying on the well-established internal risk control mechanism, the Group starts from key business links including finance, operation and compliance, systematically carries out the identification, assessment and dynamic management of potential risks, and continuously intensifies management and control efforts to ensure the compliant and steady overall operation of the Group; during the Reporting Period, the Group adopted multiple measures to deepen risk management: on the one hand, it focused on system development, formulated and issued specialized systems including the Zhenro Services (Holdings) Group Supervision and Management Measures and the Zhenro Services (Holdings) Group Regional Legal Affairs Work Process Guidelines, to build a more comprehensive risk management and control system; on the other hand, it closely monitored the dynamics of compliance risks, accurately promoted the effective implementation of various management and control measures, and achieved early identification and early disposal of risks; at the organizational structure level, the Group has established a risk management system with clear powers and responsibilities and hierarchical linkage, forming a full-scope closed-loop management and control system from high-level decision-making to grass-roots implementation; among them, the Board of Directors assumes core responsibilities, which is responsible for maintaining the soundness and effectiveness of the internal control and risk management system, taking the lead in preparing the annual risk management report, regularly reviewing, examining and supervising the effectiveness of risk management and control work, and providing strategic guidance for overall risk management and control; all business departments, in strict accordance with the authorization, integrate risk management strategies and systems into daily business to ensure that management and control requirements are fully implemented; to further enhance the professionalism and effectiveness of risk management, the Group has specially appointed an independent internal control consultant to conduct a comprehensive audit of the internal control system, put forward targeted rectification and optimization suggestions based on the audit results, continuously improve the risk management and control system, and effectively enhance the stability and sustainability of the overall operation.

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風險識別與應對

公司以常態化、全覆蓋的防控思路為核心，持續迭代優化風險預防與應急處置舉措，主動前置風險防控關口、築牢防禦屏障，穩步提升各類風險的應急應對能力，同步着力營造全員恪守合規、全域踐行合規的良好文化氛圍，讓風險防控融入日常運營每一處細節。

Risk Identification and Response

The Group centers on a regular, full-scope prevention and control philosophy, continuously iterates and optimizes risk prevention and emergency response measures, proactively shifts the risk prevention and control threshold forward to build a solid defensive barrier, and steadily improves its emergency response capacity for various types of risks; in the meantime, it strives to foster a sound cultural atmosphere where all employees abide by compliance rules and compliance is practiced across the entire operation, ensuring that risk prevention and control is integrated into every detail of daily opera

Risk Prevention and Rectification Tracking Measures

預防措施

Prevention Measures

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

整改跟蹤措施

Rectification Tracking Measures

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

風險預防和整改跟蹤措施

Risk Prevention and Rectification Tracking Measures

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

The Group has formulated clear and well-defined risk management and control indicators, continuously deepens risk management and control work, and effectively prevents, manages, controls and supervises potential risks.

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

正榮服務主動發力推進風控系統的信息化轉型與標準化建設，以數字化工具為風控體系注入新動能，全力提升風險識別的精準度與預警響應的時效性。通過搭建標準化數據採集、分析全流程體系，保障風險信息採集的全面性、數據核算的準確性，同步加速風險響應閉環速度，切實築牢「早發現、早處置」的風控防線。報告期內，公司順利上線訴訟管理系統、重大合同督辦管理系統兩大信息化工具，依託平台實現風險數據的實時監控、動態分析，顯著提升風控工作的運轉效率與管控質量，為集團穩健運營再添一道堅實的數字化風控屏障。

Zhenro Services proactively advances the digital transformation and standardization development of its risk management and control system, injecting new momentum into the risk management and control system through digital tools, and striving to improve the accuracy of risk identification and the timeliness of early warning and response; by establishing a standardized full-process system for data collection and analysis, it ensures the comprehensiveness of risk information collection and the accuracy of data calculation, meanwhile accelerates the closed-loop speed of risk response, and effectively consolidates the risk management and control line of "early identification and early disposal"; during the Reporting Period, the Group successfully launched two major digital tools, namely the Litigation Management System and the Major Contract Supervision and Management System, relying on the platforms to realize real-time monitoring and dynamic analysis of risk data, which has significantly improved the operational efficiency and management and control quality of risk management and control work, and added another solid digital risk management and control barrier for the Group's steady and sound operation.

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訴訟管理系統 Litigation management system	• 實現案件上報與完結的全流程管控； • 完善風險上報機制中訴訟或仲裁類風險的系統化上報 • We realized the control of the whole process from case reporting to closure; • We improved the systematic reporting of litigation or arbitration risks in the risk reporting mechanism
重大合同督辦管理系統 Material contract supervision and management system	• 完善重大合同、重大業務的管控，推進合同風險管控體系實現全週期、標準化、體系化、強落地 • We improved the management and control of material contracts and businesses, and promoted a full-cycle, standardized, systematic contract risk control system which was implemented strictly
供應商合規系統 Supplier compliance system	• 完善供貨商入庫審查、在庫風險管控、績效評估等功能 • 推進客商一體化全週期數字管理系統實現智能化、自動化、信息化 • We improved the functions of supplier admission review, supplier risk monitoring, performance evaluation, and other functions • We promoted an intelligent, automated and information-based system for integrated, full-cycle, and digital management of customers and merchants

風險管理系統
Risk Management System

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風控培訓

正榮服務將風控與內控專項培訓視為築牢全員風險意識的關鍵抓手，提前敲定詳實的年度培訓方案，合理排佈全年課程體系，保障培訓覆蓋面與內容深度。報告期內，公司嚴格依照計劃落地培訓工作，圍繞風險管理理念、核心知識、實操流程及內部控制方法等核心要點定期開展授課，實現從高層管理到基層員工的全層級覆蓋，為風控與內控工作高效推進儲備了充足的人才與知識資源。培訓內容兼顧全面性與針對性，既涵蓋法律法規、組織制度、工作流程規範等基礎內容，也聚焦業務痛點設置專項主題課程，報告期內便成功舉辦招商營運法律風險防範、企業職務犯罪趨勢及預防等特色培訓，精準補齊員工業務風控短板。此外，公司着力推動風險防範宣傳常態化，以行業週報為核心載體，將最新行業動態與業務場景化風險防範要點深度融合，定期推送至全體員工。通過這種日常浸潤式宣導，讓員工在工作間隙持續汲取風控知識，於潛移默化中強化風險防控意識，切實提升應對各類業務風險與挑戰的能力。

Risk Management Training

Zhenro Services regards specialized training on risk management and internal control as a key measure to strengthen risk awareness among all employees, and has formulated detailed annual training plans in advance and properly arranged the annual curriculum system to ensure full coverage and in-depth content of training. During the Reporting Period, the Company implemented training in strict accordance with the plan, regularly conducted courses focusing on core areas including risk management concepts, key knowledge, practical procedures and internal control methods, and achieved full coverage from senior management to frontline employees, thus preparing sufficient talent and intellectual resources for the efficient advancement of risk management and internal control. The training content is both comprehensive and targeted, covering basic modules such as laws and regulations, organizational systems and operational procedures, and launching specialized thematic courses addressing key business pain points; during the Reporting Period, the Company successfully held featured training sessions including Legal Risk Prevention in Investment Promotion and Operations and Trends and Prevention of Corporate Occupational Crimes to precisely address employees' shortcomings in business risk control. In addition, the Company strives to promote regular publicity on risk prevention, takes industry weekly reports as the main carrier, deeply integrates the latest industry developments with scenario-based risk prevention tips in business practice and distributes them to all employees on a regular basis; through such daily immersive communication, employees continuously absorb risk management knowledge in their daily work, subtly enhance their awareness of risk prevention and control, and effectively improve their ability to respond to various business risks and challenges.



「預防職務犯罪」專題培訓
Themed Training on "Prevent Work-related Crime"



「招商運營法律風險管控」專題培訓
Themed Training on "Control of Legal Risks in Investment Promotion and Operation"

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知識產權保護

正榮服務將知識產權保護納入核心合規管理體系，嚴格恪守《中華人民共和國著作權法》《中華人民共和國商標法》等國家法律法規，通過搭建全方位知識產權管理系統、建立健全侵權責任追究機制，持續築牢知識產權風險防控防線。為守護自有知識產權，公司主動通過商標註冊等合規途徑強化權益保障，嚴防侵權行為發生。在日常運營場景中，公司嚴守版權合規底線：針對商場運營所需使用的背景音樂，主動與版權方達成正規授權合作，簽訂合法協議，確保每一段旋律的使用均符合版權法規要求，從源頭規避版權糾紛。在宣傳廣告領域，公司對知識產權保護保持高度審慎，從文案原創、畫面設計到素材選用，全流程嚴格開展知識產權審核，確保廣告素材來源合法合規；同時對原創廣告內容及時辦理版權登記，全方位築牢宣傳物料的知識產權防護網。報告期內，公司成功獲批3個註冊商標，截至期末，累計持有註冊商標數量達61個，持續夯實自有知識產權儲備。

Protection of Intellectual Property

Zhenro Services incorporates intellectual property protection into its core compliance management system, strictly abides by national laws and regulations including the Copyright Law of the People's Republic of China and the Trademark Law of the People's Republic of China, and continuously strengthens the risk prevention and control line for intellectual property by establishing a comprehensive intellectual property management system and improving the accountability mechanism for infringement. To protect its own intellectual property rights, the Group takes the initiative to strengthen rights protection through compliant approaches such as trademark registration to prevent infringement. In daily operation scenarios, the Group strictly adheres to the bottom line of copyright compliance: for background music used in shopping mall operations, it takes the initiative to reach formal authorization cooperation with copyright owners and sign legal agreements to ensure that the use of every piece of melody complies with copyright laws and regulations, avoiding copyright disputes from the source. In the field of advertising and promotion, the Group maintains high prudence in intellectual property protection, and conducts strict intellectual property review throughout the entire process from copywriting originality and image design to material selection to ensure the legitimate and compliant source of advertising materials; meanwhile, it timely completes copyright registration for original advertising content to build a comprehensive intellectual property protection network for promotional materials. During the Reporting Period, the Group was successfully granted 3 registered trademarks. As of the end of the Reporting Period, the Group held an accumulated total of 61 registered trademarks, continuously consolidating its proprietary intellectual property reserves.

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重視廉潔建設

正榮服務將廉潔合規視為企業行穩致遠的立身之本，始終把高標準商業道德貫穿內外部管理全鏈條：對內以嚴謹規範的業務流程和員工行為準則約束全員行為，杜絕違規操作；對外堅守誠信合作底線，以廉潔姿態維繫良性合作生態。為築牢廉潔防線，公司持續強化腐敗懲處力度，構建「不敢腐、不能腐、不想腐」三位一體的廉潔防控體系，層層遞進築牢廉潔根基，具體通過三大維度紮實落地：制度層面，細化審計監察制度細則，清晰界定腐敗行為邊界及對應懲處標準，讓廉潔合規有章可循、有規可依；監督層面，搭建多維度監督網絡，開通專屬舉報熱線暢通監督渠道，同步開展內部排查與外部專項審計，實現監督無死角、全覆蓋；教育層面，常態化開展廉潔專題培訓與警示教育活動，通過真實案例敲響警鐘，引導員工從思想根源上樹立廉潔理念，築牢拒腐防變的思想堤壩。

Building a Culture of Integrity

Zhenro Services regards integrity and compliance as the foundation for the steady and long-term development of the enterprise, and always upholds high-standard business ethics throughout the entire chain of internal and external management: internally, it restricts the behavior of all employees through rigorous and standardized business processes and staff codes of conduct to eliminate irregular operations; externally, it adheres to the bottom line of honest cooperation and maintains a sound cooperation ecosystem with integrity. To strengthen the integrity defense line, the Group continuously intensifies the punishment of corruption and builds a three-in-one integrity prevention and control system of "daring not to corrupt, being unable to corrupt and refusing to corrupt", so as to steadily consolidate the foundation of integrity step by step, which is effectively implemented through three dimensions: in terms of system, it refines the detailed rules of audit and supervision systems, clearly defines the boundaries of corrupt acts and corresponding punishment standards, so that integrity and compliance are governed by rules and regulations; in terms of supervision, it establishes a multi-dimensional supervision network, launches a special reporting hotline to open up supervision channels, and carries out internal inspections and external special audits simultaneously to achieve full-coverage supervision without blind spots; in terms of education, it regularly carries out special integrity training and warning education activities, sounds the alarm through real cases, guides employees to establish integrity concepts from the ideological root, and strengthens the ideological defense line to resist corruption and prevent degeneration.

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

加強廉潔管理

正榮服務始終將守法合規作為經營底線，嚴格恪守《中華人民共和國反洗錢法》《中華人民共和國反不正當競爭法》等相關法律法規要求，對舞弊貪腐行為秉持「零容忍」態度，絕不姑息縱容。為將合規要求落到實處，公司制定《正榮服務控股集團審計處罰管理辦法》《正榮服務控股集團監察管理辦法》等專項內部制度，明確審計處罰標準與監察流程，推動董事會成員、全體員工及業務合作夥伴嚴格恪守。公司明確要求全體員工以最高標準踐行商業道德，嚴格遵守反貪腐、反洗錢等各項規定，堅決抵制貪污、賄賂、欺詐、洗錢等各類違規違紀行為。對於任何觸碰合規紅線的行為，公司堅持「有案必查、查案必嚴」，一經發現便從嚴開展專項調查，依法依規予以嚴厲懲處，切實維護合規經營秩序。

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

Strengthening Integrity Management

Zhenro Services has always taken law-abiding and compliance as the bottom line of its operation, strictly abides by the requirements of relevant laws and regulations including the Anti-Money Laundering Law of the People's Republic of China and the Anti-Unfair Competition Law of the People's Republic of China, upholds a zero-tolerance attitude towards fraud and corruption, and will never condone or tolerate such acts; to ensure the full implementation of compliance requirements, the Group has formulated special internal systems including the Zhenro Services Holdings Group Audit Penalty Management Measures and the Zhenro Services Holdings Group Supervision and Management Measures, which clarify the audit penalty standards and supervision procedures, and urge members of the Board of Directors, all employees and business partners to strictly abide by them; the Group explicitly requires all employees to practice business ethics with the highest standards, strictly comply with all provisions on anti-corruption and anti-money laundering, and resolutely resist all kinds of violations of laws and disciplines including corruption, bribery, fraud and money laundering; for any act that touches the red line of compliance, the Group adheres to the principle of "every case must be investigated and every investigation must be conducted with strictness", launches a rigorous special investigation immediately upon discovery, imposes severe penalties in accordance with laws and regulations, and effectively safeguards the order of compliant operation.

To improve the anti-corruption awareness of the Company's directors, employees and business partners and foster an atmosphere of integrity-based operation, the Group actively carries out integrity training and publicity and education work, and signs the Integrity Agreement with new employees, suppliers and contractors to jointly maintain a clean and healthy business environment.

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



廉潔管理措施

Integrity Management System

2025年，公司面向董事及高管、員工共19286小時反貪腐培訓（單次培訓的員工培訓總時長=課時時長*實際參與培訓的員工人數），共計培訓6027人。報告期內，公司未有貪污訴訟案件發生。

In 2025, the Group provided anti-corruption training for directors, senior management and employees, with a total training duration of 19,286 hours (the total employee training duration for a single session = class hour duration × actual number of employees participating in the training), covering a total of 6,027 participants. During the Reporting Period, no corruption-related litigation cases occurred within the Group.

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

完善舉報機制

正榮服務持續拓寬商業道德監督舉報路徑，不斷優化監察線索舉報處置機制，積極倡導員工、客戶、業務合作夥伴等各方主體履行監督權利，主動舉報各類違紀違規問題。公司搭建多維度、全場景、高保密性的舉報受理體系：開設專屬廉政郵箱，為各方提供隱秘、可詳實留證的線索反饋渠道；開通24小時專人值守的客服熱線與專項舉報電話，確保舉報訴求即時響應、線索信息規範記錄；在公司指定區域設置現場舉報點，支持舉報人當面反映情況，並全程嚴格保障其個人隱私與人身安全；同步上線便捷舉報二維碼，掃碼即可快速進入舉報端口，以極簡操作完成線索提交，全方位打通便捷、安全、高效的監督舉報通道。

Improving the Whistle-blowing Mechanism

Zhenro Services continuously expands the supervision and reporting channels for business ethics, continuously optimizes the handling mechanism for the reporting of supervision clues, actively encourages employees, customers, business partners and other relevant parties to exercise their supervision rights and voluntarily report all kinds of disciplinary and compliance violations; the Group has established a multi-dimensional, full-scenario and highly confidential reporting acceptance system: it has set up a dedicated anti-corruption email address to provide all parties with a confidential clue feedback channel that supports detailed evidence retention; it has opened a 24-hour customer service hotline manned by dedicated personnel and a special reporting hotline to ensure immediate response to reporting demands and standardized recording of clue information; it has set up on-site reporting points in designated areas of the Company to support whistleblowers to report issues in person, and strictly protects their personal privacy and personal safety throughout the whole process; meanwhile, it has launched a convenient QR code for reporting, through which users can quickly access the reporting portal and complete clue submission with minimal operations, thus opening up convenient, safe and efficient supervision and reporting channels in an all-round way.



廉政舉報渠道

Integrity Whistle-Blowing Channels

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

正榮服務搭建了嚴密完備、權責清晰的舉報人權益保障體系，從多維度築牢舉報人隱私與安全防線。在信息管控上，嚴格限定舉報人信息知悉範圍，僅授權審計及相關核心崗位人員內部對接，從源頭封堵信息外洩渠道；在舉報場景上，主動規避舉報人檢舉的敏感時段與場所，最大限度降低其身份暴露風險；在線索處置上，對檢舉接收、核查、反饋全流程實行閉環保密管理，全程嚴護舉報內容及舉報人身份信息，堅決杜絕信息洩露問題。與此同時，公司明令禁止以任何形式對舉報人實施打擊報復行為，以剛性約束全方位守護舉報人合法權益，確保其無後顧之憂。

Zhenro Services continuously expands the supervision and reporting channels for business ethics, continuously optimizes the handling mechanism for the reporting of supervision clues, actively encourages employees, customers, business partners and other relevant parties to exercise their supervision rights and voluntarily report all kinds of disciplinary and compliance violations; the Group has established a multi-dimensional, full-scenario and highly confidential reporting acceptance system: it has set up a dedicated anti-corruption email address to provide all parties with a confidential clue feedback channel that supports detailed evidence retention; it has opened a 24-hour customer service hotline manned by dedicated personnel and a special reporting hotline to ensure immediate response to reporting demands and standardized recording of clue information; it has set up on-site reporting points in designated areas of the Company to support whistleblowers to report issues in person, and strictly protects their personal privacy and personal safety throughout the whole process; meanwhile, it has launched a convenient QR code for reporting, through which users can quickly access the reporting portal and complete clue submission with minimal operations, thus opening up convenient, safe and efficient supervision and reporting channels in an all-round way.

僅授權審計人員及相關人員針對舉報人信息進行內部溝通
Only authorize auditors and relevant personnel to conduct internal communication as to the information of the whistleblower

規避舉報人進行檢舉的敏感時間與地點
Avoid the time and place sensitive to the whistleblower

在檢舉處理程序每一環節中充分保護舉報人相關信息
Fully protect the information on the whistleblower in every process of whistle-blowing treatment

舉報人保護措施
Protection Measures for Whistle blowers

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

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

經抽檢物業及商業5個區域共計32個項目，本年度發現異常項目18個，相關責任人已處理33人，開除3人。

During the Reporting Period, the Group conducted special audits and routine audit inspections on all property areas and commercial management areas, with the details as follows:

Following spot checks on a total of 32 projects across 5 regions covering our property management and commercial business segments, 18 abnormal projects were identified during the year. Disciplinary actions have been taken against 33 relevant responsible persons, among whom 3 were dismissed.

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

正榮服務始終將服務品質錨定為企業生存發展的核心生命線，堅定不移深耕品質賽道。我們以「客戶思維」為根本遵循，主動站在業主與客戶的立場，深度洞察其顯性需求與潛在期待，讓服務精準對接需求本質。在「匠心品質」的價值引領下，我們以精益求精的態度雕琢每一項服務細節，將人本關懷融入產品設計、服務交付的全鏈條，讓專業服務承載情感溫度。「精英團隊」戰略為服務品質升級築牢核心根基，通過打造高素質、專業化的服務隊伍，將品質理念轉化為實操能力；「幸福企業」理念則成為驅動優質服務的內生動力，以正向企業文化凝聚團隊共識，讓每一位員工都能以熱忱之心踐行品質服務。

Zhenro Services has always anchored service quality as the core lifeline for the enterprise's survival and development, and unswervingly deepens its dedication to the quality track; it takes a customer-centric mindset as its fundamental principle, proactively stands in the perspective of property owners and customers, deeply gains insight into their explicit needs and potential expectations, and ensures that services are precisely aligned with the essence of their needs; under the guidance of the craftsman-like quality value, it polishes every service detail with an attitude of striving for excellence, integrates people-oriented care into the entire chain of product design and service delivery, and imbues professional services with emotional warmth; the Elite Team strategy lays a solid core foundation for the upgrading of service quality, by building a high-quality, professional service team to translate the quality concept into practical operation capabilities; meanwhile, the Happy Enterprise philosophy serves as the endogenous driving force for high-quality services, which builds team consensus through a positive corporate culture and enables every employee to deliver quality services with sincere enthusiasm.

提供品質服務

面對同類服務企業激增、市場份額競爭加劇及需求迭代，正榮服務堅守高質量發展之路。我們持續完善服務質量管理體系，以精準細緻服務傳遞心意，打動業主與客戶。公司嚴格遵守《中華人民共和國城市房地產管理法》《消費者權益保護法》《數據安全法》《個人信息保護法》等法規，圍繞三大核心業務，主動應對外部挑戰、適配市場需求，穩步推進多業態佈局與業務創新。

PROVIDING QUALITY SERVICES

Faced with the surge in similar service enterprises, intensifying competition for market share and iterative upgrading of demand, Zhenro Services adheres to the path of high-quality development; it continuously improves its service quality management system, delivers sincerity with precise and meticulous services, and impresses property owners and customers; the Group strictly abides by relevant laws and regulations including the Law of the People's Republic of China on the Administration of Urban Real Estate, the Law of the People's Republic of China on the Protection of Consumer Rights and Interests, the Data Security Law of the People's Republic of China and the Personal Information Protection Law of the People's Republic of China, focuses on its three core businesses, proactively responds to external challenges, adapts to market demand, and steadily advances multi-format layout and business innovation.

服務品牌

正榮服務以高端品質服務為核心驅動力，深耕高端賽道，立志躋身國內頂尖高品質、高價值綜合服務集團之列。依託「榮享家」「榮服務」「榮商辦」三大特色品牌，全週期、全方位覆蓋客戶生活與工作場景，涵蓋日常物業、商業運營及辦公資產管理，以人本主義為核心雕琢產品與服務，精準適配客戶不同階段的多元需求。

Service Brands

Zhenro Services takes high-end quality service as its core driving force, deeply cultivates the high-end market track, and is committed to becoming one of the top high-quality and high-value comprehensive service groups in China; relying on its three distinctive brands, namely "Rongxiangjia", "Rongfuwu" and "Rongshangban", the Group achieves full-cycle and all-round coverage of customers' life and work scenarios, covering daily property management, commercial operation and office asset management, polishes its products and services with a people-oriented philosophy as the core, and precisely adapts to the diverse needs of customers at different stages.

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



正榮服務三大服務品牌

Three Major Service Brands of Zhenro Services

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

2025年，公司嚴格執行了《三品管理制度》《三級管理制度》《紅黃牌制度》等制度，持續完善服務質量管理，推動服務質量提升。

In 2025, the Group strictly implemented the Three-Pillar Quality Management System, Three-Tier Management System, Red and Yellow Card Warning and Penalty System and other relevant internal regulations, to continuously optimize its service quality management framework and drive the steady improvement of service quality.

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

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

《三級管理制度》
Three-tier Management System

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

《紅黃牌制度》
Red and Yellow Card System

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

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

《三品管理制度》 Three-level Management System	**服務集團** **Service group**
	建立並維護公司質量管理體系、編製質量標準文件、作業指導、制定專項業務解決方案 The service group builds and maintains the quality management system of the Company, prepares quality standard documents, work instructions and develops special business solutions
	區域公司 **Regional companies**
	根據集團質量管理要求，為下轄項目各項基礎服務、專項業務及質量目標達成提供指導 According to the quality management requirements of the Group, the regional companies provide guidance for basic services and special businesses of projects under their management, as well as for the achievement of quality targets
	項目服務中心 **Project service center**
	在區域公司的指導下，落實質量管理體系的管理要求及工作標準，實現各項質量管理目標 Under the guidance of regional companies, the project service center implements the management requirements of the quality management system, and the work standards, to achieve the quality management targets

《三級管理制度》 Three-tier Management System	**服務分級** **Service Classification**
	圍繞客戶需求、經營目標、質量保障，構建分級服務標準體系，服務標準分為尊享、心享、悅享三個等級 Focusing on customer demands, operation targets, and quality assurance, we have established a hierarchical service standard system, with the service standards being classified into three levels, namely supreme, premium, and classic
	客戶觸點 **Points of Contact with Customers**
	圍繞關鍵場景、關鍵需求、關鍵動線，制訂客戶關鍵觸點手冊，解決客戶痛點及癢點 Based on the key scenarios, requirements and movement lines, we have developed the manual of key contact with customers to address pain and itching points of customers
	評價體系 **Evaluation System**
	建立指標監測體系，以追蹤責任狀及關鍵任務執行情況，分為「責任狀、關鍵業務、執行」三級指標及「經營、質量、組織、風險」四個維度 Establishing an indicator monitoring system, which can be divided into three-level indicators (responsibility statement, key business, implementation) and four aspects (operation, quality, organization and risk), to track the responsibility statement and the implementation of key tasks

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

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

匠心品質

正榮服務始終秉持「匠心品質」的企業文化，用心打磨滿含人本關懷的產品與服務。我們將「客戶思維」作為服務的核心準則，始終站在業主和客戶的立場，真切探尋大家內心的真實需求，也從客戶視角梳理每個服務環節的待優化之處，以匠心為指引，細細打磨每一項客戶服務管理制度。我們主動搭建線上線下多元化的客戶溝通渠道，線上有便捷的反饋平台，線下有貼心的交流活動，確保客戶的每一個聲音都能被及時聽見、妥善回應。依託精英團隊戰略，我們加大客服人員培養力度，通過專業培訓、實戰演練等方式，全方位提升團隊服務能力，讓每位客服都能以專業素養和暖心態度服務客戶。在幸福企業的氛圍中，全體員工與企業同心同行、共擔責任、共享成果，把對客戶的關懷融入每一個服務細節，竭力為客戶奉上更優質、更有溫度的服務，攜手客戶實現共榮共贏的美好願景。公司已成功獲得ISO 9001質量管理體系認證，從服務流程規範到服務細節把控，均達到國際認可的質量管理標準，為持續向客戶輸出高品質、標準化的優質服務提供了堅實保障。

Meticulous Quality

Zhenro Services always upholds the corporate culture of "craftsmanship quality" and carefully develops products and services full of people-oriented care. We take "customer thinking" as the core principle of service, always stand in the position of owners and customers, truly explore their real internal needs, and sort out areas for improvement in each service link from the customer perspective. Guided by craftsmanship, we refine every customer service management system in detail. We take the initiative to build diversified online and offline customer communication channels, with convenient online feedback platforms and thoughtful offline exchange activities, ensuring that every voice of customers is heard in a timely manner and properly responded to. Relying on the elite team strategy, we strengthen the training of customer service personnel, and comprehensively improve the team's service capabilities through professional training and practical drills, enabling each customer service staff to serve customers with professional competence and a warm attitude. In the atmosphere of a happy enterprise, all employees grow together with the company, share responsibilities and achievements, integrate care for customers into every service detail, and strive to provide customers with higher-quality and warmer services, joining hands with customers to realize the bright vision of shared prosperity and win-win results. The Company has successfully obtained ISO 9001 quality management system certification. From the standardization of service processes to the control of service details, it has met internationally recognized quality management standards, providing a solid guarantee for continuously delivering high-quality and standardized premium services to customers.

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客戶服務提升

2025年，公司優化了《客戶檔案管理規程》《客戶接待管理規程》《企業微信管理指引》等制度，並提出「24℃品質服務標準」，進一步規範客戶服務標準，強化客戶服務的針對性與有效性，提升客戶服務水平。

Customer Service Enhancement

In 2025, the Group optimized a series of systems including the Customer Archives Management Regulations, Customer Reception Management Regulations and WeCom Management Guidelines, and introduced the "24℃ Quality Service Standard", to further standardize customer service specifications, strengthen the pertinence and effectiveness of customer service, and improve the overall level of customer service.

《企業微信管理指引》 Corporate WeChat Management Guidelines	• 利用企業微信，豐富業主的標籤畫像，提升管家與業主間的日常溝通效率 • 根據業主的不同需求，為業主提供私域化服務，增強業主黏性及尊享感 • 增強公司服務的觸達率，加強對外發佈信息的監控力度 • Use corporate WeChat to enrich the personas of property owners and improve the efficiency of daily communication between managers and property owners • Provide private services for property owners based on their different needs to enhance the cohesion and sense of enjoyment of property owners • Enhance the reach of the Company's services and strengthen the monitoring of external information release
《管家服務口袋書》 Pocket Book of Managing Service	• 以客戶為中心，開展管家服務設計、客戶規劃、組合資源、組織運作等工作，提品提效 • 涵蓋服務禮儀、服務增黏、服務觸點、現場感官、裝修空置、報事管理、信息配置、活動輿情、業務移交、百問百答10個維度，共35個服務／管理規範工具集 • Centering on customers, we carry out managers service design, customer planning, resource combination, organization and operation to improve quality and efficiency • Covering 10 dimensions, including service etiquette, service adhesion enhancement, service touch points, on-site sensory, decoration and vacancy, report management, information configuration, public opinions of activities, business transfer, and Q&A, with a total of 35 service/management specification toolsets

客戶服務管理制度主要內容

Main Aspects of Customer Service Management System

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公司在持續提升客戶服務管理水平的同時，不斷完善客戶服務培訓體系，重點強化管家與客服人員的服務素養與實操能力，以過硬的專業能力呈現出優質穩定的服務品質。

我們為新上崗的客服條線人員開展系統性上崗培訓，內容涵蓋專業理論講解、崗位實操規範、典型案例剖析與答疑、實操演練等多個模塊，還會通過培訓追蹤考核、新員工客服業務培訓認證考核雙重檢驗，確保大家紮實掌握服務必備的知識與技能。除此之外，管家及客服人員還需定期參與禮儀規範、標準話術等專項提升培訓，只有順利通過認證考核，才能獨立承擔網格服務工作。

同時，2025年我們沿用了《24℃品質服務•二十四項服務行為準則》，員工通過隨身攜帶24℃品質服務準則手冊卡，時刻對標手冊要求，將準則內化於心、外化於行，以高度的自律與專業精神，為客戶提供契合標準的優質服務。

While continuously enhancing its customer service management level, the Group constantly improves its customer service training system, with a key focus on strengthening the service literacy and practical operation capabilities of property butlers and customer service personnel, so as to deliver high-quality and stable service quality through solid professional competence.

The Group provides systematic induction training for newly onboarding personnel in the customer service line, with content covering multiple modules including professional theory explanation, post practical operation specifications, analysis and Q&A of typical cases, and practical drills, and also conducts dual verification through training follow-up assessment and certification assessment for new employees' customer service business training, to ensure that all personnel firmly master the knowledge and skills essential for service delivery. In addition, property butlers and customer service personnel are required to regularly participate in special improvement training on etiquette norms, standard scripts and other relevant content, and can only independently undertake grid-based service work after successfully passing the certification assessment.

Meanwhile, in 2025, the Group continued to implement the 24℃ Quality Service • 24 Service Code of Conduct. Employees carry the portable pocket cards of the 24℃ Quality Service Code with them at all times, to consistently benchmark their work against the requirements set out in the code, internalizing the standards into their professional convictions and translating them into daily service practices. With a high degree of self-discipline and professional dedication, they deliver high-quality services that fully comply with the established standards to customers.

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24℃品質服務準則手冊卡

24℃ Quality Service Standards Pocket Manual

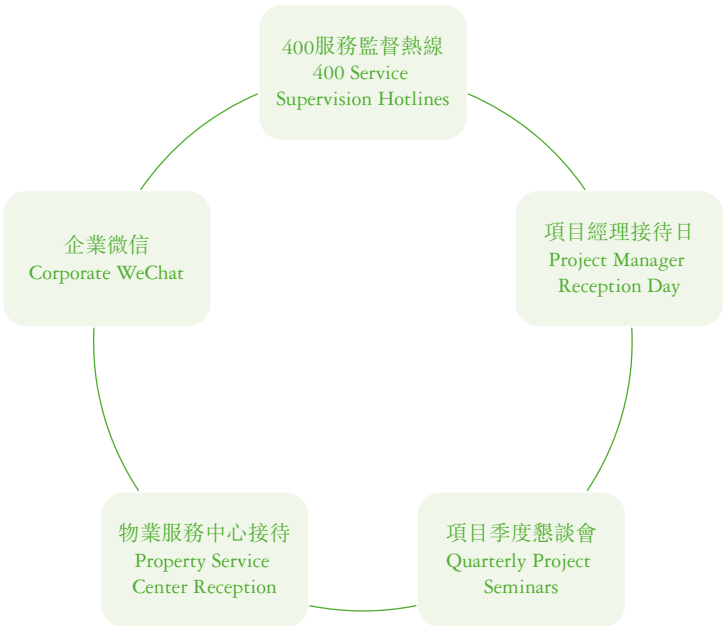
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客戶溝通渠道

我們打通線上線下多元溝通渠道，在服務全過程中用心傾聽客戶的需求、意見與建議，和客戶建立起真誠順暢的互動聯結。每月定期開展項目經理接待日活動，由項目經理牽頭、各部門負責人共同進駐社區，面對面收集業主訴求、傾聽業主心聲、答疑解惑，同步建立問題報事台賬並全程跟蹤閉環。

Customer Communication Channels

In addition, the Group established a diverse range of integrated online and offline communication channels, attentively listened to customers' needs, opinions and suggestions throughout the entire service process, and fostered sincere and seamless interactive engagement with customers. The Group held regular monthly Project Manager Reception Day events, led by the project manager with the participation of heads of all departments on site in the community. Through these events, the team collected property owners' demands face-to-face, listened to their concerns and feedback, and answered questions and resolved doubts. At the same time, a dedicated ledger for service requests and issues was established, with full-process tracking to ensure closed-loop resolution of all matters.



客戶溝通渠道

Customer Communication Channels

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為精準掌握園區業主對物業服務的實際需求，明確服務工作的核心方向，切實解決業主關心的痛點問題，公司制定了規範完善的組織流程，在各服務中心常態化開展業主懇談會。

To accurately grasp the actual needs of property owners in the communities for property services, clarify the core direction of service operations, and effectively address the pain point issues of concern to property owners, the Group formulated a standardized and comprehensive organizational process, and routinely held property owners' consultation symposiums at all its service centers on an ongoing basis.



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



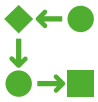
區域、事業部運營管理部負責監督和監察客戶溝通交流工作的落實情況
Regional and business unit operations management departments are responsible for supervising and monitoring the implementation of customer communication and exchange work



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



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



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



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

業主懇談會組織程序
Organizational Procedures of the Property Owners' Seminars

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客戶滿意度調查

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

Customer Satisfaction Survey

The Group regularly conducted Customer Satisfaction Surveys to timely capture customers' feedback, evaluations and concerns, implemented targeted service improvement measures, and continuously optimized the quality of customer service. In addition, the Group organized mystery shopper unannounced audit visits to conduct comprehensive and multi-dimensional evaluations of on-site customer service quality, so as to safeguard service quality at the source.

客戶滿意度調查 **Customer Satisfaction Survey**	• 榮居住宅項目採用短信調研，調研對象包括自有項目及對外拓展項目的業務 • 榮企非住宅項目採用面對面訪談的形式，了解客戶對於物業服務的感受和建議 • Rongju residential projects use SMS survey method, with the survey targets including property owners of self-owned Rongju projects and outreach projects • Rongqi non-residential projects use face-to-face interviews method to gain a good knowledge of customers' feelings and suggestions on property services
神秘顧客 **Mystery Customer**	• 組織神秘顧客暗訪調研130個項目，並依據調研的結果，明確客戶服務的待提升項 • Organize mystery customers to conduct unannounced surveys on 130 projects, identify the areas for improvement in customer service based on the results of surveys

神秘客暗訪以安全、環境、工程、客服4大業務條線的105個觸點指標進行評價。報告期內，集團的總體得分為85.56。

The mystery shopper unannounced audits are evaluated against 105 touchpoint indicators across 4 core business lines, namely Safety, Environment, Engineering and Customer Service. During the Reporting Period, the Group achieved an overall score of 85.56.

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



客服中心提供的便民藥箱、物品等展示良好，藥品有效期嚴格控制，管理規範

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

南京潤辰府項目
Nanjing Runchenfu Project



調查人員進入小區，保安員及時詢問且登記信息

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

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客戶體驗

為持續優化客戶服務體驗，正榮服務深耕數字化運營領域，全力推動智慧物業落地見效，進一步提升運營效率與核心競爭力。報告期內，我們升級了數字化服務系統，持續深化社區數字化、智慧化管理水平，讓業主和客戶享受到更便捷、更舒適的服務體驗。

Customer Experience

To continuously optimize the customer service experience, Zhenro Services has deeply focused on the field of digital operations, and strived to drive the full implementation and tangible results of smart property management, so as to further enhance its operational efficiency and core competitiveness. During the Reporting Period, the Group upgraded its digital service system, and continuously improved the digital and smart management standards of its communities, to enable property owners and customers to enjoy a more convenient and comfortable service experience.

數字化服務系統

- **榮智慧**

2025年，我們對榮智慧小程序進行了迭代優化，在保障原有核心功能穩定運行的基礎上，順利上線多項實用新功能，涵蓋訪客身份核驗、便民聯繫電話、400服務監督熱線、線上活動運營及在線商城等，各模塊均實現流暢運轉。我們希望通過這一系列升級，為業主打造更安全、便捷的線上服務體驗，持續優化社區服務感受，讓每位業主都能享受到高效、優質的社區服務。

Digital Service System

- **Rong Wisdom**

In 2025, the Group completed iterative optimization of the Rong Smart Mini Program. While ensuring the stable operation of its original core functions, the Group successfully launched a number of practical new functions, covering visitor identity verification, convenience contact directory, 400 service supervision hotline, online event operation and online mall, with all modules realizing smooth and stable operation. Through this series of upgrades, the Group aims to create a safer and more convenient online service experience for property owners, continuously optimize the perception of community services, and enable every property owner to access efficient and high-quality community services.

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

榮智慧小程序主要服務
Main Services of Rong Wisdom Mini-Program

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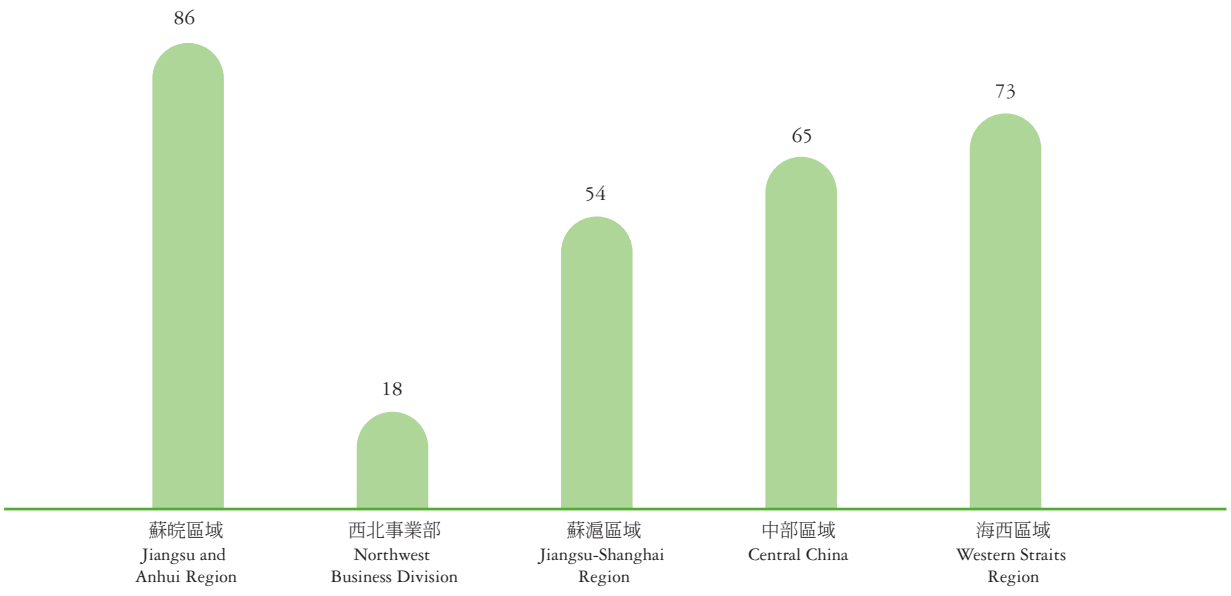
- **榮戰圖**

榮戰圖作為正榮服務的核心運營管理平台，其市場拓展模塊與正榮服務全景計劃實現深度聯動，有效推動戰略規劃與一線業務的高效銜接、深度融合，既確保了各類數據上報的標準化、規範化，也進一步提升了數據的準確性與運行穩定性。據悉，正榮服務全景計劃的核心目標，是拉通項目拓展、交付、接管、運營等全鏈條關鍵環節，通過建立健全各類評審機制、關鍵節點管控機制，最終構建起一套覆蓋所有住宅項目、貫穿項目全生命週期的標準化管理模式。該計劃共有4項里程碑節點，包含一級節點16項、二級節點49項，截止2025年12月31日，共有296個住宅項目上線榮戰圖。

- **Rong Zhantu**

As the core operations management platform of Zhenro Services, Rong Zhantu has realized deep linkage between its market expansion module and the Zhenro Services Panoramic Plan, effectively promoting the efficient connection and in-depth integration of strategic planning and front-line business, which not only ensures the standardization and normalization of all types of data reporting, but also further improves data accuracy and operational stability. The core objective of the Zhenro Services Panoramic Plan is to align the key links across the entire chain including project expansion, delivery, takeover and operation, and ultimately build a standardized management model covering all residential projects and running through the full project life cycle by establishing and improving various review mechanisms and key node control mechanisms. The Plan has 4 milestone nodes, including 16 Tier 1 nodes and 49 Tier 2 nodes, and as of 31 December 2025, a total of 296 residential projects have been launched on the Rong Zhantu platform.

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



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落實權益保障

我們始終將業主與客戶的合法權益放在重要位置，重點圍繞安全保障、客戶訴求響應及個人信息隱私保護開展工作。通過常態化風險排查、落細落實各項運營安全舉措，全方位構築堅實可靠的安全防護體系。同時，我們主動傾聽、快速響應客戶訴求，持續健全隱私保護機制，用心守護業主與客戶的幸福生活。

客戶安全保障

正榮服務始終對應急管理工作高度重視，專門制定了《正榮服務防颱、防汛應急預案》《正榮服務火警火災事件應急預案》《正榮服務重大污染源污染處理應急預案》等多項氣候災害類應急預案，清晰明確了相關責任人員及各部門崗位的具體工作職責。在重大節氣及關鍵時間節點，公司會常態化開展環境風險排查與預警工作，通過責任層層落實，全力保障業主的生命財產安全。同時，公司始終緊抓安全生產與隱患排查治理工作，嚴格按照既定的安全排查流程，在重要節日前夕統一組織專項安全檢查，致力於把各類安全隱患提前消除在萌芽狀態，築牢安全防護底線。

IMPLEMENTING RIGHTS AND BENEFITS PROTECTION

We always attach great importance to the legitimate rights and interests of property owners and customers, with our work focusing on safety assurance, response to customer demands, and personal information and privacy protection. We have built a comprehensive, solid and reliable safety protection system through regular and ongoing risk investigations and the meticulous implementation of various operational safety measures. Meanwhile, we proactively listen to and rapidly respond to customer demands, continuously improve the privacy protection mechanism, and wholeheartedly safeguard the happy life of property owners and customers.

Customer Safety Guarantee

Zhenro Services has always attached great importance to emergency management, and has specially formulated a number of emergency plans for climate disasters, including Zhenro Services Emergency Plan for Typhoon and Flood Prevention, Zhenro Services Emergency Plan for Fire Alarm and Fire Incidents, and Zhenro Services Emergency Plan for Major Pollution Source Contamination Treatment, which clearly define the relevant responsible personnel and the specific job responsibilities of each department and position. During major solar terms and key time nodes, the Group carries out regular and ongoing environmental risk investigation and early warning work, and makes every effort to protect the life and property safety of property owners through the layer-by-layer implementation of responsibilities. Meanwhile, the Group always firmly focuses on work safety and hidden hazard investigation and rectification, strictly follows the established safety inspection procedures, and uniformly organizes special safety inspections on the eve of important festivals, striving to eliminate all types of potential safety hazards in the bud in advance and firmly build the bottom line of safety protection.

品質巡查及風險排查 Quality Inspection and Risk Identification	• 根據三級巡檢制度，全面開展品質巡查及風險排查、神秘客檢查、季度區域檢查、月度項目經理帶隊巡查等工作，對於巡查中發現的風險項開展整改銷項，及時消除現場品質及安全隱患 • According to the three-tiered inspection system, the Company comprehensively carries out quality inspection and risk identification, mystery customers inspection, quarterly regional inspection, monthly inspections led by the project manager, etc., for the risk items found in the inspection, carry out rectification of items sold, and eliminate quality and safety hazards on-site in a timely manner
應急演練 Emergency Drills	• 按照相關制度要求，每年開展兩次火災應急演練，演練內容包括消防服穿戴、消防栓運用等； • Conduct fire emergency drills twice a year in accordance with the requirements of the relevant regulations, including the wearing of fire suits and the use of fire hydrants • 面向所有物業管理員工開展日常應急培訓及疏散演練工作，並於119消防日邀請專業消防人員為業主開展消防意識宣講及滅火器材操作培訓 • Carry out daily emergency training and evacuation drills for all property management employees, and invite professional firefighters to conduct fire control awareness education and fire apparatus operation training for property owners on 119 Fire Services Day
運營安全意識提升活動 Operation of Safety Awareness Enhancement Activities	• 以無安全事故為目標，定期面向安保人員及業主開展運營安全意識提升活動 • With the goal of zero safety incidents, we regularly conduct safety awareness raising activities for security personnel and property owners
數字化安全保障手段 Digital Security Guarantee Measures	• 通過人臉識別、智慧車場、訪客二維碼管理等數字化手段，進一步保障用戶安全，提升服務體驗 • Further safeguard user safety and enhance service experience through digital means such as facial recognition, smart car parks and visitor QR code management

客戶安全保障措施
Customer Safety Guarantee Measures

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

客戶投訴處理

客戶是我們所有工作的核心出發點，我們始終堅守「客戶優先」的原則，將業主與客戶的服務體驗置於首要位置。在客戶投訴處理工作中，我們始終以全部投訴均得到妥善、圓滿解決為根本目標。為此，我們持續優化投訴處理流程與管理機制，不斷拓寬投訴接收渠道，實現多維度全面覆蓋，讓客戶的反饋路徑全程暢通。在投訴響應環節，我們將響應時間壓縮至5分鐘，確保第一時間介入跟進，以最快速度完成全流程閉環處理，保障每一項客戶訴求都能得到高效、妥善的回應。我們始終致力於妥善、高效解決客戶訴求，以此不斷提升客戶的信賴感與滿意度。

Handling Customer Complaints

Customers are the core starting point of all our work. We always adhere to the "Customer First" principle, and place the service experience of property owners and customers at our top priority. In the handling of customer complaints, we always take the proper and satisfactory resolution of all complaints as our fundamental goal. To this end, we continuously optimize the complaint handling process and management mechanism, and keep expanding the channels for receiving complaints to achieve multi-dimensional full coverage, ensuring unimpeded feedback paths for customers throughout the whole process. In the complaint response stage, we have shortened the response time to 5 minutes, ensuring that we intervene and follow up at the first time, complete the full-process closed-loop handling at the fastest speed, and guarantee that every customer demand can receive an efficient and proper response. We are always committed to properly and efficiently resolving customer demands, so as to continuously enhance customers' sense of trust and satisfaction.

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事件響應
Complaints Responding

- 針對400監督服務熱線通報投訴，要求項目條線於5分鐘內響應，項目經理於2小時內還原事件，若2小時候事件仍未解決，需上報到片區處理
  For complaints reported to the 400 supervision service hotline, the project line is required to respond within 5 minutes and the project manager to pinpoint the precise course of incidents within 2 hours. If the complaint is still not resolved after 2 hours, it needs to be reported to the regional unit for processing

事件通報
Complaints Notification

- 當日發生的投訴，需於400監督服務群內及時通報，進行「事件還原」，明確「業主訴求」「解決措施」及「預防措施」
  Complaints arising on the day of the incident shall be promptly reported in the 400 supervision service group to conduct "pinpointing the precise course of incident" and clarify "property owner demands", "solution measures" and "preventive measures

事件回訪
Complaints Follow-up

- 根據投訴事件的嚴重程度，明確對應層級的回訪執行人，層級順序依次為「客服主管－項目經理－片區總負責人—區域／事業部運營客服負責人」
  Identify the corresponding level of follow-up executors according to the severity of the complaints, and the order of levels is: "customer service supervisor — project manager — regional general manager — regional and business unit operations customer service manager"

事件處罰
Complaints Punishment

- 通過400監督服務群，發佈紅黑榜、典型案例及處罰結果
  Release white list and black list, typical cases and punishment results via 400 supervision service group
- 對於判定為有效的服務態度類投訴，且第一責任人為自有員工的，根據相關管理條例進行處罰；若第一責任人為外包員工，依據合同條款對外包公司進行款項扣除
  For valid complaints about service attitude, if the first responsible person is our own employee, we will impose penalties according to the relevant management regulations; if the first responsible person is an outsourced employee, we will deduct money from the amount due to the outsourcing company according to the terms of the contract

整改提升
Rectification and Improvement

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

投訴處理流程

Complaints Handling Process

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

為從源頭化解投訴問題、構建長效化的服務優化體系，公司搭建了一套完備且嚴謹的投訴事件全閉環改進處理機制。

在接待日當天，各部門負責人會對收集到的投訴意見逐一細緻梳理，按投訴類型、緊急程度、涉及業務板塊等維度規範分類，確保每一條訴求都清晰明確、有據可依。梳理完畢後，相關信息會第一時間準確錄入報事系統，由系統自動生成編號，方便後續全程跟蹤與查詢。進入處理環節後，系統會根據投訴的緊急性與複雜程度，自動分派至對應處理小組。各小組須在規定時限內主動聯繫投訴業主，核實具體情況並擬定初步解決方案。處理過程中，工作人員會實時將進度同步至報事系統，方便業主及相關部門隨時查看處置狀態。事項辦結後，由專職回訪小組對業主進行回訪，確認業主對處理結果是否滿意。若業主不滿意，則立即重新啟動處理流程，優化方案直至業主認可。通過這套完整的閉環處理機制，我們持續改進物業服務品質，不斷提升業主的認可度與信賴感。

To resolve complaints at source and build a long-term service optimization system, the Group has established a complete and rigorous closed-loop improvement mechanism for the full cycle of complaint handling.

On the day of the reception, heads of all departments carefully sort out the collected complaints and opinions one by one, and standardize the classification according to dimensions such as complaint type, urgency level, and involved business segments, ensuring that every demand is clear and evidence-based. After sorting out, the relevant information is accurately entered into the service request system in a timely manner, with the system automatically generating a serial number to facilitate full-process tracking and inquiry in the follow-up. After entering the handling stage, the system automatically assigns the complaint to the corresponding handling team based on its urgency and complexity. Each team must take the initiative to contact the complaining property owner within the specified time limit, verify the specific situation and formulate a preliminary solution. During the handling process, the staff synchronizes the progress to the service request system in real time, allowing property owners and relevant departments to check the disposal status at any time. After the matter is completed, a dedicated follow-up team conducts a follow-up visit to the property owner to confirm whether they are satisfied with the handling result. If the owner is not satisfied, the handling process is restarted immediately, and the plan is optimized until the owner approves it. Through this complete closed-loop handling mechanism, the Group continuously improves the quality of property services and enhances the recognition and trust of property owners.

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

每半月對區域內投訴數據發佈雙週紅黑榜，針對問題項目進行重點提醒
Release a biweekly white list and black list of complaints in the region every half month, with key reminders given for problematic projects

對於未按響應機制處理的項目採取罰款處理，若超出數量限制，依據相關管理辦法對第一責任人及兜底責任人進行處罰
Fines will be imposed on projects not handled according to the response mechanism, and if the quantitative limit is exceeded, the first responsible person and the person responsible for the whole project will be punished in accordance with the relevant management measures

對於投訴處理過程中的虛假響應、虛假跟進、虛假完結等情況，依據相關管理辦法嚴肅處理
False responses, false follow-ups and false completions during the handling of complaints shall be dealt with in strict accordance with relevant management measures



對於未按時完結投訴收到提醒的事件，對第一責任人進行處罰並於紅黑榜中晾曬
For incidents where complaints are not completed on time and reminders are received, the first responsible person will be punished and published on the white list and black list

針對未按要求進行管控的群訴風險，依據相關管理辦法對第一責任人及兜底責任人進行處罰
For group litigation risks that are not managed as required, the first responsible person and the person responsible for the whole project will be punished according to relevant management measures

開展項目月度報事／投訴分析會，對投訴事件進行還原剖析，深挖管理和服務的改善點；每週發佈區域投訴週報；每月發佈投訴戰報並開展工作指導
Conduct monthly project reporting/complaint analysis meetings to pinpoint the precise course of complaint incidents and analyze, and dig deeper into the aspects for improvement of management and service; publish weekly regional complaint reports; publish monthly complaint reports and provide work guidance

投訴事件閉環改善處理機制
Closed-loop Improvement and Handling Mechanism for Complaint Incidents

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

2025年，正榮服務接收的主要投訴類型包括收費類、環境管理類、服務態度類、秩序維護類，客戶投訴各項指標表現如下：

In 2025, the main types of complaints received by Zhenro Services included fee-related, environmental management, service attitude and order maintenance. The performance of various customer complaint indicators is set out below:

累計接收投訴數量 Cumulative Number of Complaints Received	累計投訴關閉率 Cumulative Complaint Cancellation Rate	累計表揚數量 Cumulative Number of Compliments
763單	99%	564單

客戶隱私保護

我們始終以嚴謹負責的態度守護客戶信息安全，嚴格依照《信息安全等級保護管理辦法》等法律法規開展工作，持續搭建並完善細緻全面的客戶隱私保護體系。從數據存儲、傳輸環節的規範管控，到技術加密與內部人員管理的雙重加持，我們通過多維度、全流程的防護舉措，為客戶信息築牢安全屏障，切實守護每一份客戶信息的安全。

報告期內，集團未曾接獲過任何涉及客戶隱私洩露、權益受侵害的相關投訴。這既是對我們隱私保護工作的充分肯定，也成為我們不斷精進、持續強化客戶隱私保護能力的重要動力。

Protection of Customer Privacy

We have always safeguarded the security of customer information with a rigorous and responsible attitude, conducted operations in strict compliance with laws and regulations including the Measures for the Administration of Classified Protection of Cybersecurity, and continuously established and improved a comprehensive and detailed customer privacy protection system. From standardized control over data storage and transmission to the dual guarantee of technical encryption and internal personnel management, we have built a solid security barrier for customer information through multi-dimensional and full-process protection measures, and effectively safeguarded the security of every piece of customer information.

During the Reporting Period, the Group did not receive any complaints relating to customer privacy breaches or infringement of legitimate rights and interests. This serves not only as full recognition of our privacy protection work, but also as important motivation for us to continuously improve and strengthen our customer privacy protection capabilities.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

作為始終堅守社會責任的服務企業，正榮服務始終將綠色發展放在重要位置，紮實推進環境治理各項工作，全力踐行可持續的綠色發展理念。公司不斷迭代完善環境管理體系，着力提升能源與資源的利用效率，以標準化、流程化的管理模式，構建全方位的環境管控體系；通過常態化開展環保政策解讀、節能減碳技術實操等專項培訓，全面提升員工的環保意識與專業能力，讓每一位員工都成為綠色行動的主動踐行者。同時，企業積極開展多樣化的環保宣傳活動，將綠色理念從內部團隊延伸至各服務場景與社區之中，營造全民參與的環保氛圍；此外，公司嚴格落實環境監督核查工作，對運營全環節開展細緻排查，及時處理各類環境問題，明確清晰的環境管理目標，最大限度降低日常運營對生態環境的影響，科學預判氣候變化帶來的潛在風險，以持續的行動為打造綠色、宜居的生活環境不斷努力。

As a service enterprise committed to social responsibility, Zhenro Services has always attached great importance to green development, steadily promoted various environmental governance work, and fully implemented the sustainable green development philosophy. The Group has continuously upgraded and improved its environmental management system, focused on enhancing energy and resource utilization efficiency, and built a comprehensive environmental control system through standardized and process-based management. By regularly conducting special training including interpretation of environmental protection policies and practical operation of energy-saving and carbon-reduction technologies, it has comprehensively improved employees' environmental awareness and professional capabilities, encouraging every employee to take the initiative in green actions. Meanwhile, the Group actively carried out diverse environmental promotion activities, extending the green concept from the internal team to various service scenarios and communities, fostering an environmental protection atmosphere with public participation. In addition, the Group strictly implemented environmental supervision and inspection, conducted thorough checks on all operational links, promptly addressed various environmental issues, set clear environmental management objectives, minimized the impact of daily operations on the ecological environment, and scientifically anticipated potential risks from climate change, striving continuously to create a green and livable living environment through sustained actions.

注重環境管理

正榮服務不斷對內部環境管理體系進行優化升級，專注於對各類排放物實施精細化管控。企業搭建起嚴苛的排放物管理規範體系，主動推行多項務實舉措強化環境治理工作，穩步壓降污染物排放總量，最大限度弱化自身經營活動對生態環境的各類影響。

FOCUSING ON ENVIRONMENTAL MANAGEMENT

Zhenro Services has continuously optimized and upgraded its internal environmental management system, focusing on refined control over various emissions. The Group has established a stringent regulatory system for emissions management, proactively adopted a number of practical measures to strengthen environmental governance, steadily reduced the total discharge of pollutants, and minimized all impacts of its business operations on the ecological environment.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

環境管理體系

在日常運營全過程中，我們始終嚴格恪守運營所在地的各項環保節能法律法規，涵蓋《中華人民共和國環境保護法》《中華人民共和國節約能源法》《中華人民共和國固體廢物污染環境防治法》《危險化學品安全管理條例》《中華人民共和國水污染防治法》《生活垃圾管理條例》《中華人民共和國大氣污染防治法》等，全力保障公司各項經營活動均符合國家節能環保的規範要求。為進一步築牢內部環境管理根基，我們針對性出台了《正榮服務集團能耗管理作業指引》《環境因素的識別與評價程序》《污染物管理程序》等內部管控文件，清晰劃分環境管理的工作分工與崗位職責，為各類環境管理工作的有序推進提供了具體、規範的執行依據。

Environmental Management System

In the whole process of daily operations, we have strictly complied with all environmental protection and energy conservation laws and regulations of the regions where we operate, including the Environmental Protection Law of the People's Republic of China, Energy Conservation Law of the People's Republic of China, Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste, Regulations on the Safety Administration of Hazardous Chemicals, Water Pollution Prevention and Control Law of the People's Republic of China, Domestic Waste Management Regulations and Air Pollution Prevention and Control Law of the People's Republic of China, so as to fully ensure that all business activities comply with national environmental and energy-saving standards. To further consolidate the foundation of internal environmental management, we have issued targeted internal control documents including Guidelines for Energy Consumption Management of Zhenro Services Group, Procedures for Identification and Evaluation of Environmental Aspects and Pollutant Management Procedures, which clearly define the division of work and job responsibilities for environmental management, and provide specific and standardized implementation basis for the orderly conduct of various environmental management work.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

報告期內，我們聚焦環境管理舉措的落地實效，以問題自查、效能提升為導向，對總部統籌、區域協同、項目執行的三級管理模式進行了全面優化。正榮服務搭建了貫穿頂層到一線的三級監督考評體系，將總部、區域、項目各層級有機銜接，打造出閉環嚴密、運轉高效的環境管理組織架構。總部作為統籌核心，負責環境管理相關制度的制定與下發，並對全體系的制度執行情況開展統籌督導與全面核查。區域層級作為銜接上下的關鍵樞紐，常態化對所轄項目開展制度宣導、專項培訓與履職考核，確保一線人員精準把握管理要求；同時結合現場實際執行情況，為制度優化提供貼合實操的改進建議，推動管理標準持續完善。各項目作為環境管理的一線執行主體，嚴格遵照既定規範推進各項工作，保障環保管控舉措精準落地，並定期將執行情況向上反饋，為管理層決策提供真實有效的一線依據。除此之外，我們還配套建立了三級監督評估機制，對環境管理全流程工作開展全面監督與專業評估。

During the Reporting Period, the Group focused on the practical effect of implementing environmental management measures, took self-inspection of problems and improvement of efficiency as the orientation, and comprehensively optimized the three-tier management model featuring headquarters overall coordination, regional collaboration and project implementation. Zhenro Services has established a three-tier supervision and evaluation system covering from the top level to the front line, organically connecting the headquarters, regional and project levels, and building an environmental management organizational structure with a rigorous closed-loop and efficient operation. As the overall coordination core, the headquarters is responsible for formulating and issuing environmental management-related systems, and conducting overall supervision and comprehensive inspection on the implementation of systems across the entire system. As a key hub connecting the upper and lower levels, the regional level regularly carries out system publicity, special training and performance assessment for the projects under its jurisdiction to ensure that front-line personnel accurately grasp the management requirements; at the same time, combined with the actual on-site implementation, it provides practical improvement suggestions for system optimization and promotes the continuous improvement of management standards. As the front-line implementation entities of environmental management, all projects strictly follow the established standards to promote various work, ensure the accurate implementation of environmental protection control measures, and regularly feed back the implementation status upward to provide true and effective front-line basis for management decisions. In addition, the Group has also established a supporting three-tier supervision and evaluation mechanism to conduct comprehensive supervision and professional evaluation on the entire process of environmental management.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

總部：編寫發佈管理辦法，督導、檢查管理辦法執行情況
Headquarters: formulate and issue administrative measures, supervise and inspect the implementation of administrative measures

區域：定期對在管項目進行管理辦法宣貫、培訓、考核，並提出修改意見
Region: regularly publicize, implement, provide training and assess the management measures of the projects under management, and propose amendments

項目：執行管理辦法，定期反饋執行結果
Project: implement management measures and regularly provide feedback on implementation results

三級監督與考核體系

Three-level supervision and assessment system

在環境管理體系建設領域，正榮服務高度重視並持續推進體系的迭代優化與品質提升，主動發力管理體系認證相關工作。早在2017年，公司便成功獲取ISO 14001環境管理體系認證資質，且此後逐年持續開展認證工作，以此穩步推動依託ISO 14001標準的環境管理體系標準化建設走向深入。報告期內，集團合規運營、嚴格守規，未發生任何因違反當地環境相關法律法規而被處以重大罰款或遭受其他相關處罰的情形。

In the development of its environmental management system, Zhenro Services attaches great importance to and continuously promotes the iterative optimization and quality improvement of the system, and proactively advances management system certification. As early as 2017, the Group successfully obtained the ISO 14001 Environmental Management System certification and has maintained the certification year by year since then, steadily advancing the in-depth standardization of its environmental management system in line with the ISO 14001 standard. During the Reporting Period, the Group operated in full compliance with regulations and did not incur any material fines or other relevant penalties for violations of local environmental laws and regulations.

環境目標

報告期內，正榮服務圍繞環保工作深化落地、綠色發展戰略明晰及環境管理模式優化等核心方向推進相關工作。經公司董事會審議通過，企業正式敲定兩項環境管理核心目標，並針對性制定配套實施路徑與具體舉措，以此助力減排效能穩步提升，進一步驅動企業環境管理工作朝着體系化、標準化方向高質量發展。

Environmental Management Objectives

During the Reporting Period, Zhenro Services advanced related work focusing on the core directions including the in-depth implementation of environmental protection work, clarification of the green development strategy, and optimization of the environmental management model. Upon approval by the Group's Board of Directors, the Group officially established two core environmental management objectives, and formulated targeted supporting implementation paths and specific measures to help steadily improve emission reduction efficiency and further drive the Group's environmental management work towards high-quality development in a systematic and standardized manner.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

環境管理目標　　**Environmental Management Objectives**

類別 Category	目標 Objectives	主要舉措 Main initiatives
碳減排 Carbon emission reduction	建立碳排放管理體系；逐年降低溫室氣體排放強度，計劃2025年單位收益溫室氣體排放總量下降5% Establish a carbon emission management system; Reduce greenhouse gas emission intensity year by year; We plan to reduce the total greenhouse gas emissions per unit of revenue by 5% in 2025	加強對公司員工、商戶及業主的綠色低碳的環保宣貫；統一碳排放數據統計口徑，完善數據收集體系 Strengthen the publicity and education of green and low-carbon environmental protection among the company's employees, merchants and property owners; Standardize the statistical caliber of carbon emission data and improve the data collection system.
廢棄物管理 Waste management	加大廢棄物管理力度；積極推進廢棄物回收利用工作，計劃2025年單位收益廢棄物排放量下降5% Increase waste management efforts; Actively promote waste recycling; We plan to lower the waste emissions per unit of revenue by 5% in 2025	與供應商共同推進可循環包材的使用；進一步完善廢棄物監管、回收和台賬建立工作 Promote the use of recyclable packaging materials together with suppliers; Further improve the supervision and recycling of waste and the establishment of relevant account records.

排放物管理

正榮服務始終將污染物與碳排放管控作為綠色運營的關鍵環節，自覺以習近平生態文明思想、「綠水青山就是金山銀山」理念為根本遵循，嚴格對標國家及地方關於「雙碳」目標、碳達峰碳中和行動方案等政策法規要求，把合規運營、綠色低碳作為日常經營的根本遵循。公司結合服務場景與管理實際，搭建並落地一系列內部排放管控專項制度，聚焦運營全流程開展污染物與碳排放監測、溯源與閉環管控，確保各類排放行為全程合規、可控可溯，以紮實行動履行企業生態環保主體責任。

Emissions Management

Zhenro Services has always regarded pollutant and carbon emission control as a key part of green operations, consciously follows Xi Jinping Thought on Ecological Civilization and the concept that "lucid waters and lush mountains are invaluable assets", strictly aligns with national and local policies, laws and regulations such as the "dual carbon" goals, carbon peaking and carbon neutrality action plans, and takes compliant, green and low-carbon operation as the fundamental principle of daily management. Combining service scenarios and actual management, the Group has established and implemented a series of special internal emission control systems, focusing on monitoring, traceability and closed-loop control of pollutants and carbon emissions throughout the operation process to ensure all emissions are fully compliant, controllable and traceable, and fulfills its main ecological and environmental protection responsibilities through solid actions.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

廢棄物管理

正榮服務在項目運營過程中，始終嚴格遵循屬地相關環保法律法規要求，並結合實際管理需求出台了《固體廢棄物管理規定》等內部管理規範。公司對各類廢棄物實施全週期管控，從源頭分類、集中收納、臨時存放，到規範處置與資源回收再利用等各個環節均實行標準化管理，確保所有廢棄物處置流程合法合規、安全有序。

正榮服務針對日常運營與辦公環節產生的各類廢棄物，實行分類分級的精細化管控模式。其中，一般性無害廢棄物以廚餘垃圾、廢舊紙張、各類包裝物為主，危險廢棄物則涵蓋硒鼓、廢舊墨盒、報廢電子設備等品類。針對生活、辦公、商業三大場景，企業均制定了針對性的合規處置規範，同時建立了嚴苛細緻的全流程處理標準。在危險廢棄物管控方面，公司嚴格執行分類歸集要求，將廢舊電池、含汞熒光燈管等危險廢棄物分門別類存放至專用歸集容器，並張貼清晰的警示標識。廢棄物歸集完成後，交由具備合法資質的專業清運單位，依託專屬防護裝備與密閉清運車輛開展運輸作業，全程保障運輸環節安全無洩漏。廢棄物抵達處置場所後，嚴格依照環保規範實施無害化處理，從源頭阻斷有害物質污染土壤與水體的風險。針對生活垃圾等常規廢棄物，公司同樣制定了細化的處置流程：全面落實生活垃圾干濕分類要求，採用加厚垃圾袋規範封裝；餐廚泔水類垃圾統一使用120升專用垃圾桶獨立清運，運輸全程保持桶蓋密閉，杜絕滲漏與異味擴散。企業以細節化的管控舉措嚴守環保標準，以實際行動為綠色生態環境建設添磚加瓦。

Waste Management

Zhenro Services strictly complies with local environmental protection laws and regulations during project operation, and has formulated internal management specifications such as the Solid Waste Management Provisions according to actual management needs. The Group implements full-cycle control over all types of waste, adopting standardized management in every link from source classification, centralized collection and temporary storage to standardized disposal and resource recycling, ensuring that all waste disposal procedures are legal, compliant, safe and orderly.

Zhenro Services adopts a classified and graded refined management model for all kinds of waste generated in daily operation and office links. General harmless waste mainly includes kitchen waste, waste paper and various packaging materials, while hazardous waste covers toner cartridges, waste ink cartridges, scrapped electronic equipment and other categories. The Company has formulated targeted compliant disposal specifications for residential, office and commercial scenarios, and established strict and detailed full-process treatment standards. For hazardous waste control, Zhenro Services strictly implements classified collection, stores hazardous waste such as waste batteries and mercury-containing fluorescent lamps in special containers with clear warning labels, and hands it over to qualified professional waste removal units for transportation via closed vehicles with special protective equipment to ensure no leakage during transportation; after arriving at disposal sites, hazardous waste is subjected to harmless treatment in accordance with environmental protection standards to prevent harmful substances from polluting soil and water at the source. For domestic waste and other conventional waste, the Company has formulated detailed disposal procedures, fully implementing wet-dry classification, using thickened garbage bags for standardized packaging, and independently transporting kitchen waste in 120-liter special garbage bins with closed lids to avoid leakage and odor diffusion. The Company abides by environmental protection standards through detailed control measures and contributes to the construction of a green ecological environment with practical actions.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

生活區域 Living Area	辦公區域 Office Area	商業區域 Business Area
我們建立了完善的垃圾分類體系，並督促各區域子公司結合當地政府要求，積極實行垃圾分類政策。 We have established a comprehensive waste segregation system and urge our regional subsidiaries to actively implement waste segregation policies in conjunction with local government requirements.	我們在多處設立包含干垃圾、濕垃圾分類選項的垃圾桶。 We have placed sorting garbage bins for separating dry waste and wet waste at various locations.	我們制定明確的垃圾分類規定和指引體系，從清運工具、清運方式和清運管理三個層面明確商戶對廢棄物的處理方式。 We have formulated a clear waste segregation regulation and guideline system to clarify the way merchants dispose of waste at three aspects, namely, the tools, mode and management in cleaning and transportation of waste.

區域廢棄物合規處置方式

Compliant disposal methods of regional waste

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

蘇州悅嵐山花園
Suzhou Yuelanshan Garden

報告期內，蘇州悅嵐山花園項目聚焦園區垃圾分類設施精細化升級，完成清運生活垃圾分類小屋及配套投放設施的煥新改造，全新落地2.0版本分類垃圾桶。升級後的分類設施操作更便捷易用，同步為垃圾桶加裝桶蓋限位裝置，從細節處規避桶蓋翻轉過度、閉合不嚴等日常使用痛點；項目同步規範優化垃圾分類全流程標識體系，做到分類指引醒目清晰、投放規範明確統一，既提升了園區垃圾分類投放的合規性與便捷度，也成為項目物業服務精細化落地的特色示範場景。

During the Reporting Period, the Suzhou Yuelanshan Garden project focused on the refined upgrading of garbage classification facilities in the park, completed the renovation and upgrading of domestic garbage classification huts and supporting delivery facilities, and officially launched the Version 2.0 classification trash bins. The upgraded classification facilities are more convenient and user-friendly to operate; at the same time, trash can lid limit devices have been added to avoid daily use pain points such as excessive lid flipping and poor closure in details. The project also standardized and optimized the full-process identification system for garbage classification, ensuring that classification guidelines are clear and eye-catching, and delivery standards are unified and clear. This not only improved the compliance and convenience of garbage classification and delivery in the park, but also became a characteristic demonstration scenario for the refined implementation of the project's property services.

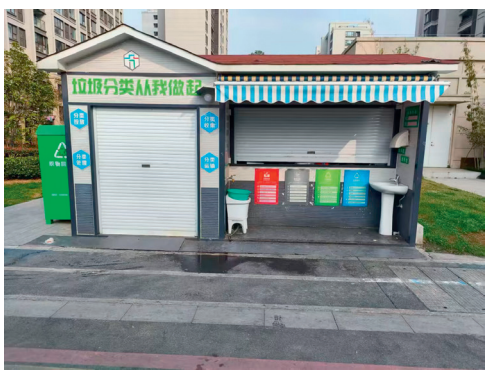


清運生活垃圾分類小屋
Domestic Waste Sorting & Collection Hut

望熙雅苑
Suzhou Wangxi Yayuan

為切實推進垃圾分類工作，南京望熙雅苑項目從小區整體環境、宣傳氛圍、投放點設施、投放點環境、設備運營狀況和運營管理台賬六個方面着手，實施全方位、精細化的管理考核。通過全面落地標準化管理考核機制，有效提升了垃圾分類工作的執行效率與投放準確率，同時引導業主養成了良好的環保生活習慣。

To effectively promote waste sorting, the Nanjing Wangxi Yayuan project carried out comprehensive and refined management assessments from six aspects: overall community environment, publicity atmosphere, waste drop-off facilities, drop-off site environment, equipment operation status and operation management records. Through the full implementation of the standardized management assessment mechanism, the implementation efficiency and sorting accuracy of waste sorting have been effectively improved, while residents have been guided to develop good environment-friendly living habits.



垃圾分類
Waste Sorting

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

廢氣管理

正榮服務以打造國內高品質、高價值綜合服務集團為發展目標，業務佈局涵蓋物業服務、商業運營、資產管理等領域，為客戶提供全週期、全場景的一體化綜合服務。受主營業務範疇與實際運營模式的影響，企業整體廢氣排放規模處於較低水平，廢氣排放主要來源於對外採購電力產生的間接排放。

正榮服務始終恪守運營所在地大氣污染相關法律法規，嚴格對標《中華人民共和國大氣污染防治法》《揮發性有機物無組織排放控制標準》等相關規範要求，結合自身運營實際，出台多項嚴苛的內部廢氣管控方案，全力推進廢氣減排工作落地。針對企業自有運營車輛，我們建立年度合規檢測機制，定期開展車輛全面檢驗，確保每一輛運營車輛均符合合規行駛標準、杜絕違規排放。對於廢氣排放量相對較高的各類生產運營設備，我們實施全方位指標監測管控，實時跟蹤廢氣排放各項數據，確保排放指標全面達標，嚴格契合國家及屬地相關排放標準要求。此外，報告期內，公司進一步優化車輛資源統籌配置模式，推行車輛持有規模最大化壓縮策略，同時積極引導員工優化通勤方式。在充分保障日常公務出行剛需的基礎上，將汽油消耗量嚴格管控在合理可控範圍並持續優化調整，通過多維度舉措，實現機動車廢氣排放量的大幅削減，切實築牢大氣環保管控防線。

廢水管理

正榮服務嚴格遵守運營所在地相關法律法規，包括《排污許可管理條例》《中華人民共和國水污染防治法》等，建立了內部廢水排放管理體系，確保運營過程中的廢水能夠合規排放。

Exhaust Gas Management

With the development goal of building a domestic high-quality and high-value comprehensive service group, Zhenro Services has a business layout covering property services, commercial operation, asset management and other fields, providing customers with full-cycle and all-scenario integrated services. Affected by the scope of its main business and actual operation model, the Group's overall waste gas emission volume is at a low level. Waste gas emissions mainly derive from indirect emissions associated with purchased electricity.

Zhenro Services has always abided by the laws and regulations on air pollution prevention and control in the regions where it operates, and strictly aligned with the requirements of the Air Pollution Prevention and Control Law of the People's Republic of China, the Standard for Volatile Organic Compounds Fugitive Emission Control and other relevant norms. Combined with its actual operation, the Company has formulated a number of stringent internal waste gas control plans to fully promote the implementation of waste gas emission reduction. For the Company's self-operated vehicles, an annual compliance inspection mechanism has been established to conduct comprehensive regular inspections, ensuring that all operating vehicles meet legal driving standards and eliminate illegal emissions. For various production and operation equipment with relatively high waste gas emissions, the Company implements comprehensive indicator monitoring and control, tracks real-time exhaust emission data to ensure all emission indicators fully meet national and local emission standards. In addition, during the Reporting Period, the Company further optimized the overall allocation of vehicle resources, implemented a strategy to maximize the reduction of its vehicle fleet size, and actively guided employees to optimize their commuting methods. On the basis of fully guaranteeing necessary daily official travel, gasoline consumption was strictly controlled within a reasonable and controllable range and continuously adjusted. Through multi-dimensional measures, the Company has significantly reduced motor vehicle exhaust emissions and effectively consolidated the line of defense for air environmental protection.

Wastewater Management

Zhenro Services strictly abides by relevant laws and regulations in the regions where it operates, including the Regulation on the Administration of Pollutant Discharge Permits and the Water Pollution Prevention and Control Law of the People's Republic of China. It has established an internal wastewater discharge management system to ensure compliant wastewater discharge during operation.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

公司運營過程中產生的廢水，主要為生活污水。我們在全部運營區域落實雨污分流，對廢水排放開展內部實時監測，出現異常會第一時間處置。同時公司積極投入資源改造相關設施，優化廢水排放模式，在控制廢水排放總量的基礎上，進一步降低對環境的影響。

我們還會定期進行外部審查，每年交由有專業資質的第三方機構監測廢水指標，保證出水符合排放標準。報告期內，公司所有廢水排放均達標。

踐行綠色運營

正榮服務一直秉持綠色低碳的運營思路，把環保理念貫穿到日常工作與業務開展中。公司通過優化管理模式、更新設備、普及環保知識等舉措，兼顧環境與經濟雙重效益。我們提倡綠色辦公、低碳出行，組織環保宣傳活動，提升相關人員的環保責任感，以自身行動做示範，帶動大眾參與環保，讓綠色理念紮根城市生活，讓居民都成為綠色生活的踐行者。

Wastewater generated during the Company's operations is mainly domestic sewage. We have implemented rain-sewage separation across all operational areas and carried out real-time internal monitoring of wastewater discharge, with any abnormalities handled immediately. Meanwhile, the Company has actively invested in renovating relevant facilities and optimizing wastewater discharge patterns. On the basis of controlling the total wastewater discharge volume, we have further reduced the impact on the environment.

We also conduct regular external reviews and entrust qualified third-party institutions to monitor wastewater indicators annually, ensuring effluent quality meets discharge standards. During the Reporting Period, all wastewater discharged by the Company fully complied with relevant standards.

PRACTICE GREEN OPERATIONS

Zhenro Services has always adhered to a green and low-carbon operation philosophy, integrating environmental protection concepts into daily work and business development. Through measures such as optimizing management models, upgrading equipment and popularizing environmental protection knowledge, the Company balances both environmental and economic benefits. We advocate green office practices and low-carbon travel, organize environmental promotion activities to enhance the environmental responsibility of relevant personnel, set an example through our own actions and drive public participation in environmental protection, so as to root the green concept in urban life and make all residents practitioners of green living.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

低碳運營

能源管理

在推進綠色低碳發展與可持續運營的過程中，正榮服務始終把能源管理作為核心工作來抓。公司依託制度完善、管理優化、措施改進等方式，持續規範各類能源的使用與管理。同時，公司積極響應國家「雙碳」工作部署，嚴格遵循運營所在地的各項法規要求，制定並落實《正榮服務集團能耗管理作業指引》，為能源管理工作提供具體執行依據。

公司建立了常態化的能源使用監測機制，定期對能耗數據進行梳理、分析與橫向對比，快速處置能源使用中的異常問題。為更好地實現環境管理目標，各區域的能耗管控成效將納入員工績效評價範圍。在節能增效方面，公司大力推進設施節能改造，推廣成熟的節能技術，實施各類節能降碳項目。同時，支持各項目與本地清潔能源供應商達成合作，提升清潔能源覆蓋率，控制能源消耗總量。此外，公司通過海報宣傳、溫馨提醒等方式，不斷增強員工的節能自覺性。

Low Carbon Operation

Energy Management

In promoting green and low-carbon development and sustainable operations, Zhenro Services has always taken energy management as a core priority. By improving systems, optimizing management and enhancing implementation measures, the Company continuously standardizes the use and administration of various types of energy. In addition, it actively responds to the national "dual carbon" strategy, strictly abides by the laws and regulations of the regions where it operates, and has formulated and implemented the Zhenro Services Group Energy Consumption Management Guidelines, which provide a concrete operational basis for energy management.

The Company has established a regular energy use monitoring mechanism, which sorts out, analyzes and horizontally compares energy consumption data on a regular basis and promptly addresses abnormal issues in energy use. To better achieve environmental management objectives, the effectiveness of energy consumption control across all regions is incorporated into employee performance appraisal. In terms of energy conservation and efficiency improvement, the Company vigorously promotes energy-saving renovation of facilities, adopts mature energy-saving technologies and carries out various energy-saving and carbon-reduction projects. Meanwhile, it supports projects in cooperating with local clean energy suppliers to raise the coverage of clean energy and control total energy consumption. In addition, the Company continuously strengthens employees' initiative in energy conservation through poster publicity, friendly reminders and other forms of communication.



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

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

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

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

落實節能改造
Implementation of Energy Efficiency Retrofits

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

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

採用節能設備
Adopting Energy-Saving Equipment

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

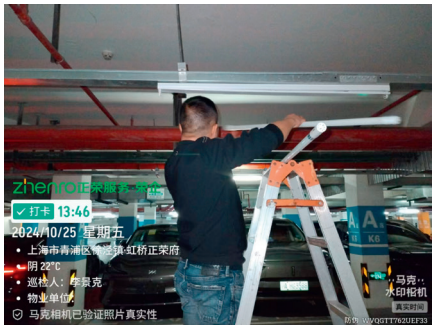
  Without affecting the lighting level, adopting energy-saving lamps and lanterns for street lamps and walkway lamps in public areas and lighting equipment in car parks and equipment level, and the control operation time of the lighting equipment according to the specific needs by installing sensing switches.

優化節能運作
Optimisation of Energy-Saving Operation

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

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

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development



節能燈具
Energy-saving lamps



公區感應燈
Sensor lights in public area

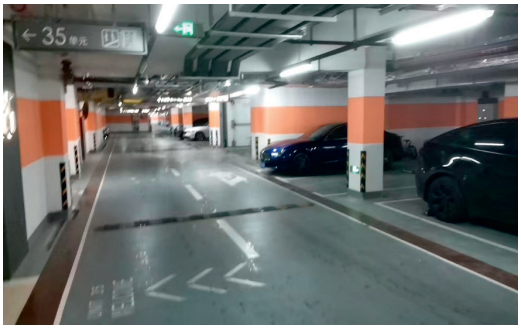
「一費制」項目地庫照明
The Lighting of the Underground Garage in the Project under the "Single-fee System"

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

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

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

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



地庫照明現狀
The Situation of the Underground Garage Lighting

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

資源管理

公司建立了水資源監測管理相關制度，以此對用水情況進行統一統計與分析，能及時發現用水異常問題並完成整改。為避免出現跑、冒、滴、漏等情況，我們會定期對各運營區域的供排水設施、閥門和密封裝置進行檢查與養護。同時，公司還通過設備升級、水資源循環利用、加強節水宣傳等方式，不斷提升水資源的利用效率。

Resource Management

The Company has established a water resources monitoring and management system to conduct unified statistics and analysis on water usage, enabling timely detection and rectification of abnormal water consumption. To prevent water running, dripping, leaking and seepage, we regularly inspect and maintain water supply and drainage facilities, valves and sealing devices across all operational areas. Meanwhile, the Company continuously improves water use efficiency through equipment upgrading, water recycling and strengthened water conservation publicity.

設備改造 Equipment modification	• 進行水泵變頻改造，在園區內使用節水龍頭及潔具等 Conduct frequency conversion of water pumps and use water-saving taps and sanitary ware in the park
重複利用 Reuse	• 建立中水回用、雨水回用等系統，利用中水、雨水進行綠化澆灌 Establish water reuse and rainwater reuse systems, and use reclaimed water and rainwater for irrigation
意識提升 Awareness raising	• 在衛生間、開水間等地點張貼節水標語，提升員工、消費者、業主節水意識 Posting water-saving slogans in toilets and pantries to raise the awareness of employees, consumers and property owners of water conservation

節水舉措

Water saving measures

綠色辦公

公司大力倡導低碳辦公，持續組織環保相關宣傳與培訓，增強員工環保意識。鼓勵員工踐行節能舉措，減少各類資源浪費，同時推進資源循環利用，構建綠色低碳的辦公環境。正榮服務在辦公運營中，從能源節約與資源循環利用兩方面發力，積極踐行綠色理念。

Green Office

The Company strongly advocates low-carbon office operations and continuously conducts environmental protection publicity and training to enhance employees' environmental awareness. It encourages employees to practice energy-saving measures, reduce various forms of resource waste, and promote resource recycling to build a green and low-carbon office environment. In its daily office operations, Zhenro Services actively implements the green concept by focusing on energy conservation and resource recycling.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

圍繞能源管理工作，公司積極推行線上辦公模式，日常各類審批和台賬記錄均通過線上系統完成，不再依賴紙質材料，以此減少紙張使用和對應的能源消耗。公司還明確要求員工離開辦公區域時關閉閒置電器，加大節能辦公設備的使用力度，控制用電總量。同時，公司支持員工選擇綠色出行方式，助力降低碳排放與能源消耗。

With a focus on energy management, the Company has actively promoted an online office model. All daily approvals and ledger records are completed via online systems with no reliance on paper materials, thereby reducing paper consumption and the associated energy use. The Company also sets clear requirements for employees to turn off idle electrical appliances when leaving office areas, scales up the adoption of energy-efficient office equipment, and controls total electricity consumption. Meanwhile, the Company supports employees in adopting green commuting methods to help reduce carbon emissions and energy consumption.

公司積極落實資源循環利用工作，不斷加強廢棄物的回收與再利用。我們在辦公區的打印機周邊放置回收籃，供員工分類投放還能使用的紙張、辦公用具，以此提升資源利用率，讓資源得到更充分的利用。

The Company actively advances resource recycling efforts and continuously strengthens the recovery and reuse of waste materials. We have placed recycling baskets adjacent to printers across all office areas for employees to sort and drop off reusable paper and office supplies, thereby improving resource utilization efficiency and ensuring the full utilization of resources.

綠色倡導
Green Advocacy

綠色目標
Green Objectives

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

低碳運營　踐行綠色發展
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綠色文化

正榮服務積極參與業主小區的綠色文化發展工作。我們大力倡導綠色日常起居，通過植樹、優化綠化養護等行動，鼓勵居民共同參與小區綠化建設，持續改善小區綠化環境，提高業主居住質量。

Green Culture

Zhenro Services actively participates in the development of green culture in the residential communities it serves for property owners. We vigorously advocate green daily living, and encourage residents to jointly participate in community greening development through such initiatives as tree planting and optimized greening maintenance, so as to continuously improve the green environment of the communities and enhance the living quality of property owners.

綠茵行動
Operation Greenery

正榮服務制定了完善的綠化管理制度，一方面通過多種渠道對業主開展宣傳教育，旨在提高業主的綠色環保意識和責任感，讓業主共同參與到小區綠化維護中來。另一方面，嚴格規範綠化養護工作流程和標準，為小區綠化的高質量維護提供保障。在此基礎上，正榮服務開展了週期性的綠茵行動。在報告期內，該行動聚焦於各住宅項目，確保無黃土裸露或枯死苗木，尤其重點管理小區一級綠化養護區域，以持續提高小區綠化養護質量，為業主打造舒適優美的居住環境。

Zhenro Services has formulated a comprehensive greening management system. On the one hand, it carries out publicity and education for property owners through multiple channels, aiming to enhance their awareness and sense of responsibility for green environmental protection, and encourage them to jointly participate in the greening maintenance of residential communities. On the other hand, it has strictly standardized the work procedures and standards of greening maintenance, providing a solid guarantee for the high-quality upkeep of community greening. On this basis, Zhenro Services has launched a periodic Green Lush Initiative. During the Reporting Period, this initiative focused on all residential projects, ensuring no bare soil or withered seedlings, with priority management given to the first-class greening maintenance areas of the communities. This is to continuously improve the quality of community greening maintenance, and create a comfortable and beautiful living environment for property owners.



項目綠化養護
Project greening maintenance

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

正榮服務每年植樹節組織社區業務積極參與植樹活動，栽下一抹綠，邂逅美好春，以樹為筆繪就春日篇章。報告期內，我們共組織植樹活動55場，參與人次3586人次。

Zhenro Services organizes tree-planting activities and encourages active participation from property owners in the communities every Arbor Day. Through these events, participants plant a touch of green to embrace the beauty of spring, and paint a vibrant spring chapter with trees as their brush. During the Reporting Period, we held a total of 55 tree-planting activities, with 3,586 person-times of participation.

3.12植樹節活動
3.12 Arbor Day Activities

我們於植樹節在多個小區開展植樹活動，積極邀請業主家庭參與植樹，為減少碳排放做出自己的一份貢獻。
We held tree-planting activities in multiple residential communities on Arbor Day, and actively invited property owner households to participate in the tree-planting efforts, to do our part in reducing carbon emissions.





植樹活動
Tree planting activity

應對氣候變化

正榮服務充分認識到氣候變化對企業可持續發展的長遠影響，積極響應國家「雙碳」目標。公司主動識別並評估氣候變化帶來的潛在風險，持續跟進國家相關政策及發展動態，通過合理舉措有效降低風險，將應對氣候變化工作融入公司整體發展戰略。

RESPONDING TO CLIMATE CHANGE

Zhenro Services has fully recognized the long-term impact of climate change on the Group's sustainable development, and actively responds to the national "dual carbon" goals. The Company proactively identifies and assesses the potential risks brought by climate change, continuously monitors relevant national policies and development trends, effectively mitigates risks through sound measures, and integrates climate change response efforts into the Company's overall development strategy.

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

管治

正榮服務應對氣候變化風險的組織體系層層銜接、權責清晰：董事會作為戰略決策核心，履行氣候變化相關風險的審議職責，憑藉其宏觀戰略把控能力，為公司應對此類風險確立了總體方向和行動框架。ESG工作小組在董事會的授權範圍內開展工作，承擔着氣候風險應對的執行、評估與反饋職能，定期對涵蓋氣候變化的ESG風險進行系統梳理和深入研判，評估現有應對措施的適配性與充足性，形成專項報告及建議上報董事會，為決策提供詳實參考。各職能部門及下屬公司則負責各項應對舉措的具體落實，積極響應董事會部署，參照ESG工作小組的評估結果，將風險應對要求融入日常運營各環節，切實強化公司氣候風險抵禦能力，保障企業可持續發展。

Governance

Zhenro Services has a well-connected, multi-tiered organizational system for climate change risk response with clearly defined powers and responsibilities: the Board of Directors, as the core of strategic decision-making, performs the review duty for climate change-related risks, and leverages its macro-strategic oversight capability to set the overall direction and action framework for the Company's response to such risks; the ESG Working Group carries out its work within the scope of authorization by the Board of Directors, undertakes the functions of execution, evaluation and feedback for climate risk response, regularly conducts systematic sorting and in-depth research and judgment on ESG risks covering climate change, assesses the applicability and adequacy of existing response measures, formulates special reports and recommendations and submits them to the Board of Directors to provide detailed and solid reference for decision-making; all functional departments and subsidiary companies are responsible for the specific implementation of various response measures, actively respond to the deployment of the Board of Directors, integrate risk response requirements into all aspects of daily operations with reference to the evaluation results of the ESG Working Group, effectively strengthen the Company's resilience to climate risks, and safeguard the sustainable development of the enterprise.

策略

為規範氣候風險管理工作，正榮服務依據香港聯交所《氣候信息披露指引》，明確了公司氣候風險管理的完整流程。在氣候變化風險識別環節，公司參照TCFD（氣候相關財務信息披露工作組）的建議，基於RCP2.6和RCP8.5兩種典型溫室氣體濃度情景開展對比分析，系統識別運營範圍內氣候變化可能引發的各類潛在風險。此外，公司結合外部環境與內部實際，全面分析運營所在地政府政策規劃、極端天氣歷史數據等外部因素，以及自身運營模式、業務佈局規劃等內部因素，圍繞集團主營業務，系統識別、科學評估其中潛在的氣候相關風險與機遇，深入開展氣候風險影響分析及應對策略研究工作，持續增強公司的氣候適應韌性。

Strategy

To standardize climate risk management, Zhenro Services has defined the complete process of the Company's climate risk management in accordance with the HKEX Guidance on Climate Disclosure. In the climate change risk identification phase, the Company refers to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), conducts comparative analysis based on two typical greenhouse gas concentration scenarios, namely RCP2.6 and RCP8.5, and systematically identifies various potential risks that may be caused by climate change within its scope of operations. In addition, the Company combines the external environment and internal actual conditions, conducts a comprehensive analysis of external factors such as government policy planning and historical extreme weather data in the regions where it operates, as well as internal factors such as its own operation model and business layout planning, systematically identifies and scientifically assesses the potential climate-related risks and opportunities around the Group's core business, carries out in-depth analysis of the impact of climate risks and research on response strategies, and continuously enhances the Company's climate adaptation resilience.

氣候情景 Climate Scenario	高排放／無減排情境（3°C） High Emission/No Emission Reduction Scenario (3°C)	低排放／淨零排放情境（1.5°C） Low Emission/Net Zero Emission Scenario (1.5°C)
一般假設	正榮服務採用兩種對比鮮明的情境，用以評估在未來不同氣候演變路徑下，可能存在的氣候相關風險與機遇。我們透過聯合國政府間氣候變化專門委員會等頂尖研究機構的研究成果，構建從低排放到高排放的情境模型。此方法有利於對企業韌性進行壓力測試，同時也支持在有利及充滿挑戰的氣候未來情境中，制定有據可依的營運計劃。	
General Assumptions	Zhenro Services adopts two sharply contrasting scenarios to assess potential climate-related risks and opportunities under different future climate evolution paths. Based on the research findings from leading research institutions including the United Nations Intergovernmental Panel on Climate Change (IPCC), we have constructed scenario models ranging from low-emission to high-emission. This approach enables stress testing of corporate resilience, and also supports the formulation of evidence-based operation plans in both favorable and challenging future climate scenarios.	
情景參考	• IPCC RCP8.5	• IPCC RCP2.6
Scenario Reference	• IPCC RCP8.5	• IPCC RCP2.6
時間範圍	• 基準年：2025年 • 短期：0-3年 • 中期：4-10年 • 長期：10年以上	
Time Horizon	• Base Year: 2025 • Short-term: 0-3 years • Medium-term: 4-10 years • Long-term: Over 10 years	
涵蓋業務	在管住宅社區、商業物業、寫字樓、公園等項目的日常運營、設施設備維護、能源消耗、供應鏈管理及增值服務等核心業務板塊	
Covered Business	Core business segments including daily operations, facility and equipment maintenance, energy consumption, supply chain management and value-added services for managed residential communities, commercial properties, office buildings, parks and other projects	

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氣候相關風險　　Climate-related financial risks

風險類別 Risk Category	風險參數 Risk Parameter	風險描述 Risk Description	應對舉措 Response Measures	影響時間範圍 Time Horizon of Impact
市場	政策變化	在國家雙碳背景下，隨着相關法規及政策的陸續出台，企業若未能及時根據最新政策調整自身運營標準，將面臨罰款、業務損失、品牌和聲譽受損等負面影響。	正榮服務積極識別現行法律法規與政策，解讀相關政策導向，並結合自身的業務和實際需求，制定企業發展戰略。我們將持續更新和完善管理體系，將節能減排理念納入企業的戰略規劃之中，以確保公司適應政策變化，實現可持續發展。	短期
Market	Policy Changes	Against the backdrop of the national "dual carbon" goals, with the successive release of relevant laws, regulations and policies, the enterprise will face negative impacts such as fines, business losses, and damage to brand and reputation if it fails to timely adjust its operation standards in accordance with the latest policies.	Zhenro Services actively identifies current laws, regulations and policies, interprets relevant policy orientations, and formulates the enterprise's development strategy in combination with its own business and actual needs. We will continuously update and improve the management system, and incorporate the concept of energy conservation and emission reduction into the enterprise's strategic planning, to ensure that the Company adapts to policy changes and achieves sustainable development.	Short-term
	採購成本上漲	氣候變化可能導致原材料價格上漲，從而導致採購成本上漲。	積極分析原材料價格變化趨勢，擴大本地供應商合作比例，降低供應鏈風險，同時通過與供應商交流及資源 整合，有效管理採購成本上漲風險。	短期、中期、長期
	Rising Procurement Costs	Climate change may lead to an increase in raw material prices, which in turn drives up procurement costs.	We actively analyze the changing trend of raw material prices, expand the proportion of cooperation with local suppliers to reduce supply chain risks, and effectively manage the risk of rising procurement costs through communication and resource integration with suppliers.	Short-term, Medium-term, Long-term

風險類別 Risk Category	風險參數 Risk Parameter	風險描述 Risk Description	應對舉措 Response Measures	影響時間範圍 Time Horizon of Impact
聲譽	業主對社會責任的重視	社會及客戶更加重視企業履行社會責任的表現。	堅持可持續發展道路，參與公益事業，逐步開展綠色轉型。	中期
Reputational	Property Owners' Focus on Social Responsibility	The society and customers pay increasing attention to the enterprise's performance in fulfilling social responsibilities.	We adhere to the path of sustainable development, participate in public welfare undertakings, and gradually carry out	Medium-term
慢性風險	海平面上升	政府間氣候變化專門委員會(IPCC)預計在RCP8.5情景下，海平面增長值約為0.30米；而在RCP2.6情景下，平均增長值約為0.24米。	對於慢性氣候風險，正榮服務進行前瞻性的風險識別和評估，並將其納入規劃考量因素。同時，公司緊密關注天氣預報，以確保做出及時、充足的準備，保障工作人員和業主的安全。	長期
Chronic Risk	Sea Level Rise	The Intergovernmental Panel on Climate Change (IPCC) projects that the sea level rise will reach approximately 0.30 meters under the RCP8.5 scenario; while under the RCP2.6 scenario, the average sea level rise will be around 0.24 meters.	For chronic climate risks, Zhenro Services conducts forward-looking risk identification and assessment, and incorporates them into planning considerations. Meanwhile, the Company closely monitors weather forecasts to ensure timely and adequate preparedness, and safeguard the safety of staff and property owners.	Long-term

風險類別 Risk Category	風險參數 Risk Parameter	風險描述 Risk Description	應對舉措 Response Measures	影響時間範圍 Time Horizon of Impact
急性風險	颱風、洪水等極端天氣事件嚴重程度提高	極端天氣事件會對工作人員的安全產生影響，從而影響勞動力管理和規劃。	正榮服務制定應對極端天氣的風險應急機制，並優化了應對極端天氣的應急管理流程。公司各級管理人員對極端天氣進行提前排查預防，針對颱風氣候進行物資儲備、排水清掏等應急處置。公司還積極開展應急演練，以提高員工應對極端天氣事件的能力和效率。旨在確保工作人員在極端天氣條件下能安全有效地執行任務。	長期
Acute Risk	Increased Severity of Extreme Weather Events Such as Typhoons and Floods	Extreme weather events will affect the work safety of staff, which in turn has an impact on workforce management and planning.	Zhenro Services has formulated an emergency response mechanism for extreme weather risks, and optimized the emergency management process for extreme weather events. Managers at all levels of the Company carry out advance inspection and prevention for extreme weather, and conduct emergency disposal such as material reserves and drainage dredging for typhoon events. The Company also actively organizes emergency drills to improve employees' ability and efficiency in responding to extreme weather events, aiming to ensure that staff can perform their duties safely and effectively under extreme weather conditions.	Long-term

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

Zhenro Services will continue to closely monitor the impact of climate change on the enterprise, strengthen its risk management capabilities, and continuously optimize and update response measures based on risk identification results, to promote the sustainable development of both the enterprise and society.

氣候相關機遇　Climate-related Opportunities

機遇類型 Opportunity Type	氣候相關機遇 Climate-related Opportunity	對業務、財務的潛在影響 Potential Impact on Business and Finance	主要應對措施 Key Response Measures	影響時間範圍 Time Horizon of Impact
資源類型	節能節水水平提升的同時，也能夠帶來成本下降	• 做好能源及碳排放的統籌管理、持續優化廢物回收利用體系，既能助力節能降碳目標的實現，又能通過成本節降，切實達成企業降本增效的發展需求。 • 營收下降。	• 選用高效節能型設備，推行更具實效性的節能舉措，同時優化各類資源的利用方式。 • 主動推進綠色校園與綠色辦公建設，從運營各環節入手，切實強化節能減排工作，築牢綠色發展基礎。	長期
Resource Type	While improving the level of energy and water conservation, it can also bring down costs.	• Conduct coordinated management of energy and carbon emissions, and continuously optimize the waste recycling system, which can not only help achieve energy conservation and carbon reduction goals, but also effectively meet the enterprise's development needs of cost reduction and efficiency increase through cost savings. • Decrease in operating revenue.	• Select high-efficiency and energy-saving equipment, implement more effective energy conservation initiatives, and optimize the utilization of various resources. • Actively promote the development of green campuses and green office buildings, start from all operation links to effectively strengthen energy conservation and emission reduction efforts, and consolidate the foundation for green development.	Long-term
能源來源	有效運用可再生能源，可逐步降低未來對化石能源的依賴，減少化石能源使用帶來的相關制約。	• 有效規避未來化石燃料價格上漲帶來的潛在經營風險。 • 有效降低與溫室氣體相關的政策合規風險，減少政策調整帶來的潛在影響。 • 運營成本降低。 • 營收增加。	擴大可再生能源利用	長期
Energy Source	The effective use of renewable energy can gradually reduce future dependence on fossil energy, and alleviate relevant constraints brought by the use of fossil energy.	• Effectively avoid potential operational risks caused by the future price rise of fossil fuels. • Effectively reduce policy compliance risks related to greenhouse gases, and mitigate the potential impact brought by policy adjustments. • Reduction in operating costs. • Increase in operating revenue.	Expand the utilization of renewable energy.	Long-term

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

正榮服務旗下各在管服務項目均制定自然災害及突發事件應急預案等相關流程，通過實時跟蹤氣象預警信息，動態優化應急響應機制。在監測到極端天氣預警後，各項目將第一時間召開專項工作會議部署應對舉措，同步啟動應急預案並向業主發佈預警提示與防範信息，有效應對氣候變化引發的高溫、乾旱、暴雨等極端天氣。此外，公司全力響應並配合國家「雙碳」目標與相關倡議，結合物業服務行業特點與自身運營實際，積極探索物業領域在推進淨零排放過程中可發揮的作用與貢獻。

All managed service projects under Zhenro Services have formulated relevant procedures including emergency response plans for natural disasters and emergencies, and dynamically optimize the emergency response mechanism through real-time tracking of meteorological early warning information. Upon detecting an extreme weather early warning, each project will hold a special work meeting at the first time to deploy response measures, simultaneously activate the emergency response plan and issue early warning prompts and prevention information to property owners, so as to effectively respond to extreme weather such as high temperature, drought and rainstorms caused by climate change. In addition, the Company fully responds to and cooperates with the national "dual carbon" goals and relevant initiatives, and actively explores the role and contribution that the property service sector can play in advancing the net zero emission process in light of the characteristics of the property service industry and its own operation reality.

風險管理

本公司將氣候相關風險及機遇的識別、評估和管理整合至公司整體風險管理體系中，對氣候風險進行系統性管控。

Risk Management

The Company has integrated the identification, assessment and management of climate-related risks and opportunities into its overall risk management system, and implements systematic management and control over climate risks.

01

氣候風險識別
Climate Risk Identification

結合國內外政策趨勢及利益相關方反饋，梳理氣候風險清單。

We compile a climate risk list in light of domestic and international policy trends and feedback from stakeholders.

02

氣候風險評估
Climate Risk Assessment

綜合業務風險、氣候風險及其他ESG風險，從短期、中期、長期的視角對風險清單，結合具體財務指標進行定性定量分析和優先級排序，並提交至董事會戰略委員會審核。

We integrate business risks, climate risks and other ESG risks, conduct qualitative and quantitative analysis and priority ranking on the risk list from short-term, medium-term and long-term perspectives in combination with specific financial indicators, and submit them to the Strategy Committee of the Board of Directors for review.

03

氣候風險應對
Climate Risk Response

被評估為高優先級的氣候風險將分配至各責任部門制定並落實風險應對方案。

Climate risks assessed as high priority will be assigned to each responsible department to formulate and implement risk response plans.

氣候風險識別與評估流程
Climate Risk Identification and Assessment Process

低碳運營　踐行綠色發展
Low-Carbon Operation, Practicing Green Development

溫室氣體減排目標及2025年進展　Greenhouse Gas Emission Reduction Targets and 2025 Progress

目標 Target	進展 Progress
以2024年為基準年，2059年運營碳排放（範圍一、二）實現碳中和，範圍三全類別減少75%	目標進行中：2025年，公司單位營收溫室氣體（範圍一、二）排放強度為0.005噸二氧化碳當量／百萬營收，公司未來將繼續開展碳減排相關工作
Taking 2024 as the base year, achieve carbon neutrality for operational carbon emissions (Scope 1 and Scope 2) by 2059, and reduce all categories of Scope 3 emissions by 75%	Target in progress: In 2025, the company's greenhouse gas (Scope 1 & Scope 2) emission intensity per unit revenue was 0.005 tonnes of carbon dioxide equivalent (tCO_2e) per million RMB of revenue. The company will continue to carry out carbon emission reduction related work in the future.

繁星如炬　助力員工發展
Empowering Employee Development

正榮服務高度重視人才對企業可持續發展的關鍵作用，以「正直構築繁榮」為核心價值觀，始終貫徹「惜才、展才、耀才」的人才方針，通過鍛造精英團隊為企業發展注入核心動力。我們持續完善僱傭相關制度，深耕人才發展與職業安全保障工作，構建關愛包容、尊重平等、成長可期的工作環境，推動企業與員工雙向賦能、共生共榮。

Zhenro Services attaches great importance to the critical role of talent in the sustainable development of the enterprise. With "Integrity Builds Prosperity" as its core value, it consistently implements the talent policy of "cherishing talent, developing talent, and empowering talent to shine", and injects core impetus into the enterprise's development by forging an elite team. We continue to improve employment-related systems, devote intensive efforts to talent development and occupational safety and security, build a caring, inclusive, respectful and equal working environment with promising growth prospects, and promote two-way empowerment, symbiosis and common prosperity between the enterprise and its employees.

員工權益保障

正榮服務恪守依法合規的用工理念，建立透明化、規範化的招聘機制，嚴格杜絕童工、強制勞動等違規用工情形，確保僱傭關係合法合規、平等自願。公司依託市場化薪酬體系、公平化晉升機制賦能員工發展，並搭建從入職適應、技能強化到職業規劃的系統化培養框架。在員工職業安全領域，公司以標準化作業環境、專業防護設備為硬件保障，配套健全安全操作標準、常態化安全檢查及應急管理體系，切實守護員工健康。此外，公司堅持平等協商，持續完善勞動關係管理，助力企業與員工實現共生共榮、協同發展。

PROTECTING THE RIGHTS AND BENEFITS OF EMPLOYEES

Zhenro Services adheres to the concept of law-abiding and compliant employment, establishes a transparent and standardized recruitment mechanism, and strictly prohibits child labor, forced labor and other irregular employment practices to ensure that employment relationships are legal, compliant, equal and voluntary. The Company empowers employee development through a market-oriented compensation system and fair promotion mechanism, and builds a systematic training framework covering onboarding adaptation, skill enhancement and career planning. In terms of employee occupational safety, the Company takes standardized working environment and professional protective equipment as hardware support, supplemented by sound safety operation standards, regular safety inspections and emergency management system, to effectively protect employees' health. In addition, the Company upholds equal consultation and continuously improves labor relationship management, promoting symbiosis, common prosperity and coordinated development between the Company and its employees.

繁星如炬　助力員工發展
Empowering Employee Development

員工招聘

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

公司恪守公平平等的僱傭理念，充分尊重員工在性別、種族、宗教信仰、文化背景等方面的差異，致力於構建多元平等、尊重包容的工作氛圍。在就業吸納上，正榮服務面向各類群體開放就業機會，包括應屆畢業生、社會求職人員、軍轉複員人員、農民工等，並結合業務需求運用靈活用工形式，通過彈性工作安排與多樣化工作模式，切實適配不同勞動者的就業需求。

在合規用工管理上，正榮服務嚴格依照相關法規規範開展僱傭工作，切實恪守《中華人民共和國未成年人保護法》與國際勞工組織《強迫勞動公約》各項規定。公司通過僱傭環節的身份信息嚴格核查機制，全面杜絕童工、強制勞動等違規行為。報告期內，公司無任何禁止童工及強制勞動相關的違規事件，全體全職員工均已依法簽訂勞動合同。

為吸納更多精英人才賦能企業發展，正榮服務立足實際需求優化升級招聘策略，豐富拓展招聘渠道，推進招聘信息化系統落地應用。依託招聘管理工作的持續完善，有效提升人才引育效率，築牢人才隊伍建設基礎，為企業實現高質量可持續發展注入強勁動能。

Employee Recruitment

Zhenro Services strictly complies with the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China and other relevant laws and regulations, and in light of the internal conditions of the enterprise, formulates and continuously improves internal systems such as the Recruitment Management System and the Personnel Process Management Specification, to fully safeguard the legitimate rights and interests of employees and applicants in terms of employee employment, onboarding, training, promotion, compensation and benefits. Zhenro Services strictly complies with the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China and other relevant laws and regulations, and in light of the internal conditions of the enterprise, formulates and continuously improves internal systems such as the Recruitment Management System and the Personnel Process Management Specification, to fully safeguard the legitimate rights and interests of employees and applicants in terms of employee employment, onboarding, training, promotion, compensation and benefits.

The Company adheres to the principle of fair and equal employment, fully respects differences among employees in gender, race, religious belief, cultural background and other aspects, and is committed to building a diverse, equal, respectful and inclusive working environment. For employment absorption, Zhenro Services provides job opportunities for various groups, including fresh graduates, job seekers, demobilized military personnel, and migrant workers. It adopts flexible employment forms in line with business needs, and practically meets the employment needs of different workers through flexible work arrangements and diversified working models.

For compliant employment management, Zhenro Services strictly carries out employment practices in accordance with relevant laws and regulations, and earnestly abides by all provisions of the Law of the People's Republic of China on the Protection of Minors and the Forced Labour Convention of the International Labour Organization (ILO). The Company has implemented a strict identity verification mechanism in the employment process to fully prevent irregularities such as child labor and forced labor. During the reporting period, the Company had no violations related to the prohibition of child labor and forced labor, and all full-time employees have signed labor contracts in accordance with the law.

To attract more elite talents to empower its development, Zhenro Services optimizes and upgrades recruitment strategies based on practical needs, enriches and expands recruitment channels, and promotes the implementation and application of the information-based recruitment system. Relying on the continuous improvement of recruitment management, the Company effectively enhances the efficiency of talent introduction and cultivation, consolidates the foundation of talent team development, and injects strong momentum into the Company's high-quality and sustainable development.

繁星如炬　助力員工發展
Empowering Employee Development

更新人才招聘策略 Updating Talent Recruitment Strategies

- 我們結合公司當前戰略需要、團隊結構及市場供需等因素，在符合招聘原則「一正五力」的基礎上，更新了不同業務多個崗位的崗位說明書，從能力與崗位要求匹配着手，準確識別符合要求的優秀人才。

- With the Company's current strategic needs, team structure, market supply and demand and other factors taken into account, we have updated the job descriptions for various positions across different business segments under the recruitment principle of "integrity and five strengths", with the goal of precisely identifying exceptional talents whose capabilities align with the demands of the positions.

拓寬人才招聘渠道 Expanding Recruitment Channels

- 為更好的適配組織發展現狀，我們分別從內部人才推薦管理、靈活用工渠道開拓及回流員工管理三個渠道方面進行迭代升級，豐富招聘渠道，再提升崗位滿編率的同時節約招聘成本。

- To align with the Company's development status, we have enhanced our practices and efforts across three key channels: internal talent recommendation management, flexible employment channels, and returning employee management, aiming to diversify our recruitment channels, boost job occupancy rates, and reduce recruitment costs.

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

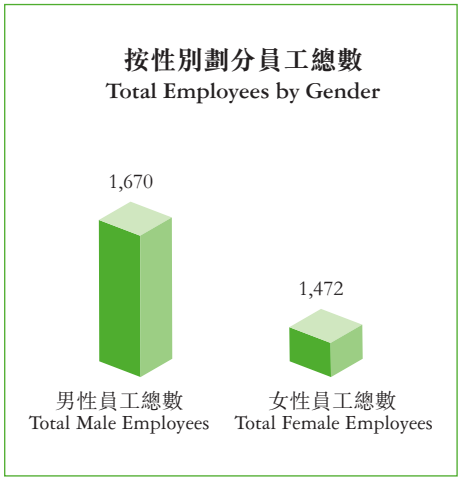
- 我們積極順應數字化發展趨勢，結合HRIS人力系統，搭建招聘信息化系統，實現面試流程管控、編製管理、人才庫建設、渠道管理等模塊統一線上管理，並通過數據可視化等手段，確保信息準確性，大幅提升招聘效率。

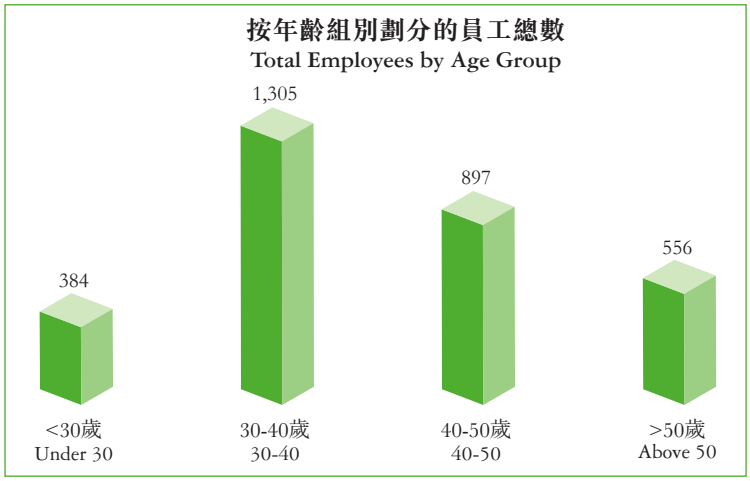
- We strive to stay abreast of the trend of digitalization by building a recruitment information system based on our HRIS manpower system, aiming to realize the unified online management of interview process control, staffing management, talent pool construction, channel management and other modules, and ensure the accuracy of information, and dramatically enhance recruitment efficiency through data visualization and other technical means.

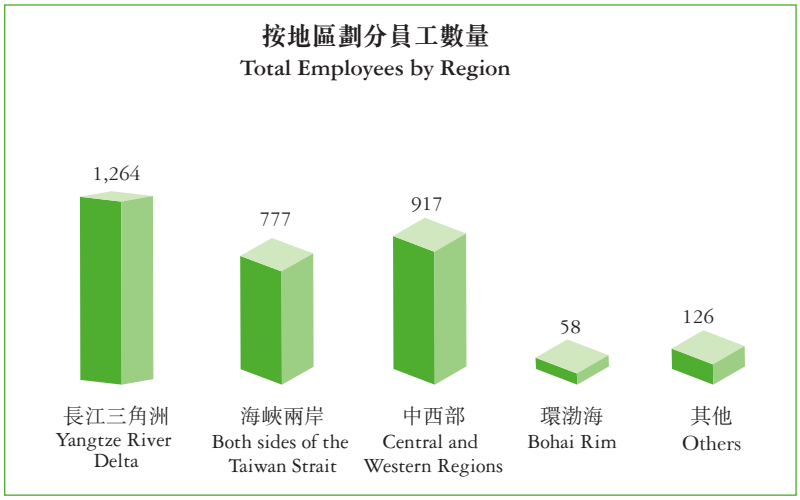
繁星如炬　助力員工發展
Empowering Employee Development

2025年，公司全口徑員工總數為3142人，年度員工流失率中男性佔比40.96%、女性佔比51.68%。員工分類情況如下：

In 2025, the total number of full-caliber employees of the Company was 3,142. Of the annual employee turnover rate, male employees accounted for 40.96% and female employees accounted for 51.68%. The breakdown of employees is as follows:







繁星如炬　助力員工發展
Empowering Employee Development

薪酬福利

正榮服務嚴格遵循《中華人民共和國勞動法》《中華人民共和國社會保險法》關於薪酬福利的相關規定，構建規範科學、長效穩健的薪酬管理體系。公司積極對標行業內外優秀企業，保障員工薪酬具備市場競爭力。報告期內，依託科學績效評價體系，公司持續優化薪酬結構、完善獎懲機制、強化即時激勵，並將員工薪酬漲幅與經營單位績效緊密掛鈎，充分激發人才活力，推動優秀員工與企業協同成長、共促發展。

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

正榮服務始終以員工關懷為核心，不斷健全多元化福利保障體系，先後制定並落地《員工考勤及假期管理規範》《員工考勤管理細則》等多項內部管理制度，在嚴格落實五險一金、帶薪年假、法定節假日等法定福利的基礎上，緊密貼合員工實際生活與工作需求，配套推出節日禮金、年度健康體檢、員工免費食堂等一系列暖心補充福利，以全方位的保障切實增強員工的歸屬感與幸福感，讓員工與企業同心同行、共享發展成果。

Remuneration and Benefits

Zhenro Services strictly complies with the relevant provisions on compensation and benefits stipulated in the Labor Law of the People's Republic of China and the Social Insurance Law of the People's Republic of China, and has established a standardized, scientific, long-term and robust compensation management system. The Company actively benchmarks against outstanding enterprises inside and outside the industry to ensure that employee compensation is market-competitive. During the reporting period, relying on a scientific performance appraisal system, the Company continuously optimized its compensation structure, improved its reward and punishment mechanism, strengthened instant incentives, and closely linked employee salary increases with the performance of business units, so as to fully stimulate talent vitality and promote the collaborative growth and common development of outstanding employees and the Company.

We are committed to ensuring that every employee receives objective and fair remuneration and performance rewards. During the reporting period, we upgraded the Guidelines for Performance Appraisal Management, launched monthly, quarterly and annual appraisal mechanisms with representative awards, and timely recognized and rewarded outstanding employees on a regular basis to foster a positive working atmosphere. In addition, we are committed to establishing a fair and efficient incentive system. We adopt PPI and KPI assessment methods respectively according to the differences in employees' positions, and newly add monthly and quarterly performance appraisals. The appraisal results are linked to performance recognition and promotion, which fully motivates employees' work initiative.

Zhenro Services always takes employee care as the core and continuously improves its diversified welfare and security system. It has successively formulated and implemented a number of internal management systems such as the Code for Employee Attendance and Leave Management and the Detailed Rules for Employee Attendance Management. On the basis of strictly implementing statutory benefits including social insurance and housing fund, paid annual leave and statutory holidays, the Company closely caters to employees' actual life and work needs, and launches a series of heart-warming supplementary benefits such as festival bonuses, annual physical examinations and free staff canteens. Through all-round protection, it effectively enhances employees' sense of belonging and happiness, enabling employees to stand together with the enterprise and share the fruits of development.

繁星如炬　助力員工發展
Empowering Employee Development

協同夥伴成長

正榮服務始終秉持聚才、育才、勵才的人才理念，以正直文化凝聚團隊，以發展平台成就員工，以共享成果激發活力。公司不斷為員工創造良好的成長空間與學習氛圍，持續提升人才專業能力，為企業創新發展與品質運營提供強勁的人才保障。

PARTNERING FOR GROWTH

Zhenro Services always upholds the talent philosophy of attracting, nurturing and motivating talents, unites the team with a culture of integrity, empowers employees with development platforms and stimulates vitality through shared achievements. The Company continuously creates sound growth space and a positive learning atmosphere for employees, steadily enhances the professional capabilities of its talents, and provides strong talent support for the enterprise's innovative development and quality operations.

晉升通道

我們始終致力於營造開放透明、公平競爭的職場環境，打造多元發展的成長平台，鼓勵員工自主規劃職業方向、積極競聘一線管理崗位，充分實現自我價值。公司立足集團業務發展需要，為各崗位員工搭建清晰規範的晉升通道，助力員工激發潛能、精進成長，達成個人與企業的協同發展。同時，公司將人才穩定視作核心管理工作，把關鍵崗位流失率納入績效考核，推動各部門協同關注員工發展，不斷完善人才管理與保留機制。

Promotion Path

We are committed to fostering an open, transparent and fairly competitive workplace environment and building a diversified development platform for our employees, encouraging them to independently plan their career paths, actively compete for frontline management positions and fully realize their personal values. In line with the Group's business development needs, the Company has established clear and standardized promotion channels for employees in all positions, helping them unleash their potential, achieve continuous growth and realize synergistic development between individuals and the enterprise. Meanwhile, the Company regards talent stability as a core management task, incorporates the turnover rate of key positions into performance assessment, drives all departments to collaboratively focus on employee development, and continuously improves its talent management and retention mechanisms.

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

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

In addition, we encourage employees to pursue further studies in their professional fields. We reimburse examination fees and tuition fees for employees who receive further education or obtain job-related professional qualifications, fully supporting their personal growth and career development.

繁星如炬　助力員工發展
Empowering Employee Development

培訓體系

正榮服務積極打造全員共學、持續成長的良好氛圍，以學習力驅動企業與人才同步進階。公司緊扣戰略發展需求，持續迭代升級人才培訓體系，圍繞新員工融入、基礎崗位技能夯實、關鍵崗位能力鍛造及人才梯隊建設等核心維度，搭建起全鏈條、縱深式的人才培養發展體系，並打造多項精品化培訓項目，為企業高質量發展培育高素質、專業化的核心人才梯隊。

Training System

Zhenro Services actively fosters a favorable atmosphere of collective learning and sustainable growth, driving the synchronous advancement of the enterprise and its talents through learning capacity. Centering on its strategic development needs, the Company continuously iterates and upgrades its talent training system; focusing on core dimensions including new employee onboarding integration, consolidation of basic post skills, capability development for key positions and talent echelon construction, it has established a full-chain, in-depth talent development system and launched a number of high-quality training programs, cultivating a high-caliber, professional core talent echelon to support the Company's high-quality development.

新員工培訓
New Employee Training

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

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



榮管家
Ro's Manager

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

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



繁星如炬　助力員工發展
Empowering Employee Development

榮之將
Ro's General

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

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



商業招商營運條線培訓
Training for Commercial Investment Promotion and Operation

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

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



領航計劃訓練營
Pilot Program Training Camp

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

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



繁星如炬　助力員工發展
Empowering Employee Development

職業健康與安全

員工是正榮服務最寶貴的發展資源，職業健康安全亦是企業穩健運營的重中之重。公司持續完善職業健康安全保障機制，全面落實安全管理主體責任，積極組織多樣化安全培訓工作，以紮實的管理舉措為員工構築起安全、健康的工作保障。

公司嚴守職業健康安全相關法律要求，全面落實《中華人民共和國職業病防治法》《職業健康檢查管理辦法》各項規定，並成功獲得ISO 45001職業健康安全管理體系認證。圍繞安全管理提質，正榮服務完善多項應急處置預案與內部管理規範，明確各級人員安全職責，通過將健康安全績效納入部門高管考核與薪酬體系，強化責任落地，全方位保障職業健康安全管理實效。

為強化安全生產全流程管控，公司建立總部、神秘客、項目團隊三級協同巡檢制度，通過系統性的隱患排查與整改工作，有效規避生產運營中的安全風險。

公司始終將安全與健康放在重要位置，定期開展安全培訓以強化全員安全素養與防護技能，守護員工與業主的人身安全。每年為員工安排的免費健康體檢，更是將關懷落到實處，讓員工切實感受到企業的暖心保障。報告期內，本集團發生工傷死亡0人，因工傷損失工作日203天。

OCCUPATIONAL HEALTH AND SAFETY

Employees are the most valuable development resource of Zhenro Services, and occupational health and safety is a top priority for the steady operation of the Company. We continuously improve the occupational health and safety guarantee mechanism, fully implement the primary responsibility of safety management, and actively carry out various safety training activities. With solid management measures, we provide employees with a safe and healthy working environment and protection.

The Company strictly abides by the legal requirements concerning occupational health and safety, fully implements all provisions of the Law of the People's Republic of China on Prevention and Control of Occupational Diseases and the Measures for the Administration of Occupational Health Examinations, and has successfully obtained the ISO 45001 Occupational Health and Safety Management System certification. Focusing on improving the quality of safety management, Zhenro Services has refined various emergency response plans and internal management specifications, clarified the safety responsibilities of personnel at all levels, and strengthened accountability by integrating health and safety performance into the performance appraisal and compensation system of department executives, so as to comprehensively ensure the effectiveness of occupational health and safety management.

To strengthen the whole-process control of work safety, the Company has established a three-level collaborative inspection system involving headquarters, mystery shoppers and project teams. Through systematic potential hazard investigation and rectification, it effectively mitigates safety risks in production and operation.

The Company has always placed safety and health in a prominent position. It regularly conducts safety training to enhance the safety awareness and protection skills of all employees, safeguarding the personal safety of employees and property owners. The free annual health check-ups provided to employees translate care into concrete actions, allowing employees to truly feel the Company's thoughtful support. During the reporting period, the Group recorded 0 work-related fatality and 203 lost workdays due to work-related injuries.

繁星如炬　助力員工發展
Empowering Employee Development

正榮服務開展消防應急演練
Zhenro Services Conducted Fire Emergency Drill

正榮服務要求各項目每半年至少開展一次消防應急演練，演習內容包括消防服的穿戴、如何使用消防栓滅火等，物業員工必須全員參與。
Zhenro Services requires each project to conduct at least one fire emergency drill every six months. The drill covers the wearing of fire-fighting suits, operation of fire hydrants for fire extinguishing and other relevant contents, and all property employees must participate in full.



119消防日時，我們專門邀請消防專業人員為員工及客戶培訓居家消防注意事項並講解滅火器材簡單操作，提高消防安全意識。報告期內，各項目開展消防應急演練共涉及3220人次。
On National Fire Safety Day (November 9), we specially invited fire professionals to provide training for employees and residents on home fire safety precautions and the basic operation of fire-fighting equipment, so as to enhance fire safety awareness. During the reporting period, a total of 3,220 participants were involved in fire emergency drills conducted across all projects.

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

正榮服務始終秉持長遠發展視角，深刻認知優質服務供給、企業穩健運營與可持續發展，均離不開高效、規範的供應鏈管理體系作為堅實支撐。公司恪守平等公正、公開透明、開放共贏的合作理念，持續優化供應鏈全流程管理，積極推進負責任供應鏈建設，與各類合作夥伴建立長期穩定、協同共進的戰略合作關係，全力推動外部利益相關方價值共創、效益共享。與此同時，公司始終將社區發展與社會責任置於重要位置，依託供應鏈生態實現資源互通、優勢互補，不斷提升供應鏈的綜合價值與社會效能；並主動投身社區共建與公益事業，通過資源整合與愛心凝聚，攜手社區居民共築高品質生活家園。

Zhenro Services always upholds a long-term development perspective and deeply recognizes that high-quality service supply, steady corporate operation and sustainable development are all inseparable from an efficient and standardized supply chain management system as a solid support. Adhering to the cooperation philosophy of equality, fairness, openness, transparency and win-win progress, the Company continuously optimizes the whole-process management of the supply chain, actively promotes the development of a responsible supply chain, establishes long-term, stable and collaborative strategic cooperative partnerships with various partners, and fully promotes value co-creation and benefit sharing with external stakeholders. Meanwhile, the Company always places community development and social responsibility in an important position, realizes resource interconnection and complementary advantages relying on the supply chain ecosystem, and continuously enhances the comprehensive value and social effectiveness of the supply chain. It also takes the initiative to participate in community co-construction and public welfare undertakings, and joins hands with community residents to build a high-quality living home through resource integration and love cohesion.

攜手合作共贏

與供應商建立長期優質的合作生態，是正榮服務發展佈局中的核心環節。公司堅持與各合作夥伴、供應商展開全方位、多層次的深度協作，打造公平互惠、陽光透明的合作體系，依託資源整合與能力共建，不斷夯實供應鏈可持續發展基礎，實現多方協同增值。

PARTNERING FOR WIN-WIN COOPERATION

Building a long-term, high-quality cooperation ecosystem with suppliers is a core part of the development layout of Zhenro Services. The Company maintains all-round, multi-tiered and in-depth cooperation with its partners and suppliers, and establishes a fair, reciprocal, transparent and upright cooperation system. By virtue of resource integration and capability co-construction, it continuously consolidates the foundation for the sustainable development of the supply chain and achieves collaborative value-added for all parties.

供應商管理

我們始終認為，高質量供應鏈體系是交付卓越服務的核心支撐。公司嚴格恪守《中華人民共和國招標投標法》等相關法律法規要求，建立並持續迭代優化《正榮服務供應商管理制度》等內部規範，明確供應商准入、評估、退出全生命週期管理流程及核心標準，不斷健全供應鏈管理體系、提升管理規範化水平。同時，公司持續優化採購全流程，強化供應商篩選與評審機制，在供應商准入環節重點考量ESG相關指標（如ISO 9001質量管理體系認證等），助力供應商實現持續迭代與成長；通過常態化開展與供應商的溝通對接及專項培訓，攜手共建誠信透明、高效優質的供應鏈生態。

Supplier Management

We have always maintained that a high-quality supply chain system is the core support for delivering excellent services. The Company strictly abides by the Law of the People's Republic of China on Tenders and Bids and other relevant laws and regulations, establishes and continuously iterates and optimizes internal regulations such as the Zhenro Services Supplier Management System, clarifies the full life cycle management processes and core standards for supplier access, evaluation and elimination, and continuously improves the supply chain management system and enhances the standardization of management. Meanwhile, the Company continuously optimizes the entire procurement process and strengthens the supplier selection and review mechanism. In the supplier access process, it prioritizes ESG-related indicators (such as ISO 9001 Quality Management System certification) to help suppliers achieve continuous iteration and growth. Through regular communication, coordination and special training with suppliers, we jointly build an honest, transparent, efficient and high-quality supply chain ecosystem.

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

供應商准入流程

正榮服務在供應商合作准入環節，始終堅持高標準、嚴要求，高度重視資格審查工作，專門建立了嚴密完善的准入考察體系。該體系特別納入ESG相關審查條件，明確考量供應商是否使用環保產品等核心指標，全力篩選符合公司發展理念與合作標準的合作夥伴。審查過程中，公司摒棄單一審核模式，通過實地調研核驗、深度對接溝通、詳盡資料核查等多種嚴謹手段，開展全方位資質審查，確保每一家准入供應商都能達到公司的高標準、嚴要求。報告期內，我們共有320家供應商。

Supplier Admission Process

In its supplier selection and onboarding process, Zhenro Services adheres to high standards and strict requirements at all times and attaches great importance to qualification review. It has established a rigorous and comprehensive supplier admission assessment system. The system specifically incorporates ESG-related review criteria, with clear evaluation on core indicators such as whether suppliers use eco-friendly products, to fully select partners that align with the Company's development philosophy and cooperation standards. During the review process, the Company abandons the single-review model and conducts comprehensive qualification reviews through rigorous methods including on-site verification, in-depth communication and detailed document inspection, ensuring that every onboarded supplier meets the Company's high standards and strict requirements. During the reporting period, the Company had a total of 320 suppliers.

供應商考核及分級管理機制

正榮服務高度重視供應商服務質量與履約能力管控，通過多頻次、多維度的檢查監督，築牢供應鏈品質防線。一方面，常態化開展日常檢查，嚴格對照合同條款及產品質量規範，對供應商服務細節進行全方位審核，及時發現並糾正服務偏差；另一方面，定期組織月度、季度週期性檢查，同時結合實際需求開展非定期質量督導，重點評估供應商履約情況，對未按合同約定執行的行為逐一詳細記錄，明確整改要求並全程追蹤落實。為進一步提升監督的公正性與專業性，公司特別引入第三方神秘客檢查模式，將其收集的相關數據納入供應商履約評估體系，作為重要評估參考。針對所有檢查中排查出的問題，公司均嚴格要求供應商在指定時間內完成整改，確保每一個問題都有回音、每一項整改都有成效。

Supplier Assessment and Hierarchical Management Mechanism

Zhenro Services attaches great importance to the management of suppliers' service quality and performance capability, and consolidates the quality defense line of the supply chain through frequent and multi-dimensional inspections and supervision. On the one hand, the company conducts routine daily inspections on a regular basis, comprehensively reviews the details of suppliers' services in strict accordance with contract terms and product quality standards, and timely identifies and corrects service deviations. On the other hand, it regularly organizes monthly and quarterly periodic inspections, and carries out irregular quality supervision based on actual needs, focusing on evaluating suppliers' performance. The company records in detail any non-compliance with contractual agreements, specifies rectification requirements, and tracks the implementation throughout the process. To further enhance the impartiality and professionalism of supervision, the company has specially introduced a third-party mystery shopper inspection mechanism, and incorporates relevant data collected through such inspections into the supplier performance evaluation system as an important reference. For all problems identified in various inspections, the company strictly requires suppliers to complete rectification within a specified time limit, ensuring that every issue is addressed and every rectification achieves effective results.

與此同時，公司結合各類檢查結果，對供應商綜合表現實施量化評分，並依據最終評估成效，將供應商劃分為「優秀、良好、合格、不合格、黑名單」五個等級，構建差異化、精細化的供應商分級管理體系。針對不同評級的供應商，公司實行「激勵與約束並行」的管理原則：對於綜合評價獲評「優秀」的供應商，公司制定專項正向激勵政策，給予其項目優先中標權，同時免除該供應商的投標保證金，以此鼓勵供應商持續提升服務品質；對於檢查中發現存在違規行為、未按合同約定履約的供應商，公司將視情節輕重採取針對性整改措施，督促其限期整改、規範履約；對於被列入黑名單的供應商，公司將依法依規終止與其一切合作，從源頭規避供應鏈風險，保障供應鏈體系的持續、穩定與高效運轉。

Meanwhile, the Company conducts quantitative scoring on suppliers based on various inspection results, and classifies suppliers into five levels: Excellent, Good, Qualified, Unqualified, and Blacklisted according to the final assessment outcomes, establishing a differentiated and refined supplier hierarchical management system. For suppliers with different ratings, the Company implements the management principle of "parallel incentives and restraints": For suppliers rated "Excellent" in the comprehensive evaluation, the Company formulates special positive incentive policies, granting them priority in project bidding and exemption from bid bonds, so as to encourage suppliers to continuously improve their service quality. For suppliers found to have violated regulations or failed to perform their contractual obligations during inspections, the Company will take targeted rectification measures according to the seriousness of the circumstances, urging them to complete rectification within a time limit and perform their obligations in a standardized manner. For suppliers included in the blacklist, the Company will terminate all cooperation with them in accordance with laws and regulations to avoid supply chain risks from the source and ensure the sustainable, stable and efficient operation of the supply chain system.

供應商可持續表現管理

在供應鏈優化進程中，正榮服務主動推行綠色採購機制，密切關注供應商的ESG綜合表現，將企業堅守生態保護、履行社會責任、追求可持續發展的理念，精準傳達給每一位合作夥伴。公司將ESG考核納入供應商管理核心流程，審查內容涵蓋保安服務供方退伍人員佔比、排污系統合規性、ESG相關處罰情況等多個維度。除此之外，公司還對主營業務合作供應商提出專項要求，必須取得ISO 9001質量管理體系認證，以全方位、高標準的管控要求，保障供應鏈的綠色、規範與長效發展。

Supplier Sustainable Performance Management

In the process of supply chain optimization, the Company proactively implements a green procurement mechanism and incorporates ESG performance appraisal into the core process of supplier management. The appraisal covers multiple dimensions including the proportion of veterans employed by security service providers, compliance of sewage discharge systems, and records of ESG-related penalties. Meanwhile, the Company puts forward special requirements for core business suppliers, mandating the acquisition of ISO 9001 quality management system certification. Through such comprehensive and high-standard management, the Company ensures the green, standardized and sustainable development of the supply chain.

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正榮服務始終秉持廉潔經營理念，將廉潔供應鏈建設貫穿供應鏈管理全過程，高度重視合規管控工作，着力築牢供應鏈廉潔防線，為業務健康發展保駕護航。報告期內，公司重點推進供應鏈反腐敗行動，一方面與所有合作供應商簽訂廉潔陽光協議，規範合作行為；另一方面通過專項審計核查、核心業務重點抽查、無記名評價反饋等一系列實打實的管控措施，強化供應鏈廉潔管控，確保反腐敗行動落地落細。報告期內，我們對320家供應商進行審查，供應商廉潔協議簽署率達到45%。

Upholding the integrity-based operation philosophy, Zhenro Services has integrated the development of a clean supply chain into the entire process of supply chain management, attached great importance to compliance management and control, and dedicated efforts to building a strong integrity defense line for the supply chain to safeguard the sound development of its business. During the reporting period, the Company focused on advancing anti-corruption initiatives for the supply chain. On the one hand, it signed Clean and Transparent Agreements with all cooperative suppliers to regulate cooperation practices. On the other hand, it strengthened the integrity management and control of the supply chain through a series of practical measures such as special audits, targeted inspections of core businesses, and anonymous evaluation feedback, ensuring the thorough implementation of anti-corruption efforts. During the reporting period, the Company reviewed 320 suppliers, and the signing rate of integrity agreements among suppliers reached 45%.

專項審計
Special Audit

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

核心業務抽查
Core Business Spot Checks

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

無記名評價
Anonymous evaluation

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

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除此之外，報告期內我們重點開展招商營運領域法律風險排查與防範工作，同時組織開展廉潔宣貫活動，向各方傳遞合規廉潔的合作理念。通過多維度引導與推動，助力供應商不斷優化品質、提升服務能力，進一步深化雙方合作黏性，實現互利共贏的核心目標。

供應商溝通

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

供應商幫扶計劃

正榮服務深知，穩固的供應商合作關係是企業穩健發展的重要支撐。為此，公司通過日常溝通、供方專項約談、供方反評價、供方大會等多渠道，構建高效暢通的溝通體系，聚焦產品細節、質量標準等核心要點與供應商深度對接。針對主營業務供方，公司統籌集團招採及相關業務條線參與溝通，重點關注供方資金情況、履約難題、人員及物資保障等事宜，以每三個月全覆蓋的溝通頻次，強化供需協同，推動合作提質增效。

In addition, during the reporting period, we focused on conducting legal risk investigation and prevention in the investment promotion and operation business. At the same time, we organized integrity publicity and implementation activities to convey the concept of compliance and integrity-based cooperation to all parties. Through multi-dimensional guidance and promotion, we help suppliers continuously optimize quality and improve service capabilities, further deepen partnership stickiness, and achieve the core goal of mutual benefit and win-win results.

Supplier Communication

Zhenro Services fully recognizes that the steady development of the Company is built on sound cooperative relationships with suppliers. To this end, we have established an effective communication platform through daily communications, special interviews with suppliers, supplier feedback mechanisms and supplier conferences, to conduct in-depth exchanges on key issues such as product details and quality standards. For suppliers of core businesses, the Company organizes the Group's procurement and relevant departments to participate in communications, discussing suppliers' financial conditions, difficulties encountered in performance, personnel recruitment and material allocation, and achieves full coverage of suppliers every three months.

Supplier Assistance Program

Zhenro Services fully recognizes that solid supplier partnerships underpin the steady development of the enterprise. To this end, the Company has established an efficient and open communication system through multiple channels including routine communications, special supplier meetings, supplier feedback mechanisms and supplier conferences, and conducts in-depth exchanges with suppliers on core points such as product details and quality standards. For suppliers of core businesses, the Company coordinates the Group's procurement and relevant business teams to participate in communications, focusing on suppliers' financial conditions, performance difficulties, personnel and material support and other matters. With full coverage of communications every three months, the Company enhances supply-demand collaboration and drives the improvement of cooperation quality and efficiency.

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共築溫暖社區

正榮服務始終銘記自身肩負的社會使命，堅守高度的社會責任感，在實現自身穩健發展的同時，高度聚焦社區投資與建設，始終踐行「發展成果與社會共享」的理念，紮實推進社區共建各項工作。積極響應各項政策號召，一方面加大對社區基礎設施修繕、公共空間改造等硬件層面的投入，持續優化社區居住環境；另一方面精心策劃並落地一系列公益活動，覆蓋文化交流、健康義診、兒童啟蒙教育等多個維度，全方位守護居民生活，用心營造溫暖有溫度、鄰里有活力的優質社區氛圍，讓發展紅利惠及每一位社區居民。報告期內，社區公益服務累計工時472小時，累計捐贈金額9萬元。

共建社區 聚力公益

聚焦優質物業服務升級，正榮服務強化社區聯動協作，搭建多元服務平台、健全社區服務生態。依託社區架空層等公共區域，打造居民活動、議事交流空間，推動物業服務與社區治理有機結合、協同增效。公司始終踐行公益初心與社會責任，成立志願者協會並持續開展豐富愛心公益行動，以務實舉措傳遞企業溫度，助力社會和諧共進。

BUILDING WARM COMMUNITIES TOGETHER

Zhenro Services always bears in mind its social mission and adheres to a strong sense of social responsibility. While pursuing steady development, the Company attaches great importance to community investment and construction, consistently practices the philosophy of "sharing development outcomes with society", and steadily advances various initiatives for community co-construction. Actively responding to policy initiatives, the Company, on the one hand, increases investment in hardware upgrading such as community infrastructure maintenance and public space renovation to continuously improve the living environment; on the other hand, it carefully designs and implements a series of public welfare activities covering cultural exchanges, free medical consultations, children's enlightenment education and other fields, providing all-round care for residents' daily life and fostering a warm, vibrant and harmonious community atmosphere, so that the benefits of development are shared by every resident. During the reporting period, the total working hours of community public welfare services amounted to 472 hours, and the cumulative donation reached RMB90,000.

Building Communities Together, Focusing on Public Welfare

Focusing on the upgrading of high-quality property services, Zhenro Services has strengthened community linkage and collaboration, built a diversified service platform and improved the community service ecosystem. Relying on public areas such as community overhead floors, the Company has created spaces for residents' activities and discussion exchanges, promoting the organic integration and synergistic effect of property services and community governance. The Company has always upheld its public welfare aspiration and social responsibility, established a volunteer association and continuously carried out various charitable public welfare activities, conveying corporate warmth through practical measures and promoting the harmonious development of society.

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安全知識宣傳公益活動
Public Welfare Activity for Safety Knowledge Publicity

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

We organized fire prevention experience courses for children in the community, aiming to enhance their safety awareness and self-protection abilities. During the activities, the children not only learned basic fire safety knowledge but also participated in on-site fire extinguishing drills, experiencing firsthand how to respond to sudden fire incidents.



感恩公益活動
Gratitude Public Welfare Activity

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

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



未來展望
Future Prospects

2026年是實施「十四五」規劃收官後的關鍵銜接之年，同時也是正榮成立的26週年。全球經濟仍處於深度調整週期之中，高成本、高債務仍在制約經濟復甦，保護主義浪潮與地緣政治風險持續發酵，我們面臨的困難與挑戰依然艱巨。站在成立二十六週年的全新節點，我們深感時光荏苒、使命在肩，正榮服務將繼續採取積極進取的戰略態度，始終緊密圍繞ESG戰略框架，深度聚焦環境、社會、經濟三大責任板塊，將可持續發展理念全方位融入企業運營的每一處細節。在服務端，堅守品質初心，持續迭代服務標準、升級客戶體驗，致力於打造行業服務標桿；在業務拓展上，憑藉敏銳的市場洞察力，積極佈局拓展優勢項目，持續優化業務結構，不斷增強企業核心競爭力。同時，將綠色發展理念貫穿企業發展全過程，從項目規劃到運營管理，全方位踐行節能減排、生態保護等環保舉措，確保在高質量發展的道路上穩步前行、走在前列，為社會創造更多長期價值。

2026 marks a key transitional year following the conclusion of the 14th Five-Year Plan, as well as the 26th anniversary of Zhenro's establishment. The global economy remains in a cycle of profound adjustment, with high costs and high debts continuing to constrain economic recovery, while rising protectionism and geopolitical risks persist, presenting severe difficulties and challenges for us. At this new milestone of its 26th anniversary, we deeply feel the passage of time and our bounden mission. Zhenro Services will maintain a proactive strategic stance, stay closely centered on the ESG framework, focus on the three core pillars of environmental, social and economic responsibilities, and integrate the concept of sustainable development into every detail of corporate operations in an all-round way. On the service side, we will uphold our commitment to quality, continuously upgrade service standards and enhance customer experience, aiming to build an industry-leading service benchmark. In business expansion, with keen market insight, we will actively develop and expand high-quality projects, continuously optimize the business structure and strengthen our core competitiveness. Meanwhile, we will apply the green development philosophy throughout the entire corporate development process, and fully implement energy conservation, emission reduction, ecological protection and other environmental initiatives from project planning to operation management, so as to ensure steady progress in the pursuit of high-quality development and create more long-term value for society.

2026年，國內經濟復甦政策落地發力，物業管理行業迎來發展機遇的集中釋放期，步入發展新階段。行業定位日趨清晰，發展模式由粗放型加速轉向精細化，物業企業聚焦獨立擴張能力提升，積極挖掘細分市場潛力、拓展業務邊界，助力行業實現質的有效提升和量的合理增長。

In 2026, as China's economic recovery policies were implemented and took effect, the property management industry embraced a concentrated release of development opportunities and entered a new stage of growth. With an increasingly clear industry positioning, its development model has accelerated from an extensive approach to refined management. Property enterprises have focused on enhancing their independent expansion capacity, actively tapped the potential of segmented markets and expanded their business scope, thereby facilitating the industry to achieve effective improvement in quality and reasonable growth in quantity.

未來展望
Future Prospects

應對2026年行業新機遇、新挑戰，正榮服務以積極的戰略佈局主動作為，堅守品質服務初心、穩固基礎業務核心。通過深化與政府部門的協同合作，在深耕區域探索創新合作路徑，強化商業管理與物業管理的業務聯動，持續提升市場化拓展能力與獨立發展水平。與此同時，公司積極拓寬業務邊界、挖掘發展潛力，全力築牢獨立且可持續的發展根基，助力企業實現高質量發展。

In response to the new opportunities and challenges facing the industry in 2026, Zhenro Services adopts proactive strategic planning and initiatives, stays true to its original aspiration of quality services, and strengthens the core of its fundamental business. By deepening cooperation and coordination with government departments, exploring innovative cooperation models in deeply developed regions, and enhancing business synergy between commercial management and property management, the Company continuously improves its market-oriented expansion capacity and independent development capability. Meanwhile, it actively expands its business scope, unlocks development potential, and fully consolidates an independent and sustainable foundation, so as to drive the Company toward high-quality development.

面對行業數字化轉型浪潮，正榮服務始終堅定智慧物業發展方向，不遺餘力推進科技戰略落地。我們立足運營實效，穩步提升運營效率，集中力量建設專業化數字化平台，着力打造差異化核心競爭力。在物業管理全鏈條中，從項目規劃佈局到日常運營管控，每一個環節都深度融入智慧科技元素，不斷推動物業服務向高效化、智能化升級，用科技賦能服務，為業主和客戶帶來更便捷、更舒心、更具品質感的生活體驗。

Facing the wave of digital transformation in the industry, Zhenro Services has long been committed to the development direction of smart property and spared no effort in implementing its technology strategy. Based on actual operational effectiveness, we steadily improve operational efficiency, focus on building professional digital platforms, and strive to create differentiated core competitiveness. In the whole chain of property management, every link from project planning and layout to daily operation and control is deeply integrated with smart technology. We keep upgrading property services toward higher efficiency and intelligence, empower services with technology, and bring owners and customers more convenient, comfortable and quality-oriented living experiences.

附錄
Appendixes

關鍵績效 KPIS

指標 Indicators	單位 Unit	2022	2023	2024	2025
營業收入 Revenue	億元 RMB'00 million	11.4	11.5	11.3	10.6
毛利 Gross profit	億元 RMB'00 million	2.5	2.4	2.4	1.7
董事會人數 Number of Board members	人 person	7	6	6	6
獨立董事人數 Number of independent directors	人 person	3	3	3	3
排放物 **Emissions**					
無害廢棄物產生總量[1] Total non-hazardous waste generated[1]	噸 tonne	118,748	148,030	20.98	2,034.10
有害廢棄物產生總量 Total hazardous waste generated	噸 tonne	0.01	0.01	0.01	0.15
單位收益廢棄物排放量 Waste discharge per unit revenue	噸／萬元收入 tonne/revenue in RMB0'000	1.04	1.29	0.0002	0.002
廢水排放總量 Total wastewater discharge	噸 tonne	7,822	7,024	7,004	166,979.14
單位收益廢水排放量 Wastewater discharge per unit revenue	噸／萬元收入 tonne/revenue in RMB0'000	0.069	0.061	0.059	1.571

1 無害廢棄物僅包含上海虹橋正榮中心產生的生活垃圾。

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

附錄
Appendixes

指標 Indicators	單位 Unit	2022	2023	2024	2025
能源 **Energy**					
外購電力使用量 Purchased electricity consumption	千瓦時 kWh	1,231,201	1,341,921	852,511	23,285,350.29
汽油使用量 Gasoline consumption	公升 L	3,596	3,763	3,208	1,000
綜合(直接+間接)能源消耗量[2] Total (direct and indirect) energy consumption[2]	噸標煤 tonne of coal equivalent	146	169	108.4	125.6
直接能源消耗量 Direct energy consumption	噸標煤 tonne of coal equivalent	4	4	3.4	3.8
間接能源消耗量 Indirect energy consumption	噸標煤 tonne of coal equivalent	142	165	105	121.8
單位收益能源消耗量 Energy consumption per unit revenue	噸標煤／萬元收入 tonne of coal equivalent/ revenue in RMB0'000	0.001	0.001	0.001	0.001
水資源 **Water resources**					
總用水量 Total water consumption	噸 tonne	9,362	8,779	4,918	196,446.05
單位收益用水量 Water consumption per unit revenue	噸／萬元收入 tonne/revenue in RMB0'000	0.082	0.077	0.044	1.848

2 綜合能耗總量計算參考GB/T2589-2020《綜合能耗計算通則》。

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

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指標 Indicators	單位 Unit	2022	2023	2024	2025
溫室氣體排放[3] **GHG emissions[3]**					
範圍一溫室氣體排放 Scope 1 GHG emissions	噸二氧化碳當量 tonne CO_2 equivalent	10	8	7	5
範圍二溫室氣體排放 Scope 2 GHG emissions	噸二氧化碳當量 tonne CO_2 equivalent	846	765	499	503
範圍三溫室氣體排放 Scope 3 GHG emissions	噸二氧化碳當量 tonne CO_2 equivalent	–	–	–	–
溫室氣體排放總量 Total GHG emissions	噸二氧化碳當量 tonne CO_2 equivalent	856	773	506	508
單位收益溫室氣體排放總量 Total GHG emissions per unit revenue	噸二氧化碳當量／萬元收入 tonne CO_2 equivalent/ revenue in RMB0'000	0.01	0.01	0.005	0.005
僱傭 **Employment**					
僱員總數 Total number of employees	人 person	4,197	3,485	3,270	3142
殘疾員工佔比 Percentage of employees with disabilities	%	0.02	0.03	0.24	0.32
按僱傭類型劃分的員工數 **Number of employees by type of employment**					
全職員工數 Number of full-time employees	人 person	4,197	3,485	3,270	3142
兼職員工數 Number of part-time employees	人 person	0	0	0	0

3 本公司溫室氣體排放主要源自自有車輛燃料燃燒和外購電力。溫室氣體排放數據的計算方式參考國家發展改革委員會發佈的《工業其他行業企業溫室氣體排放核算方法與報告指南》、中華人民共和國生態環境部發佈的全國電網平均排放因子。報告期內暫無法獲取上下游相關主體的活動水平數據、排放因子等核心核算資料，暫不具備範圍3排放的量化核算條件，本期未對範圍3溫室氣體排放進行量化統計與披露。後續公司將逐步完善價值鏈碳排放數據管理體系，推動上下游數據協同，在後續報告期內完成範圍3排放的核算與披露。

3 The Company's greenhouse gas (GHG) emissions are mainly derived from fuel combustion of company-owned vehicles and purchased electricity. The calculation of GHG emission data is based on the Guidelines for Accounting and Reporting of Greenhouse Gas Emissions by Enterprises in Other Industrial Sectors issued by the National Development and Reform Commission and the average emission factor of the national power grid released by the Ministry of Ecology and Environment of the People's Republic of China. During the reporting period, core accounting materials such as activity level data and emission factors of relevant upstream and downstream entities were temporarily unavailable, and the conditions for quantitative accounting of Scope 3 emissions were not met, so quantitative statistics and disclosure of Scope 3 GHG emissions were not made in the current period. The Company will gradually improve the value chain carbon emission data management system, promote data collaboration with upstream and downstream parties, and complete the accounting and disclosure of Scope 3 emissions in subsequent reporting periods.

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指標 Indicators	單位 Unit	2022	2023	2024	2025
按性別劃分的員工數 **Number of employees by gender**					
男性員工數 Number of male employees	人 person	2,236	1,902	1,794	1670
女性員工數 Number of female employees	人 person	1,961	1,583	1,476	1472
按年齡組別劃分的員工數 **Number of employees by age group**					
30歲以下員工數 Number of employees aged below 30	人 person	767	440	453	384
30-39歲員工數 Number of employees aged between 30 and 39	人 person	1,251	1,357	1,302	1305
40-49歲員工數 Number of employees aged between 40 and 49	人 person	896	840	899	897
50歲及以上員工數 Number of employees aged 50 or above	人 person	1,283	848	616	556
按區域劃分的員工數 **Number of employees by region**					
長江三角洲地區 Yangtze River Delta Region	人 person	1,968	1,482	1,342	1264
海峽兩岸地區 Cross-Straits Region	人 person	782	682	807	777
中西部地區 Midwest Region	人 person	785	635	936	917
環渤海地區 Bohai Rim Region	人 person	288	338	71	58
其他地區 Other regions	人 person	374	302	62	126

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指標 Indicators	單位 Unit	2022	2023	2024	2025
按職級劃分的員工數 **Number of employees by position rank**					
高級管理人員 Senior management employees	人 person	10	16	36	31
中層管理人員 Middle management employees	人 person	486	1,900	222	220
基層員工 Front-line employees	人 person	3,701	1,569	3,012	2891
按職能劃分的員工數 **Number of employees by function**					
財務管理 Financial management	人 person	92	111	104	96
質量管理 Quality management	人 person	40	334	35	14
工程管理 Engineering management	人 person	101	60	39	137
增值服務 Value-added service	人 person	75	50	29	20
市場拓展 Market expansion	人 person	75	18	13	13
人力資源和行政 HR and administration	人 person	99	80	75	66
風控及法務 Risk control and legal affairs	人 person	–	10	2	2
物業管理服務 Property management service	人 person	3,715	2,822	2,973	2796

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指標 Indicators	單位 Unit	2022	2023	2024	2025
流失率 **Turnover rate**					
總流失率 Total turnover rate	%	43.94	44.53	39.39	43.20
按性別劃分的員工流失率 **Employee turnover rate by gender**					
男性員工流失率 Turnover rate of male employees	%	45.82	46.90	39.36	40.96
女性員工流失率 Turnover rate of female employees	%	41.66	53.10	42.73	51.68
按年齡組別劃分的員工流失率 **Employee turnover rate by age group**					
30歲以下員工流失率 Turnover rate of employees aged below 30	%	62.30	43.40	49.66	72.89
30-39歲員工流失率 Turnover rate of employees aged between 30 and 39	%	42.10	68.40	35.41	44.93
40-49歲員工流失率 Turnover rate of employees aged between 40 and 49	%	42.83	33.80	31.00	31.97
50歲及以上員工流失率 Turnover rate of employees aged 50 or above	%	28.60	42.10	47.17	49.95
按區域劃分的員工流失率 **Employee turnover rate by region**					
總部 Headquarters	%	–	4.20	26.92	16.33
長江三角洲地區 Yangtze River Delta Region	%	40.24	44.40	34.56	38.00
海峽兩岸地區 Cross-Straits Region	%	44.30	20.70	46.19	38.78
中西部地區 Midwest Region	%	48.30	26.00	53.90	68.09
環渤海地區 Bohai Rim Region	%	43.50	4.70	14.46	82.76
其他地區(合肥) Headquarters	%				40.98

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指標 Indicators	單位 Unit	2022	2023	2024	2025
健康與安全 **Health and safety**					
因工傷死亡人數 Number of work-related fatalities	人 person	0	1	1	0
工傷損失日數 Lost working days due to work-related injuries	天 day	411.5	185	210	203
培訓及發展 **Training and development**					
按性別劃分的培訓覆蓋率 **Training participation rate by gender**					
男性員工受訓百分比 Percentage of male employees trained	%	53	55	55	54
女性員工受訓百分比 Percentage of female employees trained	%	47	45	45	46
按職級劃分的培訓覆蓋率 **Training participation rate by position rank**					
高級管理層受訓百分比 Percentage of senior management employees trained	%	4	0.3	1	93.5
中層管理層受訓百分比 Percentage of middle management employees trained	%	11	70.0	7	97.3
基層員工受訓百分比 Percentage of junior employees trained	%	85	29.7	93	99.9
員工培訓總小時數 Total training hours of employees	小時 hour	19,934	26,440	18,439	19286
按性別劃分的受訓時數 **Training hours by gender**					
男性員工平均培訓時數 Average training hours per male employee	小時 hour	3.9	8.3	6.48	3.50
女性員工平均培訓時數 Average training hours per female employee	小時 hour	5.6	6.8	4.61	2.85

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指標 Indicators	單位 Unit	2022	2023	2024	2025
按職級劃分的平均培訓時數 **Average training hours by position rank**					
高級管理層平均培訓時數 Average training hours per senior management employee	小時 hour	1.6	20.0	6.7	5.34
中層管理層平均培訓時數 Average training hours per middle management employee	小時 hour	3.7	9.7	10.2	9.65
初級員工平均培訓時數 Average training hours per junior employee	小時 hour	4.4	4.9	5.3	5.88
供應鏈管理 **Supply chain management**					
供應商簽署廉潔協議比率 Supplier Integrity Agreement Signing Rate	%	100	100	100	45
供應商總數 Total Number of Suppliers	家 Number				320

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指標 Indicators	單位 Unit	2022	2023	2024	2025
產品責任 **Product liability**					
客戶滿意度 Customer satisfaction	分 point	92	84.5	83.5	
客戶投訴解決率 Customer satisfaction rate	%	100	99.8	98	99
社區 **Community**					
員工參與社區公益活動人數 Number of employees participating in volunteer activities	人 person	100	1,159	1,984	218
員工參與社區公益活動次數 Number of volunteer activities participated by employees	次 time	5	266	913	166
反貪污 **Anti-corruption**					
參與反貪污相關培訓員工人數 Number of employees participating in anti-corruption related training	人 person	1,039	3,485	449	
員工反貪污培訓次數 Number of anti-corruption training for employees	次 time	3	10	2	4
參與反貪污相關培訓董事人數 Number of directors participating in anti-corruption related training	人 person	7	6	6	1
董事及高管反貪污培訓次數 Number of anti-corruption training for directors and senior management	次 time	3	3	1	2
反貪污相關培訓董事覆蓋率 Participation rate of directors in anti-corruption related training	%	100	100	100	100

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法律法規及內部政策清單

法律法規

- 《中華人民共和國公司法》
- 《中華人民共和國證券法》
- 《中華人民共和國審計法》
- 《中華人民共和國反洗錢法》
- 《中華人民共和國反不正當競爭法》
- 《中華人民共和國城市房地產管理法》
- 《中華人民共和國消費者權益保護法》
- 《中華人民共和國廣告法》
- 《中華人民共和國網絡安全法》
- 《信息安全登記保護管理辦法》
- 中華人民共和國環境保護法
- 中華人民共和國節約能源法
- 中華人民共和國固體廢物污染環境防治法
- 危險化學品安全管理條例
- 中華人民共和國水污染防治法
- 生活垃圾管理條例
- 中華人民共和國大氣污染防治法
- 中華人民共和國招標投標法
- 《中華人民共和國勞動法》
- 《中華人民共和國勞動合同法》
- 《中華人民共和國未成年人保護法》
- 《強迫勞動公約》
- 《中華人民共和國社會保險法》
- 《中華人民共和國職業病防治法》
- 《職業健康檢查管理辦法》

LIST OF LAWS, REGULATIONS AND INTERNAL POLICIES

Laws and Regulations

- Company Law of the People's Republic of China
- Securities Law of the People's Republic of China
- Audit Law of the People's Republic of China
- Law of the People's Republic of China on Anti-money Laundering
- Law of the People's Republic of China on Anti-Unfair Competition
- Law of the People's Republic of China on the Administration of Urban Real Estate
- Law of the People's Republic of China on the Protection of Consumers' Rights and Interests
- Advertising Law of the People's Republic of China
- Network Security Law of the People's Republic of China
- Administrative Measures for the Graded Protection of Information Security
- Environmental Protection Law of the People's Republic of China
- Energy Conservation Law of the People's Republic of China
- Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste
- Regulations on the Safety Management of Hazardous Chemicals
- Water Pollution Prevention and Control Law of the People's Republic of China
- Regulations on Household Refuse Management
- Atmospheric Pollution Prevention and Control Law of the People's Republic of China
- Law of the People's Republic of China on Tendering and Bidding
- Labor Law of the People's Republic of China
- Labor Contract Law of the People's Republic of China
- Law of the People's Republic of China on the Protection of Minors
- Forced Labor Convention
- Social Insurance Law of the People's Republic of China
- Law of the People's Republic of China on the Prevention and Control of Occupational Diseases
- Administrative Measures for Occupational Health Examination

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內部政策

- 《正榮服務(控股)集團監察管理辦法》
- 《正榮服務(控股)集團區域法務工作流程指引》
- 《正榮服務控股集團審計處罰管理辦法》
- 《正榮服務控股集團監察管理辦法》
- 《三品管理制度》
- 《三級管理制度》
- 《紅黃牌制度》
- 《客戶檔案管理規程》
- 《客戶接待管理規程》
- 《企業微信管理指引》
- 正榮服務集團能耗管理作業指引
- 環境因素的識別與評價程序
- 污染物管理程序
- 《招聘管理制度》
- 《人事流程管理規範》
- 《評優管理指引》
- 《員工考勤及假期管理規範》
- 《員工考勤管理細則》
- 《正榮集團員工互助基金制度》
- 《正榮服務防颱、防汛應急預案》
- 《正榮服務火警火災事件應急預案》

Internal Policies

- Measures of Zhenro Services Holdings Group for Management of Supervision
- Workflow Guidelines of Zhenro Services Holdings Group for Regional Legal Affairs
- Measures of Zhenro Services Holdings Group for Management of Audit and Punishment
- Measures of Zhenro Services Holdings Group for Supervision and Management
- Three-level Management System
- Three-tier Management System
- Red and Yellow Card System
- Customer File Management Rules
- Customer Reception Management Protocol
- Management Guidelines for Corporate WeChat
- Energy Consumption Management Guidelines of Zhenro Services Group
- Procedures for Identification and Evaluation of Environmental Factors
- Pollutant Management Procedures
- Recruitment Management System
- Personnel Processes Management Standards
- Management Guidelines for Excellence Evaluation
- Staff Attendance and Vacation Management Standards
- Management Rules for Staff Attendance
- Employees' Mutual Fund System of Zhenro Group
- Emergency Plan of Zhenro Services for Typhoon and Flood
- Emergency Plan of Zhenro Services for Fire Hazard

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一級標題 First-level Title	二級標題 Second-level Title	中國企業社會責任報告指南 ESG Reporting CODE for Chinese Enterprises	香港聯交所《環境、社會及管治報告指引》 ESG Reporting CODE of the Hong Kong Stock Exchange
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董事長致辭 Chairman's Statement		P2.1	–
走進正榮服務 About Zhenro Services	公司概況 Corporate Overview	P3.1	–
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恪守正道 夯實管治根基 Upholding Integrity to Consolidate the Foundation of Governance	強化ESG管治 Strengthening ESG Governance	G1.1-1.3	管治架構、匯報原則、重要性 Governance Structure, Reporting Principles, Materiality
	守法合規經營 Legitimate and Compliant Operation	G2.1, G2.2	B6.3、B7一般披露，關鍵績效指標B7.1-7.3 B6.3; B7 General Disclosure, KPI B7.1-7.3

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從榮向前 精研品質服務 Zhenro Services Forging ahead with Commitment to Quality Services	提供品質服務 Providing Quality Services	S3.3	–
	落實權益保障 Implementation of Rights and Benefits Protection	S3.3, S3.4	B6一般披露，關鍵績效指標B6.2、B6.5 B6 General Disclosure, KPI B6.2, B6.5
低碳運營 踐行綠色發展 Low-carbon Operation and Green Development	注重環境管理 Focusing on Environmental Management	E2.1, E2.2, E2.4	A1一般披露，關鍵績效指標A1.1-A1.6；A2一般披露，關鍵績效指標A2.2、A2.4；A3一般披露，關鍵績效指標A3.1 A1 General Disclosure, KPI A1.1-A1.6; A2 General Disclosure, KPI A2.2, A2.4; A3 General Disclosure, KPI A3.1
	踐行綠色運營 Practice Green Operations	E3.1-3.2	A2一般披露，關鍵績效指標A2.1、A2.3；A3一般披露，關鍵績效指標A3.1 A2 General Disclosure, KPI A2.1, A2.3; A3 General Disclosure, KPI A3.1
	應對氣候變化 Responding to Climate Change	E1.1	D部分氣候相關披露：管治、策略、風險管理、指標及目標 Section D Climate-related Disclosures: Governance, Strategy, Risk Management, Metrics and Targets

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繁星如炬 助力員工發展 Empower our Employees, Make Them Shine Like Stars	員工權益保障 Protecting Employee Rights and Benefits	S4.1	B1一般披露，關鍵指標B1.1；B4一般披露。關鍵指標B4.1、B4.2 B1 General Disclosure, KPI B1.1; B4 General Disclosure, KPI B4.1-B4.2
	協同夥伴成長 Growing Together with Partners	S4.3	B3一般披露，關鍵指標B3.1、B3.2 B3 General Disclosure, KPI B3.1-B3.2
	職業健康與安全 Occupational Health and Safety	S4.2	B2一般披露，關鍵績效指標B2.1、B2.2、B2.3 B2 General Disclosure, KPI B2.1-B2.3

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幸福榮樂 創造美好生活 Happiness and Joy, Creating a Better Life	攜手合作共贏 Partnering for Win-Win Cooperation	S3.1	B5一般披露，關鍵績效指標 B5.1-B5.4 B5 General Disclosure, KPI B5.1-B5.4
	共築溫暖社區 Building Warm Communities Together	S1.2	B8一般披露，關鍵指標B8.1、B8.2 B8 General Disclosure, KPI B8.1-B8.2
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附錄	關鍵績效	E2.1-2.2; E3.1-3.2; S1.2; S4.1-4.3; A2	關鍵績效指標A1.1-1.4；關鍵績效指標A2.1-2.2；關鍵績效指標B1.1-1.2；關鍵績效指標B2.1-2.2；關鍵績效指標B3.1-3.2；關鍵績效指標B5.1，關鍵績效指標B7.3；關鍵績效指標B8.2
Appendixes	KPIS		KPI A1.1-1.4; KPI A2.1-2.2; KPI B1.1-1.2; KPI B2.1-B2.2; KPI B3.1-3.2; KPI B5.1; KPI B7.3; KPI B8.2
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