

2025

環境、社會及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



萬物雲空間科技服務股份有限公司
Onewo Inc.

ONEWORLD
万物云共同发展计划

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關於本報告

本報告為萬物雲空間科技服務股份有限公司（以下簡稱「本公司」）發佈的第四份《環境、社會及管治報告》（以下簡稱「ESG 報告」或「本報告」），重點披露本公司及其附屬公司（統稱「萬物雲」或「我們」）於 2025 年在 ESG 方面的管理理念、管理舉措及亮點成效等。

編制依據

本報告嚴格依照香港聯合交易所有限公司（以下簡稱「聯交所」）《香港聯合交易所有限公司證券上市規則》（以下簡稱「上市規則」）附錄 C2《環境、社會及管治報告守則》（以下簡稱「ESG 報告守則」）進行編制；並參考以下國際標準和依據：

- 全球可持續發展標準委員會（GSSB）發佈的《GRI 可持續發展報告標準》（GRI Standards）
- 可持續發展會計準則委員會（SASB）發佈的《SASB 標準》（SASB Standards）
- 國際可持續準則理事會（ISSB）《國際財務報告可持續披露準則第 2 號——氣候相關披露》（IFRS S2）
- 聯合國《可持續發展目標（Sustainable Development Goals, SDGs）企業行動指南》

About This Report

This Report is the fourth Environmental, Social and Governance Report (the “ESG Report” or the “Report”) issued by Onewo Inc. (the “Company”), which highlights the management philosophy, management measures, conspicuous achievements, etc. of the Company and its subsidiaries (collectively as “Onewo”, “we” or “us”) regarding ESG in 2025.

Basis of preparation

This Report is prepared in strict accordance with Appendix C2 – Environmental, Social and Governance Report Code (the “ESG Report Code”) of the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (the “Listing Rules”) issued by the Stock Exchange of Hong Kong Limited (the Stock Exchange). It also takes reference from the following international standards and frameworks:

- GRI Standards issued by the Global Sustainability Standards Board (GSSB)
- SASB Standards issued by the Sustainability Accounting Standards Board (SASB)
- IFRS S2 Climate-related Disclosures issued by the International Sustainability Standards Board (ISSB)
- SDG Compass issued by the United Nations, the guide for business action on the SDGs

報告原則

本報告編制過程遵循香港聯交所《ESG 報告守則》四大彙報原則。

重要性

萬物雲開展重要性議題評估工作，邀請利益相關方參與評估，由董事會對年度重大性分析結果進行審批確認，並於本報告披露公司重要性議題的影響及表現。

量化

本報告所披露的數據已經過審閱，並於報告中列明重點數據所參考的計算標準及方法。

平衡

準確、真實且完整地披露公司的 ESG 表現。

一致性

本報告為本公司發佈的第四份《環境、社會及管治報告》，未來我們將盡可能確保報告採用一致的披露原則，當出現統計方式等相關因素更改時，我們將在報告中說明具體更改及變更原因。

報告範圍

本報告的報告期間為 2025 年 1 月 1 日至 2025 年 12 月 31 日（「報告期內」或「本年度」），部分內容向前後適度延伸。

為確保本報告能夠全面反映本公司的 ESG 影響及績效表現，除非另有說明，本報告的披露範圍涵蓋本公司在報告期內合併口徑下超過 80% 的營業收入；如無特別說明，本報告中所涉及貨幣金額以人民幣為計量幣種；同時，本報告重點披露 ESG 信息，部分內容須與本公司《萬物雲空間科技股份有限公司 2025 年度報告》（以下簡稱「萬物雲《2025 年度報告》」）一併閱讀。

Principles of reporting

The preparation of this Report follows the four reporting principles set out in the Stock Exchange's ESG Reporting Code:

Materiality

Onewo commenced its assessment of material topics and invited stakeholders to participate in the assessment. The Board of Directors approves and acknowledges the results of annual materiality analysis, and discloses the effects of the Company on material topics and the Company's ESG performance in this Report.

Quantitative

Data in this Report have been reviewed, and measurement standards and methodologies referred by key data are also set out in this Report.

Balance

The Company's ESG performance is disclosed accurately, authentically and completely

Consistency

This report is the fourth Environmental, Social and Governance Report (the "ESG Report" or the "Report") disclosed by the Company. In the future, we will try our best to ensure consistent disclosure principles and explain specific changes and reasons for changes in the report in case of any changes in statistical methods and other relevant factors.

Scope of report

The reporting period is from 1 January 2025 to 31 December 2025 (the "reporting period" or the "current year"), with the period of some content moderately extending forward and backward.

To ensure that this Report comprehensively reflects the Company's ESG impacts and performance, unless otherwise specified, the disclosure scope of this Report covers operations representing more than 80% of the Company's operating revenue under the consolidated scope during the reporting period. Unless otherwise specified, currency amounts involved in this Report are denominated in RMB. This Report focuses on the disclosure of ESG information, some of which shall be read in conjunction with the 2025 Annual Report of Onewo Inc. (the 2025 Annual Report of Onewo).

數據來源

本報告使用數據及資料主要源自公開數據、內部統計報表、第三方調研、行政文件及報告等相關文件。自2024年起，我們已委託獨立第三方為ESG報告的內容作獨立驗證核實。有關詳情請參閱[外部核實聲明](#)。

報告批准

本報告於二零二六年三月十九日獲得董事會審閱確認，批准發佈。

報告獲取

本報告提供繁體中文及英文版本供讀者參閱，報告電子版可在聯交所網站（www.hkexnews.hk）或本公司的官方網站（tc.onewo.com）獲取。如中英文有任何不相符之處，應以繁體中文為準。

意見反饋

如閣下對本公司ESG工作或本報告及其內容有任何疑問或反饋意見，歡迎通過以下電子郵件地址與我們聯絡：esg@onewo.com。

Data sources

Data and information used in this Report are mainly derived from public data, internal statistical statements, third-party surveys, administrative instruments, reports, and other related documents. Since 2024, we have engaged an independent third party to conduct independent assurance of the ESG report. For further details, please refer to the [External Verification Statement](#).

Approval of report

This Report was reviewed, acknowledged and confirmed for publication by the Board of Directors on 19 March 2026.

Access to this Report

This Report is available in traditional Chinese and English, with electronic versions available on the Stock Exchange website (www.hkexnews.hk) or the Company's official website (tc.onewo.com). In case of any discrepancy between the traditional Chinese and English versions, the traditional Chinese one shall prevail.

Opinions and feedback

If you have any questions or feedback regarding the Company's ESG work or this Report or its contents, please contact us at esg@onewo.com.

關於萬物雲

About Onewo

萬物雲 2025 年大事記

Major Events of Onewo in 2025

2025 年 1 月 January 2025

1 月 25 日

萬科物業聯合順豐同城升級騎手通行解決方案。

On 25 January

Vanke Service, together with SF City Rush, upgraded the rider access solution.

2025 年 2 月 February 2025

2 月 17 日

萬物雲發佈自研大模型開發平臺 GC 平臺，標誌著企業級 AI 平臺體系正式成型並實現規模化高頻調用。

On 17 February

Onewo released its self-developed large model development platform, the GC Platform, marking the formal establishment of an enterprise-level AI platform system and the achievement of large-scale, high-frequency invocation.

2025 年 4 月 April 2025

4 月 16 日

萬科物業聯合京東快遞、京東外賣升級騎手通行解決方案。至此，萬科物業服務小區秒級通行覆蓋主要騎手群體。

On 16 April

Vanke Service, together with JD Express and JD Food Delivery, upgraded the rider access solution. As a result, second-level access in residential communities served by Vanke Service now covers major rider groups.

4 月 25 日

萬科物業、克而瑞物管、深圳物協聯合發佈行業首本《智慧社區創新與實踐研究報告》，為物業行業樹立風向標。

On 25 April

Vanke Service, CRIC Property Management, and Shenzhen Property Management Association jointly released the industry's first Research Report on Innovation and Practice in Smart Communities, setting a benchmark for the property management industry.

2025 年 5 月 May 2025

5 月 8 日

萬物梁行參編的全國首部能源審計標準正式實施，該標準填補了建築節能領域的關鍵空白，標誌著建築能源管理邁向科學化、標準化新階段。

5 月 29 日

中洲物業正式並表萬科物業，蝶城濃度進一步提升，「中洲物業」品牌繼續保留使用，成為「萬科物業成員企業」。

On 8 May

The nation's first energy audit standard, jointly compiled with the participation of Cushman & Wakefield Vanke Service, was officially implemented. The standard fills a critical gap in the field of building energy efficiency and marks a new stage of scientific and standardised development in building energy management.

On 29 May

Centralcon Property was officially consolidated into Vanke Service. The concentration of Onewo Towns was further enhanced. The "Centralcon Property" brand continued to be retained and used as a "Vanke Service Member Enterprise".

2025 年 6 月 June 2025

6 月 3 日

萬科物業正式向全行業開源 508 項服務標準及彈性定價體系。

6 月 13 日

在《2025 中國物業服務企業綜合實力研究成果發佈會》上，萬科物業發佈「彈性定價體系」願景：通過開放共享的方式，讓物業公司都能與業主共同討論標準，形成行業通用語言，共建服務新標準。截至 2025 年 12 月 23 日，萬科物業已通過該模式獲取 51 個項目、新增合同額 1.65 億元，完成 22 個既有服務項目合同換籤。其中，青島金域藍灣項目入選山東省可複製推廣經驗，獲住建部轉發肯定，成全國示範樣本。

On 3 June

Vanke Service officially open-sourced 508 service standards and a flexible pricing system to the entire industry.

On 13 June

At the Summit of 2025 Top 500 China Property Management Companies, Vanke Service introduced the vision of the "flexible pricing system": through open sharing, enabling property management companies and property owners to jointly discuss service standards, forming a common industry language and co-creating new service standards. As of 23 December 2025, Vanke Service had secured 51 projects through this model, generating a newly added contract value of RMB165 million, and completed contract renewals for 22 existing service projects. Among them, the Qingdao Jinyu Lanwan project was selected as a replicable best practice in Shandong Province and received circulation and recognition by the Ministry of Housing and Urban-Rural Development, becoming a national demonstration case.

2025 年 7 月 July 2025

7 月 5 日

萬物雲獲深圳市人力資源和社會保障局批准，設立「深圳市博士後創新實踐基地」，是萬物雲完善產學研鏈、加速科技成果落地應用的關鍵一環。

On 5 July

Onewo was approved by the Shenzhen Municipal Human Resources and Social Security Bureau to establish the Shenzhen Postdoctoral Innovation Practice Base. This serves as a key step for Onewo in strengthening the integration of industry, universities, and research institutes and accelerating the implementation of technological achievements.

7 月 11 日

萬物雲成立萬物雲職業健康與安全生產管理委員會（健安委），下設職業健康與安全生產管理辦公室（健安辦），全面負責安全生產管理體系搭建及安全生產事件的預防、管理與處置。

2025 年 8 月 August 2025

8 月 25 日

萬物雲與蔚藍快充成立充電樁運營合資公司「雲啟蔚藍」，標誌著萬物雲正式以股權合作模式切入泛能源賽道，開創了物業公司系統化運營社區能源資源的行業先例。

8 月 25 日

萬物雲發佈《萬物雲碳核算方法論》及「碳脈搏」管理平臺，成為國內首個發佈獨立碳核算技術標準的行業企業。

2025 年 9 月 September 2025

9 月 1 日

萬物雲首次參評並獲得「2026 年中國傑出僱主」認證（物業行業首家認證企業），推動人力管理體系標準化升級。

9 月 1 日

丹田物業中標中山大學附屬第七醫院，萬物雲與中山大學的業務合作進一步加深，中大七院建成後將部署靈石，成為醫療空間的首個靈石標杆項目。

On 11 July

Onewo established the Onewo Occupational Health and Safety Production Management Committee (Health and Safety Committee), with an Occupational Health and Safety Production Management Office (Health and Safety Office) under it, responsible for building a comprehensive safety production management system and overseeing the prevention, management, and response to safety production incidents.

On 25 August

Onewo and Winlands Fast Charging established a joint venture for charging station operations, Yunqi Weilan. This marks Onewo's formal entry into the broader energy sector through an equity partnership model, setting an industry precedent for property management companies to systematically operate community energy resources.

On 25 August

Onewo released the Onewo Carbon Accounting Methodology and the "Carbon Pulse" management platform, becoming the first enterprise in the domestic industry to publish an independent carbon accounting technical standard.

On 1 September

Onewo participated in and obtained the certification of "Top Employer China 2026" for the first time, becoming the first certified enterprise in the property management industry and promoting the standardised upgrade of the human resource management system.

On 1 September

Dantian Service won the bid for the Seventh Affiliated Hospital, Sun Yat-sen University. This further deepened the business cooperation between Onewo and Sun Yat-sen University. Upon completion, the hospital will deploy LinkX, becoming the first benchmark project of LinkX in the medical space.

9 月 22 日

萬物雲發佈《萬物雲能源產品與能力清單 v2.0》，形成系統化能源能力產品圖譜，統一內部語言，明確戰略能力建設推進方向。

9 月 27 日

第 23 屆萬科物業樸裡節全國啟幕，超 50 萬居民參與。開幕式上，通過 CPR 急救培訓直播，以 20,917 人實時在線成功創下吉尼斯世界紀錄。萬科物業聯合美團、滴滴等頭部企業發起「吃上美團、行用滴滴、住在萬科物業」跨界營銷。

2025 年 10 月 October 2025

10 月 16 日

萬物雲不動產管理系統上線，實現全生命週期動態管理、業財結算一體化。作為資產數據中臺，打通上下游系統，實現 34.25 億資產全生命週期動態管理及業財結算一體化。並藉助數據入湖，輸出各類指標看板，達成資產資源監控和助力資產去化目的。

10 月 25 日

萬科物業聯合清華大學發佈行業首份《中國物業行業碳中和戰略與路徑報告》，以萬科物業在標杆實踐為樣本，破解「公區排放歸屬模糊」、「減碳收益平衡難」等行業困局，為「雙碳」目標基層落地提供了鮮活的社區範本。

On 22 September

Onewo released the Onewo Energy Product and Capability Catalogue v2.0, forming a systematic energy capability product map, unifying internal terminology, and clarifying the direction for advancing strategic capability development.

On 27 September

The 23rd Vanke Service Please Day was launched nationwide, with more than 500,000 residents participating. During the opening ceremony, a live cardiopulmonary resuscitation (CPR) emergency training session set a Guinness World Record with 20,917 people successfully participating online in real time. Vanke Service also initiated a cross-industry marketing campaign with leading enterprises such as Meituan and Didi under the theme "Meals on Meituan, rides with DiDi, and living with Vanke Service".

On 16 October

The Onewo Real Estate Management System was launched, enabling dynamic full life-cycle management and integrated business-finance settlement. As an asset data middle platform, it connects upstream and downstream systems, enabling dynamic full life-cycle management and integrated business-finance settlement for assets totalling RMB3.425 billion. Through data lake integration, it also outputs various indicator dashboards, enabling asset resource monitoring and facilitating asset disposal.

On 25 October

Vanke Service and Tsinghua University jointly released the industry's first China Property Management Industry Carbon Neutrality Strategy and Pathway Report. Using Vanke Service's benchmark practices as case studies, the report addresses industry challenges such as unclear attribution of emissions in shared areas and difficulties in balancing carbon reduction and benefit, providing a vivid community-level model for advancing China's carbon peaking and carbon neutrality goals.

2025 年 11 月 November 2025

11 月 26 日

萬物雲推動中國物業管理協會就規範物業管理項目交接行為向全行業發出倡議書，治理物業交接亂象。

On 26 November

Onewo promoted the China Property Management Institute to issue an industry-wide initiative advocating the standardisation of property management project handover practices, aiming to rectify irregularities in property handovers.

2025 年 12 月 December 2025

12 月 12 日

萬物雲第二屆「睿見」大會在上海舉行，匯聚近 300 名知名企業代表以及媒體和分析師，共同探討藉助 AI 與低碳技術提升資產回報。大會宣佈「靈石」全面啟動商業化推廣，並首創「數字員工」租賃模式，聯合多家知名機器人公司、科技企業共同發起成立靈石生態聯盟，推動不動產管理智慧化低碳升級。

On 12 December

The second Onewo "Insight" Conference was held in Shanghai, bringing together nearly 300 representatives from well-known enterprises, along with media and analysts, to explore how AI and low-carbon technologies can enhance asset returns. At the conference, Onewo announced the full-scale commercial rollout of LinkX, pioneered a rental model for "digital employees", and, together with a number of leading robotics and technology companies, launched the LinkXE cosystem Alliance to drive the intelligent and low-carbon upgrading of real estate management.

12 月 24 日

萬物雲發佈 OBS1.0 體系，首創「投前可計算、投後可落地」的標準化併購賦能平臺，將傳統的併購整合從依賴個人經驗的「藝術」，升級為基於數據與模型的精準「科學」。

On 24 December

Onewo released the OBS1.0 system, pioneering a standardised M&A empowerment platform that is "calculable before investment and implementable after investment". This has transformed traditional M&A integration from an "art" reliant on individual experience into a precise "science" driven by data and models.

公司簡介 Company Profile

萬物雲 (2602.HK) 前身是成立於 1990 年的「萬科物業」。2020 年 10 月，萬科物業升維為「萬物雲空間科技服務股份有限公司」。2022 年 9 月，萬物雲在香港主板上市。

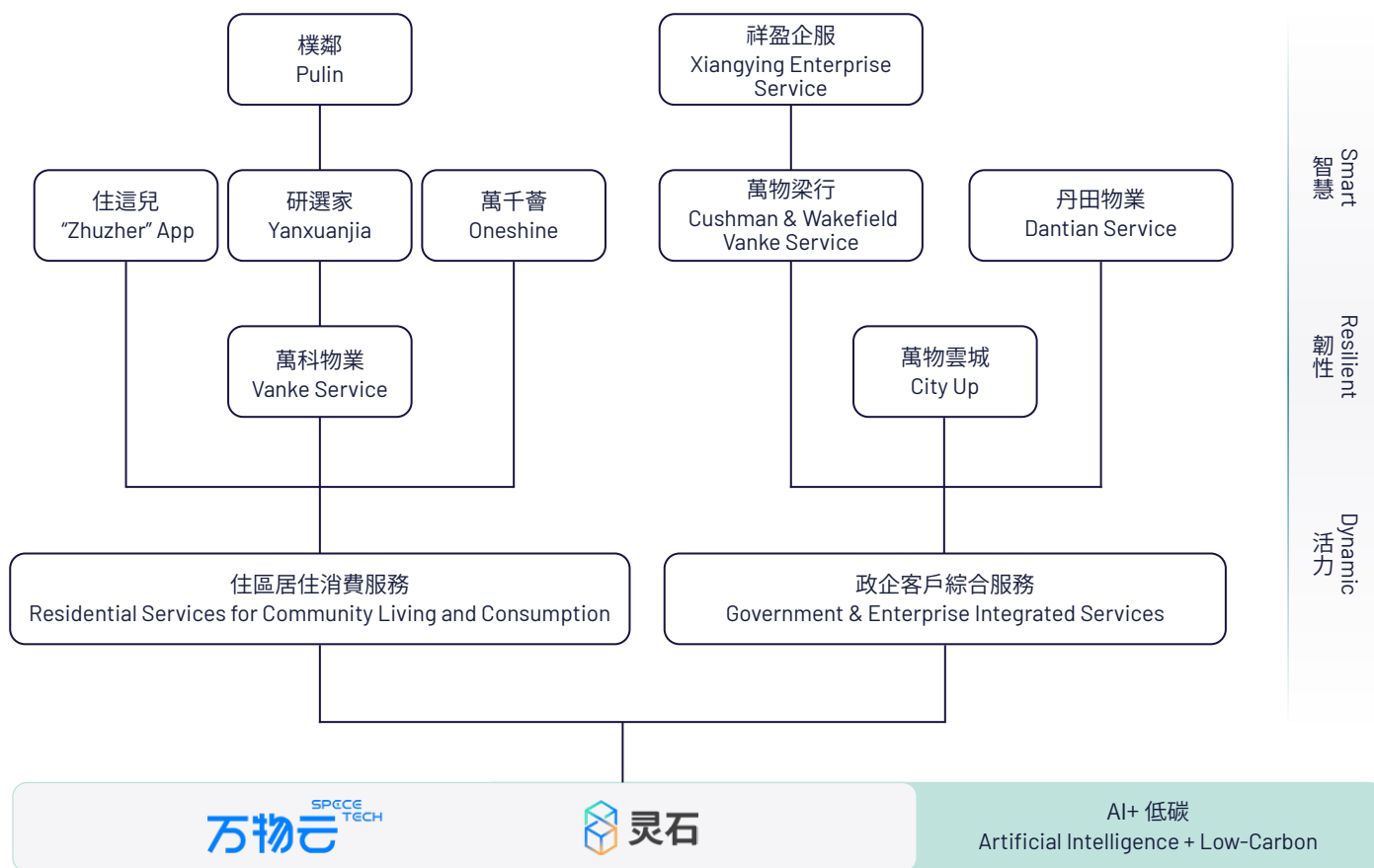
作為一家科技驅動、低碳引領的資產服務商，萬物雲依託不動產管理的 AI 大腦「靈石」，提供覆蓋住宅空間、商企空間、高校及醫院空間、城市公共空間的物業服務和設施管理服務，圍繞社區及企業資產提供維修裝修服務、租賃買賣服務、社區商業運營、企業共享服務、智慧空間運營服務等，以可持續發展理念和利他之心，在不同空間打造韌性、活力、智慧的「理想之地」。

有關公司業務策略、營運及財務表現的詳細內容，請查看萬物雲《2025 年度報告》。

Onewo (2602.HK), formerly known as "Vanke Service", was established in 1990. In October 2020, Vanke Service was upgraded to Onewo Inc. In September 2022, Onewo was listed on the Main Board of the Hong Kong Stock Exchange.

As a technology-driven asset service provider leading in low-carbon development, Onewo relies on LinkX, its AI-powered brain for real estate management, to provide property and facility management services covering residential spaces, commercial and corporate spaces, university and hospital spaces, and urban public spaces. Centred on community and corporate assets, we also provide renovation and maintenance services, leasing and sales services, commercial community operations, corporate shared services, and smart space operation services. Guided by the philosophy of sustainable development and a spirit of altruism, we strive to create resilient, vibrant, and intelligent "ideal places" across different spaces.

For detailed information on our business strategies, operations, and financial performance, please refer to the 2025 Annual Report of Onewo.



年度榮譽 Annual Honours

萬物雲致力於不斷提升服務品質、發展科技競爭力與變革商業模式，為客戶和社會創造價值。本年度，我們榮膺來自政府、行業機構、媒體平臺及社會公眾的榮譽和認可，其中包括：

Onewo is committed to improving service quality, developing scientific and technological competitiveness, and transforming the business model to create value for our customers and society. In the current year, we received awards and recognition from the government, industry bodies, media platforms and the public, including:

ESG 及企業社會責任

- 入選《財富》2025 中國 ESG 影響力榜，連續兩年行業唯一上榜企業
- 2025 年度社會責任金牛獎
- 「南方公益·2025 年度 ESG 影響力企業」
- 2025 上海氣候周「氣候燈塔」典範獎

ESG and corporate social responsibility

- Included in the 2025 Fortune China ESG Impact List, the only company in the industry to be listed for two consecutive years
- 2025 Golden Bull Award for Social Responsibility
- "Southern Public Welfare - 2025 ESG Influential Enterprise"
- "Climate Lighthouse" Model Award at Shanghai Climate Week 2025

投資者關係

- 2025 Extel：最佳首席執行官 - 前十 / 最佳 ESG 項目 - 前三 / 最佳投資者關係團隊 - 前三
- 2025 新財富最佳 IR 港股公司
- 2025 中國上市公司英華獎 - 港股價值示範案例
- 2025 香港商報最佳投資者關係管理公司
- 2025 聚董秘百佳董秘 / 百佳 ESG 公司 / 百佳 IRM 公司

Investor relation

- 2025 Extel: Best CEO Top 10 - Properties / Best ESG Program Top 3 - Properties / Best IR Team Top 3 - Properties
- 2025 New Fortune Best IR Hong Kong Listed Company
- 2025 China Listed Companies Yinghua Awards - Hong Kong-Listed Share Value Demonstration Case
- 2025 Hong Kong Commercial Daily Best Investor Relations Management Company
- 2025 Top 100 Board Secretaries / ESG Companies / IRM Companies

空間科技服務

- KaggleARCPrize2025 競賽銀牌（萬物雲數據與信息技術中心算法團隊）
- 2025 年數字孿生技術應用潛力案例（萬物雲靈石重慶陸海國際大廈項目）

社區空間服務

- 2025 中國物業服務企業品牌價值 100 強
- 2025 中國住宅物業服務力企業 TOP1
- 2025 中國智慧社區服務領先企業 TOP1
- 2025 中國物業低碳運營領先企業 TOP1
- 2025 中國物業服務質量領先企業 TOP1

商企空間服務

- 2025 中國商業物業服務企業 TOP10
- 2025 中國寫字樓物業服務企業 TOP10
- 2025 年度商寫物業服務企業 TOP10

Space technology service

- Kaggle ARC Prize 2025 Silver Medal (Algorithm Team, Onewo Data and Information Technology Centre)
- 2025 High-Potential Application Case for Digital Twin Technology (Onewo LinkX Chongqing Luhai International Building Project)

Community space service

- 2025 Top 100 of Most Valuable Brands of China Property Management Service
- 2025 Top 1 Chinese Enterprise of Residential Property Service Capability
- 2025 Top 1 Leading Chinese Enterprise of Smart Community Service
- 2025 Top 1 Leading Chinese Enterprise of Low-Carbon Property Operations
- 2025 Top 1 Leading Chinese Enterprise of Property Service Quality

Commercial space service

- 2025 Top 10 Commercial Property Service Providers in China
- 2025 Top 10 Office Building Property Service Providers in China
- 2025 Top 10 Commercial Office Property Service Providers

高校及醫院服務

- 2025 中國學校物業服務企業 TOP10
- 2025 中國醫院物業服務企業 TOP10

城市空間服務

- 「全域智能運營」模式入選聯合國人居署報告
- 全國城市治理大獎

資產服務

- 2025 年度建築裝飾行業五星級信用企業
- 2025 中國不動產商管綜合實力榜 TOP40 企業

企業共享服務

- 最佳人力資源共享服務中心創新變革獎
- ACCA（特許公認會計師公會）最佳僱主認證
- 2025 年度企業財務智能化案例「卓越引領獎」

Services for universities and hospitals

- 2025 Top 10 Companies in Campus Property Service
- 2025 Top 10 Companies in Hospital Property Service

Urban space service

- The “All-domain Intelligent Operations” model was included in a report of the United Nations Human Settlements Programme
- National Urban Governance Award

Asset service

- 2025 Five-Star Credit Enterprise in the Building Decoration Industry
- 2025 Top 40 Real Estate Commercial Management Companies in China by Comprehensive Strength

Corporate shared service

- Best Human Resources Shared Service Centre Innovation and Transformation Award
- Association of Chartered Certified Accountants (ACCA) Approved Employer Certification
- 2025 Corporate Financial Intelligence Case – “Excellence Leadership Award”

ESG 管治

ESG Governance

ESG 方針策略

ESG Policy and Strategy

萬物雲奉行負責任的發展理念，基於「重塑空間效率，服務歷久彌新」的使命，強調經濟效益與環境社會效益並舉。我們相信，負責任的經營是最好的 ESG 實踐。

我們以 PDCA（計劃 - 執行 - 檢查 - 處理）管理循環為核心，系統推進可持續發展理念與目標融入整體戰略與日常運營，圍繞員工、客戶、社區及環境等關鍵議題，持續創造長期價值。

Adhering to the concept of responsible development, Onewo lays emphasis on both economic benefits and environmental and social benefits based on the mission of "Reshape Space Efficiency, Service for Ever Better". We believe that responsible operation is the best ESG practice.

Centred on the PDCA (Plan-Do-Check-Act) management cycle, we systematically embed sustainability concepts and goals into our overall strategy and day-to-day operations. By addressing key topics related to employees, customers, communities, and the environment, we strive to generate long-term value on a continuous basis.

計劃——確定策略方向與目標

- 通過 PESTEL^[1] 分析工具，識別與可持續發展相關的外部 and 內部因素。我們聚焦員工健康安全、管理、多元化發展及社區共生發展等，明確關鍵驅動因素。
- 於 2021 年啟動「萬物雲共同發展計劃」，聚焦「愛成長（助力一線服務者多元成長）」、「愛生命（減少服務空間內非正常死亡）」、「愛環境（建築節能減排與社區垃圾分類）」和「愛社區（物業更新及與周邊小區共生）」四項核心議題。設立明確的目標與績效，例如職業健康安全管理水平、推動建築節能減排、完善社區垃圾分類等，確保策略方向的清晰性與可操作性。

Plan – Defining strategic direction and objectives

- Through the application of the PESTEL^[1] analysis tool, we identify both external and internal factors relevant to sustainable development. We focus on areas such as employee health and safety management, diversity development, and symbiotic community development, clearly defining the key driving forces.
- In 2021, we launched the "Oneworld Plan", which focuses on four core topics, namely, "AI Growth (Helping Front Line Service Providers Grow in Diversity)", "AI Life (Reducing Unnatural Deaths in Service Spaces)", "AI Environment (Building Energy Conservation and Emission Reduction, and Community Waste Classification)" and "AI Community (Property Renewal and Coordinated Development with the Surrounding Community)". Clear objectives and performance indicators have been set—for example, enhancing occupational health and safety management, promoting energy efficiency and emissions reduction in buildings, and improving community waste classification—to ensure strategic clarity and operational feasibility.

^[1]PESTEL 分析工具是一種用於評估宏觀環境中的關鍵外部因素對組織或項目影響的戰略工具；這些因素涵蓋了政治 (Political)、經濟 (Economic)、社會 (Social)、技術 (Technological)、環境 (Environmental) 和法律 (Legal) 六大方面。

^[1]PESTEL is a strategic tool used to assess the impact of key external factors in the macro-environment on an organisation or project. These factors cover six key areas: Political, Economic, Social, Technological, Environmental and Legal.

執行——推進策略的落地與行動 ●

珍視員工、珍惜客戶、心繫社區

- 為一線員工提供健康安全的職業環境，構建多元人才發展體系，並傾聽員工心聲。我們以高品質服務為核心目標，倡導「做服務者」「永爭第一」的文化，不斷精進服務水平，以滿足客戶需求，共建美好社區。

秉持責任與敬畏之心，審慎經營

- 踐行正直、誠信、透明的「陽光健康」文化，建立與運營相匹配的風險管理體系，在合規運營、可持續供應鏈和廉正監察等方面構建標準化閉環管理機制，提升經營韌性。

以行動守護綠水青山

- 面對氣候變化，我們通過智慧手段優化綠色低碳物業服務，減少運營對環境的影響；同時識別潛在風險與機遇，提升應急管理水平，通過預警、演練和防護措施，保障客戶與員工安全。

「萬物雲共同發展計劃」

- 重點推進一線服務者成長、垃圾分類、物業更新等關鍵項目，通過多方協作推動具體計劃的實施。更多關於「萬物雲共同發展計劃」的策略、行動與亮點成果，請參閱本報告「萬物雲共同發展計劃」章節。

Do – Advancing strategy implementation and action ●

Value our people and our customers, and care about our community

- We create a healthy and safe work environment for our front-line staff, build a diversified talent development system, and heed the voices of staff openly. With high-quality service as our core objective, we advocate a culture of “Service” and “Champion”, constantly refining our services to meet the growing needs of our customers and co-create a better community.

Operate prudently with a sense of responsibility and reverence

- We practice a “Transparent & Sound” culture of integrity, honesty and transparency, and have built a risk management system that is appropriate to our business operations. We have established standardised closed-loop management mechanisms in the areas of compliance operations, sustainable supply chain, integrity monitoring, etc., to enhance our operational resilience.

Take action to protect green hills and clear waters

- In response to climate change, we optimise green and low-carbon property services through smart technologies to reduce the environmental impact of our operations. At the same time, we identify potential risks and opportunities, enhance emergency response capabilities, and safeguard the safety of our customers and employees through early warnings, drills, and protective measures.

“Oneworld Plan”

- We actively promote key projects such as the development of front-line service providers, waste sorting, and property renewal. These initiatives are implemented through multi-stakeholder collaboration. For more information on the strategies, actions, and conspicuous achievements of the “Oneworld Plan”, please refer to the section “Oneworld Plan” of this Report.

檢查——監測與評估

- 萬物雲定期評估可持續發展戰略的適應性，確保其與新形勢、新要求保持一致。
- 適時的每年對公司的 ESG 政策進行全面審查，如遇外部形勢變化，則及時審閱並更新，確保制度的適用性和有效性。
- 持續跟蹤 ESG 目標和關鍵績效指標的完成進度，對比實際結果與預期目標，分析差距並識別潛在風險。

Check – Monitoring and assessment

- We regularly assess the adaptability of our sustainability strategy to ensure alignment with evolving circumstances and emerging requirements.
- We conduct a comprehensive annual review of our ESG policies and, where external conditions change, promptly revise and update them to maintain their relevance and effectiveness.
- We continuously monitor progress against ESG targets and KPI, comparing actual outcomes with expected goals, analysing gaps, and identifying potential risks.

處理——優化措施與持續提升

- 根據評估結果動態調整 ESG 策略和目標，聚焦高優先級任務和關鍵領域，確保戰略持續符合萬物雲發展和外部環境的需求。
- 引入智能化 ESG 數據平臺，優化 ESG 資料管理流程，提升執行效率與監控能力。
- 加強與行業夥伴及社區的合作，倡導優質服務和可持續發展理念，共同提升行業的整體韌性與社會影響力。

Act – Optimisation and continuous improvement

- Based on assessment results, we dynamically adjust our ESG strategies and targets, focusing on high-priority tasks and key areas to ensure ongoing alignment with Onewo's development needs and the external environment.
- We have introduced an intelligent ESG data platform to streamline ESG data management processes, enhancing implementation efficiency and monitoring capabilities.
- We strengthen collaboration with industry partners and communities, advocating for high-quality service and sustainable development principles to collectively enhance the resilience and social impact of the sector.

ESG 管治架構

ESG Governance Structure

萬物雲建立了職責清晰的 ESG 管治架構，明確各層級分工與相關事宜決策程序和彙報機制：董事會對公司的 ESG 相關事宜擁有最高權力、負有最終責任，並由董事會主席及高層管理者組成 ESG 與應對氣候變化執行管理委員會，負責指導、監督和管理 ESG 相關工作；ESG 辦公室承擔 ESG 與應對氣候變化執行管理委員會秘書機構職責，負責 ESG 與應對氣候變化執行管理委員會的決策備案和決議落實，並協同 ESG 工作組推動具體實踐工作落地。

Onewo has established an ESG governance structure with well-defined responsibilities, clarifying duties of each level, policymaking process and reporting mechanism of related matters: the Board of Directors has the highest authority and ultimate responsibility for ESG-related matters of the Company, and the ESG and Responses to Climate Change Executive Management Committee composed of the Chairman of the Board of Directors and senior management members is responsible for guiding, supervising and managing ESG work. The ESG Office serves as the secretariat of the ESG and Responses to Climate Change Executive Management Committee, files the decisions and implements the resolutions of the ESG and Responses to Climate Change Executive Management Committee and works with the ESG Task Force to promote specific implementation.

董事會

由多元、獨立的董事會對公司可持續發展事務進行總體監管，包括：

- 審閱與監督公司 ESG 和氣候變化相關的管理方針、策略以及相關風險
- 負責公司 ESG 管治工作
- 指引公司可持續發展方向
- 監察公司可持續發展風險
- 審定公司 ESG 報告

Board of Directors

A diverse and independent Board of Directors oversees the Company's sustainability issues, including:

- Review and oversee ESG and climate change-related management policies, strategies and related risks
- Be responsible for ESG governance
- Guide the direction of sustainable development of the Company
- Monitor sustainable development risks
- Examine and approve ESG reports

ESG 與應對氣候變化執行管理委員會

董事會主席為主任，董事會秘書、高層管理者和相關業務單元的負責人組成的 ESG 與應對氣候變化執行管理委員會對公司可持續發展事務進行指導和管理，包括：

- 負責制定 ESG 和氣候變化相關的管理方針、策略
- 統籌 ESG 工作安排
- 就 ESG 和核心事宜向董事會彙報
- 監督和管理 ESG 工作組的工作開展情況

ESG 辦公室

由資深業務專家與 ESG 專家組成的 ESG 辦公室承擔 ESG 與應對氣候變化執行管理委員會秘書機構，負責 ESG 與應對氣候變化執行管理委員會及 ESG 工作組的日常運轉，包括：

- 根據公司 ESG 和氣候變化相關的方針、策略，制定年度工作計劃並協同 ESG 工作組執行具體工作
- 開展 ESG 重要性評估和 ESG 風險評估，並結合評估結果，針對重大 ESG 風險與 ESG 工作組成員及相關業務負責人共同制定提升措施
- 執行 ESG 與氣候變化相關的信息收集及統籌 ESG 報告編制
- 開展 ESG 和氣候變化相關的研究、交流、培訓和傳播工作
- 提高公司 ESG 的聲譽和影響力

ESG and Responses to Climate Change Executive Management Committee

The ESG and Responses to Climate Change Executive Management Committee, chaired by the Chairman of the Board and composed of the Board Secretary, senior management, and heads of relevant business units, provides guidance and management for the Company's sustainability matters, including:

- Formulate ESG and climate change-related management policies and strategies
- Coordinate ESG work arrangement
- Report to the Board of Directors on ESG and core matters
- Oversee and manage the work implementation of the ESG Task Force

ESG Office

The ESG Office composed of senior business professionals and ESG experts serves as the secretariat of the ESG and Responses to Climate Change Executive Management Committee and takes charge of the daily operation of the ESG and Responses to Climate Change Executive Management Committee and the ESG Task Force, including:

- Formulate annual work plans and work with the ESG Task Force to promote specific implementation in accordance with the Company's ESG and climate change-related policies and strategies
- Conduct ESG materiality assessment and ESG risk assessment, and develop improvement measures for material ESG risks with the members of the ESG Task Force and relevant business heads based on assessment results
- Collect ESG and climate change-related information and coordinate the preparation of ESG reports
- Conduct ESG and climate change-related research, communication, training and dissemination
- Improve the Company's ESG reputation and influence

ESG 工作組

由各業務單元、專業部門及其他經營單位的 ESG 相關工作執行人員組成的 ESG 工作組，負責 ESG 事務的具體實踐落地，包括：

- 按照公司 ESG 和氣候變化相關的方針、策略及年度工作計劃執行具體工作，定期向 ESG 與應對氣候變化執行管理委員會報告進展，並確保目標完成。
- 協同 ESG 辦公室識別 ESG 和氣候變化相關風險，制定並落實提升措施
- 進行 ESG 和氣候變化相關的信息收集

ESG Task Force

The ESG Task Force, composed of ESG-related executives from all business units, specialised departments and other operating units is responsible for the specific implementation of ESG-related work, including:

- Execute specific tasks in accordance with the Company's ESG and climate change-related policies, strategies and annual work plans, report progress to the ESG and Responses to Climate Change Executive Management Committee on a regular basis, and ensure that targets are met
- Work with the ESG Office to identify ESG and climate change risks and develop and implement improvement measures
- Collect ESG and climate change-related information

董事會聲明

Board of Directors Statement

萬物雲高度重視可持續發展管理，根據聯交所附錄 C2《環境、社會及管治報告守則》的要求，持續健全可持續發展治理結構，加強董事會在公司環境、社會及管治（ESG）事務治理的監督與參與力度，積極將 ESG 融入業務實踐中，保障公司的穩健運營與長遠發展。

Onewo highly values sustainable development management. In accordance with the requirements of the Environmental, Social and Governance Reporting Code released by the Stock Exchange, Onewo continues to refine the governance structure of sustainable development, strengthens the oversight and participation of the Board of Directors in the governance of the Company's ESG affairs, and actively integrates ESG into business practices, safeguarding the Company's sound operations and long-term development.

ESG 管治

董事會對萬物雲的環境、社會及管治策略及彙報承擔全部責任，負責決定萬物雲 ESG 發展方向及管理策略，確保設立合適及有效的 ESG 風險管理及內部監控系統；負責聽取 ESG 有關重要事宜的討論結果並關注 ESG 目標進展；負責審議及批准年度 ESG 報告。

ESG governance

The Board of Directors takes full responsibility for Onewo's ESG strategies and reporting, makes decisions on the ESG development direction and governance strategies for Onewo, and ensures that a suitable and effective system is developed for ESG risk management and internal monitoring. Board members heed the results of discussions on key ESG-related matters, monitor progress towards ESG goals, and examine and approve ESG annual reports.

為貫徹落實可持續發展策略，在董事會指導下，萬物雲建立了 ESG 與應對氣候變化執行管理委員會，由董事會主席擔任 ESG 與應對氣候變化執行管理委員會的主席，並設立 ESG 辦公室和 ESG 工作組，負責具體工作落地。相關團隊依規定職責開展工作，定期向董事會溝通及彙報工作進展。

In order to implement the sustainable development strategy, under the guidance of the Board of Directors, Onewo has established the ESG and Responses to Climate Change Executive Management Committee, with the Chairman of the Board of Directors as its chairman, and set up the ESG Office and ESG Task Force to take charge of the implementation of specific work. Relevant teams act on established responsibilities and communicate with and report regularly to the Board of Directors on the work progress.

ESG 風險管理

萬物雲時刻洞察所處行業的發展趨勢，不斷審視改善內部管理現狀，識別 ESG 和氣候變化相關的風險和機遇，同時通過利益相關方常態化溝通機制，了解內外部建議、訴求及關注點，通過訪談、調研及專家評估等方式對議題開展重大性評估，並將其作為公司制定和調整管理方針的考慮因素之一。董事會已參與 ESG 議題的重大性評估，並對萬物雲的年度重大性分析結果進行審批確認。

ESG risk management

Onewo keeps its eyes on the development trends of its industry, constantly inspects and improves the status quo of internal management, and identifies ESG and climate change risks and opportunities. Meanwhile, we regularly communicate with stakeholders to learn about internal and external suggestions, demands and concerns, assess the materiality of topics through interviews, surveys, expert assessments and other approaches, and consider the assessment as one of the factors for the Company to formulate and adjust management policies. The Board of Directors has participated in the assessment of the materiality of ESG topics and approved and acknowledged the results of the annual materiality analysis.

ESG 目標管理

萬物雲遵循聯交所附錄 C2《環境、社會及管治報告守則》的要求，致力於把可持續發展理念融入到公司戰略中，並發布「萬物雲共同發展計劃」。我們已設定並披露溫室氣體排放、應對氣候變化、資源使用、職業健康與安全等關鍵 ESG 目標，並已公佈萬物雲碳減排路徑圖。董事會就目標的設定進行審閱及討論，並定期檢討相關目標達成進度。

本報告詳盡披露萬物雲 2025 年 ESG 工作的進展與成效，已經由董事會於二零二六年三月十九日審閱批准。

ESG goal management

In accordance with the Environmental, Social and Governance Reporting Code released by the Stock Exchange, Onewo is committed to integrating the concept of sustainable development into corporate strategies and has issued the "Oneworld Plan". We have established and disclosed critical ESG goals in areas such as greenhouse gas emission, responses to climate change, resource utilisation, and occupational health and safety and released Onewo's carbon reduction roadmap. The Board of Directors has reviewed and discussed goal setting, and regularly inspects the progress towards relevant goals.

This Report, which fully discloses the progress and achievements of Onewo's 2025 ESG work, was reviewed and approved by the Board of Directors on 19 March 2026.

重要性議題管理 Management of Material Topics

萬物雲基於公司未來發展戰略及各利益相關方所關注的各項議題，定期開展三年發展戰略目標進展跟蹤及相關 ESG 議題重要性的評估工作，以便全方位深入了解與本公司業務發展息息相關的各項 ESG 議題以及利益相關方對公司發展戰略的關注角度，並在此基礎上積極採取應對措施，保持公司戰略發展目標與可持續發展目標的一致性。

萬物雲 ESG 重要議題的識別和評估的流程為：

● ESG 重要性議題庫建立

綜合國家政策、公司發展、披露標準、資本市場、同行對標五個方面，多維度識別與梳理本年度重要性議題，搭建 ESG 重要性議題庫。

● 利益相關方調研

基於以上分析維度，識別出共 21 項對萬物雲具有實質性影響的議題，包括 6 項環境議題、9 項社會議題及 6 項管治議題。通過不同溝通渠道，了解各利益相關方從自身視角評估不同 ESG 議題的重要性，並對公司現行的可持續發展策略、相關表現、彙報方式、披露質量發表意見。利益相關方調研覆蓋了萬物雲董事、高級管理層、主要管理人員、員工、客戶及業主、投資者與股東、供應商、媒體、公益組織或 NGO、社區及大眾、政府機構等利益相關方。以下為部分利益相關方的溝通渠道和優先關注議題：

Based on its future development strategy and the issues of concern to various stakeholders, Onewo regularly tracks progress against its three-year strategic development goals and assesses the materiality of relevant ESG topics. This enables the Company to gain a comprehensive and in-depth understanding of the ESG topics most closely related to its business development, as well as the perspectives from which stakeholders view the Company's development strategy. On this basis, Onewo actively takes responses to ensure alignment between its strategic development goals and its sustainable development goals.

The process for identifying and assessing Onewo's material ESG topics is as follows:

● Create a library of material ESG topics

Combining five aspects of national policies, corporate development, disclosure standards, capital market and peer benchmarking, we identified and sorted out the material topics for this current year in multiple dimensions to create a library of material ESG topics.

● Launch surveys among stakeholders

Based on the above analysis dimensions, we identified a total of 21 topics, including 6 environmental topics, 9 social topics and 6 governance topics, which had substantial effects on Onewo. Through a range of communication channels, we gathered stakeholders' views on the importance of different ESG topics from their respective perspectives, and invited them to comment on the current sustainable development strategy, relevant performance, reporting methods and disclosure quality of the Company. The surveys covered Onewo's directors, executives, key management, employees, customers and property owners, investors and shareholders, suppliers, media, public welfare organisations or NGOs, communities and the public, and government agencies. The following are communication channels and priority topics of concern for certain stakeholders:

利益相關方 Stakeholders

溝通渠道 Communication channels

優先關注的三個議題 Top three priority topics

政府及其他監管機構 Government and other regulators

公文往來
Official correspondence

會議論壇
Conferences and forums

面對面溝通
Face-to-face communication

電話
Telephone call

信息安全及隱私保護
Information security and privacy protection

保障員工健康與安全
Protection of employee health and safety

促進社區發展
Promotion of community development

股東、投資者 Shareholders and investors

年度報告
Annual reports

公告及通告
Announcements and
notices

會議
Conference

電話
Telephone call

郵件
Email

提升服務品質
Enhancement of service quality

溫室氣體排放管理
Greenhouse gas emissions management

賦能行業發展
Empowerment of industry development

客戶、業主 Customers and property owners

全國統一客服專線
National Customer Service Hotline

住這兒 App
Zhuzher App

管家企業微信
WeCom of coordinators

面對面溝通
Face-to-face communication

會議、電話
Conferences and telephone
calls

問卷調查
Questionnaire survey

走訪了解
Understanding through visiting

客戶滿意度管理
Customer satisfaction management

提升服務品質
Enhancement of service quality

能源管理
Energy management

**利益相關方
Stakeholders**

**溝通渠道
Communication channels**

**優先關注的三個議題
Top three priority topics**

**員工
Employees**

員工信息反饋平臺
Employee feedback platform

職工代表大會
Workers Congress

職工會議
Staff meeting

面對面溝通
Face-to-face communication

女性員工權益保障專項培訓
Specialised Training on
Female Employee Rights and
Interests Protection

問卷調查
Questionnaire survey

員工薪酬與福利
Staff remuneration and benefits

污染物排放管理
Pollutant discharge management

智慧服務發展
Intelligent service development

**供應商及其他合作伙伴
Suppliers and
other partners**

會議
Conference

電話
Telephone call

面對面溝通
Face-to-face communication

公文往來
Official correspondence

可持續供應鏈
Sustainable supply chain

客戶滿意度管理
Customer satisfaction management

提升服務品質
Enhancement of service quality

**媒體、公益組織及 NGO
Media, public welfare
organisations and NGOs**

電話
Telephone call

郵件
Email

會議
Conference

面對面溝通
Face-to-face communication

保障員工健康與安全
Protection of employee health and safety

污染物排放管理
Pollutant discharge management

員工吸引與留存
Employee attraction and retention

利益相關方 Stakeholders

溝通渠道 Communication channels

優先關注的三個議題 Top three priority topics

社區公眾 Community public

走訪了解
Understanding through visiting

公眾參與調研
Public participation survey

促進社區發展
Promotion of community development

水資源管理
Water resource management

商業道德與反腐倡廉
Business ethics and anti-corruption initiatives

• 分析並審閱重要性議題

對議題得分進行統計分析，並依據議題風險程度分配各議題權重，結合議題與萬物雲三年發展戰略目標的相關性，按照「對利益相關方的重要性」和「對企業發展的重要性」兩大維度綜合形成重要性矩陣，並通過內部管理層與外部專家兩種渠道對篩選與分析結果進行審核。

• Analyse and review material topics

We applied statistical analysis to topic scores, assigned a weight to each topic according to risk levels, and formed the materiality matrix in two dimensions ("importance to stakeholders" and "importance to enterprise development") based on each topic's relevance to Onewo's three-year strategic development goals. Internal management and external experts reviewed the screening and analysis results.

• ESG 重要性議題回應及披露

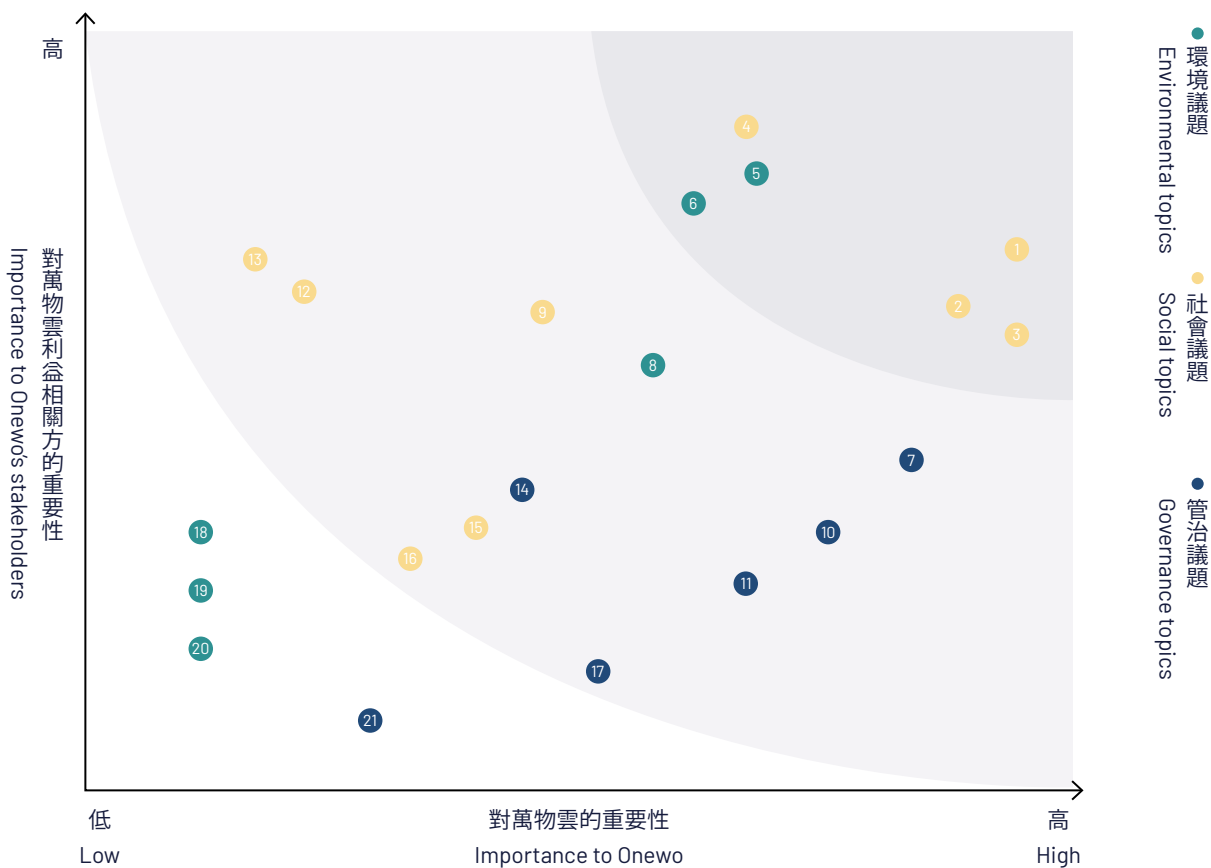
針對重要的實質性議題，制定目標與實施行動計劃，並由相關業務單元成立專項工作組承擔公司內跨部門協同和目標追蹤工作，由 ESG 辦公室對 ESG 重要性議題的工作進展進行重點回應與披露。

• Respond to and disclose material topics

For material topics identified, we formulated targets and implementation action plans. Relevant business units established dedicated task forces responsible for cross-departmental coordination and target tracking within the Company, while the ESG Office provided focused responses and disclosures regarding the progress of work related to material ESG topics.

重要性議題矩陣

Material topic matrix



高度重要 High Importance

- ① 提升服務品質
Service Quality Enhancement
- ② 智慧服務發展
Smart Service Development
- ③ 人力資本管理
Human Capital Management
- ④ 保障員工健康
Employee Health Protection
- ⑤ 溫室氣體排放
Greenhouse Gas Emissions
- ⑥ 能源管理
Energy Management

中度重要 Medium Importance

- ⑦ 企業治理
Corporate Governance
- ⑧ 應對氣候變化
Climate Change Response
- ⑨ 促進社區發展
Community Development
- ⑩ 商業道德與反腐倡廉
Business Ethics and Anti-corruption
- ⑪ 風險管理
Risk Management
- ⑫ 多元包容
Diversity and Inclusion
- ⑬ 人權
Human Rights
- ⑭ 供應鏈管理
Supply Chain Management
- ⑮ 客戶健康與安全
Customer Health and Safety
- ⑯ 賦能行業發展
Industry Empowerment
- ⑰ 信息安全
Information Security Management

一般重要 General Importance

- ⑱ 生物多樣性
Biodiversity
- ⑲ 水資源
Water Resources
- ⑳ 廢棄物 / 污染管理
Waste/Pollutant Management
- ㉑ 知識產權保護
Intellectual Property Protection

企業價值創造重要性議題及價值鏈 ●

下表展示了 3 個與萬物雲三年發展戰略目標高度相關，且對萬物雲業務發展與財務指標具有重大影響的 ESG 議題，以及這些議題在價值鏈中的具體影響。

上游：承包商和供應商

業務：萬物雲自身營運

下游：租戶和業主

Material topics for corporate value creation and the value chain ●

The table below sets out three ESG topics that are highly relevant to Onewo's three-year strategic development goals and have a significant impact on its business development and financial indicators, along with their specific points of impact across the value chain.

Upstream: Contractors and suppliers

Operations: Operations: Onewo's own business activities

Downstream: Tenants and property owners

議題 Topic	重大影響 Significant Impact	對價值鏈的影響 Impact on the Value Chain		
		上游 Upstream	業務 Operations	下游 Downstream
提升服務品質 Service Quality Enhancement	通過標準化服務體系及數字化工具的應用等，服務品質的穩步優化有助於更好地回應業主與租戶多樣化的需求。同時，服務流程的不斷完善也有助於提高營運效率，減少潛在投訴與風險。服務品質的提升不僅關乎客戶體驗的優化，也有助於增強與供應商、合作伙伴之間的協同與互信。 The steady improvement of service quality—driven by the application of standardised service systems and digital tools—enables better responses to the diverse needs of property owners and tenants. Continuous optimisation of service processes also enhances operational efficiency and helps reduce potential complaints and risks. Enhancement of service quality not only improves customer experience but also strengthens coordination and mutual trust with suppliers and partners.	 中 Medium	 高 High	 高 High

議題 Topic	重大影響 Significant Impact	對價值鏈的影響 Impact on the Value Chain		
		上游 Upstream	業務 Operations	下游 Downstream
智慧服務發展 Smart Service Development	智慧服務的發展有助於提升物業管理效率與客戶體驗。萬物雲通過提供空間服務的智能化產品和技術，優化營運流程、提升服務響應速度，並以數據驅動精細化管理，滿足業主與租戶日益增長的多元化需求，推動服務模式持續升級。 Intelligent service development enhances both property management efficiency and customer experience. By providing intelligent products and technologies for space services, Onewo streamlines operational processes, improves service responsiveness, and leverages data to enable refined management. These efforts address the growing and diverse needs of property owners and tenants while continuously upgrading service delivery models.	● 低 Low	● 高 High	● 高 High
人力資本管理 Human Capital Management	員工是公司價值創造的重要主體，其專業能力、服務意識與穩定性直接影響服務品質。有效的人力資本管理有助於萬物雲吸引並留住優秀人才，持續提升員工技能與組織效率，從而保障各類項目運營的穩定性。同時，通過完善的人才培養、職業發展與員工關懷機制，公司能夠激發員工積極性與責任感，推動服務創新與精細化管理，進一步提升客戶體驗與市場競爭力。 Employees are a key driver of the Company's value creation. Their professional capabilities, service awareness and stability directly influence service quality. Effective human capital management helps Onewo attract and retain outstanding talent, continuously enhance employee skills and organisational efficiency, and thereby support the stable operation of projects. At the same time, through well-established talent development, career progression and employee care mechanisms, the Company can stimulate employees' motivation and sense of responsibility, promote service innovation and refined management, and further enhance customer experience and market competitiveness.	● 中 Medium	● 高 High	● 低 Low

外部利益相關方重要性議題及價值鏈

下表展示了 3 個與萬物雲三年發展戰略目標高度相關，且對萬物雲利益相關方有重大影響的 ESG 議題，以及這些議題在價值鏈中的具體影響。

上游：承包商和供應商

業務：萬物雲自身營運

下游：租戶和業主

Material topics for external stakeholders and the value chain

The table below sets out three ESG topics that are highly relevant to Onewo's three-year strategic development goals and have a significant impact on its stakeholders, along with their specific points of impact across the value chain.

Upstream: Contractors and suppliers

Operations: Operations: Onewo's own business activities

Downstream: Tenants and property owners

議題 Topic	重大影響 Significant Impact	對價值鏈的影響 Impact on the Value Chain		
		上游 Upstream	業務 Operations	下游 Downstream
保障員工健康 Employee Health Protection	建立良好的安全文化不僅能夠保障員工的身心健康，也有助於提升整體運營表現、增強團隊凝聚力與企業吸引力。通過強化工作環境安全管理、提升員工健康意識及應急能力，有效預防事故發生，降低人身傷害及運營中斷風險。 Establishing a strong safety culture not only safeguards employees' physical and mental well-being but also contributes to improved overall operational performance, enhanced team cohesion, and greater corporate appeal. By strengthening workplace safety management, raising employee awareness of health and safety, and improving emergency response capabilities, the Company can effectively prevent accidents, reduce the risk of personal injury, and minimise operational disruptions.	● 中 Medium	● 高 High	● 低 Low
溫室氣體排放 Greenhouse Gas Emissions	管理溫室氣體排放，有助於保護生態系統、減緩氣候變化帶來的影響，並推動社會與經濟的長期可持續發展。通過持續優化能耗結構、推進節能改造與綠色運營，降低自身運營中的碳足跡。同時，與服務空間內碳排放管理的相關技術和經驗，能夠形成產品服務，解決客戶的空間碳管理需求。 Managing greenhouse gas emissions helps protect ecosystems, mitigate the impacts of climate change, and promote long-term social and economic sustainability. By continuously optimising the energy mix, advancing energy-saving upgrades, and promoting green operations, the Company works to reduce its carbon footprint throughout its operations. At the same time, its technologies and experience in carbon emissions management within serviced spaces can be developed into products and services that address customers' space carbon management needs.	● 中 Medium	● 高 High	● 中 Medium

議題 Topic	重大影響 Significant Impact	對價值鏈的影響 Impact on the Value Chain		
		上游 Upstream	業務 Operations	下游 Downstream
能源管理 Energy Management	通過引入智能化能源監測系統、提升設施能效水平及節能改造等方式，實現營運能耗的動態管理與持續優化。能源管理的推進有助於降低碳排放和營運成本，帶動上下游資源使用效率的提升。同時，與服務空間內能源管理的相關技術和經驗，能夠形成產品服務，解決客戶的空間能源管理需求。 Through the introduction of intelligent energy monitoring systems, improvements in equipment energy efficiency, and energy-saving retrofits, we achieve dynamic management and ongoing optimisation of operational energy consumption. Advancing energy management contributes to reducing carbon emissions and operational costs, while further improving resource efficiency across the value chain. At the same time, its technologies and experience in energy management within serviced spaces can be developed into products and services that address customers' space energy management needs.	中 Medium	高 High	中 Medium

為提升管理層及員工對環境與社會價值的認知與重視程度，公司將環境與社會績效與經濟績效置於同等重要的位置。在此基礎上，萬物雲將以上與企業價值創造和外部利益方相關的 ESG 重要性議題相關指標納入 CEO 及高級管理人員的年度績效考核體系，通過績效掛鉤機制推動相關 ESG 關鍵議題的執行與持續改進。

To enhance management and employees' awareness of and commitment to environmental and social value, the Company places environmental and social performance on an equal footing with economic performance. On this basis, Onewo incorporates key indicators related to ESG material topics—linked to corporate value creation and external stakeholders—into the annual performance evaluation system for the CEO and senior management, and promotes the implementation and continuous improvement of these ESG priorities through a performance-linked mechanism.

ESG 風險管理

ESG Risk Management

我們認為，將 ESG 因素融入風險管理是企業實現可持續發展的關鍵因素之一。我們將 ESG 因素整合到現有的風險管理框架中，逐步讓 ESG 因素成為風險識別、評估、策略制定、風險緩解和控制、風險監測和報告以及公司戰略及決策的重要部分，使得公司能夠更好地管理和規避 ESG 風險，實現穩健可持續發展。

我們識別並評估了以下適用於我們業務的顯著 ESG 風險和機遇：

商業道德與反舞弊

本報告「責任管治」章節。

潛在的風險 / 機遇

- 加強培訓及宣揚我們正直、誠信和透明的「陽光健康」文化，提升經營韌性與可持續發展能力。

我們的應對

- 構建萬物雲廉正監察及糾正流程。
- 開展「廉正建設陽光月」、廉正走訪，加強廉正文化宣貫。

職業健康與安全

本報告「以人為本」章節。

潛在的風險 / 機遇

- 職業健康與安全管理不足可能對公司營運造成負面影響。
- 健康與安全管理的改進有助於打造更高效、更穩定的運營環境。

我們的應對

- 完善健康安全責任制，建立健全的健康安全組織架構與管理體系。
- 制定有效策略和政策，務求為員工及其他服務提供人員（包括承包商）提供健康及安全的工作環境。

We believe that the integration of ESG factors into risk management is one of the key enablers of sustainable development. We embed ESG considerations into our existing risk management framework, progressively making them an integral part of risk identification, assessment, strategy formulation, mitigation and control, monitoring and reporting, as well as corporate strategy and decision-making. This enables the Company to better manage and mitigate ESG risks and to pursue stable and sustainable development.

We have identified and assessed the following significant ESG risks and opportunities relevant to our business:

Business ethics and anti-fraud

Refer to the "Responsibility Governance" section of this Report.

Potential risks/Opportunities

- Strengthen training and promote our "Transparent & Sound" culture of integrity, honesty and transparency to enhance operational resilience and sustainable development capabilities.

Our response

- Establish an integrity oversight and remediation procedure across Onewo.
- Organise initiatives such as the "Integrity Enhancement Campaign" and on-site visits for understanding integrity to reinforce the promotion of a culture of ethical conduct.

Occupational health and safety

Refer to the "Being People Oriented" section of this Report.

Potential risks/Opportunities

- Inadequate occupational health and safety management may adversely affect business operations.
- Improvements in health and safety practices help foster a more efficient and stable operating environment.

Our response

- Improve the health and safety accountability system and establish a comprehensive organisational structure and management system for health and safety.
- Formulate effective strategies and policies to ensure a healthy and safe working environment for employees and other service providers, including contractors.

促進社區發展

本報告「社區共生」章節。

潛在的風險 / 機遇

- 積極地參與社區活動有助我們了解和有效地回應社區的需求。
- 通過深度參與社區發展，可挖掘新的服務需求，推動業務模式創新。
- 通過與志同道合的社區夥伴合作，一同致力創造長遠繁榮。

我們的應對

- 服務空間安全管理逐步智慧化。
- 探索 AI 物聯網等信息技術的行業應用，開拓科技賦能空間服務新途徑。
- 持續開展豐富多元的社區文化建設。

應對氣候變化與節能減排

本報告「環境友好」章節。

潛在的風險 / 機遇

- 在綠色轉型背景下，採取與氣候相關的風險管理措施，探索低碳技術和服務創新，包括採用節能和可再生能源技術，以應對實體和轉型風險，並為業務拓展創造更多機會。

我們的應對

- 採用情景分析，評估與識別氣候相關的風險和機遇，並制定應對策略。
- 提供綠色物業服務，提升服務空間的能源、資源利用效率。

Promotion of community development

Refer to the "Growing Together with the Community" section of this Report.

Potential risks/Opportunities

- Active participation in community activities helps us understand and effectively respond to community needs.
- Deep engagement in community development allows us to uncover new service demands and drive innovation in our business model.
- Collaborating with like-minded community partners contributes to the creation of long-term prosperity.

Our response

- Gradually digitalise safety management across service spaces.
- Explore the application of information technologies such as AI and the Internet of Things (IoT) within the industry, opening up new pathways for technology-empowered spatial services.
- Continuously promote diverse and inclusive community cultural initiatives.

Responses to climate change, energy conservation and emissions reduction

Refer to the "Being Environmentally Friendly" section of this Report.

Potential risks/Opportunities

- In the context of the green transition, adopting climate-related risk management measures and exploring low-carbon technologies and service innovations—including the use of energy-saving and renewable energy technologies—can help address both physical and transition risks, while also creating new opportunities for business development.

Our response

- Conduct scenario analysis to assess and identify climate-related risks and opportunities, and formulate corresponding response strategies.
- Provide green property management services to enhance the efficiency of energy and resource use within service spaces.

萬物雲共同發展計劃

Oneworld Plan

響應 SDGs

Responding to SDGs

3 良好
健康与福祉



4 優質教育



7 經濟適用的
清潔能源



8 體面工作和
經濟增長



9 產業、創新和
基礎設施



11 可持續
城市和社区



13 氣候行動



3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



7 AFFORDABLE AND
CLEAN ENERGY



8 DECENT WORK AND
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES
AND COMMUNITIES



13 CLIMATE
ACTION



萬物雲共同發展計劃

Oneworld Plan

針對一系列與我們的業務息息相關的環境與社會問題，我們於 2021 年啟動了「萬物雲共同發展計劃」，聚焦「愛成長（助力一線服務者多元成長）」、「愛生命（減少服務空間內非正常死亡）」、「愛環境（建築節能減排與社區垃圾分類）」和「愛社區（物業更新及與周邊小區共生）」四項核心議題：讓改變從身邊發生，積跬步，致千里。

關於「萬物雲共同發展計劃」更多歷史詳情，請參考萬物雲《2024 年度環境、社會及管治報告》。

Addressing a range of environmental and social issues relevant to our business, we launched the “Oneworld Plan” in 2021, which focuses on four core topics, namely, “AI Growth (Helping Front Line Service Providers Grow in Diversity)”, “AI Life (Reducing Unnatural Deaths in Service Spaces)”, “AI Environment (Building Energy Conservation and Emission Reduction, and Community Waste Classification)” and “AI Community (Property Renewal and Coordinated Development with the Surrounding Community)”, and aims to keep our feet on the ground by starting making a difference close to home.

For more historical details about the “Oneworld Plan,” please refer to the 2024 Environmental, Social and Governance Report of Onewo.

愛成長：助力一線服務者多元成長

AI Growth: Helping Front-line Service Providers Grow in Diversity

萬物雲認識到在智能化和自動化技術迅速發展的背景下，一線員工面臨轉型壓力。為幫助員工適應變化，公司啟動了「愛成長」項目，不僅回應了「機器取代工作」的時代挑戰，還為員工開闢了更廣闊的職業發展空間和更高的收入潛力。

我們構建了「入職定向篩選 + 上崗認證 + 在崗學習」的系統化培養體系，覆蓋安防、機電維保、電梯、消防等專業領域，通過實訓基地、訓練官及認證官的帶教實訓，為基層員工提供了豐富的技能培訓和多樣化的發展路徑，幫助他們掌握新技能，實現職業轉型，迎接未來挑戰。

Onewo recognises that, amid the rapid advancement of intelligent and automated technologies, front-line employees face increasing pressure to adapt and transform. To support them through this transition, we launched the “AI Growth” programme, which not only addresses the era-defining challenge of “machines taking over jobs” but also opens up broader career development opportunities and greater income potential for our employees.

We have established a systematic training framework comprising pre-employment screening, job certification, and on-the-job learning. This framework spans professional fields including security, electromechanical maintenance, lift systems, and fire protection. Through hands-on training at practical training bases, supported by training supervisors and certification officers, we provide front-line employees with robust skills development and diverse career pathways, helping them acquire new competencies, transition professionally, and embrace future challenges.

「萬紫千紅」好發展

萬物雲持續開展「萬紫千紅」好發展計劃，為一線員工及其他服務提供人員提供豐富的技能培訓和多元化的職業發展方向。報告期內，公司推動 1,517 名一線操作型服務人員成功轉型為技術型、社會和情感溝通型服務人員，如網格管家、資產管家、公共維修和商業樓宇禮賓等。

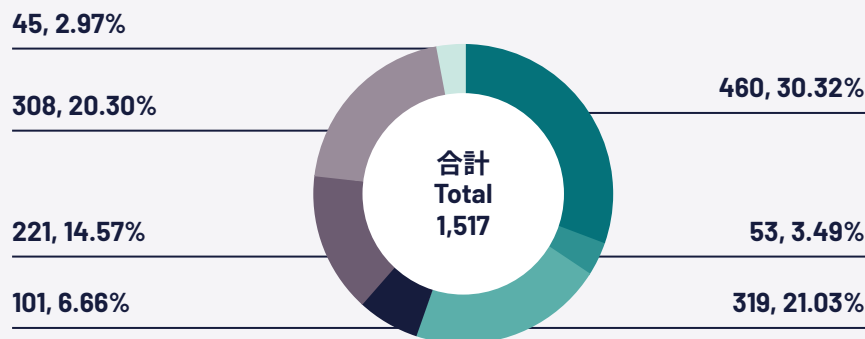
「萬紫千紅」好發展計劃自 2020 年啟動以來，公司已累計幫助 10,551 名一線服務人員成功實現職業轉型，走向更大的發展舞臺，獲得更多勞動收入；與此同時，公司收穫更多發展意願強烈、服務意識優秀的藍領匠人，實現人企共贏。

Onewo dream development

As tradition, we continued the Onewo Dream Development programme to provide front-line employees and other service providers with extensive skills training and a wide range of job options. During the reporting period, we promoted 1,517 Front-line operation service providers in successfully transferring into technical, social and emotional communication service providers such as grid coordinators, asset coordinators, public maintenance personnel, and commercial building concierges.

Since the initiation of "Onewo Dream Development" in 2020, we have cumulatively facilitated 10,551 front-line service providers to successfully transfer to new positions, thus moving to a larger stage and obtaining higher income. At the same time, the Company has attracted a growing pool of skilled and service-oriented blue-collar professionals with a strong desire for growth—achieving mutual success for both people and the organisation.

2025 年「萬紫千紅」一線服務崗去向
Post-Transition Roles of Frontline Service Providers under the "Onewo Dream Development" Programme in 2025



- 萬御保全工
Wanyu Security Technician
- 網格管家 (管家助理)
Grid Coordinator/Assistant
- 維修類
Maintenance Roles
- 其他
Others
- 保全工 (電梯)
Security Technician (Lift)
- 資產管家/家裝顧問
Asset Coordinator/Home Renovation Consultant
- 客服/禮賓
Customer Service/Concierge

愛生命：減少服務空間內非正常死亡

AI Life: Reducing Unnatural Deaths in Service Spaces

作為空間服務提供商，萬物雲致力於持續探索並實質性降低服務空間內非正常死亡事件發生的風險，啟動「愛生命」項目，構建全方位生命安全保障體系，全面提升服務空間的應急救援能力。

As a space service provider, Onewo is committed to continuously exploring effective ways to reduce the risk of unnatural deaths in service spaces. Through the launch of the “AI Life” programme, we aim to build a comprehensive life safety protection system and significantly enhance emergency response capabilities across all service environments.

「G4 行動」

我們已開展並持續升級萬物雲「G4 行動」，以「黃金四分鐘」急救理念為核心，通過升級對面向客戶的員工進行心肺復甦術（CPR）培訓和在項目配置自動體外除顫器（AED）設備等方式，提高空間服務者在各類服務空間中的應急救援能力，同時吸引更多社會力量投入應急建設。

G4 action

We have launched and continuously upgraded Onewo’s “G4 Action”, centred on the “Golden Four Minutes” concept of emergency response. By providing cardiopulmonary resuscitation (CPR) training to front-facing staff and equipping projects with automated external defibrillators (AEDs), we aim to enhance the emergency rescue capabilities of service personnel across various service spaces, while also encouraging broader community participation in emergency response capacity building.

截至報告期末，萬物雲累計推動超過 5.7 萬名員工及其他服務提供人員獲得 CPR 急救實操認證；累計超過 100 萬人次員工及其他服務提供人員接受了 CPR 理論科普培訓。其中，2025 年度萬物雲面向客戶的服務者新員工的 CPR 認證率達 100%。此外，報告期內，萬物雲住宅服務空間新增 AED 1,083 臺。自 2022 年 G4 行動啟動以來，萬物雲的服務空間共配置 AED 5,716 臺，其中住宅空間 3,806 臺，商企空間 1,910 臺。

By the end of the reporting period, Onewo had enabled over 57,000 employees and other service providers to obtain hands-on CPR certification. In total, more than one million participants had received theoretical CPR awareness training. In 2025, the CPR certification rate for new front-facing staff reached 100%. During the reporting period, 1,083 new AEDs were installed across Onewo’s residential spaces. Since the launch of the G4 Action in 2022, Onewo has deployed a total of 5,716 AEDs across its service spaces, including 3,806 in residential spaces and 1,910 in commercial spaces.

報告期內，萬物雲員工及其他服務提供人員通過 CPR 急救成功挽救生命 5 起，自 2022 年起累計挽救生命 33 起。

During the reporting period, CPR administered by Onewo employees and other service providers successfully saved five lives, bringing the cumulative number of lives saved since 2022 to 33.

在延續傳統、不斷深化服務者 CPR 技能培訓和社區 AED 配置的同時，我們逐步嘗試讓「G4 行動」不再侷限於萬物雲管理項目範圍內，走進蝶城與開放街道。報告期內，「G4 行動」在數個蝶城街道開展「讓更多人跑贏黃金 4 分鐘」社區活動，組織萬物雲在管和不在管住宅的業主租戶、鄰里商鋪工作人員、外賣快遞服務者等，共同參與急救科普培訓與演練，增強社區應急救援能力。

While continuing the tradition of deepening CPR training for service providers and expanding AED deployment within our managed properties, we have begun to extend the G4 Action beyond the boundaries of Onewo’s projects—reaching into Onewo Towns and open streets. During the reporting period, G4 Action activities under the theme “Save More Lives in the Golden Four Minutes” were held in several Onewo Towns. These events engaged property owners and tenants—both within and beyond our managed properties—alongside neighbourhood shop staff and delivery personnel, offering CPR awareness training and emergency response drills to enhance the emergency capabilities of local communities.

「G4 行動」創下吉尼斯紀錄，刷新社區安全新高度 “G4 Action” Set a Guinness World Record, Raising Community Safety to a New Level



2025 年萬科物業友好鄰里活動「樸裡節」在全國超過 100 個城市、超過 3,000 個社區同步開幕。在本屆「樸裡節」的上海主會場，通過萬科物業「鄰友好服務」視頻號直播等方式，吸引了超 20,000 人同時在線跟隨美國心臟協會（AHA）認證的專業導師學習 CPR 急救知識，成功創下世界上最多人同步學習的吉尼斯世界紀錄。

In 2025, Vanke Service's neighbourhood event, Please Day, was launched simultaneously in more than 100 cities and over 3,000 communities nationwide. At the Shanghai main venue of this year's Please Day, through live-streaming on the "Good Neighbourly Services" WeChat Channels account operated by Vanke Service, more than 20,000 participants joined online simultaneously to learn CPR first-aid knowledge from professional instructors certified by the American Heart Association (AHA), successfully setting a Guinness World Record for the largest number of people learning simultaneously.

這一紀錄不只是「樸裡節」的里程碑，更標誌著萬物雲將「G4 行動」從一項面客服務者的「直接技能」升級為一場業主廣泛參與的「社區共建行動」。

This record is not only a milestone for the Please Day but also marks the transformation of the "G4 Action" from a "direct skill" for front-facing service providers into a community co-creation initiative widely participated in by property owners.

愛環境：建築節能減排與社區垃圾分類

AI Environment: Building Energy Conservation and Emission Reduction, and Community Waste Classification

為應對氣候變化及響應國家「雙碳」目標，萬物雲致力於將綠色低碳循環的理念貫徹服務始終，開展「愛環境」項目深耕建築節能減排與住宅小區生活垃圾分類，打造綠色、可持續的商企空間，利用先進的數字化技術推動建築低碳轉型，實現建築用能精細化管理。同時，我們主動執行與推廣住宅小區生活垃圾分類項目，提升業主居住體驗，並開展垃圾就地資源化處理試點項目，進一步推動社區廢棄物減量。

In response to climate change and in support of the national carbon peaking and carbon neutrality goals, Onewo is committed to embedding the concept of green and low-carbon, and circular development throughout its services. Through the "AI Environment" programme, we focus on energy conservation and emission reduction in buildings as well as domestic waste classification in housing estates. We aim to create green and sustainable commercial and corporate spaces, while leveraging advanced digital technologies to drive the low-carbon transformation of buildings and achieve refined energy management. At the same time, we proactively implement and promote household waste classification projects in housing estates to improve the living experience of property owners. We have also launched pilot projects for localised waste-to-resource initiatives to further reduce community waste volumes.

萬物雲靈石碳管理平臺

在雙碳戰略落地過程中，相比於工業領域，城市中分散的住宅、商寫等空間的碳排放管理長期面臨「說不清、算不細、看不見」的難題。

針對「說不清」的排放權屬難題，萬物雲聯合清華大學完成《中國物業行業碳中和戰略與路徑報告》。該報告基於廣泛的業務調研，覆蓋 7 大地理區域、10 多種業務模式、50 多個關鍵崗位，構建了物管行業首個科學可行的《萬物雲碳核算方法論》，明確了複雜場景下的排放責任，填補了行業空白，並獲得了工信部、人民大學等多方專家的評審認可。

Onewo LinkX carbon management platform

In advancing China's carbon peaking and carbon neutrality strategy, carbon emissions management for dispersed urban spaces such as housing estates and commercial office buildings has long been challenged by unclear ownership, insufficiently granular accounting, and limited visibility, particularly in contrast to the industrial sector.

To address the challenge of unclear emissions ownership, Onewo collaborated with Tsinghua University to complete the report, China Property Management Industry Carbon Neutrality Strategy and Pathway Report. Based on extensive business research covering seven major geographic regions, more than ten business models, and over 50 key positions, the report established the scientific and practical [Onewo Carbon Accounting Methodology](#), the first of its kind in the property management industry. It clarifies emissions responsibility in complex scenarios, fills a gap in the industry, and has been recognised by experts from the Ministry of Industry and Information Technology, Renmin University of China, and other institutions.

針對「算不細」的數據獲取難題，萬物雲發佈靈石碳管理平臺，基於「靈石邊緣服務器」（關於「靈石邊緣服務器」的更多信息，詳見社區共生 - 服務歷久彌新章節）實現了碳、能源、業務數據的「三流合一」。平臺引入 OCR 技術批量識別能源賬單，採用國際服務因子庫核算無形服務排放，並通過 AI 模型進行三重智驗（國際準則、邏輯交叉、AI 預測偏離度），解決了數據孤島與質量問題。無論是員工的一次差旅還是項目的一筆電費，都能在分鐘級內轉化為精準的碳數據。

為了解決「看不見」的管理痛點，通過動態的碳管理平臺，讓碳排放看得見，從而精準定位減排熱點。此外，萬物雲還引入華夏認證中心進行第三方鑑證，並聯合 Conflux 數圖公鏈及黑曜石科技實現數據的區塊鏈上鏈存證，確保數據可信、不可篡改，為未來的碳資產交易與價值轉化奠定了堅實基礎。

通過《萬物雲碳核算方法論》和靈石碳管理平臺，萬物雲將自身運營碳核算範圍和精度大大提升，並為更多遇到上述碳排放管理難題的小尺度分散空間和輕資產持有者提供了解決方案。

To address the challenge of insufficiently granular accounting, Onewo launched the LinkX Carbon Management Platform, which enables the integration of carbon, energy, and business data through the LinkX Edge Server (for more information on the LinkX Edge Server, please refer to Section Growing Together with the Community-Service for Ever Better). The platform uses OCR technology to batch-read energy bills, applies international service factor databases to account for emissions from intangible services, and employs AI models to conduct three layers of intelligent verification, covering international standards, logical cross-checking, and AI-predicted deviation. This helps resolve issues relating to data silos and data quality. Whether it is a single business trip taken by an employee or an electricity bill for a project, the information can be converted into accurate carbon data within minutes.

To address the challenge of limited visibility, the dynamic carbon management platform makes emissions visible, thereby enabling the precise identification of key decarbonisation hotspots. In addition, Onewo engaged China Certification Center Inc. for third-party assurance and worked with the Conflux public blockchain and Heicore Technology to preserve data records on the blockchain, ensuring that the data is credible and tamper-proof and laying a solid foundation for future carbon asset trading and value conversion.

Through the Onewo Carbon Accounting Methodology and the LinkX Carbon Management Platform, Onewo has significantly enhanced both the scope and precision of its operational carbon accounting. At the same time, it has provided solutions for more small-scale, dispersed spaces and light-asset owners facing the carbon emissions management challenges described above.

「氣候燈塔」典範樓宇：萬物雲總部大樓創智雲 T3 “Climate Lighthouse” Model Building: Innovation Cloud Centre T3, Onewo's Headquarters Building



萬物雲在位於深圳市的總部大樓「創智雲中心 T3」用靈石服務器的 AI 智能體和園區微電網，踐行節能降碳。在能耗管理方面，創智雲中心通過園區能耗線路盤點，改造供配電、給排水系統，增加採集感應器，實現建築配電房能耗智能電錶採集全覆蓋、樓層分區智能電錶採集全量化及樓層分區智能水錶採集，共計對接採集能源點位 557 個，完成全項目無人化抄表、分層分區精細化能耗管理空調、照明智控系統應用，節能 10% 以上。屋頂採用隆基 BC 光伏板 Hi-MO-X10，發電效率達 26.6%，建設容量 80kW，實現創智雲中心所在樓層近零碳辦公。無人移動儲能充電車應用，可實現一天一次削峰填谷。「靈石」微電網平臺 AI 算法調控，實現項目級微電網的「源網荷儲充」的整體調優。通過深圳綠色交易所碳交易，實現創智雲中心 T3 2024 年碳中和。

At Innovation Cloud Centre T3, Onewo's headquarters building in Shenzhen, Onewo has applied the AI agent of its LinkX Server together with a campus microgrid to advance energy saving and carbon reduction. In terms of energy consumption management, Innovation Cloud Centre conducted a review of the campus's energy consumption circuits, upgraded its power supply and distribution as well as water supply and drainage systems, and installed additional sensors. These efforts enabled full coverage of smart meter data collection in the building's power distribution rooms, full deployment of zoned smart electricity meter collection across floors, and zoned smart water meter collection across floors, with a total of 557 energy data points connected and collected. As a result, the project achieved fully unmanned meter reading across the entire property, refined energy consumption management by floor and zone, and the application of intelligent control systems for air conditioning and lighting, resulting in energy savings of more than 10%. On the rooftop, the building uses LONGi BC photovoltaic panels Hi-MO X10, with a power generation efficiency of 26.6% and an installed capacity of 80 kW, enabling near-zero carbon office operations on the floors occupied by Innovation Cloud Centre. The deployment of an unmanned mobile energy storage and charging vehicle enables daily peak shaving and off-peak load shifting. Through AI algorithm-based regulation on the LinkX microgrid platform, the project has achieved integrated optimisation of generation, grid, load, storage and charging within the project-level microgrid. Through carbon trading on the Shenzhen Green Exchange, Innovation Cloud Centre T3 achieved carbon neutrality in 2024.

「綠色空間使用者行動」為全 球氣候治理貢獻全民方案

在「全面推進美麗中國建設意見」政策指引下，生態環境部宣傳教育中心、萬物雲、聯合清華大學氣候變化與可持續發展研究院（ICCSO）、中國企業氣候行動、企業碳中和行動、大道應對氣候變化促進中心共同發起了「綠色空間使用者行動」。

這一行動聚焦空間使用者、運營者與維護者的能動價值，倡導通過日常行為激活既有空間的低碳潛力。在社區，街道與物業工作人員通過垃圾分類推廣節能減排，在學校、醫院，運營人員依據 AI 智能調控水電，這些實踐並不依賴建築本體與設備的大額改造，而以「用好既有資源」為核心，彰顯了「全民共建共享」的生態治理理念。

該行動致力於構建本土化綠色空間使用者評價體系，推動低碳工作、生產與生活方式的普及。其創新性體現在對既有資源的智慧激活——通過數字化技術鏈接千萬空間，以案例引導行為優化，讓節能減排融入日常肌理。此舉既是對「簡約適度、綠色低碳」生活方式的響應，也是對「生態惠民、共建共享」原則的深化。

2025 年 11 月，在巴西貝倫舉辦的第 30 屆聯合國氣候變化大會（COP30）上，《2025 美麗中國·綠色空間使用者典型案例集》（以下簡稱《案例集》）正式發佈。《案例集》收錄了中國各地共 99 個企業、工業園區、學校、公園等各類公共空間的低碳實踐，繪製出一幅生動的綠色發展圖景：在街道社區，居民將落葉轉化為堆肥資源；在商務樓宇，物業服務企業運用 AI 技術實現高能耗設備智能調控，V2G 技術使電動汽車成為樓宇的柔性儲能單元；在城市空間，分佈式儲能系統將園區、建築轉化為虛擬電廠，支撐電網穩定運行；在城鄉校園，師生將生物課程與生態花園建設結合，打造寓教於綠的實踐空間；在產業園區，光伏發電為企業提供清潔能源，創造綠色經濟效益。這些案例以「用好既有資源」為核心，實現「保護者、建設者、受益者」三位一體的有機統一，彰顯全民共建共享的生態治理新範式，也在 COP30 上為全球氣候治理貢獻了全民方案。

“Green Space Action Plan”: Contributing a public participation solution to global climate governance

Guided by the policy directives set out in the Opinions on Comprehensively Advancing the Building of a Beautiful China, the Centre for Environmental Education and Communications of Ministry of Ecology and Environment, together with Onewo, jointly launched the Green Space Action Plan in collaboration with the Institute of Climate Change and Sustainable Development Tsinghua University (ICCSO), China Corporate Climate Action, Corporation Carbon Neutral Action, and C Team.

This initiative focuses on the proactive role of space users, operators and maintainers, and advocates unlocking the low-carbon potential of existing spaces through everyday actions. In communities, subdistrict offices and property service staff promote waste sorting to advance energy conservation and emissions reduction. In schools and hospitals, operators use AI-enabled systems to regulate water and electricity consumption. These practices do not rely on major retrofits to building structures or equipment, but instead centre on “making better use of existing resources”, reflecting the ecological governance philosophy of broad-based participation and shared benefits.

The initiative is committed to establishing a localised evaluation system for green space users and promoting the adoption of low-carbon ways of working, producing and living. Its innovation lies in tapping into existing resources more intelligently—connecting millions of spaces through digital technologies, using practical cases to drive behavioural change, and embedding energy conservation and emissions reduction into everyday life. This is not only a response to the call for simple, moderate, green and low-carbon lifestyles, but also a further expression of the principle that “ecological progress should benefit the people and be advanced through broad-based participation and shared benefits”.

In November 2025, at the 30th United Nations Climate Change Conference (COP30) held in Belém, Brazil, the 2025 Beautiful China: Collection of Model Green Space User Cases (the Collection of Cases) was officially launched. The Collection of Cases includes low-carbon practices from 99 enterprises, industrial parks, schools, parks and other public spaces across China, presenting a vivid picture of green development: in streets and communities, residents turn fallen leaves into compost; in commercial buildings, property service enterprises use AI to regulate high-energy-consuming equipment, while vehicle-to-grid (V2G) technology enables electric vehicles to become flexible energy storage units for buildings; in urban spaces, distributed energy storage systems transform parks and buildings into virtual power plants that support grid stability; in urban and rural campuses, teachers and students combine biology classes with the development of ecological gardens to create practice spaces where education meets greenery; and in industrial parks, photovoltaic power generation provides clean energy for enterprises and creates green economic value. Centred on “making better use of existing resources”, these cases bring together protectors, builders and beneficiaries in one integrated model. They demonstrate a new approach to ecological governance built on broad-based participation and shared benefits, while also contributing a broad-based participation solution from China to global climate governance at COP30.

社區垃圾分類

萬物雲致力於建立可複製、可推廣的生活垃圾分類模式，共建綠色低碳、清潔衛生社區。我們嚴格遵循《中華人民共和國固體廢物污染環境防治法》等有關廢棄物管理的國家及地方的相關法律法規，制定《住宅項目垃圾分類運營管理辦法》《住宅生活垃圾分類操作指引》《垃圾分類管理業務運營手冊》等內部管理制度和標準化運營指南，持續優化服務空間的垃圾分類治理水平，並通過設施設備建設、創新激勵機制和社區文化營造等途徑，在保證服務品質及業主體驗的同時，確保垃圾分類落到實處。

報告期內，新增在 229 個住宅小區開展垃圾分類工作，累計在 101 個城市的 2,863 個小區開展垃圾分類工作。

Community waste classification

Onewo is committed to developing a replicable and generalisable model of domestic waste classification, and building a green and low-carbon, clean and hygienic community. In strict accordance with the Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution as well as other relevant national and local laws and regulations on waste management, we have formulated internal management systems and standardised operational guidelines, such as the Measures for the Operation and Management of Waste Classification in Residential Projects, the Operational Guidelines for the Separation of Residential Domestic Waste, and the Operational Manual for Waste Classification Management, to continuously optimise the waste classification governance level of our service spaces. Additionally, we have promoted the development of related facilities and equipment, introduced innovative incentive mechanisms, and cultivated a community culture around environmental responsibility. These efforts aim to deliver high-quality service and a positive resident experience while ensuring the effective implementation of waste classification.

During the reporting period, Onewo conducted waste classification in 229 new housing estates; as of the end of the reporting period, Onewo has conducted waste classification in 2,863 housing estates in 101 cities in total.

愛社區：物業更新及與周邊社區共生

AI Community: Property Renewal and Coordinated Development with the Surrounding Community

我國的城鎮化已轉入下半場，推進以人為核心的新型城鎮化、加強城鎮老舊小區改造和社區建設被納入「十四五」規劃和 2035 年遠景目標之中。物業服務的服務質量事關居民生活，是完善基層社區治理、落實城市精細化管理的重要環節，也是城市基層治理成效的直觀體現。近年來，萬物雲服務的許多住宅項目已經交付使用近 30 週年，我們管理的電梯垂直運行距離已經超過 5,000 公里，設備設施老化，更新資金不足的問題始終存在。萬科物業對老舊小區的設施設備進行檢測、修繕和防患，推動地方政府、開發商、物業、業主群體、社會資本的多元共建，讓業主體驗更優質社區生活環境的同時，收穫資產的保值增值。

萬科物業聚焦在管社區，針對公共環境失修、基礎設施老化等痛點，做出了聚沙成塔的努力：報告期內，全國在管項目完成 146 項社區微改造，並聯動街道、社商完成了 12 項街道微改造；使用超長期國債老舊電梯，累計獲國補名額 1,418 臺，通過街道政府、業委會、業主等多元主體共建共治，實現老舊電梯更新，杜絕設施老舊帶來的不便與安全隱患。

China's urbanisation has entered its second half. Advancing people-centred new urbanisation and strengthening the renovation of old urban residential communities and community development have been incorporated into the 14th Five-Year Plan and the 2035 Vision. The quality of property services is closely related to residents' lives. It is an important part of improving primary-level community governance and implementing refined urban management, and is also a direct reflection of the effectiveness of urban grassroots governance. In recent years, many residential projects served by Onewo have been delivered and have been in use for nearly 30 years. The lifts under our management have accumulated over 5,000 kilometres of vertical travel, and ageing equipment and facilities, together with insufficient funding for renewal, have remained persistent challenges. Vanke Service has conducted inspections, repairs and preventive maintenance for facilities and equipment in older residential communities, while promoting multi-stakeholder collaboration among local governments, developers, property service providers, property owner groups and social capital. In doing so, it enables property owners to enjoy a better community living environment while also preserving and enhancing asset value.

Focusing on the communities under its management, Vanke Service has made sustained efforts to address pain points such as deteriorating public environments and ageing infrastructure. During the reporting period, 146 community micro-renovation projects were completed across managed projects nationwide, and a further 12 subdistrict micro-renovation projects were carried out in collaboration with subdistrict authorities and community businesses. By leveraging ultra-long-term government bonds for the replacement of ageing lifts, the Company secured government subsidy quotas for a total of 1,418 lifts. Through co-building and co-governance involving subdistrict authorities, homeowners committees, property owners and other stakeholders, ageing lifts were replaced, eliminating the inconvenience and safety risks posed by outdated facilities.

萬物雲「理想之地」重新點亮唐家墩 Onewo's "Ideal Place" Revitalises Tangjiadun

從上世紀中甸還是進入繁榮的武漢唐家墩，如今的街道常住人口超 10 萬，進入深度老齡化階段，而且外來人口占比 71%，人口結構複雜，長期面臨老舊小區失管（老舊小區沒有物業公司，處於「無管理、無維護、無服務」的三無狀態）、公共服務不足、治理效率偏低等典型老城困境。

Tangjiadun in Wuhan, which began to prosper in the mid-20th century, is now home to a permanent population of over 100,000. The subdistrict has entered a stage of deep population ageing, while migrants account for 71% of its residents, creating a complex demographic structure. For years, it has faced many of the common challenges of older urban neighbourhoods, including unmanaged old communities lacking property service providers and therefore left in a state of no management, no maintenance and no services, insufficient public services, and low governance efficiency.

如何破解街區治理困境？2021 年唐家墩街道所在的江漢區政府撮合萬物雲與武漢金融街集團合力探索，通過經過 5 年來多方力量的聯動，萬物雲給出的解法是：「理想之地」治理模式。

How can such neighbourhood governance challenges be addressed? In 2021, the Jiangnan District Government, where Tangjiadun Subdistrict is located, brought together Onewo and Wuhan Financial Street Group to explore solutions. After five years of coordinated efforts among multiple parties, Onewo's answer was the "Ideal Place" governance model.

區別於傳統的物業管理，「理想之地」首先要做的就是管理單元從小區拓展到街道或者社區，實現 3 到 5 平方公里大小的片區統籌。紅線外的公共空間，缺乏統一管理與修繕，片區治理層次不齊，從而打破了各小區之間的天然鴻溝，實現了公共服務的均衡化。其次，「理想之地」的「運營思維」，是主動挖掘片區需求、盤活零散資源，把「基礎服務」升級成「全場景便民生態」。例如，將片區裡的老舊自行車棚改造成「共享充電站 + 快遞驛站」，將原本堆滿雜物的高架橋底，改造成「口袋公園 + 特色市集」，既能為居民提供更豐富的生活場景，也能創造一定的經營收益。最後，在理想之地，萬物雲從「對物管理」的被動維護，升級為「以人為中心」的主動價值創造，以「蝶城 + 社商」模式重塑社區商業的邏輯，構建居民、商戶、商業體共贏循環。

Unlike traditional property management, the first step of the Ideal Place model is to expand the management unit from an individual residential community to a subdistrict or community, enabling integrated planning and coordination across an area of three to five square kilometres. Public spaces outside the boundaries of residential communities had long lacked unified management and repair, while governance levels varied across the area. This area-based approach helps bridge the natural divides between communities and promotes more balanced public services. In addition, the Ideal Place model adopts an operational mindset that proactively identifies area-specific needs and taps into scattered resources, upgrading basic services into an all-scenario convenience ecosystem. For example, old bicycle sheds within the area were transformed into shared charging stations and parcel pick-up points, while the space beneath an overpass, once filled with clutter, was converted into a pocket park and distinctive market, creating richer lifestyle scenarios for residents while also generating operating income. Lastly, under the Ideal Place model, Onewo has moved beyond passive, asset-focused management to proactive, people-centred value creation. Through the "Onewo Town + Community Business" model, it is reshaping the logic of community commerce and building a mutually reinforcing cycle among residents, merchants and commercial properties.

韌性、活力、智慧理念之下的武漢江漢唐家墩「理想之地」，城市環境、市容秩序、設施運行管理水平全面提升，原本瀕臨失管的老舊住區通過「三個一點（百姓給一點、政府出一點、經營補一點）」實現環境改善、社區服務更顯溫度，街區產業和商業重新煥發活力。截至目前，萬物雲在江漢區服務 28 平方公里城市空間，197 個老舊小區超過 15 萬戶家庭，群眾滿意度提升至 93.4%，城市管理經費投入同比下降 10%，老舊小區物業服務覆蓋率達到 100%。社區商業資產新唐萬芋薈 2025 年上半年客流量達 347 萬人次，運營 3 個月客流環比提升了 23.47%，出租率環比提升了 11.86%。

Under the principles of resilience, vibrancy and intelligence, the Ideal Place initiative in Tangjiadun, Jiangnan District, Wuhan, has delivered comprehensive improvements in the urban environment, streetscape order and the management of facility operations. Old residential communities that were once on the verge of falling into neglect have achieved visible environmental improvement through a co-contribution model involving residents, the government and commercial operations. Community services have become warmer, while the district's industry and commerce have regained vitality. To date, Onewo has provided services across 28 square kilometres of urban space in Jiangnan District, covering more than 150,000 households across 197 old residential communities. Public satisfaction has risen to 93.4%, urban management expenditure has decreased by 10% year on year, and property service coverage in old residential communities has reached 100%. In the first half of 2025, the commercial community asset Xintang Oneshine recorded footfall of 3.47 million. After three months of operation, footfall increased by 23.47% month on month, while occupancy rose by 11.86% month on month.

責任管治

Responsibility Governance

響應 SDGs

Responding to SDGs

16 和平、正义与
强大机构



17 促进目标实现的
伙伴关系



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



17 PARTNERSHIPS
FOR THE GOALS



對應香港聯交所關鍵績效指標

Corresponding to the Hong Kong Stock Exchange's key performance indicators

B5, B5.2, B5.3, B5.4, B6.3, B6.5, B7, B7.1, B7.2, B7.3

責任管治

Responsibility Governance

公司治理

Corporate Governance

治理架構

Governance structure

► 相關政策

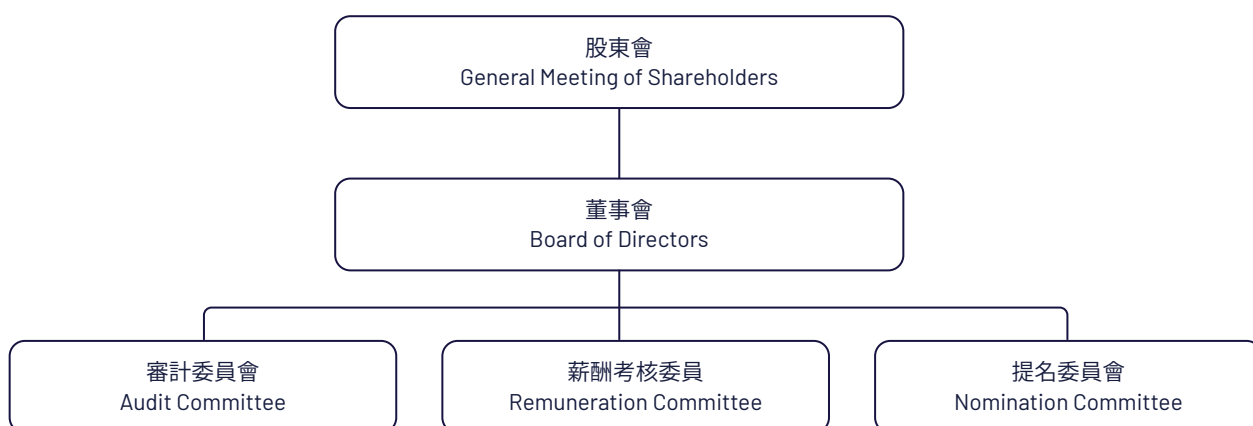
《公司章程》
《審計委員會工作細則》
《薪酬考核委員會工作細則》
《提名委員會工作細則》

► Relevant policies

Articles of Association
Terms of Reference of the Audit Committee
Terms of Reference of the Remuneration Committee
Terms of Reference of the Nomination Committee

良好的公司治理是企業持續穩健經營的基石。萬物雲致力於實現高標準企業管治，嚴格遵循《中華人民共和國公司法》《香港聯合交易所有限公司證券上市規則》（簡稱《上市規則》）以及國家相關法律法規的要求，結合自身發展實際，持續優化公司治理結構，不斷提升公司治理水平。我們構建了權責清晰、自上而下的治理架構，持續推進公司治理工作有序開展。

Sound corporate governance is the cornerstone of a company's long-term and stable operations. Onewo is committed to achieving high standards of corporate governance. We strictly comply with the Company Law of the People's Republic of China, the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the Listing Rules), and other applicable national laws and regulations. In line with our development needs, we continuously optimise our governance structure and enhance the overall level of corporate governance. We have established a clear, top-down governance structure, ensuring that corporate governance progresses in an orderly and effective manner.



公司管治架構

Corporate Governance Structure

董事會獨立性及多元化

Independence and diversity of the Board of Directors

► 相關政策

《董事會獨立評估機制》

《委任、選舉及罷免董事的程序》

► Relevant policies

Assessment Mechanism for Independence of the Board of Directors

Procedures for the Appointment, Election and Removal of Directors

萬物雲的董事會獨立性和多元化是公司治理的重要组成部分，對於企業的可持續發展和獲得投資者信任至關重要。

我們制定並實施了《董事會獨立評估機制》，旨在確保公司的董事會有強大的獨立元素，及可取得獨立觀點及意見。董事會致力於確保委任最少三名獨立非執行董事及當中最少三分之一成員為獨立非執行董事（或《上市規則》不時規定的更高人數下限）。我們在選舉過程中注重選擇與公司及其主要股東、實際控制人不存在直接或者間接利益關係的獨立董事會成員。這些獨立董事在決策過程中能夠保持獨立思考，不受外界干擾，從而確保董事會決策符合公司整體利益，尤其是保護中小股東合法權益。

為保證董事的多元化，我們在決定董事的委任和續任時考慮多項因素，包括性別、年齡、文化及教育背景、種族、專業經驗、技能、服務年資，以及公司主要股東的合法利益等，以幫助公司更好地應對複雜多變的經濟市場環境，提高決策的質量和有效性。

我們堅信這些因素與公司的業務發展密切相關：公司在多元化的市場環境中開展業務，需要全面考慮員工、客戶、供應商、業務夥伴、政府及其他影響公司運作的機構，以及公眾的利益。在性別、年齡、文化教育背景等方面具備多元化特徵的董事會，將能夠更有效地平衡和處理各利益相關方的期望。

董事的專業經驗、技能、知識和服務年限對於提高董事會決策的質量具有顯著影響。萬物雲董事會成員中有 2 名執行董事，其餘 4 名為獨立非執行董事或非執行董事，不參與公司的管理。董事會中包含 2 名女性董事，5 名獲得博士學位董事，成員擁有均衡的知識與技能，涵蓋了整體管理、策略規劃、人力資源管理、信息技術、會計及財務管理、風險管理及企業管治等多個關鍵領域。董事們的教育背景也頗為豐富，包括經濟學、工商管理及會計學等多個專業。

Ensuring an independent and diverse Board of Directors is a cornerstone of Onewo's corporate governance, instrumental for business sustainability and investor trust.

We have formulated and implemented the Assessment Mechanism for Independence of the Board of Directors to ensure that the Board of Directors maintains a strong independent element and is able to obtain independent perspectives and advice. The Board of Directors is committed to appointing at least three independent non-executive directors, with no fewer than one-third of the Board of Directors comprising such members (or a higher minimum as may be prescribed under the Listing Rules from time to time). Onewo selects independent directors without direct or indirect ties to the Company, major shareholders, or de facto controllers during the nomination process. This enables independent directors to make unbiased decisions, thereby aligning resolutions of the Board of Directors with the Company's overall welfare, particularly safeguarding the rights of small and mid-sized shareholders.

To ensure member diversity of the Board of Directors, in appointing and reappointing directors, we weigh various aspects: gender, age, cultural and educational backgrounds, ethnic diversity, professional expertise, skill sets, service duration, and equitable consideration of major shareholder interests. This multifaceted approach empowers Onewo to tackle complex, dynamic markets, enhancing decision-making quality and effectiveness.

We firmly maintain that these factors bear significant relevance to our Company's growth dynamics: operating in a multifaceted market, the Company must account for the interests of its employees, customers, suppliers, business partners, government bodies, and other influencing organisations, as well as the broader community. The Board of Directors, with diversity in gender, age, and cultural and educational backgrounds, is better poised to balance and meet the diverse expectations of all stakeholders effectively.

Directors' professional background, skills, expertise, and tenure significantly contribute to enhancing the decision-making quality of the Board of Directors. Among Onewo's members of the Board of Directors, two are executive directors, while the remaining four are non-executive or independent non-executive directors who are not involved in the Company's day-to-day management. The Board of Directors includes two female directors and 5 directors holding doctoral degrees. The members possess a well-balanced mix of knowledge and skills across key areas such as general management, strategic planning, human resources management, information technology, accounting and financial management, risk management, and corporate governance. The directors also bring diverse educational backgrounds, including specialisations in economics, business administration, and accounting.

信息透明

Information Transparency

萬物雲嚴格遵守相關法律法規，確保信息披露真實、準確、完整、及時且公平。公司選定萬物雲官方網站作為信息披露的主要平臺，確保所有股東平等獲取信息。報告期內，萬物雲發佈了 1 份年度報告、1 份 ESG 報告及近 80 份臨時公告及相關披露文件，主動披露環境、社會責任、公司治理及運營信息，不斷提升信息披露的透明度和有效性。有關披露信息詳細內容，請參閱[萬物雲公告與通函](#)。

此外，本年度我們於公司官網公開披露了《可持續供應鏈政策》《商業道德準則》《員工權益保障政策》《健康與安全政策 - 總綱》《信息安全政策》《社區關係與利益相關方參與政策》《應對氣候變化》等可持續發展相關政策，向外界展示公司對可持續發展的承諾和實踐，進一步提升公司的透明度和責任感。有關政策詳細內容，請參閱[萬物雲可持續發展政策](#)。

為幫助投資者全面瞭解公司發展狀況，萬物雲於 2025 年組織了超過 150 場投資者互動活動，包括現場調研、電話會議、證券公司策略會及國內外路演等。通過這些活動，公司建立起與投資者的良好溝通橋樑，積極回應投資者關切，促進治理環境更加透明、公平，展示公司良好形象。

Onewo strictly complies with relevant laws and regulations to ensure that all disclosures are truthful, accurate, complete, timely, and fair. The Company has designated its official website as the primary platform for information disclosure, ensuring equal access to information for all shareholders. During the reporting period, Onewo published one annual report, one ESG report, and nearly 80 interim announcements and related disclosure documents. We proactively disclosed information on environmental, social responsibility, corporate governance, and business operations, continuously enhancing the transparency and effectiveness of our disclosures. For detailed information, please refer to [Onewo's Announcements & Circulars](#).

In addition, during the current year, we publicly disclosed a series of sustainable development related policies on the Company's official website, including the Sustainable Supply Chain Policy, Code of Business Ethics, Employee Rights and Interests Protection Policy, Health and Safety Policy – General Framework, Information Security Policy, Community Relations and Stakeholder Engagement Policy, and Climate Change Policy. These documents demonstrate the Company's commitment to sustainability and its ongoing efforts in this area, further enhancing transparency and accountability. For detailed information, please refer to [Onewo's ESG Policy](#).

To help investors gain a comprehensive understanding of the Company's development, Onewo held more than 150 investor engagement activities in 2025. These included on-site visits, conference calls, brokerage strategy meetings, and roadshows both in China and overseas. Through these activities, the Company built strong communication channels with investors, actively responded to their concerns, and fostered a more transparent and equitable governance environment—reinforcing a positive corporate image.

風險與危機管理 Risk and Crisis Management

► 相關政策

《風險管理流程與風險文化聲明》
《萬物雲內控管理制度》
《萬物雲內部審計管理制度》
《萬物雲審計整改管理辦法》
《萬物雲內控風險檢查管理辦法》
《萬物雲服務外包履約保證金全流程運營
管理辦法》
《內部往來 & 交易手工憑證管理規範》
《營賬自動出賬運營管理規範》

► Relevant policies

[Risk Management Process and Risk Culture Statement](#)
Onewo Internal Control Management System
Onewo Internal Audit Policy
Onewo Audit & Remediation Protocol
Onewo Internal Control Risk Inspection Management Measures
Onewo Full-process Operational Guidelines for Performance Deposit
Management in Service Outsourcing
Standards for Internal Transaction and Manual Voucher Management
Standards for Automated Billing Operations Management

風險管理架構

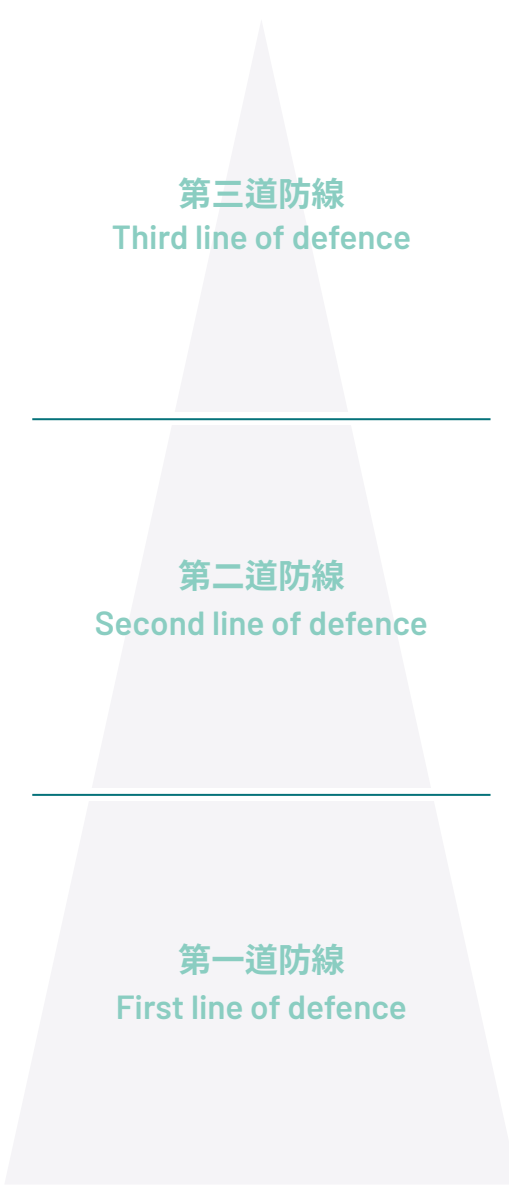
萬物雲根據《上市規則》、企業內部控制規範體系以及 COSO 內部控制框架，制定內部控制管理制度，以完善本集團治理結構，加強和規範內部控制管理，保障本集團經營管理合法合規。董事會負責公司內部控制和風險管理職能的建立健全和有效實施，確保本集團設立及維持有效的風險管理及內部監控系統，涵蓋本集團所有重要的監控方面，包括財務、運營及合規監控，同時持續監察本集團的整體風險（包括環境、社會及管治風險）、風險管理及內部監控工作範疇、素質及程序。

我們建立從總部到區域的多層級風險管理架構，搭建了風險管理「三道防線」模型，並在董事會和內部管理層面持續完善和強化風險識別、監控和防範等職能，檢查和評估公司建立的風險管理系統是否有效運行。萬物雲總部負責公司層面的風險識別和防範，並逐步在各業務單元、專業部門建立風險管理職能，進行風險識別及評估工作。

Risk management structure

In accordance with the Listing Rules, the corporate internal control standard system, and the COSO internal control framework, Onewo has established an internal control management system to enhance the Group's governance structure, strengthen and standardise internal control practices, and ensure lawful and compliant business operations. The Board of Directors is responsible for establishing, maintaining, and ensuring the effective implementation of the Company's internal control and risk management functions. It ensures that the Group has in place an effective risk management and internal control system, which covers all key aspects of control, including financial, operational, and compliance-related monitoring. It also continuously oversees the Group's overall risk profile—including environmental, social and governance (ESG) risks—as well as the scope, adequacy, and procedures of its risk management and internal control efforts.

Onewo has established a multi-level risk management structure from the headquarters to the regional level, and built a "Three Lines of Defence" for risk management. We continue to improve and strengthen the functions of risk identification, monitoring, and prevention at the Board of Directors and internal management levels, and check and evaluate whether the risk management system established by the Company is operating effectively. The headquarters of Onewo is responsible for risk identification and prevention and control at the corporate level, and gradually establishes risk management functions in each business unit and specialised department to carry out risk identification and assessment.



第三道防線 Third line of defence

審計、監察

- 內部審計獨立於業務及流程之外，行使對公司風控體系進行獨立評估的職責。通過獨立評估和事後調查建立起威懾，讓大家不要做壞事，也不敢做壞事。

Audit, inspection

- Internal audit is independent of the business and procedure, and exercises the responsibility of independent assessment of the Company's risk control system. Deterrence is established through independent assessment and post-event investigation so that people do not do bad things and do not dare to do bad things.

內控、法務、投資

- 聚焦事中，是業務的幫手，幫助各級管理者和責任人成熟地管理好自己的業務，發現問題、推動問題改進、有效閉環問題。通過看風險、看機制，走向全面監督。

Internal control, legal affairs, investment

- Focusing on the middle of the matter, it is a helper for business, helping managers and responsible people at all levels to manage their business maturely, identify problems, drive improvement and close the loop effectively. By monitoring risks and mechanisms, we move toward comprehensive supervision

一線、業務

- 從流程遵從走向流程責任，加強流程體系建設和責任體系建設，落實流程責任制，負責人 / 管理者要承擔內控和風險監管的責任，95% 的風險要在流程化作業中解決。

Front-line, business

- From process compliance to process responsibility, it strengthens the process system construction and responsibility system construction and implements the process responsibility system. The leader/manager should really take the responsibility of internal control and risk supervision, and 95% of the risks should be solved in the process-oriented operation.

風險評審流程

風險暴露評估方法

公司在評估風險暴露時採用「可能性×影響程度」的二維法，同時考慮財務影響（收入、成本、資本開支、資產減值等）、業務中斷與運營影響、法規與監管風險、技術系統依賴與數據風險、地理位置、區域差異、客戶類型與項目特徵、品牌與聲譽影響、ESG / 氣候因素作為整體風險框架的組成部分等。評估工具包括：風險評分卡、風險熱力圖、敏感性分析、壓力測試。

風險偏好與容忍度框架

公司已建立並運行一套正式的風險偏好框架，由董事會負責批准風險偏好聲明，管理層在此基礎上制定相應的定量與定性風險偏好指標，風險控制部門則對相關指標進行持續監控並定期更新與評估。

該風險偏好框架覆蓋公司主要風險領域，包括財務穩健性（如淨利潤波動、現金流狀況及槓桿水平）、運營連續性（如服務中斷容忍閾值及工單處理 SLA）、安全風險（如事故率及應急響應時間）、信息科技與網絡安全、合規違規容忍度以及戰略投資風險水平。

框架中進一步明確各類風險的可接受水平，指定對應的責任部門，設置風險預警觸發閾值，並規定當風險超出既定偏好時需向管理層或董事會升級彙報的情形與機制，以支撐公司審慎、系統的風險管理與決策。

Risk review process

Risk exposure assessment methodology

When assessing risk exposure, the Company adopts a two-dimensional method of "Likelihood × Impact". The assessment also considers financial impacts (such as revenue, costs, capital expenditure, asset impairment, etc.), business interruption and operational impacts, regulatory and compliance risks, technology system dependencies and data risks, geographical location, regional differences, customer types and project characteristics, brand and reputational impacts, and ESG/climate factors as integral components of the overall risk framework. Assessment tools include: risk scorecards, risk heat maps, sensitivity analysis, and stress testing.

Risk appetite and tolerance framework

The Company has established and implemented a formal risk appetite framework. The Board of Directors is responsible for approving the risk appetite statement, while management formulates corresponding quantitative and qualitative risk appetite indicators on this basis. The risk control department continuously monitors these indicators and conducts periodic updates and assessments.

The risk appetite framework covers the Company's major risk areas, including financial integrity (such as net profit volatility, cash flow conditions, and leverage levels), operational continuity (such as service interruption tolerance thresholds and work order processing SLA), safety risks (such as accident rates and emergency response time), information technology and cybersecurity, tolerance for compliance violations, and the level of strategic investment risk.

The framework further defines the acceptable levels for various categories of risk, assigns responsible departments, establishes risk early-warning trigger thresholds, and specifies the circumstances and mechanisms for escalation to management or the Board of Directors when risks exceed established appetite levels, thereby supporting prudent and systematic risk management and decision-making by the Company.

公司關鍵風險的特定風險暴露描述

Specific risk exposure descriptions for key risks of the Company

風險 1：市場風險 Risk 1: Market risk

風險 2：成本增加風險 Risk 2: Cost Increase risk

風險暴露描述 Risk exposure description

作為覆蓋多城市、多業態的大型物業與城市服務企業，公司面臨區域競爭加劇、物業服務費定價政策持續收緊、業主議價能力增強等因素帶來的市場拓展不及預期的風險。

As a large property enterprise and an urban service provider operating across multiple cities and business forms, the Company faces the risk that market expansion may fall short of expectations due to intensified regional competition, increasingly stricter pricing policies for property service fees, and stronger bargaining power of property owners.

物業服務行業普遍具有勞動密集型特點，公司在全國範圍內運營大量自有與合作項目，對基層人員招聘、薪酬、培訓和人力優化有較高依賴。近年來，勞動力短缺、工資持續上漲及社保成本增加使成本壓力加劇。

The property services industry is generally labour-intensive. The Company operates a large number of self-operated and cooperative projects nationwide and relies heavily on frontline personnel recruitment, remuneration, training, and workforce optimisation. In recent years, labour shortages, continuous wage increases, and rising social security costs have intensified cost pressures.

發生概率 Likelihood of occurrence

中高
Medium-high

隨著行業集中度提升及區域服務商競爭增多，項目續約和新籤項目的不確定性顯著提高。

As industry concentration increases and the number of regional service providers rises, the uncertainty surrounding project renewals and new signings has increased significantly.

高
High

部分區域勞動供需緊張，並受最低工資調整、勞動監管趨嚴影響，人力成本剛性上升。

In some regions, labour supply and demand are tight, and human resource costs are rigidly increasing due to adjustments to minimum wages and stricter labour regulations.

風險 1：市場風險 Risk 1: Market risk

風險 2：成本增加風險 Risk 2: Cost Increase risk

影響程度

Impact severity

重大影響

Significant impact

若市場承壓，將可能導致：

If the market comes under pressure, this may lead to:

- 項目續約率下降、新籤項目數量減少，從而對營業收入增長產生直接影響；
- A decline in project renewal rates and a reduction in the number of newly signed projects, thereby directly affecting revenue growth;
- 物業服務費定價受限或需降價，壓縮毛利率，進而影響整體盈利能力；
- Restrictions on the pricing of property service fees or the need for price reductions, compressing gross profit margins and consequently affecting overall profitability;
- 品牌競爭優勢在某些區域削弱，長期市場版圖受到影響。
- Weakening of brand competitive advantages in certain regions, affecting the Company's long-term market presence.

重大影響

Significant impact

若成本上漲無法有效控制或轉嫁，可能導致：

If rising costs cannot be effectively controlled or passed on, this may result in:

- 公司整體盈利能力下降；
- A decline in the Company's overall profitability;
- 個別低毛利項目由盈轉虧；
- Certain low-margin projects turning from profit to loss;
- 如為控制成本而犧牲服務質量，將引發投訴和糾紛，影響續約，並損害品牌聲譽。
- If service quality is compromised in order to control costs, this may trigger complaints and disputes, affecting contract renewals and damaging brand reputation.

風險 1：市場風險 Risk 1: Market risk

風險 2：成本增加風險 Risk 2: Cost Increase risk

公司對該風險 的設定偏好

The Company's established risk appetite for this risk

中低風險

Medium to low risk

- 在重點城市、重點業態維持穩健擴張策略，不追求高風險的激進擴張；
- Maintain a prudent expansion strategy in key cities and key business forms, avoiding aggressive expansion with high risk;
- 對低毛利率或市場環境不穩定項目保持謹慎進入原則；
- Adopt a cautious entry principle for projects with low gross margins or unstable market environments;
- 要求區域公司每年完成市場風險敞口分析並設定可接受的銷售與續約波動區間；
- Require regional companies to conduct annual analyses of market risk exposure and establish acceptable ranges for sales and renewal volatility;
- 對物業費下調、競爭激勵等措施設立明確的決策閾值及審批權限。
- Set clear decision thresholds and approval authorities for measures such as property fee reductions and competitive incentives.

低風險

Low risk

- 要求各區域及業務在預算範圍內開展人力配置；
- Require all regions and business units to carry out workforce allocation within budget limits;
- 嚴格控制勞務外包比例與供應商成本結構；
- Strictly control the proportion of labour outsourcing and supplier cost structures;
- 對人力成本上升設定觸發預警線，並向管理層定期報告；
- Establish trigger warning lines for rising labour costs and report regularly to management;
- 重大成本波動需進入總部風險升級流程。
- Significant cost fluctuations should enter the headquarters' risk escalation process.

風險 1：市場風險 Risk 1: Market risk

風險緩釋措施 Risk mitigation measures

- 多元化市場佈局：拓展城市服務、空間服務等多業態產品組合，降低單一業務波動影響。
- Diversified market layout: expand multi-form product portfolios, such as urban services and space services, to reduce the impact of fluctuations in a single line of business.
- 提升差異化服務能力：加強社區數字化、智慧服務體系與增值服務能力建設，提升客戶粘性。
- Enhance differentiated service capabilities: strengthen community digitalisation, smart service systems, and value-added service capabilities to increase customer loyalty.
- 建立區域競爭動態監測機制：定期分析重點城市競爭格局、價格趨勢和政策變動，提前制定響應方案。
- Establish a regional competition monitoring mechanism: regularly analyse competitive dynamics, price trends, and policy changes in key cities, and formulate response plans in advance.
- 加強客戶關係管理：通過滿意度管理提升續約率，減少對新籤規模的單一依賴。
- Strengthen customer relationship management: improve renewal rates through satisfaction management and reduce reliance on new signings alone.
- 嚴格項目准入評估：對於潛在虧損或過低毛利項目，通過風險審查機制進行提前把控。
- Strict project entry assessment: implement risk review mechanisms to control projects with potential losses or excessively low margins in advance.

風險 2：成本增加風險 Risk 2: Cost Increase risk

- 強化人力資源規劃：通過集中招聘、人才儲備計劃及區域輪崗，提升人員供給穩定性。
- Strengthen human resource planning: improve workforce supply stability through centralised recruitment, talent reserve programmes, and regional rotation mechanisms.
- 推動數字化運營降本：通過智能巡檢、線上工單調度、機器人 / 自動化工具，減少人工依賴。
- Promote digital operations to reduce costs: reduce dependence on manual labour through intelligent inspection, online work order scheduling, and robots/automation tools.
- 績效導向的薪酬機制：將薪酬與效率及滿意度掛鉤，提高生產率。
- Performance-oriented remuneration mechanisms: link remuneration with efficiency and satisfaction to improve productivity.
- 優化供應鏈與外包管理：統一採購關鍵耗材與外包服務，降低單項目成本波動。
- Optimise supply chain and outsourcing management: centralise procurement of key consumables and outsourced services to reduce cost volatility for individual projects.
- 定期成本審查：對重點區域人工費、物料費開展月度滾動分析，通過預算管理體系實施糾偏。
- Regular cost review: conduct monthly rolling analyses of labour and material costs in key regions and implement corrective actions through the budget management system.

風險管理流程審計

公司對關鍵風險暴露進行至少每半年一次的審查，包括：更新風險評分、調整風險偏好或閾值、審查緩釋措施執行情況、識別新興風險。此外，公司在過去兩年中開展了：

● 內部審計

由總部審計辦公室執行，評估風險管理流程的有效性與合規性，覆蓋風險識別、評估、報告、緩釋措施跟蹤等環節。2025 年，萬物雲結合業務實際，對銷售費用管理開展專項評估與優化工作，進一步識別和完善費用管理中的制度銜接與執行規範。圍繞費用使用的合理性與合規性，公司系統性梳理相關流程與管控機制，推動銷售費用管理由事後管控向事前約束與過程監督並重轉變，引導銷售資源更加聚焦高價值客戶與高回報業務，持續夯實合規經營。

● 外部審計

由獨立第三方機構依據 ISO 31000 相關指南進行審查，對風險管理制度完整性、流程執行、內部控制建設提出改進建議。

本年度《風險管理與內部控制報告》已提交審計委員會審議，並經董事會通過審計委員會審閱。根據《風險管理與內部控制報告》中關於識別財務報告與非財務報告內部控制缺陷的標準，董事會認為報告期內集團不存在重大或顯著的內部控制缺陷。截至 2025 年 12 月 31 日，本集團風險管理與內部控制體系總體健全，未發現對公司治理、經營管理及發展產生重大影響的缺陷與異常情況。

Audit of risk management process

The Company reviews key risk exposures at least semi-annually, including: updating risk scores, adjusting risk appetite or thresholds, reviewing the implementation of mitigation measures, and identifying emerging risks. In addition, over the past two years, the Company has conducted:

● Internal audit

Conducted by the audit office of the headquarters to evaluate the effectiveness and compliance of the risk management process, covering risk identification, assessment, reporting, and tracking of mitigation measures. In 2025, Onewo carried out a dedicated assessment and optimisation of sales expense management in light of actual business conditions, further identifying and improving institutional coordination and execution standards in expense management. Focusing on the rationality and compliance of expense usage, the Company systematically reviewed relevant processes and control mechanisms, promoting a shift in sales expense management from post-event control to a balanced approach combining pre-event constraints and process supervision. This approach guides sales resources to focus more on high-value customers and high-return business types, continuously strengthening compliant operations.

● External audit

Conducted by an independent third-party institution in accordance with guidelines related to ISO 31000, providing recommendations on the completeness of the risk management system, process implementation, and internal control development.

In the current year, the Risk Management and Internal Control Report has been submitted to the Audit Committee for deliberation and reviewed by the Audit Committee before approval by the Board of Directors. According to the criteria for identifying internal control deficiencies in financial and non-financial reporting set out in the Risk Management and Internal Control Report, the Board of Directors considers that there were no material or significant internal control deficiencies within the Group during the reporting period. As of 31 December 2025, the Group's risk management and internal control system was generally sound, and no deficiencies or irregularities with a significant impact on corporate governance, business operations, or development were identified.

風險文化建設

董事會非執行董事風險管理培訓

公司每年為全部非執行董事提供定期、專題性的風險管理培訓，內容包括：風險管理框架更新、新興風險趨勢（科技、ESG、合規、戰略、運營）、風險偏好與風險監控機制、海外與國內監管變化。

全組織風險管理培訓

萬物雲高度重視員工風險管理培訓工作。針對不同崗位員工開展定製化培訓教育活動，涵蓋內部審計要求、風險控制措施、業務風險管理、政策解讀、誠信意識及內部控制工具更新等廣泛主題。2025 年，我們開展了 93 次定向內部控制檢查和 82 次主動檢查。此外，我們組織了現場內部控制能力建設培訓，覆蓋 27 個業務單元或專業職能部門及約 34 個業務類別，共有 2.3 萬名員工參與培訓，人均培訓時長達 1.05 小時。

在產品與服務開發中納入風險標準

在新業務、新產品或新技術的開發流程中，公司均納入：法規合規性評估、數據安全與隱私風險評估、財務可行性與政策風險分析、運營風險分析、客戶影響分析等。對產品和服務迭代，財務、法務、內控等風險管理部門參與標準制定和程序設計過程，確保風險管理和內控要求落在對應的操作指引和流程控制中。對於研發活動，將風險評估貫穿項目立項、設計、測試、上線各環節。項目團隊制定計劃時需考量風險並制定應對措施，確保產品服務滿足需求且符合風險管控要求。

Building a risk-aware culture

Risk management training for non-executive directors of the Board of Directors

Each year, the Company provides all non-executive directors with regular, thematic risk management training covering updates to the risk management framework, emerging risk trends (technology, ESG, compliance, strategy, and operations), risk appetite and risk monitoring mechanisms, and changes in overseas and domestic regulatory requirements.

Organisation-wide risk management training

Onewo places great importance on the risk management training for employees. Tailored training and education activities are conducted for employees in different positions, covering a wide range of topics, including internal audit requirements, risk control measures, business risk management, policy interpretation, integrity awareness, and updates to internal control tools. In 2025, we conducted 93 targeted internal control inspections and 82 proactive inspections. In addition, we organised on-site internal control capability-building training, covering 27 business units or specialised functional departments and approximately 34 business categories. A total of 23,000 employees participated in these training sessions, with an average duration of 1.05 hours per person.

Integration of risk standards into product and service development

In the development process for new business types, new products, or new technologies, the Company incorporates regulatory compliance assessments, data security and privacy risk assessments, financial feasibility and policy risk analyses, operational risk analyses, and customer impact analyses. For product and service iterations, risk management departments, such as finance, legal, and internal control departments, participate in the formulation of standards and the design of procedures to ensure that risk management and internal control requirements are embedded in the corresponding operational guidelines and process controls. For research and development activities, risk assessments are embedded throughout all stages, including project initiation, design, testing, and launch. When formulating plans, project teams should consider risks and develop responses to ensure that products and services meet requirements while complying with risk management and control standards.

將風險指標納入績效激勵

公司對以下崗位將風險相關指標納入績效激勵體系，在考核體系中設置質量事故等負面風險指標，對風險管控不力的管理人員進行績效扣分或處罰，以此激發管理人員和員工共同參與風險管理的積極性和主動性，進一步提升公司的風險管理水平：

- 運營團隊
安全事件率、服務連續性指標
- 信息科技部門
系統穩定性、數據安全指標
- 區域管理
合規事件、重大投訴率
- 職能部門
內部控制與風險處置及時性

Integration of risk indicators into performance incentives

The Company incorporates risk-related indicators into the performance incentive system for the following positions. Negative risk indicators, such as quality incidents, are included in the evaluation system. Management personnel who fail to effectively control risks will receive performance deductions or penalties, thereby encouraging both managers and employees to actively participate in risk management and further enhancing the Company's overall risk management capability:

- Operation teams
safety incident rates, service continuity indicators
- Information technology department
system stability, data security indicators
- Regional management
compliance incidents, major complaint rates
- Functional departments
timeliness of internal control and risk mitigation

新興風險

萬物雲除識別日常運營風險外，也評估未來 3-5 年可能對公司經營模式、戰略方向、業務結構產生重大影響的長期新興風險。

Emerging risks

In addition to identifying risks in day-to-day operations, Onewo also assesses long-term emerging risks that may have a significant impact on the Company's operating model, strategic direction, and business structure over the next three to five years.

新興風險一：AI 顛覆傳統城市與物業服務模式（技術性風險）

Emerging risk 1: AI disrupting traditional urban and property service models(Technological risk)

隨著 AI（包括大語言模型）、機器人、物聯網及自動化技術在未來 3-5 年內加速滲透城市運營、物業管理、巡檢與安防等應用場景，行業正面臨一輪深刻的技術性變革。相較於傳統服務模式，相關技術迭代速度顯著加快，「無人化巡檢、智能安防、AI 客服」等新型服務形態正在重塑服務交付方式，同時也吸引科技企業等新生態參與者進入城市與物業服務領域，推動行業競爭格局和人才結構發生根本性變化。在此背景下，若公司未能及早開展前瞻性佈局，可能面臨傳統勞動密集型服務模式被替代、成本結構失衡以及行業利潤分配被重塑等模式性衝擊，並需重建以「人機協同」為核心的新型組織與運營能力，同時應對客戶服務體驗認知變化帶來的差異化優勢弱化風險。

With the accelerated penetration of AI (including large language models), robotics, Internet of Things, and automation technologies into application scenarios such as urban operations, property management, inspections, and security over the next three to five years, the industry is undergoing a profound technological transformation. Compared with traditional service models, the pace of technological iteration has increased significantly. New service formats such as "unmanned inspections, intelligent security, and AI customer service" are reshaping service delivery models. At the same time, these developments are attracting new ecosystem participants, such as technology enterprises, into the urban and property services sector, driving fundamental changes in industry competition patterns and talent structures. Against this backdrop, if the Company fails to carry out forward-looking planning in a timely manner, it may face structural disruptions such as the replacement of traditional labour-intensive service models, imbalances in cost structures, and the reshaping of profit distribution across the industry. The Company may also need to rebuild a new organisational and operational capability centred on "human-machine collaboration" while addressing the risk of weakened differentiated advantages resulting from evolving customer recognitions regarding service experiences.

為應對上述挑戰，公司將通過加大研發投入與生態合作，探索 AI 物業服務助手、智能巡檢系統等應用場景，在重點城市建設智慧服務示範區以驗證自動化方案，同時推動員工技能轉型，強化設備管理、數字平臺運營與數據分析能力，並與科技企業建立戰略合作關係，引入前沿技術與算法能力，結合數字化服務成本模型，動態評估技術替代與業務轉型的綜合收益。

To address these challenges, the Company will increase research and development investment and strengthen ecosystem partnerships to explore application scenarios, such as AI-powered property service assistants and intelligent inspection systems. We will establish smart service demonstration zones in key cities to test automation solutions, promote employee skill transformation by strengthening capabilities in equipment management, digital platform operations, and data analysis, and establish strategic partnerships with technology enterprises to introduce advanced technologies and algorithm capabilities. Combined with digital service cost models, the Company will dynamically assess the overall benefits of technological substitution and business transformation.

新興風險二：人口結構變化導致城市服務需求重構（社會性風險）

Emerging risk 2: Demographic changes reshaping urban service demand (Social risk)

隨著中國人口老齡化趨勢持續加劇，未來 3-5 年內城市社區的人口結構、家庭結構及服務需求將發生顯著變化。對於深度參與社區服務、物業管理與城市空間運營的公司而言，人口結構變化將推動服務需求由傳統物業管理向健康管理、適老化改造、生活照護及社區醫療協助等方向延伸，同時高齡住戶比例上升將帶來公共空間適配性和安全設施建設需求增加，而勞動力供給趨緊也將進一步加大基層服務人員補充與管理壓力。該風險具有長期性和跨行業特徵，源於外部社會結構變化，符合新興風險的典型特徵。相關變化可能導致公司現有標準化服務體系難以滿足差異化需求，人力成本結構發生長期調整，並推動業務模式由「物業管理」向「社區綜合服務」轉型；同時，服務品類升級在短期內可能推高成本，而客戶支付意願尚存在不確定性，若應對節奏滯後，部分區域競爭優勢或將受到削弱。

對此，公司將開展未來社區服務需求研究，識別適老化及新型社區服務增長機會，推進智慧養老支持工具與社區醫療協同服務的產品探索，建立適老化改造與安全服務的標準化模塊，並通過與職業院校合作構建面向社區照護的專業人才培養體系，同時鼓勵區域公司開發差異化服務產品，以增強在人口結構變化背景下的長期競爭力。

As China's population ageing trend continues to intensify, significant changes are expected in the population structure, household structure, and service demands of urban communities over the next three to five years. For the Company, which is deeply involved in community services, property management, and urban space operations, demographic changes will drive service demand to extend from traditional property management to areas such as health management, age-friendly renovations, daily care services, and community healthcare assistance. At the same time, the increasing proportion of elderly residents will increase demand for adaptive public spaces and enhanced safety infrastructure, while tightening labour supply will further intensify pressures related to the recruitment and management of frontline service personnel. This risk has long-term and cross-industry characteristics and originates from changes in external social structures, which align with the typical features of emerging risks. These changes may make the Company's existing standardised service system insufficient to meet differentiated demands, lead to long-term adjustments in the labour cost structure, and drive the business model to transition from "property management" to "integrated community services". Meanwhile, service category upgrades may increase costs in the short term, while customer willingness to pay remains uncertain. If the response pace lags behind market changes, the Company's competitive advantages in certain regions may be weakened.

In response, the Company will conduct research on future community service demand to identify growth opportunities in age-friendly and new community services, promote the exploration of smart elderly care support tools and collaborative community healthcare services, establish standardised modules for age-friendly renovation and safety services, and develop a professional talent training system for community care in cooperation with vocational institutions. Regional companies will also be encouraged to develop differentiated service products to enhance long-term competitiveness under demographic changes.

危機管理

萬物雲不斷優化各業務環節的應對策略，增強業務韌性，在面對突發情況時能夠及時應對，為客戶提供穩定可靠的服務。我們通過多項措施保障業務的穩定營運，這些措施涵蓋 IT 災備、供應鏈管理、安全管理等多個方面，確保企業在面對突發情況時具備有效的應對能力。

風險管理與應急預案

公司在實際營運中不斷優化應對自然災害、疫情、供應鏈中斷等突發情況的機制，並制定了相應的預案，如 IT 系統災備計劃、資料備份方案、供應鏈應急方案、客戶服務應急機制，以降低突發事件對業務營運的影響。

IT 系統災備與技術保障

為確保業務的技術連續性，公司通過《數據與資訊中心風險管理手冊》《IT 服務質量事故管理規範》等文件，建立了 IT 系統容災與資料備份機制。同時，定期開展生產環境問題處理演練，提升系統在異常情況下的恢復能力。

供應鏈韌性與應對措施

公司依據《可持續供應鏈政策》及相關管理要求，持續提升供應鏈的靈活性與抗風險能力。通過定期評估供應商穩定性、建立供應鏈應急預案，並實施多元化供應商管理策略，增強企業在供應鏈中斷風險下的應變能力。

安全管理與演練機制

公司結合業務需求，建立了安全管理應急機制，明確突發安全事件的應對流程，並定期組織安全演練，包括防汛專項工作演練、安全事故模擬測試，確保員工具備快速響應能力，保障人員及業務的安全穩定。

Crisis management

Onewo continuously optimises response strategies across its business operations to enhance organisational resilience and ensure the ability to respond promptly to emergencies, delivering stable and reliable services to customers. We have implemented a range of measures to safeguard business continuity, covering areas such as IT disaster recovery, supply chain management, and security management. These efforts ensure that the Company is well-equipped to respond effectively in the face of unforeseen events.

Risk management and contingency planning

In day-to-day operations, the Company continuously improves its mechanisms for responding to emergencies such as natural disasters, pandemics, and supply chain disruptions. Corresponding contingency plans have been developed, including IT system disaster recovery plans, data backup solutions, supply chain emergency response plans, and customer service contingency mechanisms, all aimed at minimising the impact of unexpected events on business operations.

IT system disaster recovery and technical support

To ensure the continuity of business operations from a technological perspective, the Company has established IT system disaster recovery and data backup mechanisms through documents such as the data and information centre risk management manual and the Standards for IT Service Quality Incident Management. Regular drills are conducted to simulate issue resolution in the production environment, thereby enhancing the system's ability to recover under abnormal conditions.

Supply chain resilience and response measures

In accordance with the Sustainable Supply Chain Policy and relevant management requirements, the Company continuously strengthens the flexibility and resilience of its supply chain. By regularly assessing supplier stability, establishing supply chain contingency plans, and implementing a diversified supplier management strategy, we enhance the Company's ability to respond effectively to supply chain disruption risks.

Safety management and emergency drill mechanism

In line with operational needs, the Company has established an emergency safety management mechanism that defines clear response procedures for unexpected safety incidents. Regular safety drills are conducted, including flood response simulations and safety incident scenario testing, to ensure that employees are equipped with rapid response capabilities, thereby safeguarding the safety and stability of both personnel and operations.

商業道德與反舞弊 Business Ethics and Anti-Fraud

► 相關政策

《商業道德準則》
《反貪污政策》
《萬物雲廉正監察案件分級處理辦法》
《陽光合作協議》
《萬物雲紅黃線》
《廉正管理寶典》
《處理舉報可能屬不當行為之程序》

► Relevant policies

Code of Business Ethics
Anti-Corruption Policy
Onewo Integrity Violation Grading and Handling Rules
Anti-Corruption Cooperation Agreement
Onewo Red-Yellow Line Guidelines
Integrity Management Handbook
Procedures for Handling Reporting May Be Misconduct

商業道德準則

管理架構

萬物雲建立行之有效的管理架構，董事會監督本公司的商業道德管理。萬物雲設置稽核中心為本公司的檢查部門，負責公司內各種違規、違紀事件的處理，受理接收到的與萬物雲任何僱員違規、瀆職和舞弊行為相關的舉報。稽核中心獨立於公司其他部門，直接向董事會報告，對於重大事件向審計委員會彙報。相關業務單元參與收集異常現象如舞弊線索收集，做整理並移交提報給稽核中心，納入內部廉正檢查及糾正流程。

Code of business ethics

Management structure

Onewo has established an effective management structure for overseeing business ethics, with the Board of Directors responsible for supervising the Company's business ethics management. The Company has established an Anti-Corruption Centre serving as its investigative arm, tasked with addressing all misconduct and disciplinary cases within the organisation and receiving reports on any Onewo employee's irregularities, malfeasance, or wrongdoing. The Anti-Corruption Centre operates independently from other company divisions, reporting directly to the Board of Directors and, for significant matters, to the Audit Committee. Pertinent business units collaborate in collecting fraud leads, compiling them, and forwarding them to the Anti-Corruption Centre, which incorporates them into the Company's internal integrity review and rectification process.

管理制度

我們嚴格遵守《中華人民共和國公司法》《中華人民共和國反不正當競爭法》及《關於禁止商業賄賂行為的暫行規定》等法律法規，制定了《商業道德準則》並在公司官網進行披露，抵制任何形式的貪污、賄賂、勒索、欺詐、舞弊及洗黑錢行為。

針對供應商的反賄賂與反腐敗政策，我們通過簽訂《陽光合作協議》《廉潔承諾書》和《供應商聲明函》等形式，明確雙方對於商業行為的期望和禁止事項。供應商應主動披露任何可能存在的利益衝突，並承諾不進行任何形式的賄賂或腐敗行為。我們定期對供應商進行審計，以確保其遵守商業道德規範。對於違規行為，本公司將採取必要的糾正措施，包括但不限於警告、暫停合作直至終止合同。

2025 年，萬物雲發佈《萬物雲商業道德行為準則暨紅黃線》，取代原紅黃線制度，實現底線管理的系統性升級。更多關於商業道德政策的內容請查看[《商業道德準則》](#)。

反腐敗與商業道德審計

公司每年開展反腐敗及商業道德相關政策的審計與評估，系統審查相關政策在公司各項業務及運營中的執行、落實與合規情況。相關審計不侷限於對制度文本的審閱，而是重點評估反腐敗與商業道德管理體系的有效性與充分性。同時，相關審計由公司內部審計與合規職能部門組織實施，相關職能獨立於日常業務運營。

相關審計內容包括對監測與識別機制的有效性驗證、內部舉報及申訴渠道運行情況的檢查、違規事件調查與處置流程的評估，以及對糾正與改進行動落實情況的跟蹤。審計結果將反饋至管理層及董事會，並作為持續優化公司反腐敗與商業道德管理的重要依據。

我們反腐敗與商業道德審計覆蓋公司全部業務板塊、運營場所及下屬子公司，確保道德標準與合規要求得到一致落實。

Management policy

We strictly comply with the Company Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China, and the Interim Provisions on Banning Commercial Bribery, among other relevant laws and regulations. We have established a Code of Business Ethics, which is publicly available on the Company's official website, to oppose all forms of corruption, bribery, extortion, fraud, misconduct, and money laundering.

With regard to anti-bribery and anti-corruption policies for suppliers, we clarify expectations and prohibited conduct in commercial activities by signing documents such as the Anti-Corruption Cooperation Agreement, Integrity Pledge, and Supplier Declaration. Suppliers are required to proactively disclose any potential conflicts of interest and undertake not to engage in any form of bribery or corrupt conduct. We conduct regular audits of suppliers to ensure their compliance with business ethics standards. For violations, the Company will take necessary corrective measures, including but not limited to warnings, suspension of cooperation, or termination of contracts.

In 2025, Onewo issued the Onewo Code of Business Ethics and Red-Yellow Line Guidelines, replacing the previous red-yellow line policy and achieving a systematic upgrade of baseline management. For further details on our business ethics policy, please refer to the [Code of Business Ethics](#).

Anti-corruption and business ethics audit

The Company conducts annual audits and assessments of anti-corruption and business ethics-related policies, systematically reviewing their implementation, execution, and compliance across all business and operational activities. Such audits are not limited to reviewing policy documents but focus primarily on assessing the effectiveness and adequacy of the anti-corruption and business ethics management system. At the same time, these audits are organised and implemented by the Company's functional departments for internal audit and compliance, which operate independently from day-to-day business operations.

The audit scope includes verification of the effectiveness of monitoring and identification mechanisms, examination of the operation of internal whistleblowing and complaint channels, assessment of investigation and handling processes for violations, and tracking the implementation of corrective and improvement actions. The audit results are reported to management and the Board of Directors and serve as an important basis for the continuous optimisation of the Company's anti-corruption and business ethics management.

Our anti-corruption and business ethics audits cover all business segments, operational sites and subsidiaries of the Company, ensuring consistent implementation of ethical standards and compliance requirements.

廉正建設

管理體系

萬物雲貫徹落實《萬物雲廉正監察案件分級處理辦法》《陽光合作協議》《萬物雲紅黃線》等內部政策，並於報告期內針對《萬物雲紅黃線》進行了更新，總結出十八條紅線規則及十八條黃線規則，實現內部底線一致，形成潛在風險預防的堅實基礎。同時，我們發佈《廉正管理寶典》，以便管理人員充分了解廉正風險。我們在官網公開披露[《反貪污政策》](#)，更多反貪腐政策的相關內容可通過點擊政策名稱查閱。

萬物雲開發並上線廉正監察數字化運營平臺，功能包括線索管理、案件臺賬以及案件流程並能根據需求生成報表，初步實現了廉正監察案件的數字化檔案管理以及從線索受理到案件調查直至事件關閉的獨立系統運營。

2025 年，萬物雲建立並完善廉正監察制度體系，圍繞舉報與保護、案件調查與處理、機制完善及檔案管理等關鍵環節，構建起立體化的廉正監察框架，推動公司廉正監察工作由「個案處置」向「系統化治理」轉型升級。

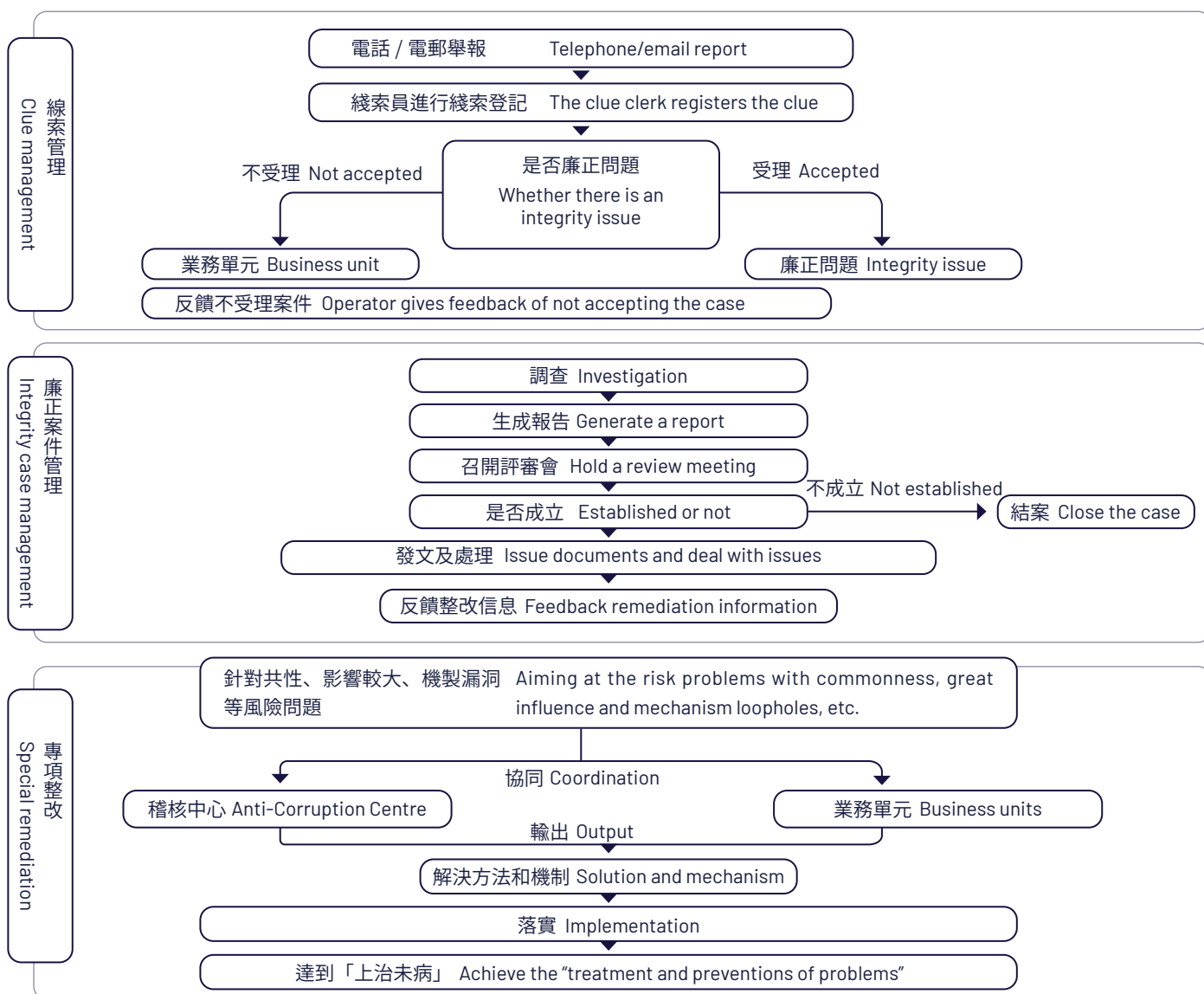
Integrity construction

Management system

Onewo implements internal policies such as the Onewo Integrity Violation Grading and Handling Rules, the Anti-corruption Cooperation Agreement and the Onewo Red-Yellow Line Guidelines. During the reporting period, we updated the Onewo Red-Yellow Line Guidelines, establishing eighteen red-line rules and eighteen yellow-line rules to unify internal standards and create a solid foundation for the prevention of potential risks. We also issued the Integrity Management Handbook to help managers better understand integrity-related risks. We publicly disclosed the [Anti-Corruption Policy](#) on our official website. For further details, readers may access the policy directly via the published link.

Onewo developed and deployed a digital integrity monitoring platform, featuring modules for lead management, case logs, and case workflow automation. The platform offers on-demand report generation and has initially enabled digital case file management for integrity monitoring, achieving standalone system operation from lead receipt through case investigation to case closure.

In 2025, Onewo established and further refined the integrity monitoring system. Focusing on key processes, including whistleblowing and protection, case investigation and handling, mechanism enhancement, and archive management, we built a multi-dimensional integrity monitoring framework, which promoted the transformation and upgrading of our integrity monitoring practices from "case-by-case handling" to "systematic governance".

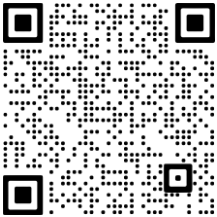


萬物雲廉正監察及糾正流程
OIntegrity Monitoring and Correction Process of Onewo

投訴舉報處理

萬物雲設立了《處理舉報可能屬不當行為之程序》的舉報政策，深入貫徹簡單、陽光、透明的企業文化，設置郵寄、電子郵箱、企業微信等舉報渠道，鼓勵公司員工、供應商、承包商等相關人員通過公開的舉報渠道舉報任何潛在違規、瀆職和舞弊行為。接收到確實的舉報線索後，公司總部稽核中心按照研判分析、案件監察團隊開展調查、出具調查結果、通報處理、報告存檔、移送相關監管機構等處理流程，嚴肅處理舞弊貪腐舉報案件。若舉報者作出多次舉報無效或認為稽核中心處理不當，可向審計委員會進行舉報。

- 舉報郵寄地址：廣東省深圳市福田區廣廈路 1 號創智雲中心 T3 萬物雲稽核中心
- 舉報電子郵箱：22198798@onewo.com
- 「廉正舉報」企業微信：



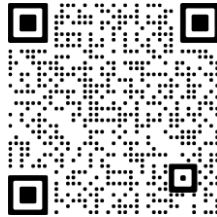
我們鼓勵實名舉報，也接受匿名舉報，每項舉報將被視為機密。我們在處理舉報時尊重投訴人、保護投訴人權益並為投訴人保密，在徵得舉報人的同意後才會透露信息。我們將對打擊報復、威脅、恐嚇舉報人、證人及調查人員的涉案人員做出從重或加重處理。

我們嚴肅對待一切投訴舉報，任何組織收到的舉報線索均需要在 8 小時內彙報到稽核中心，嚴禁擅自開展調查。

Handling of complaints and reports

Onewo established [the Procedures for Handling Reporting May Be Misconduct](#). We deeply implement the corporate culture of simplicity, openness and transparency, and set up reporting channels such as mail, e-mail and WeCom to encourage the Company's employees, suppliers, contractors and other related personnel to report any potential irregularities, malfeasance and fraud through open reporting channels. After receiving a confirmed reported clue, the Anti-Corruption Centre at the Company headquarters handles the reported cases of fraud and corruption seriously in accordance with the processing procedures of research and analysis, investigation by the case monitoring team, issuance of investigation results, notification of processing, report filing, and transfer to relevant regulatory agencies. Whistleblowers with multiple unaddressed reports or concerns about improper handling by the Anti-Corruption Centre can escalate cases to the Audit Committee.

- Reporting mailing address: T3 Onewo Anti-Corruption Centre, Innovation Cloud Centre, No. 1 Guangxia Road, Futian District, Shenzhen, Guangdong, PRC
- Reporting email address: 22198798@onewo.com
- "Integrity Whistleblowing" WeCom:



We endorse and accommodate both named and anonymous disclosures, treating each report with strict confidentiality. We respect the complainant, protect the complainant's rights and maintain their confidentiality when handling reporting, and will only disclose information after obtaining the consent of the complainant. We impose stricter penalties on those engaging in retaliation, intimidation, or threats against whistleblowers, witnesses, and investigators.

We take all complaints and reports seriously, and any clues received by the organisation need to be reported to the Anti-Corruption Centre within eight hours, and unauthorised investigations are strictly prohibited.

使用舉報渠道的專項培訓

公司定期為員工開展有關舉報政策及舉報渠道使用的專項培訓，幫助員工瞭解可通過的舉報途徑、舉報事項範圍及保密保護機制。培訓內容涵蓋舉報流程操作指引、匿名舉報的方式、調查處理及反饋流程等，確保員工在遇到不當行為或合規風險時，能夠正確、放心地使用舉報渠道。

廉正文化建設

萬物雲定期面向全體員工及其他服務人員（包括外包員工及兼職員工）、承包商 / 供應商開展商業道德標準培訓，在線上樂學平臺設置多項廉正課程，在線下組織廉情走訪加強全體員工的道德意識，並要求全體員工簽署《廉潔承諾書》，進行廉正考試與潛在利益衝突申報。

2025 年，萬物雲員工廉正考試、潛在利益衝突申報、廉正問卷均 100% 覆蓋全體員工，並組織開展「廉正建設陽光月」活動，通過廉正問卷、考試、潛在利益衝突申報以及相關承諾文件簽署等形式，進一步強化員工廉潔意識與合規認知。

Specialised training on the use of reporting channels

The Company regularly provides employees with specialised training on whistleblowing policies and the use of reporting channels, helping employees understand the available reporting approaches, the scope of reportable matters and confidentiality protection mechanisms. The training covers operational guidelines on reporting procedures, methods for anonymous reporting, as well as investigation, handling and feedback processes, ensuring that employees can correctly and confidently use the reporting channels when encountering misconduct or compliance risks.

Integrity culture construction

Onewo regularly provides business ethics standards training for all employees and other service providers (including outsourced and part-time employees), as well as contractors and suppliers. Multiple integrity courses are available online on the Joyful Learning Platform, while offline integrity visits are organised to strengthen ethical awareness among all employees. All employees are also required to sign the Integrity Pledge, undertake integrity examinations and declare potential conflicts of interest.

In 2025, integrity examinations, potential conflict-of-interest declarations and integrity questionnaires among Onewo employees achieved 100% coverage. The Company also organised the Integrity Enhancement Campaign. Through integrity questionnaires, examinations, potential conflict-of-interest declarations and the signing of related commitment documents, we further strengthened employees' awareness of integrity and compliance.

可持續供應鏈 Sustainable Supply Chain

► 相關政策

《可持續供應鏈政策》
《萬物雲供應鏈採購管理制度》
《供應商管理程序》
《採購營運管理程序》
《採購內控管理作業指導書》
《內部關聯交易供應商的要求》
《工程類供方資質審核與採購執行操作指引》

► Relevant policies

Sustainable Supply Chain Policy
Onewo Supply Chain Procurement Management System
Supplier Management Procedures
Procurement Operation Standards
Procurement Internal Control Management Guidelines
Requirements for Suppliers Involved in Related-Party Transactions
Guidelines on Qualification Review and Procurement Execution for Engineering Suppliers

管理架構

萬物雲執行管理層是監督可持續供應鏈工作的最高層級。萬物雲供應鏈管理以集約化、合規性、適配性為供應鏈採購管理原則，通過實施一體化營運戰略，實現供應鏈資源的優化配置。公司在全國範圍內推廣應用統一的數字化採購平臺，將科技融入到日常採購、結算付款等業務營運中，推動採購業務流程和管理的數字化轉型。

Management structure

At Onewo, the Executive Management serves as the highest governing body overseeing sustainable supply chain practices. Onewo's supply chain management adheres to the principles of intensification, compliance, and agility in procurement, and optimally allocates resources through an integrated operational strategy. The Company advances the nationwide adoption of a unified digital procurement platform, embedding technology into daily procurement, settlement, payments, and other business functions, thereby driving the digital transformation of procurement workflows and management.

管理體系

萬物雲已經建立並實施了一系列供應鏈管理制度，包括《萬物雲供應鏈採購管理制度》《供應商管理程序》《採購營運管理程序》《採購內控管理作業指導書》等，2024 年新增制定了《內部關聯交易供應商的要求》《工程類供方資質審核與採購執行操作指引》，以不斷完善供應鏈管理制度體系。

Management system

Onewo has instituted and enforced a comprehensive suite of supply chain management policies, including the Onewo Supply Chain Procurement Management System, Supplier Management Procedures, Procurement Operation Standards, and Procurement Internal Control Management Guidelines. In 2024, we further strengthened this framework by introducing two new policies: Requirements for Suppliers Involved in Related-Party Transactions and the Guidelines on Qualification Review and Procurement Execution for Engineering Suppliers, thereby continuously enhancing our supply chain governance system.

此外，我們制定了 [《可持續供應鏈政策》](#) 並於公司官網披露，更多關於綠色採購及可持續供應鏈的內容可通過點擊政策名稱查閱。

In addition, we formulated the [Sustainable Supply Chain Policy](#), which has been publicly disclosed on the Company's official website. For more information on green procurement and sustainable supply chain practices, please refer to the policy via the provided link.

供應商篩選與評估

萬物雲積極致力於打造一個公平、清晰、可持續的負責任供應鏈生態系統，並持續優化我們的供應鏈管理體系。我們致力於制定和執行一套規範化的採購流程以及公正的競爭環境，嚴格遵循相關法律法規，建立了從准入、考察及入庫、風險管理、評估和考核及退出機制全流程的管理機制。

Supplier selection and evaluation

Onewo actively strives to create a fair, transparent, and sustainably responsible supply chain ecosystem, while consistently refining our supply chain management system. We dedicate ourselves to devising and enforcing a uniform procurement process and equitable competition, rigorously adhering to applicable laws and regulations. We have established a comprehensive management mechanism covering the full supplier lifecycle—from pre-qualification and due diligence to onboarding, risk management, performance evaluation, and exit procedures.

管理階段 Management phase

管理方式 Management approach

准入 Admittance

- 建立供應商資源庫；
Establish a supplier resource base;
- 結合現場審查、資信實力、營運狀況等方式，開展綜合審核，通過認證後即可引入為合格供應商；
Carry out comprehensive examination in combination with on-site inspection, credit strength, operation status and other approaches, and admit qualified suppliers after they pass relevant certifications;
- 政府相關部門已核准資質，或因自然災害等不可抗力無法對於供應商的辦公、廠房或服務現場實施現場考察的供應商採取遠程考察。
For suppliers who have obtained qualification approval from relevant government departments but are unable to perform on-site inspection over their offices, plants or service sites due to natural disasters and other force majeure, a remote inspection is conducted.

考察及入庫 Inspection and entry

- 建立可量化、可對比、可追溯的供應商評估體系；
Establish a quantifiable, comparable and traceable supplier assessment system;
- 評估指標覆蓋供應商全生命週期的業務表現，包含產品合格率等；
Assessment indicators cover the business performance of suppliers over the full lifecycle, including product qualification ratio, etc.
- 篩選過程中衡量供應商在環境、社會、管治、國家法律法規要求以及業務相關性等方面的綜合表現，優先考慮表現較好的供應商。
During the selection process, suppliers are assessed based on their overall performance in environmental, social, and governance (ESG) areas, compliance with national laws and regulations, and business relevance, with preference given to those with stronger performance.

風險管理 Risk management

- 識別、評估及管理供應商存在的經營、質量、環境社會等各類風險；
Identify, evaluate and manage various types of risks of suppliers, such as operational, quality, environmental and social risks;
- 通過定期審查、改進追蹤、組織培訓等方式，降低風險等級，消除風險源。
Reduce risk level and eliminate risk sources through regular review, improvement tracking and training.

管理階段 Management phase

管理方式 Management approach

評估管理 Assessment management

- 每季度創建調查問卷，採購管理部門負責組建供應商履約評估小組，定期對供應商進行履約評估打分，小組成員由採購部門和需求部門代表共同組成。評估維度：信譽調查、資質證照、邀約配合程度、報價時效性、價格合理性、問題響應度、合作誠信等維度展開；

A questionnaire is created quarterly, and the procurement management department is responsible for forming a supplier performance assessment team. This team, composed of representatives from both the procurement and demand departments, conducts regular performance assessments of suppliers. Assessment criteria include reputation checks, qualification and certification documents, cooperation during the invitation process, timeliness of quotations, price reasonableness, responsiveness to issues, and integrity in cooperation;

- 通過履約評估、分級的方式，評估供應商的綜合能力，對合作意願強、發展潛力大的供應商，可擬定培養方案，引導及培養其成為我司核心供應商。

Through performance assessments and a tiered classification approach, suppliers' overall capabilities are assessed. For suppliers demonstrating strong willingness to cooperate and high development potential, tailored development plans may be established to support and guide them toward becoming core suppliers of the Company.

退出機制 Withdrawal mechanism

- 定期對供應商安全事故、弄虛作假等質量缺失或違約行為進行審查；

Regularly review suppliers for quality deficiencies or breaches such as safety incidents, falsifications, etc.;

- 視嚴重程度，給予不同程度的處罰，如嚴厲杜絕與存在欺詐、違約等行為的供應商合作。

Impose different levels of penalties based on the severity, such as severely eliminating cooperation with suppliers who commit fraud, breach of contract, etc.

供應商宣貫與賦能

萬物雲始終重視與供應商的溝通與合作，通過多元化的互動方式和系統化的培訓機制，推動供應鏈管理的持續優化。我們依託採購數字化平臺實現高效信息交換，同時通過回訪調查問卷及時瞭解供應商需求，確保雙方協作更加精準。我們每年舉辦供應商大會，面對面向供應商解讀公司政策、行業趨勢、政策解讀及發展方向等。

在供應商賦能方面，除供應商大會外，萬物雲定期開展專項培訓，內容涵蓋系統流程變革、廉潔合規教育等核心議題，旨在幫助提升供應商的綜合素質和管理水平。此外，針對審核過程中發現的不符合公司標準的供應商，本公司視嚴重程度，提供整改指導，如約談、針對性培訓和整改計劃支持，並給予合理的整改期限。

Supplier communication and empowerment

Onewo places great importance on communication and collaboration with suppliers, promoting continuous optimisation of supply chain management through diverse engagement methods and a structured training framework. Leveraging our digital procurement platform, we enable efficient information exchange, and through follow-up surveys, we promptly gather supplier feedback to ensure more precise and effective collaboration. We hold an annual Supplier Conference to engage directly with suppliers, providing briefings on Company policies, industry trends, regulatory interpretations, and future development directions.

In terms of supplier empowerment, beyond the Supplier Conference, Onewo regularly organises targeted training sessions covering key topics such as system and process updates, as well as integrity and compliance education. These initiatives aim to enhance suppliers' overall competence and management capabilities. In cases where suppliers are found, during the review process, to fall short of Company standards, the Company provides tailored remediation support based on the severity of the issue—including interviews, targeted training, and corrective action plans—with reasonable timeframes granted for remediation.

信息安全與隱私保護 Information Security and Privacy Protection

► 相關政策

《信息安全管理政策》
《客戶信息管理規範》
《個人客戶數據提取工作規範》
《關於社區人臉信息使用授權的工作通知》
《住宅物業人臉識別信息應用管理制度》
《客戶個人數據申請與審批》
《員工個人信息保護政策》

► Relevant policies

Information Security Management Policy
Customer Information Management Specification
Personal Customer Data Extraction Work Specification
Work Notice on Authorisation of Community Face Information Use
Residential Property Face Recognition Information Application Management System
Customer Personal Data Application and Approval
Employee Personal Information Protection Policy

萬物雲高度重視信息安全及隱私保護工作，嚴格遵守《中華人民共和國數據安全法》《中華人民共和國網絡安全法》《中華人民共和國個人信息保護法》等法律法規。我們構建信息安全與隱私保護管理體系，發佈並落實《[信息安全管理政策](#)》《萬物雲信息安全管理辦法》《應用安全管理制度》《個人信息合規管理制度》等多項政策制度，根據業務與最新的監管要求每年持續對信息安全措施和制度進行更新。我們的政策適用範圍覆蓋萬物雲全體員工及其他服務人員（包括兼職和外包員工），涵蓋公司及其附屬公司的所有業務活動，同時適用於我們的供應商及合作伙伴。

同時，萬物雲信息安全管理制度中明確規範全體員工與外部第三方的信息安全責任與義務，以確保責任機制得到落實。萬物雲員工手冊中列明信息安全責任，並要求全體員工簽署信息安全責任書。在萬物雲與供應商的合同、服務協議中，包含明確的信息安全條款、數據保護與保密要求。

2025 年，萬物雲推動信息安全體系獨立運行，持續提升統一身份認證與授權管理能力，並完成關鍵系統整合升級，正式上線辦公安全一體化平臺「雲樞」，為員工與業務運營提供更加系統化、主動式的信息安全防護。

Onewo attaches great importance to information security and privacy protection and strictly complies with laws and regulations, including the Data Security Law of the People's Republic of China, the Cybersecurity Law of the People's Republic of China, and the Personal Information Protection Law of the People's Republic of China. We have established an information security and privacy information management system and issued and implemented multiple policies and regulations, including the [Information Security Management Policy](#), the Onewo Information Security Management Measures, the Application Security Management System and the Personal Information Compliance Management System. Information security measures and systems are continuously updated each year in accordance with business developments and the latest regulatory requirements. The scope of our policies covers all Onewo employees and other service providers (including part-time and outsourced employees), encompassing all business activities of the Company and its subsidiaries, and also applies to our suppliers and partners.

At the same time, it is clearly defined in Onewo's information security management systems the information security responsibilities and obligations of all employees and external third parties to ensure the effective implementation of accountability mechanisms. Information security responsibilities are specified in the Onewo Employee Handbook, and all employees are required to sign an Information Security Responsibility Statement. Contracts and service agreements between Onewo and suppliers include explicit clauses on information security, data protection and confidentiality requirements.

In 2025, Onewo advanced the independent operation of the information security system, continuously enhancing unified identity authentication and authorisation management capabilities. We also completed integration and upgrades of key systems and officially launched the integrated office security platform "Yunshu", providing more systematic and proactive information security protection for employees and business operations.

管理架構

萬物雲首席信息安全官是公司管理層成員，統籌指導與監督信息安全與隱私保護工作，負責制定和維護公司的信息安全願景、戰略和規劃，以保護公司信息資產和客戶信息。

萬物雲的信息安全管理組織涵蓋四個層級：科技決策委員會、信息安全職能部門、各業務部門信息安全代表以及各業務部門的員工。確保信息安全責任機制落實到公司全員，一旦發生信息安全事件，公司將會及時響應。

Management structure

Onewo's Chief Information Security Officer is a member of the Company's management, responsible for coordinating, guiding and supervising information security and privacy protection, and for formulating and maintaining the Company's information security vision, strategy and planning to safeguard the Company's information assets and customer information.

Onewo's information security management structure comprises four levels: the Technology Decision-making Committee, the information security functional department, information security representatives from each business department, and employees of each business department. This ensures that information security accountability mechanisms are implemented across the entire workforce. In the event of an information security incident, the Company will respond promptly.

技術措施

萬物雲實施完善的管理措施與縱深的安全技術防禦體系為公司的信息系統與數據提供安全防護機制，能夠實時監測與響應各種信息安全威脅，同時防止數據資產和敏感信息被篡改、洩露、丟失，以確保其完整性。具體技術措施包括：

- 人員賬號管理方面：各應用系統賬號管理接入公司統一的賬號管理平臺，落實用戶賬號的安全管理要求；所有賬號的申請均應在工作審批流程中完成審批流程，並由運維人員遵照執行，並且保留記錄以備審計；員工離職時，會及時在系統中停用其賬號；
- 終端安全方面：通過終端安全檢測與響應提供預防、檢測和應對各種安全威脅（如病毒、惡意軟件、勒索軟件等），增強組織內終端的安全性，保護數據資產和敏感信息；
- 主機安全方面：通過資產清點、風險發現、入侵檢測、內存後門、基線合規檢查等安全功能，全面識別並管理主機中的信息資產，實時監測主機中的風險並阻止非法入侵行為，降低當前服務器面臨的主要安全風險；
- 應用安全方面：通過 Web 應用防火牆（WAF）為互聯網發佈的應用系統提供應用層攻擊流量檢測和攔截，如常見的 SQL 注入、XSS、CSRF 等 OWASP-TOP10 漏洞攻擊，同時，提供應用層訪問控制；
- 網絡安全方面：通過雲防火牆，對南北向流量和東西向流量進行訪問控制（含規則優先級管理）、入侵防禦，並提供日誌審計（規則命中日誌、操作日誌）等功能，實現對雲上資產的網絡安全防護與管理。

Technical measures

Onewo implements comprehensive management measures and a multi-layered defence-in-depth security technology system to provide security protection mechanisms for the Company's information systems and data. This enables real-time monitoring and response to various information security threats while preventing data assets and sensitive information from being tampered with, leaked, or lost, ensuring their integrity. Specific technical measures include:

- Personnel account management: The account management of various application systems is connected to the Company's unified account management platform to implement the security management requirements for user accounts; all account applications must complete the approval process in the work approval procedure, which shall be implemented by operation and maintenance personnel, with records kept for audit purposes; when an employee leaves the Company, their account will be deactivated in the system in a timely manner.
- Endpoint security: Through endpoint detection and response, we provide prevention, detection and response to various security threats (such as viruses, malware, ransomware), enhance the security of endpoints within the organisation, and protect data assets and sensitive information.
- Host security: By virtue of security functions including asset inventory, risk detection, intrusion detection, memory backdoor detection and baseline compliance inspection, we fully identify and manage information assets in hosts, monitor risks in hosts in real time, block illegal intrusion behaviours, and reduce major security risks faced by current servers.
- Application security: A Web Application Firewall (WAF) is used to provide application-layer attack traffic detection and interception for application systems released on the Internet, such as common OWASP-TOP10 vulnerability attacks, including SQL injection, XSS and CSRF. Meanwhile, it provides application-layer access control.
- Network security: Through a cloud firewall, we conduct access control (including rule priority management) and intrusion prevention for north-south traffic and east-west traffic, and provide functions such as log auditing (rule hit logs, operation logs), to realize cybersecurity protection and management of cloud-based assets.

信息安全相關的業務連續性計劃 ●

萬物雲制定發佈的《信息安全業務連續性管理規範》明確了關於信息系統、後臺數據中心和關鍵業務場景的信息安全應急響應與恢復流程，並根據網絡攻擊、數據設施故障、雲服務故障等不同的信息安全風險場景來制定應對預案。公司使用雲服務商提供的默認備份策略服務（每 7 天採用快照的方式進行一次全備份），並根據不同的業務系統採取差異化的備份策略。應急響應時間為 24 小時內，每年開展災難恢復測試。

Information security-related business continuity plan ●

The Information Security Business Continuity Management Specification issued by Onewo clarifies emergency response and recovery procedures for information security incidents relating to information systems, backend data centres and critical business scenarios. Response plans are developed for different information security risk scenarios, including cyberattacks, data infrastructure failures and cloud service failures. The Company adopts the default backup strategy services provided by cloud service providers (full backups via snapshots every seven days) and implements differentiated backup strategies according to different business systems. The emergency response time is within 24 hours, and disaster recovery tests are conducted annually.

信息安全漏洞分析 ●

萬物雲由信息安全職能部門負責定期開展信息安全漏洞分析工作，包括：

- 每季度針對運營業務系統與服務器的安全掃描與加固；
- 每年對 IT 基礎設施安全基線配置檢查；
- 每年在公司範圍內開展滲透測試多次；
- 每年開展模擬攻擊演練一次；
- 業務系統上線前安全檢查；

同時，對國家互聯網應急中心發佈的漏洞預警信息，信息安全職能部門組織相關的業務部門或產品團隊進行漏洞分析，如存在相關漏洞則根據公司信息安全管理要求進行整改，並跟蹤修復情況。

Information security vulnerability analysis ●

At Onewo, the information security functional department is responsible for conducting information security vulnerability analyses regularly, including:

- quarterly security scanning and reinforcement for operational business systems and servers;
- annual security baseline configuration inspections for IT infrastructure;
- multiple penetration tests across the Company each year;
- one simulated attack exercise annually;
- security checks before the launch of business systems;

At the same time, upon receiving vulnerability alerts issued by the National Computer Network Emergency Response Technical Team/Coordination Center of China, the information security functional department organizes relevant business departments or product teams to conduct vulnerability analysis. If relevant vulnerabilities exist, remediation will be carried out in accordance with the Company's information security management requirements, and remediation progress will be tracked.

信息系統內部及外部審計

信息安全職能部門每年依據 ISO27001 標準、國家信息系統等級保護等要求在內部開展一次信息安全內部合規審計工作，內容涵蓋：信息安全、策略、訪問控制、漏洞管理、數據保護等方面，並對內部審計發現的問題組織相關部門進行整改。

在外部審計方面，我們每年委託第三方開展信息安全審核，並於 2025 年度通過國家網絡安全等級保護認證。同時，萬物雲已獲得多項信息安全認證，包括信息安全體系 ISO/IEC 27001 和隱私保護管理體系 ISO/IEC 27701 認證，覆蓋萬物雲所有業務運營相關的信息系統設計、開發及運維。

事件升級與溝通機制

公司建立內部信息安全事件管理機制，日常使用安全工具主動監控各類外部安全威脅，對發現的異常安全告警進行分析排查，對發現的問題跟蹤整改。另外，面向全員發佈使用的 IT 報事平臺與信息安全工作組的郵箱、聯繫方式，確保員工發現安全事件、可疑行為、系統漏洞等情況時可以及時上報。信息安全職能部門收到信息後會根據事件類型組織內部相關部門協同處理。

萬物雲積極與信息安全監管部門（如：網安、通管局）保持溝通聯繫，依據商業合同約定保持與供應商、合作伙伴的溝通。一旦發生數據洩露或信息安全事件後，會針對具體事件進行故障分析，及時修復發現的漏洞，並採取應急措施將影響降低到最小程度。

未來，我們會持續採取預防措施，包括在管理方面加強人員意識培訓和日常安全巡檢，技術方面完善、升級安全防護工具等。

Internal and external audits of information systems

Each year, the information security functional department conducts an internal information security compliance audit in accordance with ISO27001 standards and national information system graded protection requirements. The audit covers information security management, strategies, access control, vulnerability management and data protection, and relevant departments are organised to rectify issues identified in the internal audit.

For external audits, we engage third parties each year to conduct information security reviews, and in 2025, we obtained certification under the national cybersecurity classified protection system. Onewo has also obtained multiple information security certifications, including ISO/IEC 27001 information security management system certification and ISO/IEC 27701 privacy information management system certification, covering the design, development and operation and maintenance of all information systems related to Onewo's business operations.

Incident escalation and communication mechanism

The Company has established an internal information security incident management mechanism. Security tools are used daily to proactively monitor various external security threats, and abnormal security alerts are analysed and investigated, with identified issues tracked for remediation. In addition, an IT incident reporting platform, together with the email address and contact details of the information security working group, has been made available to all employees, ensuring that employees can promptly report security incidents, suspicious behaviours or system vulnerabilities. Upon receiving information, the information security functional department will organise relevant internal departments to collaborate in handling the incident based on its type.

Onewo actively maintains communication with information security regulatory authorities (such as cybersecurity authorities and communications authorities) and maintains communication with suppliers and partners in accordance with contractual arrangements. Once a data breach or information security incident occurs, fault analysis will be conducted for the specific incident, identified vulnerabilities will be promptly rectified, and emergency measures will be taken to minimise the impact.

In the future, we will continue to adopt preventive measures, including strengthening personnel awareness training and routine security inspections on the management side, and improving and upgrading security protection tools on the technical side.

員工信息安全意識培訓

公司重視員工的信息安全意識培訓，內部每年開展釣魚郵件測試並結合典型的信息安全事件進行宣傳。每年組織一次覆蓋全體員工的信息安全意識考試，內容包括日常賬號安全、密碼管理、釣魚郵件識別、數據加密等，並要求全員通過。同時在一線業務部門還會加入客戶隱私信息保護的考試內容，落實差異化安排。

報告期內，萬物雲未發生客戶信息洩露案件或重大信息安全事故，員工及其他服務提供人員的信息安全及隱私保護考核覆蓋率 100%。

Information security awareness training for employees

The Company attaches importance to employees' information security awareness training. Phishing email simulations are conducted each year internally, combined with awareness campaigns based on typical information security incidents. Each year, an information security awareness examination covering all employees is organised, including topics such as day-to-day account security, password management, phishing email identification and data encryption, and all employees are required to pass. Additional examination content on customer privacy protection is incorporated for frontline business departments to implement differentiated arrangements.

During the reporting period, there were no instances of customer data leakage or significant information security incidents, and the completion rate for information security and privacy protection assessments was 100% across employees and associated service providers.

知識產權保護 Intellectual Property Rights Protection

萬物雲嚴格遵守《中華人民共和國商標法》《中華人民共和國著作權法》《中華人民共和國專利法》《中華人民共和國反不正當競爭法》等法律法規，確保在維護自身合法權益的同時，充分尊重他人的知識產權。

保護自身知識產權

萬物雲制定了《公司知識產權管理制度》《知識產權申報流程》《知識產權獎勵申請流程》《知識產權授權 / 變更 / 內部轉讓審批流程》《研發創新及科技補貼獎勵管理辦法》《萬物雲品牌和商標管理制度》等規範性文件，推進專利、軟體著作權等知識產權的流程化管理。公司高度重視知識產權保護，結合法律法規和行業規範，對知識產權實施全流程管理，包括申請、審核、使用、維護等環節，並確保管理機制的嚴格執行。各業務單元定期更新證書註冊信息，公司定期審查知識產權管理體系的有效性，並對侵權問題採取及時上報和應對措施。

為保護自身知識產權，充分調動員工的積極性和創造性，鼓勵研發創新輸出知識產權，我們對在職研發創造輸出知識產權的團隊及個人予以獎勵。報告期內，萬物雲部分獲授權知識產權總數 28 個（其中授權發明專利 27 件，實用新型專利 1 件）；累計獲授權知識產權總數 356 個。

尊重他人知識產權

萬物雲充分尊重他人的知識產權，鼓勵和保護公平競爭，我們加強合規風險管理，預防和嚴禁任何形式的侵權行為，盡力維護自己與他人的合法權益不受侵害。

Onewo strictly complies with the Trademark Law of the People's Republic of China, the Copyright Law of the People's Republic of China, the Patent Law of the People's Republic of China, and the Anti-Unfair Competition Law of the People's Republic of China, among other relevant laws and regulations. While safeguarding our own lawful rights and interests, we are committed to fully respecting the intellectual property rights of others.

Protecting our own intellectual property rights

Onewo has developed a series of regulatory documents to promote structured management of intellectual property rights, including the Corporate Intellectual Property Rights Management System, the Intellectual Property Rights Declaration Process, the Intellectual Property Rights Reward Application Process and the Intellectual Property Rights Authorisation/Change/Internal Transfer Approval Process, the R&D Innovation and Science and Technology Subsidy Reward Management Measures and the Onewo Brand and Trademark Management System. These policies facilitate the streamlined administration of patents, software copyrights, and other intellectual property rights. The Company places great importance on intellectual property rights protection. In line with applicable laws, regulations, and industry standards, we implement full-process intellectual property rights management—covering application, review, usage, and maintenance—and ensure the strict enforcement of relevant mechanisms. Business units are required to update certificate registration information regularly, while the Company conducts periodic reviews of the effectiveness of the intellectual property rights management system and responds promptly to any infringement issues.

To protect our own intellectual property rights, inspire and stimulate employees' enthusiasm and creativity, and incentivise intellectual property rights generation from R&D, we reward teams and individuals who produce intellectual property rights during their professional R&D activities. During the reporting period, Onewo was granted a portion of 28 intellectual property rights (including 27 authorised patents for inventions, and 1 authorised patent for utility models). The total number of authorised intellectual property rights was 356.

Respect for the intellectual property rights of others

Onewo fully respects the intellectual property rights of others, encourages and protects fair competition, strengthens compliance risk management, prevents and strictly prohibits any form of infringement, and tries our best to safeguard the legal rights and interests of others and ourselves from being infringed.

稅務策略

Tax Strategy

► 相關政策

[《萬物雲稅務遵從政策》](#)

► Relevant policies

[Onewo Tax Compliance Policy](#)

萬物雲稅收遵從守則如下：

- 秉持著誠信和合規的原則履行稅收義務，遵守公司業務所在地的各個司法管轄區所適用的稅收法律法規，依法履行納稅人義務和行使納稅人權利。
- 遵守國際協調一致的消除避稅措施，不使用沒有商業實質的避稅公司架構來規避稅收義務或轉移利潤。
- 承諾不使用秘密司法管轄區或所謂的「避稅天堂」來規避稅收義務或轉移利潤。
- 董事會監督和指導萬物雲的稅務管理事宜，以確保我們對稅收法律法規的遵守以及誠信和合規的原則得到貫徹執行。

Onewo adheres to the following principles of tax compliance:

- We fulfil our tax obligations with integrity and in compliance with the law, abiding by the applicable tax laws and regulations in all jurisdictions where we operate. We lawfully exercise our taxpayer rights and fulfil our responsibilities.
- We comply with internationally coordinated anti-tax avoidance measures and do not engage in the use of tax structures that lack commercial substance to evade tax obligations or shift profits.
- We are committed to not using secret jurisdictions or so-called “tax havens” to avoid tax obligations or transfer profits.
- The Board of Directors oversees and guides Onewo’s tax management practices to ensure that we remain compliant with tax laws and regulations, and that our commitment to integrity and compliance is upheld.

以人為本 Being People Oriented

響應 SDGs

Responding to SDGs



對應香港聯交所關鍵績效指標

Corresponding to the Hong Kong Stock Exchange's key performance indicators

B1, B2, B2.2, B2.3, B3, B4, B4.1, B4.2

以人為本

Being People-Oriented

多元、平等與共融

Diversity, Equality, and Inclusion

► 相關政策

《員工權益保障政策》

► Relevant policies

Employee Rights and Interests Protection Policy

萬物雲秉持多元、平等與包容的理念，致力於打造一個多元共融的工作環境，堅決反對一切形式的職場歧視。我們始終堅信，每位員工都應在招聘、培訓、晉升、調職及薪酬等各個環節中享有平等機會，無論其性別、殘疾、家庭狀況、婚姻狀況、懷孕、種族、宗教、年齡或國籍。

2025 年，我們在公開披露的《員工權益保障政策》中，進一步將多元、公平與包容（Diversity, Equality and Inclusion, DEI）的核心理念融入企業文化與日常運營，堅定地表明瞭我們建設多元化、平等化和共融的工作環境的決心。

Dedicated to the ideal of diversity, equality, and inclusion, Onewo actively advocates and creates a diverse and inclusive workplace, and firmly opposes all forms of discrimination. It is our unwavering belief that every employee should enjoy equal opportunities in recruitment, training, promotion, transfer, and remuneration, regardless of gender, disability, family status, marital status, pregnancy, race, religion, age, or nationality.

In 2025, through the publicly disclosed [Employee Rights and Interests Protection Policy](#), we further embedded the core values of diversity, equality and inclusion (DEI) into our corporate culture and daily operations, firmly affirming our commitment to creating a diverse, equitable, and inclusive working environment.

促進職場性別與民族多元化

萬物雲致力於營造一個多元的工作環境，充分發揮性別與民族多樣性在公司發展中的價值。在性別多元化方面，我們堅持為所有員工提供平等的職業發展和晉升機會，注重提升女性在職場中的參與度與影響力。在民族多元化方面，公司尊重並包容不同民族的文化背景，為各民族員工提供平等的成長平臺。

報告期內，我們的員工及其他服務提供人員中，女性佔比 44.65%。此外，管理層中女性佔比 40.12%，初級管理層中女性佔比 41.00%，高級管理層中女性佔比 36.83%，創收職位管理層中女性佔比 46.89%，科學、技術、工程、數學（STEM）相關職位員工中女性佔比 29.16%。

Promoting gender and ethnic diversity in the workplace

Onewo is committed to fostering a diverse working environment that recognises and embraces the value of gender and ethnic diversity in driving the Company's development. In terms of gender diversity, we are dedicated to providing equal career development and promotion opportunities for all employees, with a particular focus on enhancing female participation and influence in the workplace. Regarding ethnic diversity, the Company respects and embraces the cultural backgrounds of all ethnic groups and offers an equitable platform for growth and development to employees of all backgrounds.

During the reporting period, women accounted for 44.65% of Onewo's employees and other service providers. Women made up 40.12% of all management roles, 41.00% of junior management, 36.83% of senior management, and 46.89% of revenue-generating management roles. In positions related to science, technology, engineering, and mathematics (STEM), women accounted for 29.16% of employees.

報告期內，我們的員工及其他服務提供人員中壯族員工佔比 3.15%，回族員工佔比 0.32%；此外，管理層中壯族員工佔比 2.07%，回族員工佔比 0.34%。

萬物雲堅持實施「同工同酬」的原則，確保員工的薪酬分配基於工作價值和個人績效，而非性別或其他非工作相關因素。我們通過定期進行性別薪酬評估，持續監控和優化薪酬實踐，確保薪酬分配的公平性和透明度，從而為全體員工創造一個平等、包容的工作環境。

During the reporting period, regarding ethnic diversity, 3.15% of our employees and other service providers were Zhuang, and 0.32% were Hui. Among management roles, 2.07% were Zhuang, and 0.34% were Hui.

Onewo is committed to the principle of "equal pay for equal work". We ensure that remuneration is determined by job value and individual performance, rather than gender or other non-job-related factors. We conduct regular gender pay equity assessments to continuously monitor and improve our compensation practices, ensuring fairness and transparency. Through these efforts, we aim to foster an inclusive and equitable workplace for all employees.

關愛殘疾人群體就業

萬物雲遵守《殘疾人保障法》《殘疾人就業條例》等法律法規，承諾不輕視、不區別對待殘疾員工。在同工同酬的基本原則上，我們主動招聘一定比例的殘障人士員工。我們為殘障人士提供職業培訓、就業指導和崗位匹配等，確保他們能夠在新的工作崗位上快速適應並發揮出最大的潛力。報告期內，我們的員工及其他服務提供人員中有 590 名殘障人士。

Care for employment for people with disabilities

Onewo complies with the Law of the People's Republic of China on the Protection of Disabled Persons and the Regulation on Employment of Disabled Persons, and other laws and regulations. We promise not to despise or treat employees with disabilities with discrimination. Based on the principle of equal pay for equal work, we proactively recruit a certain percentage of employees with disabilities. We provide vocational training, employment counselling, and job matching for our employees with disabilities to help them adapt quickly and reach their full potential in their new roles. During the reporting period, 590 employees and other service providers of Onewo are disabled persons.

助力退役軍人就業

萬物雲通過與部分省市退役軍人事務部門簽署專項招聘協議，為退役軍人提供就業支持和職業發展機會，幫助他們提升職業獲得感與幸福感。萬御安防榮登人民日報「全國退役軍人就業合作企業光榮榜」。

Supporting employment for veterans

Onewo collaborates with veterans affairs departments in various provinces and municipalities by signing dedicated recruitment agreements, providing employment support and career development opportunities for retired military personnel. These efforts aim to enhance their sense of professional accomplishment and well-being. Wanyu Security was recognised on People's Daily's "National Honour Roll of Enterprises Supporting Veterans' Employment".

員工權益保障

Protection of Employee Rights and Interests

► 相關政策

《員工權益保障政策》
《女性員工權益保障書》

► Relevant policies

Employee Rights and Interests Protection Policy
Letter of Protecting Female Employee Rights and Interests

萬物雲嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》及其他關於勞動和社會保障制度方面的各項法律法規，建立起完善的僱傭工作內部管理制度，充分保障員工合法權益。

我們發佈了適用於萬物雲全體員工及部分其他服務提供人員（包括兼職及外包員工）及商業運營全過程的《員工權益保障政策》，明確對員工權益的保障機制，不斷完善勞工管理工作。我們也鼓勵供應商、合作伙伴積極遵守該政策，與我們共同努力維護員工權益。我們承諾在任何重組過程中，都將確保員工獲得法律規定的經濟補償，並積極通過提供再就業援助、技能轉型培訓等配套措施，履行我們對員工職業發展的持續責任。報告期內，萬物雲未發生大規模裁員或重組計劃，亦未發生罷工或停工事件。更多內容請查看 [《員工權益保障政策》](#)。

Onewo 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 laws and regulations relating to labour and social security. We have established a comprehensive internal employment management system to fully safeguard employees' lawful rights and interests.

We issued the Employee Rights and Interests Protection Policy, which applies to all Onewo employees as well as certain other service providers (including part-time and outsourced staff) and covers the full lifecycle of business operations. The policy sets out clear mechanisms for protecting employee rights and reflects our ongoing efforts to improve labour management. We also encourage our suppliers and partners to actively comply with this policy and work with us to uphold employee rights. We commit that during any restructuring process, employees will receive the economic compensation required by law, while we actively provide supporting measures such as re-employment assistance and skills transition training to fulfil our ongoing responsibility for employees' career development. During the reporting period, Onewo did not experience any large-scale layoffs or restructuring plans, nor were there any incidents of strikes or work suspension. For further information, please refer to the [Employee Rights and Interests Protection Policy](#).

保障人權

我們承諾遵守國際勞工組織核心公約條款，杜絕人口販賣、童工，反對強制勞動，反對職場騷擾，反對職場霸凌等。

禁止人口販賣

萬物雲堅決反對任何形式的人口販賣行為，並承諾在公司運營及供應鏈中全面禁止此類行為的發生，保障勞工的基本人權和尊嚴。

Protection of human rights

We are committed to upholding the core conventions of the International Labour Organisation, eliminating human trafficking, child labour, and opposing forced labour and workplace harassment and bullying.

Prohibition of human trafficking

Onewo firmly opposes all forms of human trafficking and is committed to preventing such practices throughout its operations and supply chain, thereby safeguarding the fundamental rights and dignity of all workers.

禁止童工及強迫勞工

萬物雲在招聘中嚴格遵守當地法律法規，杜絕非自願勞動，包括通過威脅、強迫、欺詐等手段進行的剝削性勞動。公司禁止僱傭不滿 16 週歲的童工，並強制要求承包商簽署禁止僱傭童工與強迫勞動相關約定合同。報告期內，萬物雲未發生違反與童工和強迫勞工相關的法律和法規的情況。

結社自由及集體談判

萬物雲在本部和多個區域設立工會及職工代表分會。其中職工代表分會作為代表全體萬物雲員工的權益並為之服務的組織，定期或按專有議題召開會議，以示公司尊重和保障職工依法享有的知情權、參與權、表達權和監督權等民主權利。同時，我們高度尊重員工根據國家法律組建、加入或不加入工會及職工代表大會的權利。截至 2025 年底，萬物雲本部、各業務單元和分公司工會及 / 或職工代表大會覆蓋率達到 100%

落實同工同酬

萬物雲承諾嚴格落實同工同酬原則，確保所有員工無論性別、年齡或其他因素，都享有公平的薪酬待遇和職業發展機會。

Prohibition of child labour and forced labour

Onewo strictly adheres to local laws and regulations during the recruitment process and prohibits all forms of involuntary labour, including exploitative practices involving coercion, threats, or deception. The Company does not employ individuals under the age of 16 and requires all contractors to sign agreements explicitly prohibiting child labour and forced labour. During the reporting period, Onewo did not violate any laws or regulations related to child or forced labour.

Freedom of association and collective bargaining

Onewo has established trade union organisations and employee representative sub-committees at its headquarters and in multiple regions. As bodies that represent and serve the interests of all Onewo employees, the employee representative sub-committees convene meetings on a regular basis or around specific matters, and respect and safeguard employees' statutory democratic rights, including the right to be informed, to participate, to express their views, and to exercise oversight. At the same time, we fully respect employees' right, in accordance with national laws, to form, join, or choose not to join trade unions and employee representative congresses. As of the end of 2025, coverage of trade unions and/or employee representative congresses across Onewo headquarters, all business units, and branches had reached 100%.

Equal pay for equal work

Onewo is committed to strictly implementing the principle of equal pay for equal work, ensuring that all employees—regardless of gender, age, or other factors—enjoy fair remuneration and equal opportunities for career development.

反欺凌及騷擾（包括性騷擾）

萬物雲禁止基於種族、宗教、性別等任何形式的歧視或騷擾行為，包括性騷擾和威脅。公司制定保障機制和舉報流程，定期開展反歧視與反騷擾培訓，對違規行為「零容忍」，一經發現嚴肅處理，涉嫌犯罪的移送司法機關。公司要求全體員工每年簽署《女性員工權益保障書》，其中明確了各項具體歧視及騷擾行為的禁止聲明。報告期內，100% 員工及其他服務提供人員簽署《女性員工權益保障書》。

人權風險識別與管理

為系統性落實人權承諾，萬物雲注重將人權議題融入公司治理架構與核心業務流程，持續探索和落實人權盡職調查相關工作。評估過程重點關注國際公認的核心勞工議題，並對可能面臨更高風險的特定群體給予特別關注，以全面洞察潛在影響。針對識別出的顯著人權風險，我們制定並實施相應的緩解計劃。例如，在招聘流程中加強身份與年齡核查以防止童工與強迫勞動；開展多元化與反歧視培訓；確保在所有運營場所員工合法權利得到尊重。我們已在部分識別出潛在風險的業務單元或項目制定了針對性的緩解計劃。

Anti-bullying and anti-harassment (including sexual harassment)

Onewo prohibits all forms of discrimination or harassment based on race, religion, gender, or other grounds, including sexual harassment and intimidation. We have established protective mechanisms and reporting procedures, conducted regular anti-discrimination and anti-harassment training, and maintained “zero tolerance” for violations. Offenders are dealt with seriously and, where applicable, referred to judicial authorities. All employees are required to sign the Letter of Protecting Female Employee Rights and Interests annually, which includes explicit prohibitions against discriminatory and harassing behaviours. During the reporting period, 100% of employees and other service providers signed the Letter of Protecting Female Employee Rights and Interests.

Human rights risk identification and management

To systematically implement our human rights commitments, Onewo integrates human rights topics into the corporate governance structure and core business processes, and continues to explore and implement human rights due diligence practices. The assessment process focuses on internationally recognised core labour topics and pays particular attention to specific groups that may face higher risks in order to comprehensively identify potential impacts. For significant human rights risks identified, we develop and implement corresponding mitigation plans. For example, identity and age verification are strengthened during the recruitment process to prevent child labour and forced labour; diversity and anti-discrimination training is conducted; and employees' lawful rights are ensured to be respected at all operational sites. We have developed targeted mitigation plans for certain business units or projects with identified potential risks.

員工薪酬福利

萬物雲致力於為員工搭建完善的福利體系，助力員工實現工作與生活的平衡，增強歸屬感。我們嚴格遵守《勞動法》《社會保險法》《職工帶薪年休假條例》等相關法規，為員工提供五險一金及法定帶薪休假，包括法定節假日、年休假、婚假、喪假、護理假、哺乳假、育兒假等。同時，我們也為員工提供身心健康類、家庭類及工作環境等額外福利，全面關懷員工生活，提升幸福感與歸屬感。

公司秉持薪酬公平性與市場競爭力並重的原則，構建具有行業競爭力的薪酬體系，切實保障員工基本生活需求，定期開展薪酬水平市場對標與週期性回顧評估。在工時管理方面，已建成覆蓋全週期的薪酬與工時管理體系，科學設定標準工時制度，並依託信息化平臺規範實施加班審批、工時記錄及補償兌現的全流程閉環管理。此外，公司健全休假權益保障機制並通過工時監測彈性安排等舉措，系統性防範過度加班風險。

- 普惠福利（不區分職級與績效為所有員工發放）：節日關懷、春節在崗慰問物資、員工年度體檢、商業保險、賀儀與獎儀、就餐補貼、員工活動
- 崗位福利（根據員工的崗位職責、職級和績效等動態發放）：車輛費補助、通訊費補助、派遣、掛職等異地辦公安置補貼、員工學歷提升教育福利

家庭福利支持

萬物雲致力於構建包容性的福利體系，我們提供多項非薪酬福利旨在覆蓋全體員工，以支持多元需求。我們重視員工的家庭福祉，通過多元化的福利政策和靈活的工作安排，支持員工平衡工作與生活，實現個人與職業發展的雙贏。

- 兒童保育支持：在工作場所為有需要的員工提供兒童保育設施以及保育資金，減輕員工育兒負擔。

Employee remuneration and benefits

Onewo is committed to building a comprehensive employee benefits system that supports work-life balance and fosters a strong sense of belonging. We strictly comply with the Labour Law, the Social Insurance Law, and the Regulations on Annual Paid Leave for Employees, providing employees with statutory social insurance and housing fund contributions, along with paid leave entitlements such as statutory holidays, annual leave, marriage leave, bereavement leave, carer's leave, maternity leave, and parental leave. In addition, we offer a range of supplementary benefits related to physical and mental wellbeing, family support, and workplace conditions, to promote holistic care and enhance employees' happiness and sense of belonging.

The Company adheres to the principle of balancing remuneration fairness and market competitiveness, establishing a remuneration system with industry competitiveness. We safeguard employees' basic livelihood needs and regularly conduct market benchmarking and periodic reviews of remuneration levels. In terms of working hours management, a remuneration and working hours management system covering the entire employment cycle has been established. Standard working hour systems are scientifically set, and through an information platform we implement closed-loop management of overtime approval, working hour recording and compensation fulfilment. In addition, the Company has strengthened mechanisms for safeguarding leave entitlements and systematically prevents the risk of excessive overtime through working-hour monitoring and flexible arrangements.

- Inclusive Benefits (granted to all employees regardless of position or performance): festival gifts, Spring Festival on-duty care packages, annual health check-ups, commercial insurance, wedding and condolence allowances, meal subsidies, and staff activities
- Role-Based Benefits (provided based on job responsibilities, position level, and performance): vehicle allowances, mobile phone subsidies, relocation support for secondment and cross-region assignments, and education subsidies for academic advancement

Family support benefits

Onewo is committed to building an inclusive benefits system. We provide multiple non-remuneration benefits designed to cover all employees and support diverse needs. We value the wellbeing of employees and their families. Through a diverse range of benefits and flexible working arrangements, we support employees in achieving a balance between work and family life, enabling mutual success in both personal and professional development.

- Childcare support: childcare facilities and financial assistance are provided in the workplace for employees in need, helping to ease the burden of parenting.

- 母乳餵養支持：在辦公場所設立母乳餵養室和哺乳設施，確保母嬰健康。
- 帶薪育兒假：提供差別化的帶薪育兒假，主要照顧者可享受 1.42 周、非主要照顧者享受 1.42 周的帶薪休假，保障員工在新生命到來時能有足夠時間陪伴家庭。
- 家庭和護理假：提供帶薪家庭假或護理假，支持員工照料直系親屬，特別是在他們面臨身體或心理健康挑戰時，確保員工能夠在家庭需求時獲得必要的支持和照顧時間。
- 彈性工作：結合崗位特點，公司實行標準工時制、不定時工時制和綜合計算工時制等靈活工時安排，並依據實際業務需求，為員工提供居家辦公、兼職等靈活用工模式選項

員工身心健康關懷

我們努力促進員工的身心健康，確保我們的員工保持良好的工作狀態並共同進步，收穫健康豐盛的人生。

在壓力管理方面，我們每年都組織豐富多樣的活動，包括夏季送清涼、冬季送溫暖、員工樂跑賽、程序員節以及國際三八婦女節等主題文化體育活動，旨在激發員工的積極心態，幫助他們緩解工作壓力。其中，運動健康類活動的支出佔比達到總活動費用的 40%，以鼓勵員工通過運動來釋放壓力。

為了全面提升員工的健康水平，我們實施了員工健康管理計劃。該計劃涵蓋入職體檢、BMI（Body Mass Index，身體質量指數）管理、年度體檢數據分析等方面，並針對員工的健康狀況進行監測和適度干預。我們還設立了健康管理責任人，根據員工的 BMI 值制定個性化的健康計劃，組織健康運動活動，並設立「陽光健康獎」，激勵優秀團隊或個人參與健康管理，確保員工的身心健康得到妥善保護。

在心理健康方面，我們制定了心理健康工作指引，明確監督和上報機制，確保員工的心理需求得到關注和支持。通過建立心理健康測評通道，我們持續監測和跟蹤員工的心理狀態及健康改善情況。同時，為員工提供免費的心理健康熱線，確保他們在需要時能獲得專業的心理支持和諮詢，維護他們的心理健康與幸福感。

- Breastfeeding support: dedicated breastfeeding rooms and facilities are made available in office spaces to ensure the health and wellbeing of both mother and child.
- Paid parental leave: differentiated paid parental leave is offered—primary caregivers receive 1.42 weeks of paid leave, while non-primary caregivers receive 1.42 weeks—ensuring employees have sufficient time to support their families during the arrival of a new child.
- Family and carer's leave: paid family or carer's leave is available to support employees in caring for immediate family members, particularly in times of physical or mental health challenges, ensuring that employees have the time and support needed during periods of family care.
- Flexible work arrangements: taking into account the features of each position, the Company implements flexible working-hour arrangements including the standard working hour system, the irregular working hour system and the comprehensive working hour calculation system. According to actual business needs, we also provide flexible employment options such as working from home and part-time work.

Employee physical and mental health care

We are committed to promoting the physical and mental health of our employees, ensuring they maintain a positive working state and achieve a healthy and fulfilling life journey alongside the Company.

In terms of stress management, we organise a wide range of activities each year, including Coolness in Summer, Warmth in Winter, Run for Fun, Programmers' Day, and International Women's Day celebrations. These cultural and sporting events aim to foster a positive mindset and help employees relieve work-related stress. Notably, spending on sports and wellness activities accounts for 40% of total activity expenditure, reflecting our commitment to encouraging employees to manage stress through physical activity.

To enhance overall health levels, we have implemented an Employee Health Management Programme. This includes pre-employment health checks, BMI (Body Mass Index) monitoring, and analysis of annual health check-up data, with regular health monitoring and appropriate interventions based on employees' individual health conditions. Dedicated health management coordinators are appointed to develop personalised health plans according to BMI data, organise wellness activities, and oversee the "Positive Award", which recognises outstanding individuals and teams participating in health initiatives—ensuring comprehensive protection of employee physical and mental health.

On mental health, we have established clear guidance, supervision, and reporting mechanisms to ensure employees' psychological needs are acknowledged and supported. A dedicated mental health assessment channel allows us to monitor and track employees' emotional wellbeing and improvements over time. In addition, a free mental support hotline is available to all employees, ensuring access to professional mental health counselling and assistance whenever needed—helping to safeguard employees' mental health and overall wellbeing.

困難員工幫扶

我們致力於為有困難的員工提供必要的支援和幫助。員工共濟會是由萬科集團工會發起設立的內部互助組織，秉持「居安思危，同舟共濟」、「我為人人，人為人」的理念，將愛心與保障緊密相連。堅持「入會自願、退會自由」原則，全體會員平等享有權利並履行義務。共濟會通過會員繳納的會費籌集援助資金，用於向罹患重大疾病或遭遇意外傷害等突發災難事件、導致家庭經濟嚴重困難的會員提供援助。2025 年全年，員工共濟會共援助萬物雲會員 90 人，援助金額人民幣 539 萬元。近五年，累計援助萬物雲會員 583 人，援助金額達人民幣 4003.9 萬元。

績效評估與激勵

萬物雲致力於打造公平、具有市場競爭力的薪酬與績效體系，尊重員工貢獻，支持公司長期穩健發展，並與員工共享成果。我們成立了薪酬考核委員會，由三名董事組成，其中包括兩名獨立非執行董事。該委員會專責制定、審核公司董事及高級管理人員的薪酬政策，確保薪酬體系的公允、透明和具有競爭力，以吸引和激勵優秀人才。

薪酬管理

針對一線員工及服務者，我們制定了公開透明的薪酬方案，基於服務交付工單的完成情況進行計件、計時或計收，確保員工通過辛勤工作直接影響收入增長，增強他們的獲得感和成就感。2025 年，我們進一步優化薪酬制度，鼓勵員工在工作中追求卓越表現。

對於管理和專業類員工，我們建立了浮動激勵機制，將薪酬與業績和績效直接掛鉤。根據《2025 年度非 O 序列個人績效考核方案》，我們針對非操作類員工建立了明確的績效考核與薪酬聯動機制，確保薪酬分配客觀反映個人貢獻。薪酬結構根據崗位價值進行差異化設計，層級越高，浮動比例越大，充分體現員工能力、業績與薪酬的正向關聯。

Support for employees in need

We are committed to providing necessary assistance and support to employees facing hardship. The Fraternal Society is a mutual support organisation initiated by the Vanke Group Trade Union. Guided by the principles of “staying mindful of risk in times of stability and standing together through thick and thin” and “all for one and one for all”, it closely links care with protection. The Society operates on the principles of “joining voluntarily and quitting freely”, with all members enjoying equal rights and undertaking corresponding obligations. The Society raises assistance funds through membership contributions, which are used to provide support to members whose families face severe financial hardship as a result of major illness, accidental injury, or other unforeseen catastrophic events. In 2025, the Society provided assistance to 90 Onewo members, with total aid amounting to RMB5.39 million. Over the past five years, it has supported a cumulative total of 583 Onewo members, with total assistance reaching RMB40.039 million.

Performance appraisal and incentives

Onewo is committed to building a fair and market-competitive remuneration and performance management system that recognises employee contributions, supports the Company's long-term and steady development, and enables shared success with employees. We have established a Remuneration Committee, composed of three directors, including two independent non-executive directors. The committee is responsible for formulating and reviewing the remuneration policies for the Company's directors and senior management, ensuring that the remuneration system is fair, transparent, and competitive, with the goal of attracting and retaining top talent.

Remuneration management

For frontline employees and service providers, we have developed an open and transparent pay scheme, based on piecework, hourly, or fee-based compensation models tied to service delivery work order completion. This ensures that income is directly influenced by individual effort, enhancing employees' sense of reward and achievement. In 2025, we further optimised the remuneration system to encourage excellence in performance.

For management and professional employees, we have established a floating incentive mechanism, linking remuneration directly to business outcomes and individual performance. According to the 2025 Performance Appraisal Scheme for Non-O Series Employees, we have established a clear mechanism linking performance evaluation with remuneration for non-operational employees, ensuring that remuneration distribution objectively reflects individual contributions. The pay structure is differentiated according to position value, with higher levels featuring a greater floating level—clearly reflecting the positive correlation between capability, performance, and remuneration.

績效考核

萬物雲建立「以績效為導向」的激勵制度，為不同業務類型、層級和崗位的全體員工及其他服務提供人員制定了個性化的績效管理要求，並實行季度和年度績效考核。

- 目標管理：面向員工設置和公司目標一致的績效目標，並敦促其加以落實。
- 多維績效考核：在績效管理中引入 360 度反饋機制，每年度根據關鍵業績、價值觀行為以及素質能力三大評價維度對員工個人開展全面績效評估。
- 基於團隊的績效評估：建立「自上而下分解、自下而上支撐」的組織目標評價體系，激勵團隊協作，共同達成目標。
- 敏捷對話：持續檢查績效考核計劃的執行並適時調整，面向員工開展個人績效的敏捷式對話，獲取其評價與反饋，通過優化目標實現過程的管理協助員工改善個人績效。

員工長期激勵

萬物雲建立多元化中長期激勵機制，吸引和留住優秀人才，緊密結合員工與公司利益，驅動公司可持續增長。自 2015 年 6 月起，萬科企業為物業服務業務（即萬物雲）員工引入內部事業合夥人機制，並修訂合併為「員工持股計劃」。我們的長期激勵體系旨在驅動公司與員工的長期共同成長，除高級管理層外該員工持股計劃亦面向符合一定條件的核心骨幹員工開放，符合條件的員工可在員工激勵平臺上認購有限合夥權益（詳情請參閱招股章程「法定及一般數據—5. 員工持股計劃」一節及本公司日期為 [2024 年 5 月 31 日的公告](#)）。該計劃屬於權益類長期激勵，其權益歸屬及收益實現與公司長期價值增長緊密掛鉤。

Performance appraisal

Onewo has established a “performance-oriented” incentive system, with tailored performance management requirements for employees and other service providers across various business types, levels, and roles. Quarterly and annual performance appraisals are conducted to drive continuous improvement and alignment with organisational goals.

- Goal management: employees are assigned performance targets aligned with the Company’s strategic objectives and are encouraged to implement them effectively.
- Multi-dimensional performance appraisal: an all-round feedback mechanism is incorporated into performance management. Each year, employees undergo comprehensive assessments based on three core dimensions: key performance, behavioural alignment with Company values, and competency development.
- Team-based performance appraisal: a “top-down and bottom-up performance alignment” system has been implemented to support organisational objectives, encourage collaboration, and drive collective success.
- Agile dialogue: the execution of performance appraisal plans is continuously reviewed and adjusted as needed. Agile, employee-centred performance dialogues are conducted to gather feedback, support performance improvement, and enhance goal achievement processes.

Long-term incentives for employees

Onewo has established a diversified medium- and long-term incentive mechanism to attract and retain top talent, boosting a close interest connection between employees and the Company, and drive the Company’s sustainable growth. Vanke introduced and adopted an internal business partner mechanism in June 2015 for employees of its property services business (Onewo). At present, the business partner mechanism has been further revised and merged into “employee stock ownership plan”. Our long-term incentive system aims to drive the long-term growth of both the Company and employees. In addition to senior management, the employee shareholding scheme is also open to eligible core employees who meet certain conditions. Eligible employees may subscribe for limited partnership interests on the employee incentive platform (for details, please refer to “Statutory and General Information - 5. Employee Stock Ownership Plan” in the Prospectus and the [Company’s announcement dated 31 May 2024](#)). This plan is an equity-based long-term incentive, with vesting and returns closely linked to the Company’s long-term value growth.

鼓勵溝通與發聲

萬物雲高度重視員工聲音，通過「十二條溝通渠道」構建開放、高效的溝通橋樑。我們從「信息獲取與日常溝通」「為自身成長助力」「為公司建言獻策」「表揚、申訴與舉報」四個維度，全方位傾聽員工心聲，並嚴格遵循「1237」原則：1 個工作日內響應，2 個工作日內初步處理，3 個工作日內反饋進展，最複雜問題亦不超過 7 個工作日解決。報告期內，員工心聲實現高效閉環，其中申訴、舉報類事項關單率 100%。

為確保員工訴求能得到有效落實，我們建立了專門的員工心聲管理系統，實施分類分級處理和全流程閉環管理。通過構建系統化的員工訴求響應機制，提供規範、可信的申訴渠道，營造開放互信的職場氛圍，持續增強團隊凝聚力；以員工反饋為驅動，將真實聲音轉化為結構化管理洞察，不斷優化制度流程與管理機制，推動組織向善發展；以高效響應與閉環管理夯實組織健康度，塑造可持續的卓越僱主品牌。

同時，公司在全國各級組織設立員工關係專家團隊，作為獨立第三方，專業處理員工權益爭議、投訴、績效申訴等事項，確保處理流程公正透明、解決方案落地到位，切實維護勞資雙方合法權益。

Encouraging communication and expression

Onewo places great importance on employee feedback and has established a comprehensive and efficient communication framework known as the "Twelve Communication Channels". These channels foster an open environment for dialogue across four key dimensions: "information acquisition and daily communication", "help one's own growth", "provide suggestions for the Company", and "praise, complaint and report". We strictly adhere to the "1237" principle: responding within one working day, handling within two working days, and advising the handling progress or results within three working days; if the complaint content is relatively complex, the maximum time limit shall be no more than seven working days. During the reporting period, employee feedback was handled through an efficient closed-loop process, with a 100% closure rate for complaints and whistleblowing cases.

To ensure employee concerns are addressed effectively, we have established a dedicated employee voice management system that implements categorized and tiered handling along with end-to-end closed-loop management. By establishing a systematic employee grievance response mechanism and providing standardised and credible complaint channels, we foster an open and trusting workplace environment and continuously strengthen team cohesion. Driven by employee feedback, genuine voices are transformed into structured management insights to continuously optimise institutional processes and management mechanisms, promoting organisational development for the better. Efficient response and closed-loop management further strengthen organisational health and build a sustainable and outstanding employer brand.

At the same time, the Company has established employee relations expert teams across organisational levels nationwide. Acting as independent third parties, they professionally handle employee rights disputes, complaints and performance appeals, ensuring fair and transparent procedures and effective implementation of solutions, thereby safeguarding the legitimate rights and interests of both employees and the Company.

職業健康與安全 Occupational Health and Safety

► 相關政策

《健康與安全政策 - 總綱》
《員工主動健康管理方案》
《職員手冊 - 職業安全十法則》
《健康與安全政策——G4 行動》
《健康與安全政策——萬物業行》
《健康與安全政策——萬科物業》
《危險品管理規範》
《清潔作業安全管理協議》
《衍生工程安全文明施工管理規範》

► Relevant policies

Health and Safety Policy – General Framework
Management Procedure for Occupational Health
Employee Handbook – Ten Rules of Occupational Safety
Health and Safety Policy – G4 Action
Health and Safety Policy – CWVS
Health and Safety Policy – Vanke Service
Regulations on Hazardous Goods
Safety Management Agreement for Cleaning Operations
Regulations on Safe and Civilised Construction of Derivative Projects

萬物雲高度重視員工健康安全，我們嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》等法律法規和《職業健康安全管理体系要求及使用指南》要求，貫徹落實《[健康與安全政策 - 總綱](#)》《員工主動健康管理方案》《職員手冊 - 職業安全十法則》等一系列針對員工健康與安全的內部管理標準與措施，致力於為員工創造安全舒適的工作環境。

Onewo places great importance on employee health and safety. We strictly comply with the Law of the People's Republic of China on Work Safety, the Law of the People's Republic of China on Prevention and Control of Occupational Diseases, and the Requirements and Guidelines for Use of the Occupational Health and Safety Management System. In line with these, we have implemented internal management standards and measures such as the [Health and Safety Policy – General Framework](#), the Management Procedure for Occupational Health and the Employee Handbook – Ten Rules of Occupational Safety, with the aim of creating a safe and comfortable working environment for all employees.

健康安全管理体系

我們不斷完善健康安全責任制，建立健全的健康安全組織架構與管理體系。報告期內，萬物雲旗下商企空間與高校醫院管理服務的 14 家公司、住宅物業管理服務的 38 家公司、城市空間管理服務的 30 家公司均完成 ISO45001 職業健康安全管理体系認證。

Health and safety management system

We continuously improve our health and safety accountability framework and have established a comprehensive organisational structure and management system for occupational health and safety. During the reporting period, 14 companies under Onewo's commercial and corporate space, university and hospital management services, 38 companies under residential property services, and 30 companies under urban space management services obtained ISO 45001 occupational health and safety management system certification.

健康安全政策

公司制定並執行《健康與安全政策 - 總綱》等相關政策制度，涵蓋了萬物雲及其附屬公司的業務活動，適用於全體員工、服務人員、外包員工以及合作伙伴。在政策制定、審查與修訂全流程中，公司建立健全員工及員工代表的健康安全事務協商機制，為其提供製度化、常態化的參與渠道，切實保障員工在相關決策中的知情權、表達權與建議權，從而持續提升健康安全政策的適用性、合規性與執行效能。我們承諾將按照 ISO45001 標準和健康安全政策的要求，定期或不定期地審查和完善我們的安全生產體系，加強職業健康管理，並定期向員工、合作伙伴和供應商普及健康與安全標準，確保工作環境的安全與健康。

為了確保政策的有效落實，萬物雲建立了完善的管理機制。各層級的責任部門、崗位和具體負責人均制定了相應的執行、監督和評估程序，並持續推動政策的落實、檢查與評估。通過定期彙報結果並採取改進措施，我們不斷優化政策的實施質量，以最大限度降低事故的發生概率。

更多關於健康安全政策的內容請查看 [《健康與安全政策 - 總綱》](#)。

安全管理架構

公司高度重視健康與安全管理，層層壓實健康安全管理責任。2025 年，公司成立了萬物雲職業健康與安全生產委員會（下稱「健安委」），明確董事長兼總經理為萬物雲健安委主任及萬物雲健康與安全的第一責任人。萬物雲健安委作為公司職業健康與安全生產工作的最高管理機構，負責統籌公司職業健康與安全生產管理體系的專業化建設，全面主導《健康與安全政策 - 總綱》及《健康與安全政策（G4 行動）》的制定、更新、年度檢視及 ESG 合規披露。通過部署監督、檢查考核、幹部質詢、提案審議及事故調查處置，確保職業健康與安全生產目標與管理人員績效薪酬掛鉤，職業健康與安全生產成績與各單位業績考核掛鉤。

Health and safety policies

The Company has formulated and implemented the Health and Safety Policy – General Framework and other related policies. These policies cover the business activities of Onewo and its subsidiaries and apply to all employees, service personnel, outsourced staff, and partners. Throughout the entire process of policy formulation, review and revision, the Company has established a sound consultation mechanism for employees and employee representatives on health and safety matters. This provides institutionalised and regular participation channels, ensuring employees' rights to information, expression and suggestion in relevant decision-making, thereby continuously enhancing the applicability, compliance and implementation effectiveness of health and safety policies. We are committed to regularly or periodically reviewing and improving our safe production systems in accordance with the ISO 45001 standard and the requirements of our health and safety policies. We also actively promote health and safety standards among employees, partners, and suppliers to ensure a safe and healthy working environment.

To ensure effective implementation of these policies, Onewo has established a comprehensive management mechanism. Responsibilities are clearly defined at all organisational levels, with corresponding execution, supervision, and evaluation procedures assigned to relevant departments, roles, and individuals. We continue to drive the implementation, inspection, and assessment of these policies. Through regular reporting and the adoption of corrective measures, we strive to continuously enhance the quality of implementation and minimise the likelihood of accidents.

For more information, please refer to the [Health and Safety Policy – General Framework](#).

Safety management structure

The Company attaches great importance to health and safety management and ensures that responsibility for health and safety management is implemented at every level. In 2025, Onewo established the Onewo Occupational Health and Safety Production Management Committee (Health and Safety Committee), and designated the Chairman and General Manager as both the Director of the Health and Safety Committee and the person with primary responsibility for health and safety across Onewo. As the Company's highest governing body for occupational health and safety production, the Health and Safety Committee is responsible for coordinating the professional development of the Company's occupational health and safety production management system, and comprehensively leading the formulation, updating, annual review and ESG compliance disclosure of the Health and Safety Policy (General Framework) and the Health and Safety Policy–G4 Action. Through deployment and supervision, inspections and performance assessments, management questioning, proposal review, and accident investigation and handling, the Health and Safety Committee ensures that occupational health and safety production targets are linked to the performance-based remuneration of the management, and that occupational health and safety production performance is linked to the performance assessment of each unit.

公司各業務單元第一負責人同時擔任萬物雲健安委委員及所在業務單元健康與安全第一責任人；各個業務單元根據組織架構下設業務單元級健安委。各級健安委按季度向上一級健康與安全委員會匯報政策落地及安全生產目標完成情況，並配合全國「安全生產月」和世界急救日，每年 6 月、9 月設立健康與安全生產主題月，加強安全宣傳、教育與監督。

萬物雲健安委下設職業健康與安全生產管理辦公室（下稱「健安辦」）作為日常執行機構。健安辦定期主持召開安全生產例會，統一傳達安全管理制度指引及底線標準，並針對階段性安全痛點問題開展專項提升培訓。報告期內，健安辦發佈規範政策 14 份、組織風險排查 10 次、組織安全會議 8 次、組織現場檢查與復盤 9 次、發佈極端天氣預警通報 20 次。

安全目標及績效考核

- 萬物雲將健康與安全管理責任制作為核心，依據《健康與安全政策 - 總綱》，將健康與安全指標納入各層級最高管理團隊及最高管理者的績效考核體系，並與 CEO 及相關管理人員的薪酬掛鉤，確保責任落實。為進一步強化安全管理的激勵與約束，萬物雲安全管理第一責任人的年度績效考核將根據健康與安全目標的完成情況進行疊加得分。健康與安全目標的考核覆蓋公司正式員工及其他服務提供人員，同時承包商員工的健康與安全目標與正式員工保持一致。

在健康與安全目標方面，萬物雲設定了明確的管理目標（包括非零目標）：

- 安全零目標：確保不發生因工作關係導致的重大安全生產事故。
- 工傷損失工時比率：公司持續跟蹤員工工傷引致的損失工時比率（LTIR），並將其年度目標設定為 1.2。
- 六項安全生產責任目標項：包括不發生較大及以上安全生產事故、控制有責員工一般生產安全事故、有責火災事故、有責防汛事故、有責生產辦公車輛事故、有責產品與服務事故，具體考核目標以內部通知形式明確。

The head of each business unit also serves as a member of the Health and Safety Committee and assumes primary responsibility for health and safety within that business unit. Each business unit has also established its own business-unit-level health and safety committee in accordance with its organisational structure. The health and safety committee at each level reports quarterly to the next higher-level health and safety committee on policy implementation and the achievement of safe production targets. In conjunction with the national Safe Production Month and World First Aid Day, health and safety production themed months are organised annually in June and September to strengthen safety publicity, education and supervision.

Under the Health and Safety Committee, Onewo has established the Occupational Health and Safety Production Management Office (Health and Safety Office) as its standing executive body. The Health and Safety Office regularly convenes and chairs safety production meetings to communicate safety management policies, guidelines and baseline standards, and organises targeted improvement training to address safety issues arising at different stages. During the reporting period, the Health and Safety Office issued 14 policies, organised 10 risk inspections, held 8 safety meetings, conducted 9 on-site inspections and review sessions, and released 20 extreme weather alert notices.

Safety objectives and performance appraisal

- Onewo places health and safety accountability at the core of its management framework. In accordance with the Health and Safety Policy – General Framework, the Company incorporates health and safety indicators into the performance appraisal systems of senior management teams and top-level executives at all levels. These responsibilities are directly linked to the remuneration of the CEO and relevant managers to ensure accountability is fully implemented. To further strengthen the incentives and controls associated with safety management, the annual performance appraisal of the primary person responsible for safety management includes a bonus score based on the achievement of health and safety objectives. The assessment of health and safety targets covers the Company's formal employees as well as other service providers, while health and safety targets for contractors' employees are aligned with those for formal employees.

In terms of health and safety objectives, Onewo has set clear management objectives, including non-zero objectives:

- Zero-Incident Objective: We ensure that no major safe production incidents occur.
- Lost Time Injury Rate (LTIR): The Company continuously monitors the LTIR among employees and has set an annual LTIR target of 1.2.
- Six safe production responsibility targets include: preventing major or more serious safe production accidents; controlling employee-attributable general production safety accidents, employee-attributable fire incidents, employee-attributable flood control incidents, employee-attributable production and office vehicle accidents, and employee-attributable product and service incidents. Specific assessment targets are clarified through internal notices.

針對承包商員工，萬物雲亦設定了明確的健康與安全目標（包括非零目標）：

- 安全零目標：確保承包商員工不發生因工作關係導致的重大安全生產事故。
- 工傷損失工時比率：公司持續跟蹤承包商員工工傷引致的損失工時比率（LTIR），並將其年度目標設定為 1.2。
- 六項安全生產責任目標項：包括不發生較大及以上安全生產事故、控制有責員工一般生產安全事故、有責火災事故、有責防汛事故、有責生產辦公車輛事故、有責產品與服務事故，具體考核目標以內部通知形式明確。

For contractors' employees, Onewo has also established clear health and safety targets (including non-zero targets):

- Zero-Incident Objective: We ensure that no major work-related safe production incidents occur involving contractors' employees.
- Lost Time Injury Rate (LTIR): The Company continuously monitors the LTIR among contractors' employees and has set an annual LTIR target of 1.2.
- Six safe production responsibility targets include: preventing major or more serious safe production accidents; controlling employee-attributable general production safety accidents, employee-attributable fire incidents, employee-attributable flood control incidents, employee-attributable production and office vehicle accidents, and employee-attributable product and service incidents. Specific assessment targets are clarified through internal notices.

年份 Year	損失工時工傷頻率 LTIR（每 200,000 小時） LTIR (per 200,000 hours)		缺勤率 Absentee Rate
	員工及其他服務提供人員（數據覆蓋 100% 員工及其他服務提供人員） Employees and Other Service Providers (Data covers 100% of employees and other service providers)	承包商員工（數據覆蓋 100% 承包商員工） Contractors' employees (Data covers 100% of contractors' employees)	
2024	0.14	0.18	0.50%
2025	0.22	0.03	0.21%

健康安全計劃

萬物雲堅持「安全第一」的管理理念，通過精準識別與高效管控重大風險，為員工提供安全、健康的工作環境，並開展覆蓋全員的培訓與宣貫，持續提升員工的安全意識與應急能力，全面保障員工健康與工作安全。

Health and safety management plan

Onewo adheres to the management philosophy of "safety first" and is committed to providing a safe and healthy working environment by accurately identifying and effectively controlling major risks. We conduct comprehensive training and awareness programmes covering all employees to continuously improve safety awareness and emergency response capabilities, ensuring the overall health and occupational safety of our workforce.

健康安全落地機制保障

- 萬物雲通過 PDCA（計劃 - 執行 - 檢查 - 處理）循環機制，系統化識別與管控重大安全風險，確保服務空間及員工工作環境的健康與安全。

計劃

我們制定覆蓋全員的危險源辨識計劃，並開展危險源辨識和評估，針對識別出的重大風險制定專項治理方案。我們確定行動計劃的優先順序，並將其與量化目標相結合，以高效應對各類風險。同時，我們設立健康安全專項行動方案，包括項目風險地圖自查、高風險作業督導等任務，以明確風險管控目標和措施。

執行

我們組織本部、區域與陣地聯動，針對工作場所和服務空間進行全面檢查，覆蓋電動自行車管理、防颱防汛準備、火災隱患等重点風險領域，並安排專人實施專項治理方案。此外，2025 年，我們還開展了消防安全、防凍、燃氣安全多個專項排查工作。

檢查

我們對健康與安全管理的執行情況進行定期檢查，每天對關鍵安全領域開展巡查，並通過月度跟蹤和結果晾晒機制評估專項行動的完成情況。同時，結合季度督導和遠程抽檢，強化對風險控制措施的監督和效果評估。公司也持續完善調查程序，及時調查與工作有關的損傷、健康不良、疾病及事故，確保問題發現及時、處理規範。

處理

根據檢查與評估結果，我們持續優化健康與安全管理方案，動態調整治理措施，完善風險管控流程，確保政策和治理方案的實際效果，並最大限度降低事故發生的可能性。

Implementation mechanism for health and safety management

- Onewo adopts the PDCA (Plan-Do-Check-Act) cycle to systematically identify and manage major safety risks, ensuring the health and safety of both service spaces and employee working environments.

Plan

We developed a hazard identification plan covering all employees and carried out hazard identification and risk assessment activities. For all identified major risks, we formulated dedicated mitigation plans. We prioritised action plans based on risk level and aligned them with quantitative targets to efficiently address various risks. At the same time, we launched a series of targeted health and safety initiatives, including self-assessments using project-specific risk maps and enhanced supervision of high-risk operations, to clearly define risk control objectives and measures.

Do

We coordinated efforts across headquarters, regional offices, and frontline operations to conduct comprehensive inspections of workplaces and service areas. These inspections focused on key risk areas such as electric bicycle management, typhoon and flood preparedness, and fire hazards. Designated personnel were assigned to implement specific risk mitigation plans. In 2025, we also conducted special inspections covering fire safety, anti-freezing measures, and gas safety.

Check

We conducted regular reviews of health and safety management implementation. Daily patrols were carried out across critical safety areas, and monthly follow-up and public performance tracking mechanisms were used to evaluate the completion of targeted actions. At the same time, quarterly supervisory reviews and remote spot checks were used to strengthen oversight and assess the effectiveness of risk control measures. The Company also continued to improve investigation procedures to ensure that work-related injuries, illnesses, health issues, and incidents are promptly identified and handled in a standardised manner.

Act

Based on the findings from inspections and evaluations, we continuously refined our health and safety management strategies. Governance measures were dynamically adjusted, and risk control procedures further optimised to ensure that our policies and plans deliver tangible results—minimising the likelihood of incidents to the greatest extent possible.

工作場所健康安全支持

針對物業服務空間、辦公區域以及一線員工生活區域的員工健康安全，我們採取以下常態化舉措：

- 物業服務空間安全保障：為在崗人員提供符合標準的防護裝備和工具，定期檢查設備，確保安全作業。嚴格遵循《危險品管理規範》，合理配置警示標識和隔離設施，保障作業安全。
- 辦公區域健康安全：提供符合人體工學的辦公設備，配備健身設施，實施全面禁菸政策，優化空氣質量。安裝自動體外除顫器（AED），計劃逐步實現全面覆蓋，提升急救保障能力。
- 生活區域健康安全：踐行「員工三好」理念，通過星級評定體系，從設施完好、環境整潔、設備齊全、文化氛圍、信息管理和風險管控六個維度優化宿舍條件，提升員工幸福感與安全感。

健康安全培訓宣貫

萬物雲秉持「安全第一」的理念，通過《職員手冊》中的「職業安全十法則」強調不以犧牲健康為代價的工作態度，要求所有員工在上崗前接受職業安全培訓和考核。報告期內，萬物雲員工及其他服務提供人員職業安全培訓受訓率 100%。

- 健康安全培訓體系：公司建立了分級全員培訓體系，各層級責任人定期組織安全宣講與培訓，內容涵蓋危險源辨識、防範措施、現場考試及 CPR 訓練與考核，全面提升健康與安全管理水平。

Workplace health and safety support

To ensure the health and safety of employees in property service spaces, office areas, and frontline living quarters, Onewo implements the following ongoing measures:

- Safety in property service spaces: Standard-compliant protective equipment and tools are provided for on-duty personnel. Equipment is inspected regularly to ensure safe operations. In strict accordance with the Regulations on Hazardous Goods, appropriate warning signs and isolation measures are deployed to maintain safe working conditions.
- Health and safety in office areas: Ergonomic office equipment is provided, fitness facilities are available, a strict no-smoking policy is enforced, and indoor air quality is optimised. Automated external defibrillators (AEDs) have been installed, with plans for gradual full coverage to enhance emergency response capabilities.
- Health and safety in living areas: Guided by the “N3 Action” principle, we apply a star-based evaluation system to enhance dormitory conditions across six dimensions: facility integrity, cleanliness, equipment adequacy, cultural atmosphere, information management, and risk control—ultimately improving employees’ sense of wellbeing and safety.

Health and safety training and publicity

Onewo upholds the philosophy of “safety first,” and promotes a work ethic that never compromises health and wellbeing. This is reinforced through the “Ten Rules of Occupational Safety” set out in the Employee Handbook. All employees are required to undergo occupational safety training and assessment prior to commencing work. During the reporting period, the occupational safety training coverage rate for Onewo employees and other service providers reached 100%.

- Health and safety training system: The Company has established a tiered, company-wide training system. Safety briefings and training sessions are regularly organised by responsible personnel at each level. Topics include hazard identification, prevention measures, on-site assessments, and CPR training and certification—enhancing the overall standard of health and safety management.

- 定製化培訓內容：萬物雲根據業務特點和崗位需求，為員工設計定製化培訓課程。萬科物業形成了系統化的培訓體系，每季度更新案例，關注當季高風險場景。萬物梁行重新梳理了員工安全教育體系，全年編寫了 29 份教材，其中包括 8 份視頻課程。
- 專業崗位與特種作業培訓：我們要求安全相關關鍵崗位人員（如安全負責人員、特種作業人員）進行定期演練、培訓和考核；特種作業人員應持證上崗並按時參加國家法規要求的培訓。

- Customised training content: Onewo designs tailored training programmes based on specific business characteristics and job requirements. Vanke Service has developed a systematic training framework that is updated quarterly with real case studies and focused on high-risk seasonal scenarios. Cushman & Wakefield Vanke Service has revamped its employee safety education system and produced 29 new training materials throughout the year, including 8 video-based courses.
- Training for Specialist Roles and High-Risk Tasks: Key personnel involved in safety-related roles (such as safety officers and workers engaged in high-risk operations) are required to undergo regular drills, training, and assessments. Those performing high-risk tasks must be appropriately certified and participate in mandatory training as required by national regulations.

承包商健康安全管理

萬物雲高度重視承包商員工的健康與安全保障，我們在與承包商等合作伙伴簽訂合同時，明確提出與萬物雲內部管理同等標準的健康與安全要求，向承包商傳達與內部員工一致的健康與安全政策，要求其必須嚴格執行國家、地方、行業及相關單位有關職業健康、安全與環境的相關法律法規和規章制度，保證其健康安全所必須的人、財、物投入。

健康安全要求

萬物雲將承包商員工的健康與安全管理納入系統化建設，通過協議明確規定將健康與安全因素納入服務評估，並要求承包商編制安全應急預案並落實和演練。公司在員工健康管理計劃中，將承包商員工的健康安全績效納入統計範圍，與公司員工採用一致的標準。

針對保潔類服務供應商，明確要求承包商簽署《清潔作業安全管理協議》，規定作業人員需佩戴必要的安全裝備，如安全帶、安全鉤、安全帽和膠鞋，並在惡劣天氣條件下停止高處作業。使用鹽酸、刀片等危險清潔用品時，作業人員需經過專業培訓並佩戴防護裝備（如膠手套、口罩、袖套），確保承包商員工在作業過程中始終維持高標準的安全管理水平。

Health and safety management of contractors

Onewo attaches great importance to the health and safety protection of contractors' employees. When we sign contracts with contractors and other partners, we clearly put forward health and safety requirements under the same standard for our internal management, and transmit our health and safety policies for employees to the contractors, requiring them to strictly implement the relevant laws, regulations and rules of the state, localities, industries and related authorities on occupational health, safety and environment, and ensure that they invest the necessary human, financial and material resources to ensure contractors' employees health and safety.

Health and safety requirements

Onewo has integrated contractor employee health and safety management into a systematic framework. Contracts explicitly require that health and safety considerations be incorporated into service evaluations, and contractors are obligated to develop, implement, and regularly rehearse safety emergency response plans. Contractor performance in health and safety is included in the Company's health management programme and is assessed using the same standards applied to Onewo employees.

For cleaning service providers in particular, contractors are required to sign the Safety Management Agreement for Cleaning Operations, which mandates that workers wear necessary protective equipment such as safety harnesses, safety hooks, helmets, and rubber-soled shoes. High-altitude work must be suspended during adverse weather conditions. When using hazardous cleaning agents such as hydrochloric acid or sharp tools like blades, personnel must undergo professional training and wear appropriate protective gear, including rubber gloves, masks, and arm sleeves, to ensure the highest standards of safety are upheld during operations.

健康安全保障舉措

萬物雲將承包商員工納入統一的健康安全管理體系，通過職業安全培訓、健康管理、持證上崗等措施，確保其健康與安全權益。

- 監督管理：通過資質審查、安全交底、過程督導及違規處罰等機制，對承包商實施嚴格監督管理，確保承包商員工在服務空間中的安全和健康權益。
- 安全培訓：要求承包商的服務人員需遵守《衍生工程安全文明施工管理規範》，對服務人員進行專業知識、技能培訓。報告期內，萬物雲全體承包商員工職業安全培訓受訓率 100%。
- 持證上崗：要求施工人員需持證上崗，並通過《安全生產（工程）》課程培訓，且考核合格後才可上崗服務。特殊作業必須持有對應的特殊作業操作證。
- 健康管理：對承包商員工的健康進行管理，包括：入職體檢、日常監測血壓、血糖等健康指標，保護承包商員工的身心健康。
- 安全保障：對向萬物雲提供安全、維修、保潔類服務的承包商關鍵崗位人員實行 100% 工傷保險或僱主責任險覆蓋。

Health and safety protection measures

Onewo incorporates contractors' employees into a unified health and safety management system. Measures such as occupational safety training, health management, and certification-based job access are implemented to safeguard their health and safety rights.

- Supervision and management: Contractors are subject to strict oversight through mechanisms such as qualification reviews, safety briefings, process supervision, and disciplinary measures for violations, ensuring the safety and health rights of contractors' employees within service spaces.
- Safety training: We require service personnel from contractors to adhere to the Regulations on Safe and Civilised Construction of Derivative Projects, and undergo professional knowledge and skills training. During the reporting period, the occupational safety training coverage rate for contractors' employees under Onewo reached 100%.
- Work with certificates: Construction personnel are required to take appointment with certificates, pass the training of Safe Production (Engineering) courses and pass the examination before taking appointment. Personnel undertaking special operations must hold relevant special operation certificates.
- Health management: We manage the health of contractors' employees, including entry physical examination, daily monitoring of blood pressure, blood glucose and other health indicators, to protect the physical and mental health of contractors' employees.
- Safety assurance: For contractors' personnel in critical roles—such as those providing security, maintenance, and cleaning services to Onewo—100% coverage under work injury insurance or employer's liability insurance is required.

支持員工發展 Support for Employee Development

► 相關政策

- 《萬物雲招聘管理制度》
- 《萬物雲招聘渠道運營管理辦法》
- 《內部培訓師管理辦法》
- 《萬物雲能力認證體系標準》
- 《萬物梁行項目專業模塊負責人後備梯隊能力建設管理辦法》
- 《萬物梁行項目首席後備梯隊能力建設管理辦法》
- 《萬科物業駐場經理崗位專業資格認證管理辦法》
- 《萬科物業片區總監崗位專業資格認證管理辦法》
- 《萬科物業片區總監、駐場經理崗位專業資格認證補充管理機制》
- 《萬科物業管家培養與資格認證規範》
- 《管家培養導師制管理規範》
- 《萬科物業管家專業經理崗位資格認證管理辦法》
- 《萬科物業設施調度崗崗位專業資格認證管理辦法》
- 《萬科物業巡檢崗崗位專業資格認證管理辦法》

► Relevant Policies

- Onewo Recruitment Management System
- Management Measures of Onewo for the Operation of Recruitment Channels
- Administrative Regulations for Internal Trainers
- Onewo Standards for Competency Certification System
- Management Measures of Cushman & Wakefield Vanke Service for Capability Development of Project Module Leader Reserve Talent
- Management Measures of Cushman & Wakefield Vanke Service for Capability Development of Project Chief Reserve Talent
- Management Measures of Vanke Service for On-Site Manager Professional Qualification Certification
- Management Measures of Vanke Service for Regional Director Professional Qualification Certification
- Supplementary Management Mechanism of Vanke Service for Regional Director and On-Site Manager Professional Qualification Certification
- Regulations of Vanke Service on Coordinator Training and Qualification Certification
- Mentorship Management Standards for Coordinator Training
- Management Measures of Vanke Service for Coordinator Professional Manager Qualification Certification
- Management Measures of Vanke Service for Facility Dispatcher Professional Qualification Certification
- Management Measures of Vanke Service for Inspection Role Professional Qualification Certification

萬物雲搭建了廣闊的發展平臺，根據業務需要以及一線服務者個人職業規劃發展，建立有利於他們發展的培訓體系，提供多元的職業發展渠道以及學習機會。

Onewo has built a broad development platform and, based on business needs and the individual career development plans of front line service providers, has established a training system that supports their growth. We provide diverse career development pathways and learning opportunities to help them achieve their professional goals.

廣納賢才

萬物雲嚴格遵守《中華人民共和國勞動法》《中華人民共和國就業促進法》《中華人民共和國民法典》等法律法規，致力於吸納與企業文化相符並具有共同願景的優秀人才。為此，公司成立了垂直化管理的萬物雲招聘中心，制定並不斷完善《萬物雲招聘管理制度》《萬物雲招聘渠道運營管理辦法》，從制度層面規範招聘甄選流程，提高人才甄選質量，確保錄用人員符合公司用人原則與要求，吸納有志投身物業服務行業的賢才。

為進一步優化招聘體系，我們通過多項舉措提升招聘的規範性與科學性：

- 多元化招聘途徑：公司建立了包括校園招聘、網絡招聘、內部推薦、內部流動等多種招聘渠道，拓寬人才獲取的覆蓋面。
- 數字化與流程優化：全面啟用 HR 服務中心並深度運用 Moka 系統，實現招聘需求管理和內部招聘流程的線上化，打造完善的人才供應鏈，增強內部人才儲備。
- 嚴格的流程與高標準要求：招聘全流程從信息發佈、簡歷篩選、測評、面試、背景調查到錄用簽約，均保持高效嚴謹且公平透明的操作。所有招聘人員與面試官需通過資格認證方可參與人才甄選工作，並根據其角色職責評估候選人的各維度匹配度，確保每一環節的嚴謹性與可追溯性。

我們系統分析招聘結構，以精準匹配業務發展需求，並同步推動團隊多元化建設與內部人才發展。

2025 年度，萬物雲共新招聘員工 40,141 人，其中女性員工 17,317 人；按年齡結構劃分，29 歲及以下 22,415 人，30–39 歲 13,631 人，40–49 歲 3,454 人，50 歲及以上 641 人；按崗位層級劃分，服務類員工 22,842 人，專業類員工 17,251 人，管理類員工 48 人。

2025 年，萬物雲平均僱傭成本為 259.59 元 / 人。

Recruiting more capable personnel

Onewo strictly adheres to laws and regulations such as the Labour Law of the People's Republic of China, the Employment Promotion Law of the People's Republic of China, and the Civil Code of the People's Republic of China and is committed to attracting outstanding talented professionals who share the same vision and fit with its corporate culture. To this end, we have established a vertically managed Onewo Recruitment Centre and formulated and continuously refined the Onewo Recruitment Management System and the Management Measures of Onewo for the Operation of Recruitment Channels. It helps us to standardise the recruitment and selection process, improve the quality of talent selection, ensure that the recruited personnel comply with the Company's employment principles and requirements, and attract talented individuals who are interested in working in the property service industry.

To further optimise our recruitment system, we have adopted several measures to enhance the professionalism and scientific rigour of our hiring practices:

- Diverse recruitment channels: We have developed multiple recruitment pathways, including campus recruitment, online recruitment, internal referral, and internal mobility, to broaden our talent reach.
- Digitalisation and process optimisation: We have fully implemented the HR Service Centre and made extensive use of the Moka system to manage recruitment requests and digitise internal hiring processes—creating a robust talent supply chain and strengthening internal talent reserves.
- Strict processes and high standards: The end-to-end recruitment process—from job posting, CV screening, assessment, and interview, to background checks and onboarding—adheres to principles of efficiency, rigour, fairness, and transparency. All recruitment staff and interviewers must be certified before participating in talent selection, and candidate suitability is assessed across multiple dimensions according to role responsibilities, ensuring precision and traceability throughout the process.

We systematically analyse recruitment structures to accurately match business development needs while simultaneously promoting team diversity and internal talent development.

In 2025, Onewo recruited a total of 40,141 new employees, including 17,317 female employees. By age group, 22,415 were aged 29 and below, 13,631 were aged 30–39, 3,454 were aged 40–49, and 641 were aged 50 and above. By job category, 22,842 were service staff, 17,251 were professional staff, and 48 were management staff.

In 2025, the average employment cost at Onewo was RMB259.59 per person.

多元發展

我們認識到，對於公司的永續經營，人才是不可或缺的動能，因此我們注重人才挖掘和賦能，構建完整人才發展與培養體系，推出多種形式的培訓產品及訓練項目，暢通員工職業發展通道。公司針對不同類型和層級員工（包括實習生、兼職和外包員工），組織開展領導力和技能發展培訓。

人才規劃與繼任管理

萬物雲通過數據驅動的人才管理體系，確保人才與業務需求精準匹配，推動組織持續發展，並構建穩健的繼任管理機制，保障關鍵崗位的可持續接替。

- 業務需求驅動的人才規劃：基於公司業務發展趨勢，識別關鍵崗位所需的知識和能力，構建崗位能力畫像，確保人才與企業戰略匹配。在人才獲取方面，優先內部選拔，通過系統化的培養體系助力現有人才成長，同時結合外部招聘補充關鍵人才儲備。
- 數字化人才管理體系：建立「人才數字羅盤」，整合數據管理系統並應用 AI 算法，動態更新關鍵崗位職責、任職資格及人才畫像。該體系覆蓋人才篩選、入職引導、上崗認證、關鍵歷練、培訓與選拔進階的完整閉環，並在內部選拔與競聘過程中提供數據支持，同時基於員工發展路徑提供個性化職業成長推薦。
- 內部活水計劃：支持員工在萬物雲內跨地域、跨業務的正常流動和發展，員工可以通過萬物雲內部提供的多種渠道來了解和獲取職業發展的機會，幫助員工在公司內自由尋找發展機會，激發出員工個人及萬物雲整體的內在動能。
- 繼任管理與人才儲備：定期評估關鍵崗位的繼任梯隊，確保核心崗位具備可持續接替的人才儲備。公司每半年對關鍵幹部的履職情況進行監測，識別潛在人才缺口，並針對崗位空缺進行調整優化。依託人才儲備池，我們持續培養和選拔高潛力人才，構建穩定的繼任體系，確保業務的連續性和組織的長期韌性。

Diversified development

We recognise that talent is an indispensable driving energy for the sustainable operation of the Company, so we focus on talent exploration and empowerment. Onewo has built a complete talent development and training system, launched training products and training programmes in various forms, and unblock career development channels for employees. We organise leadership and skills development training for employees of different types and levels, including interns, part-time and outsourced employees.

Talent planning and succession management

Onewo ensures the precise alignment of talent with business needs through a data-driven talent management system, supporting the continuous development of the organisation. A robust succession management mechanism has also been established to ensure the sustainable transition of key roles.

- Business-driven talent planning: Based on the Company's business development trends, we identify the knowledge and competencies required for critical positions and develop role-specific capability profiles to ensure alignment with corporate strategy. Internal promotion is prioritised, supported by a structured training framework to develop existing talent, while external recruitment is used to supplement key talent reserves where needed.
- Digital talent management system: Onewo has developed a "talent digital compass", integrating data management systems with AI algorithms to dynamically update job responsibilities, qualifications, and talent profiles for key positions. This system supports the full talent lifecycle—including selection, onboarding, role certification, developmental milestones, training, and promotion. It also provides data-driven insights during internal selection and promotion processes, while offering personalised career development recommendations aligned with employees' growth paths.
- Internal talent mobility programme: We encourage cross-regional and cross-business mobility within Onewo, enabling employees to explore career opportunities through various internal channels. This initiative empowers staff to pursue internal development freely and helps activate both individual and organisational potential.
- Succession management and talent pooling: We regularly assess the succession pipeline for key positions to ensure there is a sustainable reserve of capable talent for critical roles. The Company monitors the performance of key personnel every six months to identify potential talent gaps and adjust accordingly. Drawing on our talent pool, we continuously develop and promote high-potential individuals, building a stable succession framework to support business continuity and long-term organisational resilience.

多元培訓

萬物雲致力於打造開放包容的學習生態，為員工提供多元化的成長機會。我們推出了「樂學」線上學習平臺，整合豐富的前沿課程資源，結合線上線下學習模式，精準滿足員工在不同發展階段的學習需求。同時，我們引入「培根」工作任務分析平臺，通過任務分析與知識評估，幫助員工明確能力方向，提升專業技能。

在內部培訓體系方面，萬物雲通過「師資選拔、賦能、授課與激勵」的模式，培養優秀員工成為內部培訓師，將實踐經驗轉化為系統化的知識共享。為此，我們制定了《內部培訓師管理辦法》，並成功組建了一支高效的內部培訓師團隊，為組織能力建設和企業文化傳承提供有力支撐。

2025 年，萬物雲持續加大員工培養投入，員工人均接受培訓 10.91 小時。培訓與發展人均花費 136.66 元。

員工發展項目

我們正致力於構建多層次、前瞻性的員工發展體系，面向不同層級、不同崗位的員工開展不同主題的培訓發展項目，以應對未來的業務挑戰：

- 團隊與網絡學習：我們通過「穀雨行動」等業務賦能項目，面向市場拓展崗位開展涵蓋業務產品、銷售策略、客戶關係管理等領域的培訓，助力員工提升業務能力。2025 年，「穀雨行動」聚焦項目品質與關鍵崗位綜合履職能力提升，通過標杆打造、新交付培訓及一體化培訓等形式，推動經驗轉化與業績改進。同時，我們鼓勵員工突破崗位界限，通過「萬紫千紅」員工活動、跨部門項目組及專業社區進行協作與學習，促進知識共享、激發創新思維，構建支持性的內部網絡。

Diverse training

Onewo is committed to building an open and inclusive learning ecosystem that provides employees with diverse opportunities for growth. We launched Joyful Learning Platform, which integrates a wide range of cutting-edge course resources and adopts a blended learning model (online and offline) to accurately meet the learning needs of employees at different stages of development. At the same time, we introduced the "Capability Development" work task analysis platform, which supports capability development through task-based analysis and knowledge assessments, helping employees identify skill-building directions and enhance professional competencies.

Within our internal training system, Onewo follows a structured approach of "teacher selection, empowerment, teaching and incentives" to cultivate outstanding employees into internal trainers, transforming practical experience into systematised knowledge sharing. To support this, we developed the Administrative Regulations for Internal Trainers and have successfully built an efficient internal training team that contributes to organisational capability building and the continuation of corporate culture.

In 2025, Onewo continued to increase investment in employee development, with employees receiving an average of 10.91 hours of training per person. The average expenditure on training and development per employee was RMB136.66.

Employee development programmes

We are committed to building a multi-level and forward-looking employee development system. Training and development programmes with different themes are provided for employees at different levels and in different positions to address future business challenges:

- Team and network learning: Through business empowerment programmes such as the "Guyu Initiative", we provide training for market expansion positions covering areas including business products, sales strategies and customer relationship management, helping employees enhance their business. In 2025, the "Guyu Initiative" focused on improving project quality and the comprehensive performance capabilities of key positions. Through benchmark development, new delivery training and integrated training, we promoted the transformation of experience into practical application and performance improvement. At the same time, we encouraged employees to go beyond the boundaries of their roles and engage in collaboration and learning through employee activities such as Onewo Dream, cross-departmental project teams and professional communities, so as to promote knowledge sharing, stimulate innovative thinking and build a supportive internal network.

- 文化教育：為支持我們在多元化環境中的運營與發展，我們重視並開展文化意識與包容性相關的教育活動。這些項目旨在提升全體員工對多元文化背景、習俗與觀點的理解與尊重，以促進更高效、和諧的團隊協作。2025 年，我們首次推出 DEI 入門必修課，圍繞職場協作與客戶服務兩大場景開展培訓，幫助員工在日常工作中主動減少無意識偏見，營造更具歸屬感的團隊氛圍。
- Cultural education: To support our operations and development in a diverse environment, we attach importance to and carry out education activities related to cultural awareness and inclusion. These programmes are designed to enhance all employees' understanding of and respect for diverse cultural backgrounds, customs and perspectives, so as to promote more efficient and harmonious teamwork. In 2025, we launched our first Essential Course on DEI, delivering training centred on two scenarios, namely workplace collaboration and customer service, to help employees proactively reduce unconscious bias in their daily work and foster a stronger sense of belonging within teams.
- 數字化賦能：為支持公司的整體數字化轉型戰略，我們開展「AI 夜校」等專項賦能計劃，幫助員工熟練掌握新的數字工具、流程與技術，確保員工能有效利用數字化手段提升工作效率與客戶服務質量。2025 年，我們圍繞「人人都能用 AI」目標，通過夜校課程與創新大賽相結合的方式，推動 AI 技術在工作場景中的普及與應用，培育面向未來的 AI 文化。
- Digital empowerment: To support the Company's overall digital transformation strategy, we carried out dedicated empowerment programmes such as "AI Night School" to help employees become proficient in new digital tools, processes and technologies, ensuring that they can effectively use digital means to improve work efficiency and customer service quality. In 2025, centred on the goal of AI for Everyone, we promoted the adoption and application of AI technology in work scenarios through a combination of night school courses and innovation competitions, fostering a future-oriented AI culture.
- 領導力訓練：萬物雲設立梯度化的領導力訓練營，包括高級管理者教練、MPP（儲備總監訓練計劃）、TPP（儲備經理訓練計劃）、DPP（儲備管訓練計劃）等項目，幫助新任主管、經理及總監成功轉型，為未來儲備人才梯隊。2025 年，MPP 項目進一步強化選拔與培養機制，聚焦儲備總監級管理者的系統性發現與培養，通過測訓一體化模式系統識別高潛人才，並建立半年成長追蹤機制，形成「選拔 - 培訓 - 實踐」的閉環。
- Leadership training: A series of tiered leadership training camps, including Senior Manager Coaching Programme, MPP (Manager Promotion Project), TPP (Talent Potential Programme), and DPP (Development Potential Programme), were launched to assist new supervisors, managers and directors in transformation while building a strong pipeline of future leadership talent. In 2025, the MPP programme further strengthened its selection and development mechanisms, focusing on the systematic identification and development of reserve director-level managers. Through an integrated assessment-and-training model, we systematically identified high-potential talent and established a six-month growth tracking mechanism, forming a closed loop of "selection-training-practice".

我們致力於衡量關鍵發展項目對業務產生的實際影響。我們關注的量化指標可能包括但不限於：特定技能認證通過率的提升、關鍵崗位流程效率的改進百分比、參與專項發展計劃後的員工保留率變化，或由創新項目直接貢獻的收益增長或成本節約。

We are committed to measuring the actual business impact of key development programmes. The quantitative indicators we monitor may include, but are not limited to, improvements in pass rates for specific skills certifications, percentage improvements in process efficiency for key positions, changes in employee retention rates following participation in dedicated development programmes, or revenue growth or cost savings directly contributed by innovation projects.

「穀雨行動」專項培訓：提升物業服務者的履職能力和交付品質 Specialised Training under the “Guyu Initiative”: Enhancing the Performance Capabilities and Delivery Quality of Property Service Personnel

2025 年，持續開展「穀雨行動」專項培訓，圍繞萬科物業項目品質與關鍵崗位綜合履職能力提升，推動經驗轉化與業績改進。

在分項標杆打造與交付方面，全年開展 4 期「穀雨行動」分項標杆打造及新交付培訓，覆蓋 9 個城市 10 個項目、累計 274 人次。培訓聚焦主體結構、精裝修、園林、外立面、地庫等關鍵環節，將品質標準與優秀實踐相結合，通過項目觀摩、經驗萃取、工作坊解題及制定行動清單等方式，促進學以致用，助力現場改善與績效提升。

同時，「穀雨行動」升級推出項目綜合履職能力一體化培訓，系統萃取項目從「獲取」到「清盤」的全週期操盤經驗。通過雲直播考察、打贏要素拆解、落地清單制定等形式，將集團「應知應會」與實戰經驗轉化為系列課程，推動產品、服務與業績整體進步。目前已完成 2 期實訓基地培訓，覆蓋 29 個參訓項目超 300 位管理人員與專業骨幹。

In 2025, we continued to carry out special training under the Guyu Initiative, focusing on improving the project quality of Vanke Service and the comprehensive performance capabilities of key positions, thereby promoting the transformation of experience and performance improvement.

In terms of benchmark development by segment and Xing Delivery, four sessions of segment benchmark development and new delivery training under the “Guyu Initiative” were conducted during the year, covering ten projects in nine cities and reaching a cumulative total of 274 participants. The training focused on key stages such as the main structure, fine decoration, landscaping, façades and underground garages. By integrating quality standards with excellent practices, and through project visits, experience extraction, workshop problem-solving and the formulation of action lists, it promoted the practical application of learning and supported on-site improvement and performance enhancement.

At the same time, the “Guyu Initiative” was upgraded to launch integrated training on comprehensive project performance capabilities, systematically distilling whole-cycle project operation experience from “acquisition” to “sell-out”. Through cloud livestream inspections, breakdowns of key success factors and the formulation of implementation checklists, the Group’s required knowledge and practical experience were transformed into a series of courses, driving overall progress in products, services and performance. At present, two sessions of training at the practical training base have been completed, covering 29 participating projects and more than 300 managers and professional backbone employees.

DEI 入門必修課：建立內部溝通及面向客戶的多元包容意識

Essential Course on DEI: Building Awareness of Diversity and Inclusion in Internal Communication and Customer-facing Scenarios

2025 年，萬物雲首次推出《DEI 入門必修課》，針對員工在職場團隊協作和物業客戶服務兩個不同的場景，開展多元、公平、包容的理念闡述和場景模擬。

該項培訓課程共有 401 人次參與，參與課程回訪員工表示，課程有助他們在後續的工作中主動減少無意識偏見，尊重並接納不同業主與同事，構建活力社區與團隊；建立通過規則、資源和機會公平，實現結果平等的意識；以及致力營造被尊重、接納、能參與的工作環境和社區環境，增強歸屬感。

In 2025, Onewo launched the Essential Course on DEI for the first time, providing explanations of diversity, equity and inclusion concepts and scenario simulations for two different settings: workplace team collaboration and property customer service.

A total of 401 attendances were recorded for this training course. Employees who took part in the follow-up survey indicated that the course helped them to proactively reduce unconscious bias in their subsequent work, respect and embrace different property owners and colleagues, and build vibrant communities and teams; develop awareness of achieving equality of outcomes through fairness in rules, resources and opportunities; and commit to creating workplace and community environments where people are respected, accepted and able to participate, thereby enhancing the sense of belonging.

AI 夜校 & AI 應用大賽：鼓勵全員擁抱新技術，掌握 AI 能力

AI Night School and AI Application Competition: Encouraging all Employees to Embrace New Technologies and Master AI Capabilities

2025 年萬物雲聚焦「人人都能用 AI」，通過夜校與創新應用大賽雙線推進，提高全員對 AI 技術的理解和使用能力。

AI 夜校邀請內部講師以及 AI 科技行業的專家，從分享 AI 發展歷史到 AI 在不同行業的應用及技術發展前瞻；從 AI 的概念解讀，到工作及生活場景下的實際應用，從更多維度瞭解 AI。上半年，共交付「人人都能用 AI」系列課程 12 講，樂學獲得 6 萬人次瀏覽；12 月，夜校再次推出第二季，並通過 UGC 的方式規劃主題，讓課程內容與工作實踐有更加緊密的結合。

另外，創新大賽則激勵員工探索並分享 AI 在工作場景的有效應用，以賽促學，以用促學，在全公司範圍內營造了濃厚的 AI 學習與實踐氛圍。

二者結合，致力於在公司範圍內普及 AI 認知、激發 AI 創新，培育面向未來的 AI 文化。

In 2025, Onewo focused on the goal of AI for Everyone and advanced it through the dual tracks of night school and an innovation application competition, improving all employees' understanding of and ability to use AI technology.

AI Night School invited internal lecturers and experts from the AI technology industry to share topics ranging from the history of AI development to its applications across different industries and forward-looking technological developments. From interpretations of AI concepts to practical applications in work and daily life, enabling employees to understand AI from multiple perspectives. In the first half of the year, 12 sessions of the "AI for Everyone" course series were delivered, with 60,000 views on the Joyful Learning Platform. In December, the second season of the night school was launched, with topics planned through UGC to align course content more closely with work practices.

In addition, the innovation competition encouraged employees to explore and share effective applications of AI in work scenarios, promoting application through competition and learning through application, and creating a strong atmosphere of AI learning and practice across the Company.

Together, these two initiatives are dedicated to popularising AI awareness, inspiring AI innovation and fostering a future-oriented AI culture throughout the Company.

MPP 領導力測訓一體項目：為萬物雲戰略升級提供人才儲備支撐

MPP Integrated Leadership Assessment and Training Programme: Providing Talent Support for Onewo's Strategic Upgrading

2025 年，MPP 總監級人才梯隊建設項目全面升級成測訓一體模式，聚焦儲備總監級管理者的系統性發現與培養，助力組織高質量發展。

本屆項目收到各業務單元提報 473 人，入圍 327 人，四輪測評選拔後 96 人通過，獲得 MPP 標籤，集訓 95 人，實現應選盡選文化認同度高、意志力強、學習力強、自驅力強、綜合潛力突出人才的目標。

在賦能培養方面，融合閱讀自學、視頻課程、線下集訓及作業實踐，覆蓋戰略經營、商業洞察、領導力、文化認同及 AI 應用等核心領域。通過市場分析訓練、課題彙報、高管面對面及素質拓展，促進學以致用，強化跨組織業務認知與情感聯結。

同時，在集訓結束後，建立半年成長追蹤機制，督促學員制定個人發展計劃並進行月度跟蹤，確保能力持續鍛鍊，形成「選拔 - 培訓 - 實踐」的閉環，為萬物雲戰略升級提供人才儲備支撐。

In 2025, the MPP director-level talent pipeline development programme was fully upgraded into an integrated assessment-and-training model, focusing on the systematic identification and development of reserve director-level managers to support high-quality organisational development.

In this year's programme, 473 candidates were nominated by various business units, 327 were shortlisted, and 96 passed after four rounds of assessment and selection and were awarded the MPP label. A total of 95 participants attended the intensive training, achieving the goal of selecting as many as possible among talents with strong cultural identification, willpower, learning agility, self-motivation and outstanding overall potential.

In terms of empowerment and development, the programme integrated self-study through reading, video courses, offline intensive training and practical assignments, covering core areas such as strategic operations, business insight, leadership, cultural identification and AI application. Through market analysis training, project presentations, face-to-face sessions with senior executives and outward-bound development, it promoted the practical application of learning and strengthened cross-organisational business understanding and emotional connection.

At the same time, after the intensive training, a six-month growth tracking mechanism was established to urge participants to formulate personal development plans and undergo monthly tracking, ensuring the continuous exercise of capabilities and forming a closed loop of selection-training-practice, thereby providing talent pipeline support for Onewo's strategic upgrading.

員工認同 Employee Recognition

除日常溝通渠道外，我們通過定期的員工「Q12」滿意度調查，系統性收集員工反饋，深度診斷組織健康度。為全面、科學地評估員工體驗與組織氛圍，本年度員工「Q12」滿意度調研指標涵蓋員工對工作材料、設備和要求的獲取、內在驅動力（如團隊歸屬感、工作使命感）、在工作中的情緒狀態（如收到表揚、鼓勵、關心程度）以及工作發展等因素。基於調研結果，我們識別出影響員工福祉與效能的系統性因素，並據此提出針對性的管理改善措施。2025 年，員工「Q12」滿意度調查覆蓋 99.45% 萬物雲員工及其他服務者，平均滿意度 85 分（滿分 100 分），具有最高水平滿意度的員工佔比約 37.74%。

此外，更高的組織認同感與價值觀內在一致性，會為員工帶來更高的自我價值實現感與工作滿意度，因此，我們高度關注員工對組織的認同度和對組織文化價值觀的認同與融入程度。我們為此設計了定製化問卷進行定量研究，同時針對具體問題進行深度訪談與定性研究，識別影響員工融入組織文化的關鍵性障礙，並據此策劃實施了「文化之旅」、「文化價值觀課程」等文化干預措施，系統提升員工的組織認同感與組織社會化程度，進而提高組織向心力與凝聚力。2025 年，經抽樣調查，萬物雲整體組織認同度得分為 4.483 分（滿分 5 分）。

2025 年，萬物雲首次參評傑出僱主調研機構認證項目並獲得「2026 年中國傑出僱主」認證，彰顯公司在推動人力資源管理體系標準化升級方面的顯著成效，也代表了業界對我們人力資本管理實踐的認可。

In addition to routine communication channels, we systematically collect employee feedback and conduct in-depth assessments of organisational health through regular "Q12" employee engagement surveys. To comprehensively and scientifically evaluate employee experience and organisational climate, this year's Q12 survey covered indicators including access to work materials, equipment, and requirements; intrinsic motivation (such as sense of team belonging and purpose at work); emotional experiences at work (such as recognition, encouragement, and care received); and career development. Based on the survey results, we identified systemic factors affecting employee well-being and effectiveness, and formulated targeted management improvement measures accordingly. In 2025, the Q12 survey covered 99.45% of Onewo employees and other service personnel, with an average satisfaction score of 85 out of 100. Approximately 37.74% of respondents reported top-tier satisfaction levels.

In addition, stronger organisational identification and greater internal alignment with values bring employees a greater sense of self-fulfilment and job satisfaction. Therefore, we place great importance on employees' identification with the organisation and their recognition, acceptance and integration of organisational culture and values. To this end, we designed customised questionnaires for quantitative research and also conducted in-depth interviews and qualitative research on specific issues to identify key barriers affecting employees' integration into the organisational culture. On this basis, we planned and implemented cultural interventions such as "Cultural Journey" and "Cultural Values Course", systematically enhancing employees' organisational identification and organisational socialisation, thereby strengthening organisational centripetal force and cohesion. In 2025, according to a sample survey, Onewo's overall organisational identification score was 4.483 out of a maximum of five.

In 2025, Onewo participated for the first time in the certification programme of the Top Employers Institute and was awarded the Top Employer China 2026 certification, highlighting the Company's significant achievements in advancing the standardised upgrading of its human resources management system and representing industry recognition of our human capital management practices.

社區共生

Growing Together with the Community

響應 SDGs

Responding to SDGs

9 产业、创新和基础设施



11 可持续城市和社区



12 负责任消费和生产



16 和平、正义与强大机构



9 INDUSTRY INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



對應香港聯交所關鍵績效指標

Corresponding to the Hong Kong Stock Exchange's key performance indicators

B6, B6.2, B6.4, B8, B8.1, B8.2

社區共生 Growing Together with the Community

服務歷久彌新 Service for Ever Better

服務品質是萬物雲的價值基石，智慧發展是萬物雲的進化引擎。我們堅持以客戶為中心，將標準化體系與數字化工具深度融合，持續優化服務流程、提升響應效率；我們以自主研發的 AI 技術與智能平臺為驅動，推動服務模式從傳統運營向智慧賦能轉型升級。在不變的服務初心與持續的服務創新之間，萬物雲正在書寫「服務歷久彌新」的時代答卷。

Service quality is the cornerstone of Onewo's value, and intelligent development is the engine of Onewo's evolution. We remain customer-centric, deeply integrating a standardised system with digital tools to continuously optimise service processes and improve response efficiency. Driven by our self-developed AI technology and intelligent platforms, we are promoting the transformation and upgrading of service models from traditional operations to intelligent empowerment. Between unchanged original aspiration for service and continuous service innovation, Onewo is writing a contemporary answer to the proposition that service grows ever better.

提升服務品質

Enhancement of service quality

萬物雲始終將服務品質視為企業價值創造的基石。我們深刻理解，高品質的服務不僅是回應業主與租戶多樣化需求的關鍵，更是增強與供應商、合作伙伴協同互信的核心紐帶。為此，我們通過標準化服務體系與數字化工具的深度融合，持續優化服務流程，穩步提升客戶體驗，同時有效降低營運風險與投訴，實現客戶價值與企業效率的雙重提升。

Onewo has always regarded service quality as the cornerstone of enterprise value creation. We deeply understand that high-quality service is not only key to responding to the diverse needs of property owners and tenants, but also the core bond that strengthens collaborative trust with suppliers and partners. To this end, through the deep integration of a standardised service system and digital tools, we continuously optimise service processes, steadily enhance customer experience, and effectively reduce operational risks and complaints, achieving dual improvements in customer value and enterprise efficiency.

在社區居住領域，萬科物業連續 10 年蟬聯住宅物業服務力 TOP1，服務覆蓋全國 560 萬居民。我們以「幸福管家服務體系」圍繞住房全生命週期提供管家服務，並首創「一老一小」特色關懷，發佈行業首個「空巢老人物業服務體系」和社區兒童服務標準。每月自動生成的數字物業服務報告，讓服務細節與財務數據全面透明呈現。自主研發「鳳梨一號」自助服務機與 AI 管家「可可」協同值守，實現 24 小時服務不打烊。針對電梯安全，我們首推「電梯困人關懷金」，在管小區電梯困人率遠低於國家標準。我們率先開放小區設備間，讓原本「隱秘的角落」接受業主監督，物業服務無死角。同時，圍繞客戶需求推出「彈性定價」模式，一案一策制定物業方案及價格，並向行業開源共享。

In the community residential sector, Vanke Service has ranked first in residential property service capability for ten consecutive years, serving 5.6 million residents nationwide. Through the "Happy Coordinator Service System", we provide coordinator services throughout the full housing life cycle, and pioneered distinctive care for the elderly and children by launching the industry's first "property service system for empty nesters" and community child service standards. Monthly automatically generated digital property service reports present service details and financial data with full transparency. Our self-developed "Pineapple No. 1" self-service machine and AI coordinator "Keke" work together on duty to deliver round-the-clock services. For lift safety, we were the first to launch the "Elevator Entrapment Care Fund", and the rate of lift entrapment incidents in the communities under our management is far below the national standard. We took the lead in opening community equipment rooms to property owners, allowing these previously "hidden corners" to be supervised by residents and ensuring no blind spots in property services. At the same time, based on customer needs, we introduced a "flexible pricing" model, formulating property service plans and prices on a case-by-case basis and sharing them openly with the industry.

圍繞居住後市場，我們持續延伸服務價值。研選家聚焦老舊房子改造，依託線上平臺能力深度研究 1000 餘類戶型，調研 3200 餘位業主，由 30 位專家共同研發煥新方案；工匠經官方培訓持證上崗，裝修材料 100% 品牌化，以標準化服務擊破傳統裝修頑疾。樸鄰為社區住戶提供二手房租售、資產託管等全週期服務，推出「物業房源，放心保真；籤前查封，盡心墊付；交易不成，誠心退傭；不吃差價，安心賠付；欠費先查；省心過戶；過戶交房，貼心陪同」六大安心承諾，重新定義房產經紀行業標準。萬芋薈直連萬科物業社群，以 3km 半徑內居民需求為核心佈局特色消費場景，通過社群底盤賦能商戶經營，實現商業與社區雙向激活。

萬物梁行融合戴德梁行的國際視野與萬物雲的本土經驗，為商寫空間及企業用戶提供能源管理、智慧運營、高端禮賓、團膳服務、行政運營支持、業務流程外包等綜合服務，幫助企業降低運營成本、提升生產效率、改善用戶體驗。目前管理超 50 座 200 米以上超高層樓宇，服務金融、互聯網科技、先進製造、生物醫藥等行業頭部企業逾 180 家世界 / 中國 500 強客戶。

萬物雲城首創「物業城市」模式，為新城新區、建成區及垂直領域提供全域智能運營解決方案。在新城新區，我們為雄安新區、珠海橫琴、成都高新區等提供「規建管運」一體化的全週期管理服務；在建成區，我們打破紅線內外界限，在武漢江漢區、廣州白雲區三元里等地實踐「街區 + 社區」一體化長效運營；在垂直領域，服務覆蓋廈門鼓浪嶼、深圳寶安機場衛星廳、深圳灣紅樹林濕地生態公園等標杆項目，持續創新城市治理實踐。

丹田物業深耕高校與醫院場景，將索迪斯級專業標準與中國式空間服務創新相結合，為清華大學、中山大學、安徽省立醫院、福建醫科大學第一附屬醫院等近 200 個高校、醫院及公建項目提供智慧後勤服務，讓專業空間的價值持續生長。

祥盈企服聚焦「AI+RPA+SaaS」技術驅動的職能共享服務體系，深度整合阿里雲、SAP、Oracle 等平臺，構建「智能平臺 + 行業 SaaS」生態鏈。通過 ISO 體系認證的標準化流程管理，結合「運營診斷 - 方案設計 - 落地優化」方法論，為企業客戶提供財務共享、人力共享、不動產管理共享、靈活用工等一體化解決方案，助力客戶實現從諮詢到執行的運營效率躍升。

Focusing on the residential aftermarket, we continue to extend service value. Yanxuanjia focuses on the renovation of old homes. Leveraging online platform capabilities, it has conducted in-depth research into more than 1,000 housing layouts, surveyed more than 3,200 property owners, and developed refurbishment solutions jointly with 30 experts. Craftsmen are officially trained and certified before taking up their posts, and 100% of decoration materials are branded, using standardised services to address long-standing problems in traditional home renovation. Pulin provides community residents with full-cycle services such as second-hand property sales and leasing and asset stewardship, and has introduced six commitments for peace of mind: genuine and verified property listings from property services; conscientious advance payment if pre-signing seizure checks reveal issues; sincere refund of commission if the transaction fails; no price spread and compensation with confidence; checking outstanding fees first; hassle-free transfer; and considerate accompaniment during transfer and handover, thereby redefining industry standards for estate agency services. Wanqianhui is directly connected to Vanke Service communities, laying out distinctive consumption scenarios around the needs of residents within a 3km radius. By empowering merchants through the community base, it activates both commerce and the community in both directions.

Cushman & Wakefield Vanke Service integrates Cushman & Wakefield's international perspective with Onewo's local experience to provide integrated services such as energy management, intelligent operations, premium concierge services, catering services, administrative operations support and business process outsourcing for commercial office spaces and corporate users, helping enterprises reduce operating costs, improve productivity and enhance user experience. At present, it manages more than 50 super high-rise buildings over 200 metres and serves more than 180 World/China 500 customers that are leading enterprises in sectors such as finance, internet technology, advanced manufacturing and biopharmaceuticals.

City Up pioneered the "Property City" model, providing integrated intelligent operation solutions across entire regions for new urban districts, established urban areas and vertical sectors. In new urban districts, we provide full-cycle integrated services covering planning, construction, management and operation for Xiong'an New Area, Hengqin in Zhuhai and Chengdu High-tech Zone. In established urban areas, we break through the boundaries inside and outside red lines and practise integrated long-term operation of street block plus community in places such as Jiangnan District in Wuhan and Sanyuanli in Baiyun District, Guangzhou. In vertical sectors, our services cover benchmark projects such as Gulangyu in Xiamen, the Satellite Terminal of Shenzhen Bao'an Airport and Shenzhen Bay Mangrove Wetland Ecological Park, continuously innovating urban governance practices.

Dantian Service has deeply cultivated the university and hospital sectors, combining Sodexo-level professional standards with Chinese-style space service innovation to provide intelligent logistics services for nearly 200 universities, hospitals and public building projects, including Tsinghua University, Sun Yat-sen University, Anhui Provincial Hospital and the First Affiliated Hospital of Fujian Medical University, allowing the value of professional spaces to continue growing.

Xiangying Enterprise Service focuses on a function-sharing service system driven by "AI+RPA+SaaS" technology, deeply integrating platforms such as Alibaba Cloud, SAP and Oracle to build an ecosystem chain of "intelligent platform + industry SaaS". Through standardised process management certified under ISO systems, together with the methodology of operational diagnosis-solution design-implementation optimisation, it provides enterprise customers with integrated solutions including financial shared services, human resources shared services, real estate management shared services and flexible employment, helping customers achieve a leap in operational efficiency from consultancy to execution.

智慧服務發展

萬物雲將智慧服務視為驅動服務模式升級、提升管理效率與客戶體驗的核心引擎。我們通過自主研發的智能化產品與技術，持續優化運營流程、提升服務響應速度，並以數據驅動精細化管理，滿足業主與租戶日益增長的多元化需求，推動行業從傳統服務向智能運營轉型。我們構建了以「GC」智能體平臺為底座的 AI 應用生態，形成多角色、多場景協同的 AI 應用體系。2025 年，萬物雲全面邁入 AI 技術規模化應用階段，推動 AI 從「工具試點」走向「平臺化規模交付」，構建企業級 AI 能力體系並實現高頻調用。

Intelligent service development

Onewo regards intelligent services as the core engine for driving the upgrading of service models and enhancing management efficiency and customer experience. Through offering self-developed intelligent products and technologies, Onewo continues to improve operational processes, improves service responsiveness, and leverages data to enable refined management. These efforts address the growing and diverse needs of property owners and tenants while driving the industry's transition from traditional services to smart operations. We have built an AI application ecosystem based on the GC agent platform, forming an AI application system featuring collaboration across multiple roles and scenarios. In 2025, Onewo fully entered the stage of large-scale AI technology application, driving AI from "tool-based pilots" to "platform-based scaled delivery", building an enterprise-level AI capability system and achieving high-frequency deployment.

智能管家「可可」，為業主提供 24/7 服務

Intelligent Coordinator "Keke" Provides 24/7 Services for Property Owners



智能管家「可可」，為業主提供 24/7 服務
Intelligent Coordinator "Keke" Provides 24/7 Services for Property Owners

在住宅服務場景，AI 員工「可可」作為智能管家正式上崗。「可可」於萬科物業近 30 年服務知識庫中成形，與真人管家協同為客戶提供服務。業主可通過住這兒 App 隨時聯繫「可可」提出需求，AI 根據客戶訴求自動識別是物業報事、問題諮詢還是業務辦理，觸發後續不同服務流程，推動工單從「人工分揀」向「自動建單、智能分類、輔助派單、過程追溯」升級。截至 2025 年底，「可可」已覆蓋 4000 餘個項目，累計使用量超 200 萬次，服務業主 80 餘萬人，AI 工單量逾 20 萬單，月均 AI 外呼 20 萬次，服務滿意度持續保持在 98% 以上。

In residential service scenarios, AI employee Keke officially started work as an intelligent coordinator. Keke was developed from Vanke Service's knowledge base accumulated over nearly 30 years of service and works together with human coordinators to provide services for customers. Property owners can contact Keke at any time through the Zhuzher App to submit requests. Based on customer demands, the AI automatically identifies whether the matter concerns property repair requests, inquiry handling or business processing, then triggers different subsequent service processes, upgrading work orders from "manual sorting" to "automatic ticket creation, intelligent categorisation, assisted dispatch and process traceability". As of the end of 2025, Keke had covered more than 4,000 projects, with cumulative usage exceeding 2 million times, serving more than 800,000 property owners, generating more than 200,000 AI work orders, and averaging 200,000 AI outbound calls per month, while maintaining service satisfaction above 98%.

除「可可」外，2025 年萬物雲共有 9 位 AI 員工同步上崗：報銷助理「雲霄仙子」、財務服務助理「彩雲仙子」、園區運營助理「雷震子」、裝修站長助理「鄧嬋玉」、人力行政助理「哪吒」、項目運營助理「聞仲」、員工諮詢客服「小云」、企服知識顧問「比干」、財務知識顧問「雲中子」。這些 AI 員工覆蓋內部流程與客戶交互，顯著優化運營效率與交付體驗。

靈石平臺旨在依託人工智能算法，賦能傳統空間服務流程，提升其智能化水平與運營效率。萬物雲靈石是一套融合硬件設備、軟件系統與邊緣 / 雲端算力的一體化智慧低碳運營解決方案，面向住宅、商務辦公、產業園區、學校、醫院及城市公共空間等多元場景，具備快速部署與即時啟用能力。

In addition to Keke, Onewo had nine AI employees officially on duty in 2025: reimbursement assistant Lady Yunxiao, financial service assistant Lady Caiyun, park operation assistant Leizhensi, renovation station chief assistant Deng Chanyu, human resources and administration assistant Nezha, project operation assistant Wen Zhong, employee enquiry customer service Xiaoyun, enterprise services knowledge consultant Bigan and financial knowledge consultant Yun Zhongzi. These AI employees cover internal processes and customer interactions, significantly optimising operational efficiency and delivery experience.

The LinkX platform is designed to rely on artificial intelligence algorithms to empower traditional space service processes and improve their intelligence level and operational efficiency. Onewo LinkX is an integrated intelligent low-carbon operation solution combining hardware devices, software systems and edge/ cloud computing power. It is designed for diverse scenarios such as residential, commercial office, industrial parks, schools, hospitals and urban public spaces, with the capability for rapid deployment and immediate activation.



萬物雲將技術創新視作推動企業可持續發展的引擎，不斷完善創新機制，激活全價值鏈創新活力。我們已成立專門的科技研發團隊，致力於提高各業務領域的數字化與智能化水平，並支持所有員工及供應鏈層面的創新實踐，加強公司創新文化氛圍。

Onewo views technological innovation as a driving force for sustainable development. We continuously refine our innovation mechanisms to energise the entire value chain. A dedicated R&D team has been established to advance digitalisation and intelligent transformation across all business areas, while also encouraging innovation practices among employees and across the supply chain—fostering a strong culture of innovation within the Company.

客戶滿意度提升 Improvement of Customer Satisfaction

► 相關政策

《客戶投訴管理程序》

《萬物梁行標杆項目認證管理辦法》

《客戶滿意度管理程序》

► Relevant policy

Customer Complaint Management Procedures

Management Measures for Cushman & Wakefield Vanke Service Benchmark Project Certification

Customer Satisfaction Management Procedures

萬物雲嚴格遵守《中華人民共和國消費者權益保護法》等法律法規要求，踐行「客戶至上」的服務理念，以更好地滿足客戶需求為目標，持續關注客戶的滿意度反饋情況，完善客戶滿意度管理體系，有效識別提供服務過程中客戶的痛點難點，改善客戶體驗。

Onewo strictly complies with the Law of the People's Republic of China on the Protection of Consumer Rights and Interests and other applicable laws and regulations, upholding a service philosophy of "customer first". With a focus on better meeting customer needs, we continuously monitor customer satisfaction feedback, improve our customer satisfaction management system, and effectively identify pain points and challenges in the service delivery process to enhance the overall customer experience.

客戶投訴

我們已為客戶建立投訴與意見反饋渠道，包括 4009 熱線電話、住這兒 APP 客戶端、自助機評價、鄰居後臺留言、現場反饋等，全方位收集客戶訴求與反饋意見。本年度，我們新增萬物雲 4009 在線客服小程序，拓寬了客戶線上反饋的渠道，提升客訴反饋效率。以上渠道亦適用於業主提出社區建設的訴求。

萬物雲各業務板塊針對客戶投訴的問題，建立了精準高效的投訴處理機制。在受理客戶的投訴時，我們清晰記錄投訴內容，組織相關人員分析客訴原因，並通過數字化平臺及時反饋並跟進投訴事件的後續處理情況，對問題處理結果進行跟蹤和驗證，形成問題閉環。我們依據不同客訴內容的特點，建立了客訴處理分級機制，規定不同職級的人員及時跟進，確保客戶訴求得到妥善解決，並針對投訴處理過程進行復盤，不斷改進投訴處理機制，改善客戶滿意度。

Customer complaints

We have established multiple channels for customer complaints and feedback, including the 4009 hotline, the "Zhuzher" mobile app, self-service terminal evaluations, community backend messages, and on-site feedback, ensuring comprehensive collection of customer concerns and suggestions. In the current year, we launched the Onewo 4009 Online Customer Service mini programme, expanding digital feedback channels and improving the efficiency of complaint handling. These channels also support homeowners in submitting requests related to community development.

Each of Onewo's business segments has established a targeted and efficient complaint handling mechanism to address customer complaints. When receiving a complaint, we record the details clearly, coordinate relevant personnel to analyse the root cause, and use a digital platform to provide timely updates and follow-up on the resolution process. The outcomes are tracked and verified to ensure that a complete resolution cycle is achieved. Based on the nature of different complaint types, we have implemented a tiered complaint handling system, assigning follow-up responsibilities to personnel at appropriate levels to ensure that customer issues are properly addressed. Post-resolution reviews are conducted to assess the handling process and identify areas for improvement—continuously enhancing the complaint management mechanism and improving customer satisfaction.

我們亦遵循「1237」原則處理客戶投訴（即 1 天內響應，2 天內處理，無法處理的事件在相應的 3 天內反饋處理方案並協調資源，與投訴方保持充分溝通在 7 天內處理完畢，並關閉投訴工單）；若在某一等級中，超過 24 小時未與客戶取得聯繫，或 48 小時內未提供處理方案，或者客戶對已提供的處理結果不滿意，該情況將被自動升級處理。

投訴處理流程

受理投訴案件→記錄投訴信息並作出相應投訴判→根據判定的投訴等級上報相應責任人，創建投訴處理工單→投訴處理→向客戶反饋投訴處理結果，並進行回訪評價和分析覆盤→區域運營專業管理部門組織案例收集培訓工作。

滿意度調查

為保障我們的服務切實滿足客戶的需求與期望，我們堅持每年開展客戶滿意度調研。我們已設定科學的客戶滿意度目標，例如將滿意度作為部分業務單元年度績效考核的衡量指標之一。我們採用電話訪問、線上問卷調研、上門走訪等多種方式進行客戶滿意度調研，並進行深入分析。本年度，萬科物業針對管理中的住宅項目進行了全面的客戶滿意度調查，通過 4009 電話調查以及全面客戶拜訪，我們收集了客戶對萬科物業整體服務、居住環境安全、綠化、清潔、設備設施以及管家服務等方面的詳細評價和反饋。

我們相信，住宅社區物業服務的客戶滿意度與透明的服務標準與定價緊密關聯。2025 年，萬科物業正式向全行業開源 508 項服務標準及彈性定價體系，並在《2025 中國物業服務企業綜合實力研究成果發佈會》上發佈「彈性定價體系」願景：通過開放共享的方式，讓物業公司都能與業主共同討論標準，形成行業通用語言，共建服務新標準。截至報告期末，萬科物業已通過該模式完成超過 70 個既有服務項目合同換簽及新增合同項目。該模式獲住建部轉發肯定，成全國示範樣本。

We also follow the “1237” principle when handling customer complaints: respond within one day, resolve the issue within two days, and for cases that cannot be immediately resolved, provide a resolution plan and coordinate resources within the next three days. Throughout the process, we maintain close communication with the complainant to ensure that the issue is fully resolved and the complaint ticket closed within seven days. If, at any level of the process, contact with the customer is not established within 24 hours, or if a resolution plan is not provided within 48 hours, or if the customer is dissatisfied with the resolution offered, the case will be automatically escalated for further handling.

Complaint handling process

Receive complaint → Record complaint details and determine complaint classification → Escalate to the responsible personnel based on complaint level and create a complaint handling ticket → Handle the complaint → Provide feedback to the customer on the resolution and conduct follow-up evaluation and review → Regional operations and professional management departments organise case collection and training sessions.

Customer satisfaction surveys

To ensure our services effectively meet customer needs and expectations, we conduct annual customer satisfaction surveys. We have established scientific satisfaction benchmarks, including integrating satisfaction metrics into the annual performance appraisals of certain business units. We adopt a variety of methods to collect customer feedback, including telephone interviews, online questionnaires, and in-person visits, followed by in-depth analysis. In the current year, Vanke Service conducted a comprehensive satisfaction survey for its managed residential projects. Through the 4009 customer service hotline and in-depth customer visits, we gathered detailed feedback and evaluations on various aspects of service delivery—including overall service quality, residential safety, landscaping, cleanliness, facilities and equipment, and coordinator services.

We believe that customer satisfaction in residential community property services is closely linked to transparent service standards and pricing. In 2025, Vanke Service officially open-sourced 508 service standards together with its flexible pricing system to the industry. At the Summit of 2025 Top 500 China Property Management Companies, Vanke Service introduced the vision of the “flexible pricing system”: through open sharing, enabling property management companies and property owners to jointly discuss service standards, forming a common industry language and co-creating new service standards. As of the end of the reporting period, Vanke Service had, through this model, completed the renewal of contracts for more than 70 existing service projects and secured new project contracts. This model received circulation and recognition by the Ministry of Housing and Urban-Rural Development, becoming an example nationwide.

客戶健康與安全 Customer Health and Safety

保障客戶健康與安全是萬物雲的重要責任。為提高服務空間內的安全管理水平，我們持續開展並不斷更新住宅和商企服務領域的環境、健康與安全（EHS）工作，建立專項安全檢查體系，定期對服務空間進行安全隱患排查，包括設備房巡查、硬件設備維護、公共設施加固、火災隱患排查、防颱防汛準備情況等。

同時，我們大力推進使用數字化技術，搭建智能安全系統，通過與社區管理深度融合，以可視化、智能化方式賦能社區安全。

在住宅、商企和高校醫院、城市空間，我們持續通過線上、線下相結合的方式向客戶傳遞極端天氣風險防範、火災應急處理、泳池溺水防範等各類安全知識，並通過樓宇大堂、小區門崗、電梯空間等高人流量空間的海報張貼、對客宣傳活動、管家微信推送通知等方式進行客戶安全教育，提高客戶的安全意識。截至報告期末，各個服務空間內 100% 開展對客安全培訓與宣傳活動。

Safeguarding the health and safety of our customers is a core responsibility of Onewo. To enhance safety management within service spaces, we continuously develop and update EHS practices across both residential and commercial service areas. A dedicated safety inspection system has been established, with regular checks for potential hazards in service spaces, including equipment room inspections, hardware maintenance, reinforcement of public facilities, fire risk assessments, and typhoon and flood preparedness.

At the same time, we actively promote the use of digital technologies to build intelligent safety systems. By integrating these systems deeply into community management, we enhance safety through visualisation and smart technology.

Across residential, commercial spaces, universities, hospitals, and urban spaces, Onewo continues to deliver safety education to customers through both online and offline channels. Topics include extreme weather preparedness, fire emergency response, and drowning prevention in swimming areas. Safety knowledge is disseminated through high footfall areas such as building lobbies, community entrance posts, and lift interiors—using posters, customer-facing awareness campaigns, and WeChat notifications sent by coordinators to increase customer awareness. By the end of the reporting period, customer safety training and publicity activities had been carried out in 100% of the service spaces under our management.

重新定義電動自行車安全感

Redefining the Sense of Security of Electric Bicycles

電動自行車的普及在便利居民日常出行的同時，其鋰電池熱失控引發的火災風險，亦日益成為社區消防安全治理的重點挑戰。2025年，萬物雲攜手天津市消防協會、天津大學、江蘇省安科院等十餘家專業機構，發佈業內首個針對電動車棚消防管理的團體標準《電動自行車集中停放場所消防安全規程》，系統性規範了雙確認火災報警、簡易噴淋系統等核心技術，實現秒級監測、20秒內滅火且不復燃的硬核效果。

- 充電安全：採用直流集中充電系統，使用者無需使用自有充電器，系統通過AI演算法對隱患電池進行識別與阻斷。智慧用電監測系統依託異常特徵庫，對充電過程進行即時監控，從源頭防範熱失控風險。
- 火災報警：部署「雙確認火災報警系統」，通過「煙溫感探測 + 紅外火焰識別」雙重驗證機制，大幅降低誤報率，實現火災初期秒級回應，並通過多管道快速精準報警，為應急處置爭取黃金時間。
- 滅火處置：配置簡易乾 / 濕式噴淋系統，可利用生活水源快速供水，自動滅火並持續降溫防止復燃；針對鋰電池火災特性，使用專用滅火劑滲透電芯內部，阻斷熱失控反應，經試驗驗證可在20秒內實現有效滅火且不復燃。

項目落地，讓電動車棚的消防安全“看得見、管得住”。

As electric bicycles become an increasingly common part of daily community life, the fire risk associated with lithium battery thermal runaway has emerged as a critical challenge in residential fire safety management. In 2025, Onewo partnered with more than 10 professional institutions, including the Tianjin Fire Protection Association, Tianjin University and the Jiangsu Academy of Safety Science and Technology, to publish the industry's first group standard for fire safety management in electric bicycle parking shelters, the Fire Safety Code for Centralised Parking Places of Electric Bicycles. The standard systematically sets out core technical requirements, including dual-confirmation fire alarms and simplified sprinkler systems, enabling second-level detection, fire suppression within 20 seconds and effective prevention of re-ignition.

- Charging safety: A centralised DC charging system removes the need for users to rely on their own chargers. AI algorithms are used to identify and block high-risk batteries, while a smart electricity monitoring system, supported by an abnormal-pattern database, monitors charging in real time to prevent thermal runaway at source.
- Fire detection and alarm: A dual-confirmation fire alarm system has been deployed, using a two-step verification mechanism combining smoke-and-heat detection with infrared flame recognition. This significantly reduces false alarms, enables second-level response in the early stage of a fire, and provides fast, accurate alerts through multiple channels, securing critical time for emergency response.
- Fire suppression: A simplified dry/wet sprinkler system enables rapid water supply from domestic sources, allowing automatic extinguishing and sustained cooling to prevent re-ignition. In response to the specific characteristics of lithium battery fires, a dedicated extinguishing agent is used to penetrate battery cells and interrupt the thermal runaway process. Testing has confirmed that the system can extinguish fires effectively within 20 seconds without re-ignition.

With the project implemented, fire safety in electric bicycle shelters has become more visible and controllable.

社區關係 Community Relations

在為客戶提供高品質服務、為員工保障良好工作環境的同時，萬物雲充分發揮自身業務優勢，立足於社區需求，推動打造更加和諧美好的社會環境，實現與社區共同發展。

While delivering high-quality services to our customers and providing a positive working environment for our employees, Onewo also leverages its business strengths to address community needs. We are committed to fostering a more harmonious and inclusive social environment, promoting shared development with the communities we serve.

蝶城戰略

我們持續推進蝶城戰略落地，利用陽光物業、品質服務和智慧社區的影響力，增強市場拓展能力，擴展蝶城地盤。本年度，通過對蝶城的精細化管理與流程改造，我們實現了住宅空間效率的提升與毛利增長。同時，通過生態疊加和服務多元化，我們進一步增強了客戶滿意度和業務綜合競爭力，為社區可持續發展注入活力。更多關於蝶城戰略的內容，請參閱萬物雲《2025 年度報告》。

Onewo Town strategy

We continued to advance the implementation of the Onewo Town strategy, leveraging the influence of transparent property management, quality services, and smart community development to strengthen market expansion and grow our presence in Onewo Town. In the current year, through refined management and process optimisation within Onewo Towns, we improved spatial efficiency in residential areas and achieved gross profit growth. Additionally, by expanding our service ecosystem and diversifying offerings, we further enhanced customer satisfaction and overall business competitiveness—injecting vitality into the sustainable development of our communities. For more information on the Onewo Town strategy, please refer to the 2025 Annual Report of Onewo.

社區參與共建

作為物業服務提供方，萬物雲深知我們的服務直接關係到千家萬戶的日常生活和社區的和諧發展。我們致力於通過開放、透明和包容的利益相關方參與機制，與社區居民、地方政府、社區居委會及其他相關方建立溝通與協作機制，並全面覆蓋至所有服務社區，創造和諧宜居的生活環境。2025 年，我們進一步將相關實踐制度化，制定了《[萬物雲社區關係與利益相關方參與政策](#)》《地方利益相關方參與程序》，秉持「共生性、公平性、透明性」的原則系統管理社區關係，前者適用於萬物雲全體員工、服務團隊（包括兼職與外包人員）、供應商及合作伙伴，涵蓋公司所有在管住宅、商企、城市服務等各類項目所在的街道及社區，後者適用於萬物雲旗下所有物業管理項目。

Participation in community co-governance

As a property service provider, Onewo recognises that our services directly impact the daily lives of thousands of households and the harmonious development of communities. We are committed to establishing open, transparent, and inclusive stakeholder engagement mechanisms, collaborating with residents, local governments, neighbourhood committees, and other stakeholders. These mechanisms are applied across all service communities to foster a harmonious and liveable environment. In 2025, we further institutionalised relevant practices by formulating the [Onewo Community Relations and Stakeholder Engagement Policy](#) and the Procedures for Local Stakeholder Engagement. Upholding the principles of “symbiosis, fairness and transparency”, we systematically managed community relations. The former applies to all employees of Onewo, service teams (including part-time and outsourced personnel), suppliers and partners, and covers all streets and communities where the Company’s managed residential, commercial and urban service projects are located. The latter applies to all property management projects under Onewo.

利益相關方識別與需求評估：

我們聚焦中國城市存量更新時代的行政街道及社區空間，明確以下三類核心本地利益相關方：一是行政治理單元內的政府監管部門（城管 / 住建）、街道辦事處、居委會、業委會（含籌備組）；二是空間使用主體，涵蓋常住及流動居民代表、商辦不動產持有者、在地企業及商戶（含個體攤販）、公共服務機構（學校 / 醫院 / 養老院）等；三是協同支持主體如社區民辦非企業單位（簡稱民非組織）、第三方專業機構（規劃院 / 社工組織）、媒體等。與此同時，我們重點關注老舊小區居民、低收入家庭、殘障人士、老年孤寡群體及小微商戶、少數民族等脆弱群體。2025 年，我們開展了多項意見徵集調研工作，完成對在管社區各利益相關方的需求評估，覆蓋物業服務、社區環境、公共安全等領域。

溝通機制建設：

建立多元化、常態化的社區溝通渠道，包括政府 - 企業 - 居民代表多方聯席會議、業主大會、線上平臺（如住這兒 APP、天秤小程序）、社區公告欄等，確保信息傳遞及時、透明。定期開展居民滿意度調研，收集並響應社區居民的意見與建議，推動服務改進。

社區活動與文化建設：

組織各類社區文化活動（如節日慶典、環保公益、健康講座、鄰里市集、樸裡節等），增強社區凝聚力與文化認同感。推動「零廢棄社區」、「綠色低碳社區」等主題活動的開展，引導居民參與可持續社區建設。

Stakeholder identification and needs assessment:

Focusing on administrative streets and community spaces in China's era of urban stock renewal, we identified three categories of key local stakeholders. The first comprises government regulatory authorities (urban management / housing and urban-rural development) within the administrative governance unit, subdistrict offices, residents' committees and homeowners' committees (including preparatory groups). The second comprises space users, including representatives of permanent and mobile residents, holders of commercial real estate, local enterprises and merchants (including individual vendors), and public service institutions (schools/ hospitals/ elderly care homes). The third comprises collaborative supporting entities, such as community-based private non-enterprise organisations (commonly referred to as social organisations), third-party professional institutions (planning institutes / social work organisations) and media. At the same time, we placed particular focus on vulnerable groups such as residents of old residential communities, low-income households, persons with disabilities, elderly individuals living alone, small and micro merchants, and ethnic minorities. In 2025, we conducted various consultation surveys on issues—completing a comprehensive needs assessment for all stakeholders in our managed communities. Topics included property services, community environment, and public safety.

Establishment of communication mechanisms

Diversified and regular community communication channels were established, including government-enterprise-resident representative joint meetings, homeowners' assemblies, online platforms (such as the Zhuzher App and Tianping Mini Program), and community bulletin boards, ensuring timely and transparent information transmission. Resident satisfaction surveys were conducted regularly to collect and respond to opinions and suggestions from community residents, thereby driving service improvements.

Community activities and cultural development

We organised various community cultural activities (such as festival celebrations, environmental public welfare initiatives, health lectures, neighbourhood markets and the Please Day) to strengthen community cohesion and cultural identity. We promoted thematic initiatives such as "Zero-waste Communities" and "Green and Low-carbon Communities", guiding residents to participate in the development of sustainable communities.

協同治理與共建共治：

在政府及社區的指導下，鼓勵居民、住戶、商戶等多方參與社區治理，建立社區共治委員會或類似機制，共同決策社區重大事項。與街道、居委會、業委會等外部組織保持良好合作關係，協同推進社區治理水平的提升。

投訴與糾紛處理：

設立標準化、高效的投訴處理流程，確保每項投訴得到及時響應與妥善解決，通過數字化平臺（住這兒 app/ 小程序 / 議事小程序），收集居民等多方意見。建立糾紛調解機制，通過第三方調解、多方協商等方式化解社區矛盾，維護社區和諧。

社區服務與弱勢群體關懷支持：

提供便捷、優質的社區服務，包括物業維修、便民服務、長者關懷、兒童託管等，提升居民生活品質。推動數字化、智能化服務手段在社區中的應用，提升服務效率與用戶體驗。倡導居民參與社區共富基金，將友鄰市集年度一定比例的利潤定向用於社區 / 小區公益支出。

信息披露與透明度：

定期通過 ESG 報告、社區公告、線上平臺等渠道公開社區管理成效、環境績效、活動計劃等信息，增強社區治理的透明度與公信力。

Collaborative governance and co-construction:

Under the guidance of government authorities and communities, we encouraged the participation of residents, occupants and merchants in community governance, establishing community co-governance committees or similar mechanisms to jointly decide on major community matters. We maintained good cooperative relationships with external organisations such as subdistrict offices, residents' committees and homeowners' committees, jointly promoting improvements in community governance.

Complaint and dispute handling:

We established a standardised and efficient complaint handling process to ensure that each complaint receives a timely response and proper resolution. Through digital platforms (Zhuzher App / Mini Program / deliberation Mini Program), we collected feedback from residents and other stakeholders. We established dispute mediation mechanisms and resolved community conflicts through third-party mediation and multi-party consultation, thereby maintaining community harmony.

Community services and support for vulnerable groups:

We provided convenient and high-quality community services, including property maintenance, convenience services, elderly care support and childcare services, enhancing residents' quality of life. We promoted the application of digital and intelligent service tools within communities to improve service efficiency and user experience. We encouraged residents to participate in the community shared prosperity fund, allocating a certain proportion of annual profits from the Youlin Market to community and neighbourhood public welfare expenditures.

Information disclosure and transparency:

We regularly disclosed information such as community management performance, environmental performance and activity plans through ESG reports, community notices and online platforms, thereby enhancing transparency and credibility in community governance.

2025 年，我們組織開展多項文化建設活動：

In 2025, we organised a number of cultural activities:

百城同慶樸里節，激活社區多元活力

Please Day Celebrated Across More Than 100 Cities, Bringing New Vitality to Communities

2025 年 9 月，第 23 屆萬科物業「樸里節」以「鄰里友好一起來」為主題，在全國 100 餘個城市的 3000 餘個社區同步啟動。活動圍繞品牌形象、鄰里關係、生命健康、居住空間、生活環境五大維度開展友好行動，推動傳統鄰里關係在現代社區環境中煥發新生活力。

節日期間，新版「住這兒」APP 正式上線，並攜手美團、滴滴等生活服務平台，為業主提供涵蓋餐飲、出行等場景的專屬優惠服務。這一合作不僅是節日福利的延伸，更標誌著萬科物業服務邊界的持續拓展。從解決外賣騎手「最後 100 米」通行問題，到鋪設滴滴車站、提供晚會專車接送，萬科物業通過技術創新與服務模式升級，持續構建多方參與、互利共贏的社區生態圈，推動「住在萬科物業」逐步成為覆蓋「吃、住、行」全場景的生活新標配。

本屆樸里節以上海為主會場，聯動深圳、成都、武漢、瀋陽等 100 餘個城市，全國 3000 餘個社區同步舉辦開幕式晚會及百家宴活動，參與業主及街道居民超過 50 萬人。由業主與物業員工自編自演的晚會節目，以及源於社區傳統的「百家宴」，有效打破社區內外界限，促進居民深度互動。同步舉辦的「樸里市集」中，業主化身好物分享「主理人」，非遺市集等特色活動進一步豐富了社區文化體驗，將社區空間轉化為情感聯結的載體。

針對城市化進程中鄰里關係疏離的現實挑戰，本屆樸里節持續推進《樸里公約》的簽署與踐行。各地業主代表共同宣讀並簽署公約，承諾「打造質樸友善的鄰里關係，倡導文明禮讓的社區生活」，以社區契約形式推動基層社會治理創新實踐，為構建和諧社區注入持久動力。

In September 2025, the 23rd Vanke Service Please Day, themed "Friendly Neighbours, Better Together", was launched simultaneously in more than 3,000 communities across over 100 cities nationwide. The event featured a range of neighbourly initiatives across five dimensions, namely brand image, neighbourhood relations, health and wellbeing, living spaces, and the residential environment, revitalising traditional neighbourly ties in today's community settings.

During the event, the upgraded Zhuzher app was officially launched. In partnership with lifestyle service platforms such as Meituan and Didi, Vanke Service also offered property owners exclusive benefits across a range of daily scenarios, including dining and transport. This collaboration not only extended the festival benefits but also marked a further expansion of Vanke Service's service scope. From improving access for food delivery riders within communities to introducing Didi pick-up points and dedicated transport for evening events, Vanke Service continued to foster a community ecosystem built on broad participation and mutual benefit through technological innovation and service model upgrades, gradually making living in a Vanke Service-managed community a new standard for everyday life across food, housing and mobility.

With Shanghai serving as the main venue, the event also connected communities in more than 100 cities, including Shenzhen, Chengdu, Wuhan and Shenyang. Opening gala events and Hundred-Family Banquets were held across more than 3,000 communities nationwide, attracting over 500,000 property owners and local residents. Performances created jointly by property owners and staff, together with the long-standing community tradition of the Hundred-Family Banquet, helped break down barriers within and beyond the community and encouraged deeper interaction among residents. At the same time, the Please Day Market invited property owners to become curators of shared goods, while themed activities such as intangible cultural heritage fairs further enriched each community's cultural life and turned shared spaces into platforms for emotional connection.

In response to the weakening of neighbourly ties in the course of urbanisation, this year's Please Day also continued to promote the signing and practice of the Please Convention. Property owner representatives across different cities jointly read out and signed the convention, pledging to foster sincere and friendly neighbourly relationships and promote a courteous and respectful community life. Through this form of community covenant, the initiative supported innovative practice in community-level governance and contributed lasting momentum to the building of harmonious communities.

環境友好 Being Environmentally Friendly

響應 SDGs

Responding to SDGs



對應香港聯交所關鍵績效指標

Corresponding to the Hong Kong Stock Exchange's key performance indicators

A1, A1.5, A1.6, A2, A2.3, A2.4, A3, A3.1, D 部分：氣候相關披露

A1, A1.5, A1.6, A2, A2.3, A2.4, A3, A3.1, Part D: Climate-Related Disclosures

環境友好

Being Environmentally Friendly

環境政策

Environmental Policies

我們的理念

萬物雲將綠色低碳理念深度融入企業運營的各個環節，遵守《中華人民共和國環境保護法》及其他國家和地方的環境法律法規，已發佈《[環境管理政策](#)》，涵蓋公司及其附屬公司的所有業務活動，同時適用於我們的供應商及合作伙伴。政策由董事會批准並監督實施，並適時或至少每年進行檢討及更新，主要強調公司在整個運營生命週期中的環境保護理念與措施，識別環境風險與影響，設定環保目標，以持續改善環保表現。公司將提供信息與資源，制定、檢查並定期評審環保方針和目標，努力將業務活動對環境的影響降至最低。

我們的策略

萬物雲致力於提供智慧、低碳的資產管理服務。我們依據 ISO 14001 環境管理體系標準開展內部和外部環境審核，萬科物業、萬物梁行以及祥盈企服已經通過了 ISO 14001 環境管理體系，萬科物業同時獲得了 ISO 9001 質量管理體系認證，萬物梁行同時獲得了 ISO 50001 能源管理體系認證以及 ISO 9001 質量管理體系認證。

為了確保環境管理政策的有效實施與持續改善，公司定期評估和監督環境績效，並根據評估結果採取必要的改進措施。所有環境管理活動將接受最高決策機構董事會的監督與指導。公司 ESG 管理委員會和 ESG 辦公室將確保公司在環境保護方面的承諾得到落實，並推動環境績效的不斷提升。

Our concepts

Onewo deeply integrates green and low-carbon concepts into all aspects of corporate operations, complies with Environmental Protection Law of the People's Republic of China and other national and local environmental laws and regulations, and has issued the [Environmental Management Policy](#), which covers all business activities of the Company and its subsidiaries and also applies to our suppliers and partners. The policy is approved and supervised by the Board of Directors and reviewed and updated in due course or at least annually. It emphasises the Company's environmental protection philosophy and measures throughout the entire operational lifecycle, identifies environmental risks and impacts, and establishes environmental objectives to continuously improve environmental performance. The Company will provide information and resources to formulate, examine and regularly review environmental policies and objectives, striving to minimise the environmental impact of business activities.

Our strategies

Onewo is committed to providing intelligent and low-carbon asset management services. We conduct internal and external environmental audits in accordance with the ISO 14001 environmental management system standard. Vanke Service, Cushman & Wakefield Vanke Service, and Xiangying Enterprise Service have all obtained ISO 14001 environmental management system certification. In addition, Vanke Service is certified under ISO 9001 for quality management systems, and Cushman & Wakefield Vanke Service has obtained ISO 50001 energy management system certification and ISO 9001 quality management system certification.

To ensure the effective implementation and continuous improvement of the Environmental Management Policy, the Company regularly evaluates and monitors environmental performance and takes necessary improvement measures based on the evaluation results. All environmental management activities will be subject to the supervision and guidance of the Board of Directors, the highest decision-making body. The Company's ESG Management Committee and ESG Office will ensure that our commitments to environmental protection are implemented and will promote continuous improvement in environmental performance.

持續改進與目標管理

- 建立以節能減碳為導向的運營評估體系，推動能源優化管理、綠色建築運營、廢棄物減量與資源回收等關鍵領域的改進；
- 設定環境績效目標，包括溫室氣體排放強度、能源使用效率、可再生能源佔比等指標，並納入年度管理目標；
- 每年審視環境績效指標的達成情況，根據外部形勢和自身業務調整目標與行動計劃。

能源管理

定期進行能源審計，識別並確定改善能源績效的機會，通過設定量化目標來解決節能問題。我們建立了能源管理平臺並實施能耗試點實驗項目等精細化和智能化手段，逐步對在管項目進行節能改造，降低運營能耗，並定期評估能源消耗的減少進展。同時，我們積極推動在管項目使用光伏、光熱等太陽能清潔能源，將綠色能源的應用與創新研發作為管理實踐的核心環節。公司還將加大對創新和研發的投資，致力於開發和應用新技術，進一步減少能源消耗，推動可持續能源管理。

水資源管理

定期進行用水評估，設定明確的減少用水量的目標，識別提高水資源使用效率的機會。在日常業務運營中，通過優化管理手段和應用先進技術，不斷改善節水措施並減少水資源污染。我們定期檢查並處理跑冒滴漏現象，確保水資源的高效使用。同時，結合智慧化手段進行科學管理，全面提升水資源的利用效率。我們高度重視水資源的循環利用，積極推動雨水回收設備的應用，並引入智能澆灌系統等創新技術，以進一步減少水消耗並保護水環境。

Continuous improvement and target management

Establish an operational evaluation system oriented towards energy conservation and carbon reduction, promoting improvements in key areas such as energy optimisation management, green building operations, waste reduction and resource recycling;

Set environmental performance targets, including indicators such as greenhouse gas emission intensity, energy efficiency and the proportion of renewable energy, and incorporate them into annual management objectives;

Review the achievement of environmental performance indicators annually and adjust targets and action plans based on external developments and business needs.

Energy management

We conduct regular energy audits to identify and determine opportunities to improve energy performance and address energy-saving issues through the establishment of quantitative targets. We have established an energy management platform and implemented pilot projects on energy consumption management and other refined and intelligent measures. We have gradually carried out energy-saving renovations in managed projects to reduce operational energy consumption and regularly assess the progress of energy consumption reduction. At the same time, we have actively promoted the use of clean solar energy sources, such as photovoltaic and solar thermal systems, in the managed projects, integrating green energy applications and innovative research and development into the core of our management practices. The Company will also increase investment in innovation and research and development, striving to develop and apply new technologies to further reduce energy consumption and promote sustainable energy management.

Water resource management

We conduct regular water usage assessments, set clear targets for reducing water consumption and identify opportunities to improve water use efficiency. In daily business operations, we continuously improve water conservation measures and reduce water pollution through optimised management approaches and the application of advanced technologies. We regularly inspect and address leaks, overflows and seepage to ensure the efficient use of water resources. At the same time, we apply intelligent management tools for scientific management, comprehensively enhancing water resource utilisation efficiency. We attach great importance to water recycling, actively promoting the application of rainwater harvesting equipment and introducing innovative technologies such as smart irrigation systems to further reduce water consumption and protect the water environment.

廢棄物管理

確保具有透明度的廢棄物數據，定期開展廢棄物數據稽核、審計工作，制定、追蹤及定期檢討廢棄物管理目標。積極推動辦公區、社區等多場景的「零廢棄」項目，並設立垃圾分類試點，確保垃圾分類完全合規。同時，萬物雲加強與政府部門、行業組織及合作伙伴的溝通與合作，共同提升廢棄物管理水平，不斷探索並推廣社區的廢棄物管理新技術和新方法。此外，我們踐行減量化（Reducing）、再利用（Reusing）、再循環（Recycling）的 3R 原則，努力減少送往垃圾填埋場的廢棄物。所有廢棄物將由政府指派或具有專業執照的承包商進行專業處理，特別是有害廢棄物，將優先採取環保處置措施，確保其安全、合規地處理。

員工宣貫

定期組織有關節能減排、廢棄物處理、用水效率等方面的環境保護培訓，幫助員工瞭解其工作活動對環境的潛在影響，並鼓勵綠色辦公、減少廢棄物產生和提高資源循環利用率，持續開展零廢棄辦公文化的培育，確保員工在日常工作中能夠採取有效行動減少環境負擔。

外部溝通

積極傾聽並納入客戶、業主代表、行業協會、監管機構等外部利益相關方的意見，推動環境管理策略與項目落地實踐的持續優化。通過發佈 ESG 報告和在官網、微信公眾號平臺更新有關住宅與商企節能管理、「零廢棄」社區等環境行動的進展，我們積極提升利益相關者對公司環境管理政策與行動的瞭解。同時，我們開展社區環保活動，加強與利益相關方的溝通與合作，共同推動環境管理水平的提升，不斷探索並推廣在管項目中應用的新技術和新方法。

Waste management

To ensure transparency of waste data, we conduct regular waste data verification and audits, and formulate, track and periodically review waste management targets. We actively promote “zero-waste” initiatives across multiple scenarios, including offices and communities, and establish waste sorting pilot programs to ensure full compliance with waste classification requirements. Meanwhile, Onewo strengthens communication and cooperation with government departments, industry organisations and partners to jointly enhance waste management standards, continuously exploring and promoting new technologies and methods for community waste management. In addition, we practise the 3R principles of Reducing, Reusing and Recycling to minimise waste sent to landfill. All waste will be professionally treated by government-designated or licensed contractors. In particular, hazardous waste will be prioritised for environmentally responsible disposal to ensure safe and compliant handling.

Employee awareness and training

We regularly organise environmental protection training on topics such as energy conservation and emission reduction, waste treatment and water efficiency, helping employees understand the potential environmental impacts of their work activities. We encourage green office practices, reduce waste generation and improve resource recycling rates, while continuously cultivating a zero-waste office culture to ensure employees take effective actions in their daily work to reduce environmental burdens.

External communication

We actively listen to and incorporate feedback from external stakeholders such as customers, homeowner representatives, industry associations and regulatory authorities, continuously optimising environmental management strategies and project implementation practices. By publishing ESG reports and updating progress on environmental initiatives—such as residential and commercial energy-saving management and “zero-waste” communities—on our official website and WeChat official accounts, we actively enhance stakeholders’ understanding of our environmental management policies and actions. At the same time, we organise community environmental protection activities and strengthen communication and cooperation with stakeholders to jointly enhance environmental management standards, while continuously exploring and promoting the application of new technologies and methods in managed projects.

溫室氣體排放管理 Greenhouse Gas Emissions Management

萬物雲積極投身於氣候保護行動之中，致力於藉助數字化與精準化管控手段，以及加大可再生能源應用力度，持續削減運營及辦公相關的溫室氣體排放密度。

2024 年以前，萬物雲溫室氣體核算口徑為萬物雲總部、全部（區域市場）代表處、各業務單元本部、區域和城市公司的辦公場所；2025 年，萬物雲上線 [Carbon Beat 碳脈搏平臺](#)，通過數字化手段，完成了旗下服務單元主要碳排放數據的月度更新，統計邊界覆蓋公司擁有運營控制權的所有實體與運營設施，業務單元包括萬物雲住宅、商企、城市及公建空間內 8,262 個並表在管項目和辦公運營場所，並以可視化形式展現能源消耗和碳排放情況，以排名的形式展現全國各代表處的碳排放密度情況。我們已對新口徑計算得出的 2024 年和 2025 年溫室氣體數據完成 [第三方認證](#)，為制定節能減排措施提供數據支持，有效推動公司內部自願碳減排的決心，為探索建立碳定價機制打下基礎，促進我們向綠色、可持續方向發展。

Onewo is actively engaged in climate protection efforts and is committed to continuously reducing greenhouse gas emissions associated with operations and office activities through the application of digital and precise management tools, along with an increased focus on renewable energy adoption.

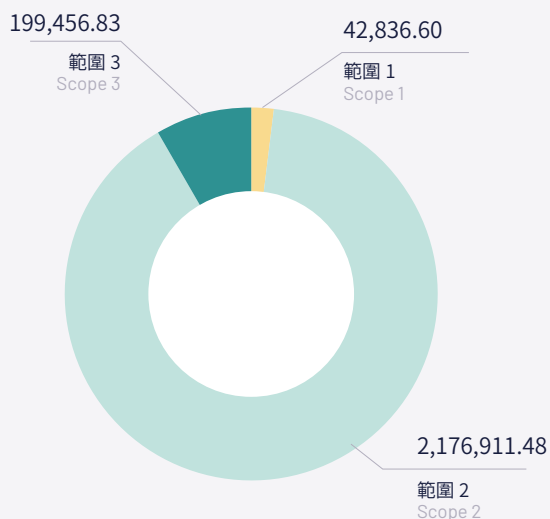
Before 2024, Onewo's greenhouse gas accounting scope covered Onewo headquarters, all (regional) representative offices, the headquarters of each business unit, and the office premises of regional and city companies. In 2025, Onewo launched the [Carbon Beat platform](#). Through digital tools, we achieved monthly updates of major carbon emission data for our service units. The statistical boundary covers all entities and operational facilities over which the Company has operational control, including 8,262 consolidated managed projects and office operating sites across residential, commercial, urban, and public spaces under Onewo. The platform visually presents energy consumption and carbon emissions and ranks representative offices nationwide according to carbon emission intensity. We have completed [third-party verification](#) of the greenhouse gas data for 2024 and 2025 calculated under the new standard. This provides data support for the formulation of energy conservation and emission reduction measures, effectively promotes the Company's commitment to voluntary carbon reduction, lays the foundation for exploring the establishment of a carbon pricing mechanism, and advances our development towards a greener and more sustainable future.

指標 Indicator	單位 Unit	2025 年（新口徑） 2025 (under the new standard)	2024 年（以新口徑回溯） 2024 (recalculated under the new standard)	2023 年（舊口徑） 2023 (under the old standard)
溫室氣體總排放 Total greenhouse gas emissions	噸二氧化碳當量 tCO ₂ e	2,419,204.91	2,045,872.38	5,207.45
溫室氣體排放密度 Greenhouse gas emissions intensity	千克二氧化碳 / 平方米 kgCO ₂ /m ²	0.69	0.69	31.60
直接排放二氧化碳 （範圍一） Direct CO ₂ emissions (Scope 1)	噸二氧化碳當量 tCO ₂ e	42,836.60	45,593.65	511.73
間接排放二氧化碳 （範圍二） Indirect CO ₂ emissions (Scope 2)	噸二氧化碳當量 tCO ₂ e	2,176,911.48	1,827,607.89	4,695.72
間接排放二氧化碳 （範圍三） Indirect CO ₂ emissions (Scope 3)	噸二氧化碳當量 tCO ₂ e	199,456.83	172,670.85	/

2025 碳排放 / 噸

2025 carbon emissions / tonnes

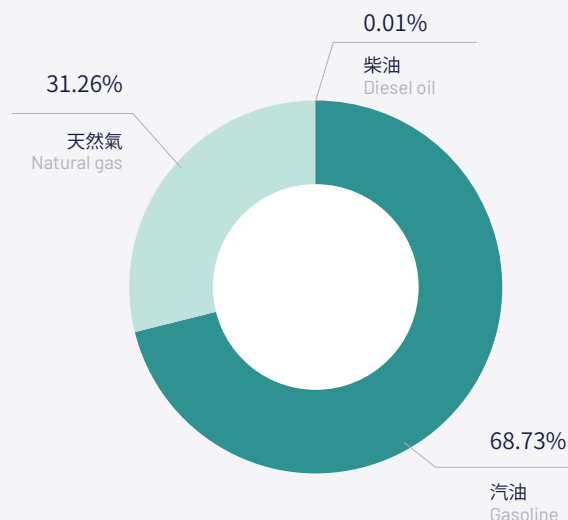
2,419,204.91



2025 年範圍 1 排放量 / 噸

2025 Scope 1 emissions/tonnes

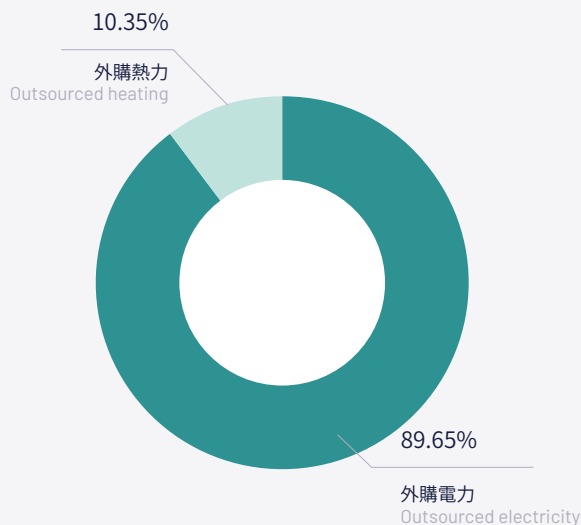
42,836.60



2025 年範圍 2 排放量 / 噸

2025 Scope 2 emissions/tonnes

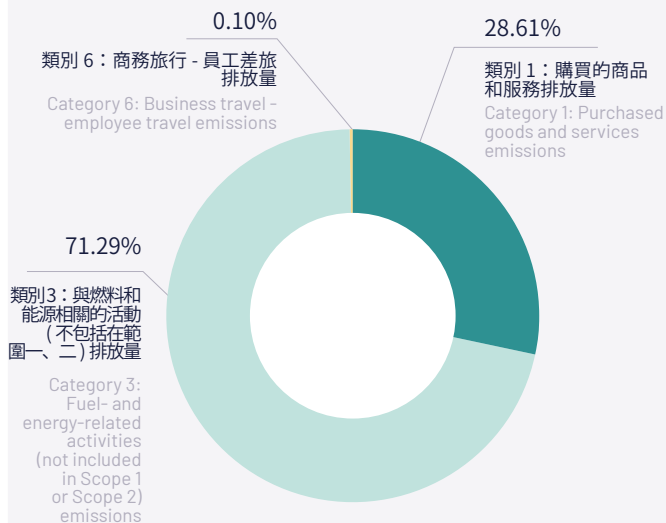
2,176,911.48



2025 年範圍 3 排放量 / 噸

2025 Scope 3 emissions/tonnes

199,456.83



能源管理

Energy Management

萬物雲積極探索創新服務模式，在保證物業服務質量等基本要求的的前提下，通過科學管理、數字化技術賦能和教育宣導，提高各類物業運行能效，將綠色、低碳、可持續的理念深度融入物業服務中。

Onewo actively explores innovative service models to improve the operational energy efficiency of all types of properties through scientific management, digital technology empowerment and education and publicity, while ensuring the quality of property services and other basic requirements, and deeply integrates the concepts of green, low carbon and sustainability into property services.

能源效益目標

- 圍繞公司總體「雙碳」目標，夯實能源與碳管理基礎能力，探索物業行業可實施、可量化的低碳運營路徑；
- 以工商業節能為突破口，系統打造能源產品與能力體系，推動能源服務由項目型探索向產品化、體系化轉型；
- 依託在管項目資源打造節能標杆；
- 建設統一碳管理平臺，完善碳排放數據治理體系，為中長期碳中和目標與產品化輸出打基礎。

Energy efficiency targets

- Strengthen foundational capabilities in energy and carbon management in alignment with the Company's overall carbon peaking and carbon neutrality goals and explore practical and quantifiable low-carbon operational pathways for the property management industry;
- Systematically develop an energy product and capability system, and promote the transformation of energy services from project-based exploration to product-based and systematic solutions, taking industrial and commercial energy conservation as a breakthrough point;
- Leverage the resources of managed projects to establish a benchmark for energy efficiency;
- Establish a unified carbon management platform and improve the carbon emission data governance system, laying the foundation for medium- to long-term carbon neutrality goals and product-based output.

2025 年進展

- 發佈《萬物雲能源產品與能力清單 v2.0》，形成系統化能源能力產品圖譜，統一內部語言，明確戰略能力建設推進方向；
- 基於《萬物雲碳核算方法論》建設「碳脈搏」（Carbon Beat），方法論及平臺通過高校專家、工信部研究院和第三方機構認證；平臺實現全公司超過 10 個業務單元、全國逾 8,000 個不同業態項目覆蓋，並完成 2024 年、2025 年全週期碳排放精準核算，為 2026 年公佈碳減排路徑圖奠定堅實基礎；
- 在項目應用層面，節能從「試點項目」走向「可規模運營」。截至 2025 年末，萬物梁行將能源精準調適作為增值服務在 111 個在管項目推廣實施，全年累計節電 1,720.7 萬 kWh、節費 1,376.6 萬元，並形成《節能措施效果量化報告》。

Progress in 2025

- We released the Onewo Energy Product and Capability Catalogue v2.0, forming a systematic map of energy capability products, unifying internal language and clarifying the direction for advancing strategic capability development;
- Based on the Onewo Carbon Accounting Methodology, we developed "Carbon Beat", with both the methodology and the platform certified by university experts, an institute under the Ministry of Industry and Information Technology, and third-party institutions. The platform covered more than 10 business units and over 8,000 projects of different asset types across the country, and has completed precise full-cycle carbon emissions accounting for 2024 and 2025, laying a solid foundation for the disclosure of the carbon reduction roadmap in 2026;
- At the project application level, energy conservation has evolved from "pilot projects" to "scalable operations". As of the end of 2025, Cushman & Wakefield Vanke Service had promoted and implemented precise energy optimisation as a value-added service across 111 managed projects, achieving cumulative annual electricity savings of 17,207,000 kWh and cost savings of RMB13,766,000, and issuing the Quantitative Report on Energy-saving Measures Effectiveness.

綠色辦公

我們高度重視節能管理，採取了一系列精細化措施和智能化手段，如在總部辦公樓建立了能源管理平臺和高效製冷機房，智能監控和管理大樓的能源使用情況。同時實施午休關燈原則，推行會議室分級管控、限制預定時間，並鼓勵員工走樓梯，減少電梯使用，每週核查下班後關燈、拔電源情況，發現異常通報處理。在屬地管理中，我們在自然光線充足時關閉人工照明，鎖定空調溫度設置（夏季 $\geq 21^{\circ}\text{C}$ ，冬季 $\geq 25^{\circ}\text{C}$ ），以「大管家」監督辦公室能源使用，提高能源利用效率。

我們在日常工作中為一線員工提供能效培訓，開展案例宣傳和優秀經驗分享，鼓勵員工自主學習與組織內部交流，確保節能理念深入人心。

商企服務

萬物梁行結合場景與技術的優勢，以精準調適、節能運維、節能技改三大主力產品探索高效節能之道，助力商業建築節能降耗，以專業服務踐行雙碳戰略。2025 年，萬物梁行將能源精準調適作為增值服務在 111 個在管項目推廣實施，全年累計節電 1,720.7 萬 kWh、節費 1,376.6 萬元。

Green office

We place great emphasis on energy-saving management and have adopted a series of refined measures and intelligent approaches. For example, an energy management platform and a high-efficiency chiller plant have been established at our headquarters to enable smart monitoring and management of building energy consumption. We have implemented a lights-off policy during lunch breaks, introduced tiered control and time restrictions for meeting room bookings, and encouraged employees to use the stairs instead of lifts. Weekly inspections are conducted to check whether lights are switched off and plugs disconnected after work hours, with any irregularities reported and addressed promptly. At the regional level, artificial lighting is switched off when natural daylight is sufficient, and air-conditioning temperature settings are fixed ($\geq 21^{\circ}\text{C}$ in summer, $\geq 25^{\circ}\text{C}$ in winter). A designated "Chief Coordinator" oversees energy use in the office to enhance overall energy efficiency.

In daily operations, we provide energy efficiency training for front line employees, promote best practice cases, and facilitate knowledge-sharing initiatives. Employees are encouraged to engage in self-learning and internal exchanges to ensure energy-saving awareness is embedded across the organisation.

Commercial services

Cushman & Wakefield Vanke Service leverages both scenario-based and technological advantages to explore efficient energy-saving solutions through three core products: precise adjustment, energy-saving operation and maintenance, and energy-efficient retrofitting. By providing professional services, we support energy conservation and consumption reduction in commercial buildings, contributing to the implementation of the carbon peaking and carbon neutrality strategy. In 2025, Cushman & Wakefield Vanke Service promoted and implemented precise energy optimisation as a value-added service across 111 managed projects, achieving cumulative annual electricity savings of 17,207,000 kWh and cost savings of RMB13,766,000.

萬物梁行運營下企業總部的「低碳最優解」

The “Optimal Low-carbon Solution” for a Corporate Headquarters under the Operation of Cushman & Wakefield Vanke Service

萬物梁行服務的某全球領先的光纖預製棒、光纖、光纜及數據通信相關產品和綜合解決方案商，產業大樓位於武漢東湖新技術開發區，由國際著名建築設計師事務所 Gensler 以人為本、綠色低碳的理念打造而成。

該產業大樓的設計本身就蘊含著對自然的深刻理解。建築的設計靈感來自公司的核心產品——光纖。大樓外表安裝了可自動調節的三層立面智能幕牆系統，能夠根據日照強度實時調整百葉角度，就像建築的，自動調節建築內部的光線和熱量，有效「呼吸系統」減少空調負荷。建築師的巧思還體現在雨水回收系統上。通過屋頂的收集裝置，每年可回收利用雨水超過 2,000 噸，這些「天水」被用於灌溉大樓的花園和景觀綠化。從地面廣場到空中花園，整棟建築的立體綠化網絡讓鋼筋水泥中煥發出勃勃生機。

綠色建築的潛能，需要通過精密的運營管理來釋放。作為該產業大樓的物業服務及設施設備管理方，萬物梁行聯合多家權威機構發佈《零廢棄辦公實施與評價指南》，並啟動「零廢棄辦公」試點，產業大樓作為全國十大入選項目之一，開啟了這場運營創新。

A company served by Cushman & Wakefield Vanke Service is a world-leading provider of optical fibre preforms, optical fibres, optical cables, related data communication products and integrated solutions. The industrial building is located in Wuhan East Lake High-tech Development Zone and was designed by the internationally renowned architectural design firm Gensler in a people-oriented, green and low-carbon concept.

The design of the industrial building itself embodies a profound understanding of nature. The building's design was inspired by its core product—optical fibre. The exterior of the building is fitted with an automatically adjustable three-layer intelligent curtain wall façade system, which can adjust the angle of the louvers in real time according to the intensity of sunlight, functioning like the building's automatic “respiratory system” to regulate internal light and heat and effectively reduce air-conditioning loads. The architect's ingenuity is also reflected in the rainwater harvesting system. Through rooftop collection devices, more than 2,000 tonnes of rainwater can be recycled each year. This “water from the sky” is used to irrigate the building's gardens and landscaped greenery. From the ground plaza to the sky garden, the building's three-dimensional greening network brings vibrant life to the concrete structure.

The potential of a green building needs to be unlocked through precise operational management. As the property service provider and facilities and equipment manager of the industrial building, Cushman & Wakefield Vanke Service joined hands with a number of authoritative institutions to publish the Guidelines for the Zero-Waste Office Implementation and Evaluation and launched a pilot for “zero-waste office”. As one of the top ten selected projects in China, the industrial building embarked on this operational innovation.

萬物梁行運營下企業總部的「低碳最優解」

The “Optimal Low-carbon Solution” for a Corporate Headquarters under the Operation of Cushman & Wakefield Vanke Service

在客戶大力支持下，物業團隊對空調暖通、泛光照明和通風系統等設備設施進行反覆調試，設置了能源運行優化方案，在降低能源費用方面成效斐然：2024 年用電量同比 2023 年減少 44.41 萬度。在空調系統優化方面，物業團隊通過實時監測主機負載，在負載低於 60% 時關閉冗餘主機及相關泵組、冷卻塔，每小時節電高達 650 kWh；依據空間使用特性劃分高低區，工作日 19:00 後及週末關閉高區空調，週末單日節電約 2,700 kWh；無人區域溫度上調至 28°C，平衡冷熱效應並降低風櫃運行頻率。

照明系統的改造同樣亮點紛呈。無人辦公區域僅保留公共區域走廊部分及衛生間照明用於日常巡更，正常辦公區域照明由 BA 智能根據室外光強度控制燈具的照度始終保持 300~400Lux，當人員離開後，燈光會在 20 分鐘內悄然熄滅。車庫採用「潮汐式」照明策略，高峰期全亮，非高峰時段及夜間按需降低車道亮度（50% → 25%），在保障安全與體驗的同時，最大化杜絕「無效亮燈」的能源浪費。「讓每一度電都物盡其用」這是該項目物業團隊精細化運營的最佳註腳。

With strong support from clients, the property team repeatedly adjusted and optimised equipment and facilities such as air-conditioning and HVAC systems, floodlighting and ventilation systems, and formulated an energy operation optimisation plan, delivering remarkable results in reducing energy costs: electricity consumption in 2024 decreased by 444,100 kWh year on year compared with 2023. In optimising the air-conditioning system, the property team monitored chiller loads in real time and shut down redundant chillers, related pump sets and cooling towers when the load fell below 60%, achieving electricity savings of up to 650 kWh per hour. Based on spatial usage characteristics, the building was divided into high- and low-zone areas, with air-conditioning in the high zone turned off after 19:00 on working days and throughout weekends, saving approximately 2,700 kWh on a single weekend day. In unoccupied areas, the temperature was raised to 28°C to balance cooling effects and reduce the operating frequency of air handling units.

The upgrade of the lighting system was equally impressive. In unoccupied office areas, only lighting in public corridors and washrooms was retained for routine patrol inspections. In normal office areas, the BA intelligent control system adjusted lighting illuminance based on outdoor brightness to maintain it consistently at 300~400 lux. After personnel left, the lights would quietly switch off within 20 minutes. The car park adopted a “tidal” lighting strategy: fully lit during peak periods, while lane brightness was reduced on demand during off-peak periods and at night (50% → 25%), maximising the elimination of energy waste from “ineffective lighting” while ensuring safety and user experience. “Making every kilowatt-hour count” is the best annotation of the project's property team's refined operations.

住宅服務

萬物雲致力於通過科學管理和技術創新來降低物業及設施管理全生命週期的能耗，減少物業運營帶來的碳排放。我們投入使用能耗管理系統，物業服務者可線上化收集和展示電錶、水錶等公共區域的能耗數據，並利用系統的分析功能優化管理，儘可能確保能源系統和設備始終處於最佳節能狀態。

Residential services

Onewo is committed to reducing energy consumption across the full lifecycle of property and facility management through scientific management and technological innovation, thereby lowering carbon emissions associated with property operations. We launched an energy consumption management system, enabling property service personnel to digitally collect and display energy consumption data from electricity and water meters in public areas. The system's analytical functions support optimised management, helping to ensure that energy systems and equipment operate in an optimal energy-saving state wherever possible.

萬科物業能源管理項目

Vanke Service Energy Management Project

針對公共照明開關時間不精準引發的安全隱患與能耗浪費問題，萬科物業研發「太陽鍾」低碳服務。依託權威天文數據源，結合各地緯度、季節變化構建智能算法，自動生成貼合日出日落規律的開關燈時間，通過企業微信機器人推送至一線員工，以「自然節律」替代人工經驗，零新增硬件投入；同步推進全國調研、技術研發、試點驗證與優化推廣，形成全流程落地閉環。

「太陽鍾」試點項目單項目日均節約照明用電 30 分鐘；2025 年，通過「雲維保」小程序作為標準化模塊全國上線，覆蓋數千住宅項目，高效平衡服務品質與低碳降耗，為基層場景低碳轉型提供可複製方案。

使用太陽鍾數據服務後，單點項目實現公共照明用電量同比下降 10.62%；小區公共區域面積越大，節能潛力越顯著，節電帶來的經濟效益也越可觀。以萬科物業「深圳金色領域」項目為例，接管物業總面積約 16 萬平方米的情況下，使用太陽鍾服務前後，月均用電量減少 554 度，有效降低了物業管理成本。根據電力碳排放折算標準（每度電對應約 0.785 千克二氧化碳排放），以一個項目公共區域有 300 盞照明燈具為例，可實現每年減少碳排放約 2.1 噸。

To address safety hazards and energy waste caused by imprecise switching times for public lighting, Vanke Service developed the "Solar Clock" low-carbon service. Relying on authoritative astronomical data sources and combining local latitude and seasonal changes to build an intelligent algorithm, the service automatically generates lighting switch-on and switch-off times aligned with sunrise and sunset patterns and pushes them to frontline employees through the Enterprise WeChat bot. It replaces manual experience with "natural rhythms" and requires no additional hardware investment. At the same time, nationwide research, technology development, pilot validation and optimisation rollout were advanced in parallel, forming a closed loop for full-process implementation.

For pilot projects, the "Solar Clock" saved an average of 30 minutes of lighting electricity per project per day. In 2025, it was launched nationwide as a standardised module through the "YWEIBA0" Mini Program, covering thousands of residential projects and efficiently balancing service quality with low-carbon energy reduction, thereby providing a replicable solution for low-carbon transformation in grassroots scenarios.

After adopting the Solar Clock data service, a single project achieved a 10.62% year-on-year reduction in public lighting electricity consumption. The larger the public area of a residential community, the greater the energy-saving potential and the more significant the economic benefits brought by electricity savings. Taking Vanke Service's "Shenzhen Golden Field" project as an example, with a total managed property area of approximately 160,000 square metres, average monthly electricity consumption decreased by 554 kWh after the adoption of the Solar Clock service, effectively reducing property management costs. According to the electricity carbon emission conversion standard (approximately 0.785 kilograms of carbon dioxide emissions per kWh), taking a project with 300 public-area lighting fixtures as an example, annual carbon emissions can be reduced by approximately 2.1 tonnes.

清潔能源使用

●

Use of clean energy

●

我們積極推動在管項目的太陽能、風能等清潔能源的使用，將綠色能源應用與創新研發作為管理實踐的核心環節。在上海金色榴鄉園等項目中，我們加強光伏等可再生能源的使用。通過安裝高效的光伏發電系統，將太陽能轉化為清潔電力，為項目設施設備提供穩定且可持續的能源支持。同時，我們持續投入創新研發資源，專注於能源管理技術的優化與升級，積極探索先進的節能解決方案。

We actively promote the use of clean energy sources such as solar and wind power at our managed projects, integrating green energy applications and innovative research and development into the core of our management practices. At projects such as Shanghai Jinse Liuxiangyuan, we have enhanced the utilisation of renewable energy sources including photovoltaic systems. By installing high-efficiency solar power generation systems, we convert solar energy into clean electricity, providing stable and sustainable energy support for project facilities and equipment. Meanwhile, we continue to invest in innovative research and development, focusing on the optimisation and upgrading of energy management technologies and proactively exploring advanced energy-saving solutions.

能耗 Consumption	單位 Unit	2025	2024
可再生能源消耗總量 Total renewable energy consumption	MWh	61.888	7.948

水資源管理

Water Resource Management

萬物雲高度重視水資源管理，嚴格遵守《中華人民共和國水污染防治法》《城鎮排水與污水處理條例》等相關法律法規，確保水資源管理的合規性和有效性。我們在日常業務運營中通過管理手段優化、技術手段應用等方式不斷改善節水措施並減少水資源污染，對跑冒滴漏定期檢查處理，同時利用智慧化手段進行科學管理，高度重視水資源的循環利用，包括使用雨水回收設備和智能澆灌系統等，並張貼節水宣貫海報，增強工作人員在日常管理中節水和循環利用水資源意識。

Onewo attaches great importance to water resource management and strictly complies with the Water Pollution Prevention and Control Law of the People's Republic of China, the Regulations on Urban Drainage and Sewage Disposal, and other relevant laws and regulations to ensure water resource management remains compliant and effective. In our daily operations, we persistently enhance water conservation methods and curtail water pollution through the refinement of management approaches and leveraging technology. Onewo regularly inspects and rectifies leaks, seepage and overflow, and uses intelligent means for scientific management. Additionally, we prioritise the recycling and reuse of water resources. This includes the use of rainwater harvesting systems and smart irrigation technologies. We also display water-saving awareness posters to enhance employees' consciousness of water conservation and the reuse of water resources in day-to-day operations.

用水效益目標

- 倡導員工積極踐行節水理念，在日常工作及運營環節通過藉助精準管理與先進科技，持續優化節水舉措，通過可持續發展理念，不斷提升員工水資源保護意識。

Water efficiency targets

- Encourage employees to actively embrace water-saving principles; through precise management and advanced technologies in daily work and operational processes, continuously optimise water conservation measures; by embedding the concept of sustainable development, strengthen employees' awareness of water resource protection on an ongoing basis.

2025 年進展

- 通過「碳脈搏」（Carbon Beat）平臺上對於水資源採購數據的數字整合，實現全公司超過 10 個業務單元、全國逾 8,000 個不同業態項目公區用水數據覆蓋，並完成 2024 年、2025 年用水量精準計算，為節水目標與行動的制定奠定基礎。

Progress in 2025

- Through the digital integration of water procurement data on the "Carbon Beat" platform, we achieved coverage of public-area water consumption data for more than 10 business units and over 8,000 projects of different asset types across the country, and completed precise calculation of water consumption for 2024 and 2025, laying the foundation for the formulation of water-saving targets and actions.

廢棄物管理 Waste Management

萬物雲在服務的住宅、商企和城市空間積極配合各地政府落地垃圾分類，並探索廢棄物循環利用創新，持續提升社區的垃圾分類治理水平。我們嚴格遵守《中華人民共和國固體廢物污染環境防治法》等國家和地方的相關法律法規，對萬物雲運營過程中產生的廢棄物以及所管理小區產生的廢棄物，實施差異化的管理標準和方法，旨在減少廢棄物對環境的影響。

Onewo actively supports the implementation of waste classification in residential, commercial, and urban spaces under our management, in alignment with local government policies. We also explore innovative approaches to waste recycling, continuously enhancing waste classification and management practices within communities. We strictly comply with national and local laws and regulations, including the Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution. Differentiated management standards and approaches are applied to waste generated during Onewo's operations and that of the residential communities we manage, with the aim of minimising the environmental impact of waste.

廢棄物管理目標

- 建立全國範圍內商企項目廚餘垃圾及有害垃圾處理的數據臺賬，全國範圍內商企項目垃圾分類完全合規，無任何行政處罰事件發生。
- 積極推進住宅項目垃圾分類，加強廢棄物資源化利用。
- 建立員工節能意識，推動公司日常運營過程的節能降耗，減少廢棄物的產生。

Waste management targets

- Establish a national data ledger for the management of kitchen waste and hazardous waste generated at commercial projects; waste classification across all commercial properties under our management is fully compliant with relevant regulations, with no administrative penalties recorded.
- Actively promote waste classification at residential projects and strengthen the resource utilisation of waste.
- Foster energy-saving awareness among employees and promote energy conservation and consumption reduction in daily operations, thereby reducing waste generation.

2025 年進展

- 新增在 229 個住宅小區開展垃圾分類工作，累計在 101 個城市的 2,863 個小區開展垃圾分類工作。
- 實施零廢棄辦公倡議，針對會議、打印、食堂、照明、空調、節約意識等方面提出了具體的要求，培養全員環保意識。

Progress in 2025

- Launched new waste classification initiatives in 229 residential communities, bringing the cumulative total to 2,863 communities across 101 cities.
- Implemented the zero-waste office initiative, setting out specific requirements for meetings, printing, canteens, lighting, air conditioning, and awareness of conservation, with the aim of fostering environmental awareness among all employees.

零廢棄辦公

萬物雲通過創新舉措推動綠色辦公，踐行節能低碳、資源循環利用的理念。我們實施《萬物雲職場管理全流程指引》及《萬物雲行政管理標準與指引》，提出零廢棄辦公倡議，針對會議、打印、食堂、照明、空調、節約意識等方面提出了具體的要求，各地區公司定期在公司公告欄、洗手間小貼士張貼海報，提醒員工在日常辦公中養成節約意識。

Zero-waste office

Onewo promotes green office practices through innovative initiatives, putting into action the principles of energy conservation, low-carbon development, and resource recycling. We have implemented the Onewo Comprehensive Workplace Management Guide and the Onewo Administrative Norms and Procedures, under which we launched the Zero-Waste Office Initiative. This initiative sets out specific requirements covering meetings, printing, canteen usage, lighting, air conditioning, and awareness of conservation. Regional offices regularly display posters on company noticeboards and in restrooms, reminding employees to develop and maintain a sense of resource consciousness in their daily office routines.

社區廢棄物資源化利用

我們在住宅服務空間內持續推進社區垃圾堆肥專項工作，協同萬科公益基金會試點輸出社區堆肥操作指南，並組織堆肥師認證培訓，對社區的綠化垃圾進行堆肥，持續推廣黑水虻處理廚餘垃圾的試點，推動廚餘垃圾的生物轉化和資源化利用，同時助力增加碳封存、降低碳排放。

Resource utilisation of community waste

We continue to advance community composting initiatives within residential service spaces. In collaboration with the Vanke Foundation, we have piloted the development of community composting operation guidelines and organised composting certification training. Green waste from residential communities is composted on-site, while pilot programs using black soldier flies for kitchen waste treatment are being promoted. These efforts support the biological transformation and resource utilisation of food waste, while also contributing to enhanced carbon sequestration and reduced carbon emissions.

青島蝶城零廢棄社區：物業綠色治理範本

Qingdao Onewo Town Zero-Waste Community: A Model for Green Property Management

針對社區有機垃圾外運成本高、居民參與度低的痛點，青島蝶城項目開創性地採用了「1（青島你我創益社工機構）+1（萬科物業城陽蝶城）× N 個小區」協同推廣模式，在城陽區 11 個小區落地有機垃圾就地堆肥技術，將「綠色低碳」嵌入物業日常運營——通過組建含物業高管、高校教授的專項小組，把堆肥納入物業環境管理 KPI，建立「週報 + 月度覆盤」機制，推動物業從「綠化服務者」升級為「低碳推動者」。

技術落地層面，項目以玫瑰裡小區為樣板，完成「廚餘木屑連續堆肥 + 落葉老料混合堆肥」技術標準化，開展現場培訓與志願活動，產出《綠色蝶變堆肥實操工具包》。項目已落地 11 個堆肥點、處理 2.3 噸廚餘及 290.5m³ 園林垃圾，產出 26.6 噸合格堆肥，建成 4 個堆肥花園。環境效益顯著，減少垃圾外運 300 m³、降本 4.5 萬元，實現碳減排 22.9 噸 CO₂ 當量（相當於 1,270 棵樹年固碳量）。項目直接參與超 500 人次，5 次登上央視新聞、獲社造學園獎「最佳協作」，案例入選第七屆物業管理創新發展論壇，成為物業主導型零廢棄社區的全國樣板。

To address the pain points of high transport costs for community organic waste and low resident participation, the Qingdao Onewo Town project pioneered a collaborative promotion model of "1 (Qingdao You & Wo Creative Social Work Service Centre) + 1 (Vanke Service Chengyang Onewo Town) × N communities". This model introduced on-site composting technology for organic waste in 11 communities in Chengyang District, embedding "green and low-carbon" practices into daily property operations. By establishing a dedicated team including senior property management personnel and university professors, incorporating composting into the environmental management KPIs of property management, and setting up a "weekly report + monthly review" mechanism, the project promoted the upgrading of property management from "greening service provider" to "low-carbon promoter".

At the level of technical implementation, with Meiguili Community as the model, the project standardised technologies for "continuous composting of kitchen waste and wood chips + mixed composting of fallen leaves and aged materials", carried out on-site training and volunteer activities, and produced the Green Transformation Composting Practical Toolkit. 11 composting sites have been established, with 2.3 tonnes of food waste and 290.5 m³ of garden waste processed, yielding 26.6 tonnes of certified compost and resulting in the creation of 4 compost gardens. The environmental benefits were significant, reducing external waste transport by 300 m³ and cutting costs by RMB45,000, while achieving carbon emission reductions of 22.9 tonnes of CO₂ equivalent (equivalent to the annual carbon sequestration of 1,270 trees). The project directly involved more than 500 participant visits, was featured five times on CCTV News, received the "Best Collaboration" award from Social Innovation Academy, and was selected as a case for the Seventh Property Management Innovation and Development Forum, becoming a national model for property-led zero-waste communities.

生物多樣性保護 Biodiversity Protection

我們的理念

萬物雲嚴格遵守《中華人民共和國環境保護法》《中華人民共和國生物安全法》《中華人民共和國野生動物保護法》等相關生物多樣性保護法律法規，充分認識到生物多樣性對自然和生態系統穩定的重要性，支持聯合國可持續發展目標（UN SDGs）、《生物多樣性公約》和《昆明 - 蒙特利爾全球生物多樣性框架》的目標，致力於生物多樣性保護，避免對自然生態系統產生負面影響。

萬物雲已發佈由董事會批准並監督實施的《[生物多樣性承諾及政策](#)》《[無砍伐森林承諾及政策](#)》，涵蓋自身運營、供應商及合作伙伴，並與利益相關方進行定期交流，充分了解政府及監管機構、股東和投資者、客戶及業主、供應商及合作伙伴、員工、媒體和公益組織、社區公眾等利益相關方的訴求。同時，通過線上問卷的形式定期收集利益相關方對萬物雲生物多樣性議題的看法及建議，確保其參與萬物雲在生物多樣性的管理活動和風險應對。

Our concepts

Onewo strictly abides by the Environmental Protection Law of the People's Republic of China, the Biosafety Law of the People's Republic of China, the Wildlife Protection Law of the People's Republic of China and other relevant biodiversity protection laws and regulations. We fully recognise the importance of biodiversity to nature and ecosystem stability, support the goals of the UN SDGs, the Convention on Biological Diversity and the Kunming-Montreal Global Biodiversity Framework, and are committed to biodiversity conservation and to avoiding negative impacts on natural ecosystems.

Onewo has issued the [Biodiversity Commitment and Policy](#) and the [No Deforestation Commitment and Policy](#), both approved by the Board of Directors and supervised in implementation. These cover our own operations, suppliers and partners. We also engage in regular communication with stakeholders to fully understand the expectations of government and regulatory authorities, shareholders and investors, customers and property owners, suppliers and partners, employees, media and public welfare organisations, and the public in communities. At the same time, we regularly collect stakeholders' views and suggestions on Onewo's biodiversity-related topics through online questionnaires, ensuring their participation in Onewo's biodiversity management activities and risk response.

我們的策略

風險評估及暴露評估

我們參考自然相關財務披露工作組建議（TNFD）提出的「定位、評價、評估和準備（LEAP）」方法，識別、評估萬物雲及其上下游對自然和生物多樣性的影響與依賴、風險與機遇。採用 Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) 數據庫，結合世界自然基金會（WWF）水風險地圖和企業運營情況，通過外部專家諮詢及內部相關部門溝通，開展萬物雲自身運營及上下游主要行業的業務活動對自然和生態系統的影響和依賴程度的風險評估。

L (locate)：定位

截至 2025 年 12 月 31 日，萬物雲全國範圍內在管 4,509 個住宅物業服務項目、1,768 個商企物業服務項目，以及 365 個市政設施、公共建築、教育及醫療服務項目，價值鏈上游主要涵蓋建築開發、業主委員會及街道辦事處、IT 產業，下游則主要涉及保潔、綠化及安保服務。萬物雲運營及價值鏈對自然與生物多樣性的影響及依賴程度，因各地自然資源差異而存在差異。

我們通過調查每個運營點 2 公里及 10 公里範圍內保護區的生物多樣性狀況、生態完整性及分佈情況，對萬物雲 6,641 個運營點（總面積 93,611.24 公頃）開展了暴露評估，評估對象包括世界自然保護聯盟（IUCN）瀕危物種紅色名錄、中國脊椎動物紅色名錄（RCB）、生物多樣性重要區域（KBA）、世界自然遺產、國際重要濕地、中國自然保護區。

Our strategies

Risk assessment and exposure assessment

With reference to the LEAP approach—Locate, Evaluate, Assess and Prepare—proposed by the Taskforce on Nature-related Financial Disclosures (TNFD), we identified and assessed the impacts and dependencies, risks and opportunities relating to nature and biodiversity arising from Onewo and its upstream and downstream value chain. Using the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) database, together with the World Wide Fund for Nature (WWF) Water Risk Filter and the Company's operating conditions, and through consultation with external experts and communication with relevant internal departments, we conducted a risk assessment of the impacts and dependencies of Onewo's own operations and the major industries in its upstream and downstream value chain on nature and ecosystems.

L: Locate

As of 31 December 2025, Onewo had managed 4,509 residential property service projects, 1,768 commercial property service projects, and 365 municipal facilities, public buildings, education and healthcare service projects across the country. The upstream value chain mainly covered property developers, homeowners' committees and subdistrict offices, and the IT industry, while the downstream value chain mainly involved cleaning, greening and security services. The degree of impact and dependency of Onewo's operations and value chain on nature and biodiversity varies according to differences in natural resources across regions.

By investigating the biodiversity status, ecological integrity and distribution of protected areas within a radius of 2 kilometres and 10 kilometres of each operating site, we carried out an exposure assessment of 6,641 of Onewo's operating sites (with a total area of 93,611.24 hectares). The assessment covered the IUCN Red List of Threatened Species, the Red List of China's Vertebrates (RCB), Key Biodiversity Areas (KBA), World Natural Heritage Sites, Wetlands of International Importance and China's nature reserves.

保護區類型 Type of Protected Area	暴露指標 Exposure Indicator	半徑範圍 Radius Range	
		2 公里半徑 2-Kilometre Radius	10 公里半徑 10-Kilometre Radius
瀕危物種 (極危、瀕危、易危) Threatened species (critically endangered, endangered, vulnerable)	涉及項目數 Number of projects involved	844	4,751
	分佈地區 Distribution areas	廣東省、福建省、北京市、 上海市及四川省 Guangdong Province, Fujian Province, Beijing, Shanghai and Sichuan Province	廣東省、福建省、江蘇省、 浙江省及上海市 Guangdong Province, Fujian Province, Jiangsu Province, Zhejiang Province and Shanghai
自然保護區 Nature reserve	涉及項目數 Number of projects involved	37	817
	分佈地區 Distribution areas	福建省、廣東省、重慶市 和雲南省 Fujian Province, Guangdong Province, Chongqing and Yunnan Province	廣東省、福建省、江蘇省 和山東省 Guangdong Province, Fujian Province, Jiangsu Province and Shandong Province
關鍵生物多樣性區域 (KBA) Key Biodiversity Areas (KBA)	涉及項目數 Number of projects involved	30	92
	分佈地區 Distribution areas	福建省、廣東省和雲南省 Fujian Province, Guangdong Province and Yunnan Province	福建省和廣東省 Fujian Province and Guangdong Province
國際重要濕地 Wetlands of International Importance	涉及項目數 Number of projects involved	31	278
	分佈地區 Distribution areas	廣東省、浙江省和廣西壯 族自治區 Guangdong Province, Zhejiang Province and Guangxi Zhuang Autonomous Region	廣東省、浙江省和遼寧省 Guangdong Province, Zhejiang Province and Liaoning Province
世界自然遺產 World Natural Heritage Sites	涉及項目數 Number of projects involved	1	1
	分佈地區 Distribution areas	山東省泰安市 Tai'an, Shandong Province	山東省泰安市 Tai'an, Shandong Province

基於對 2 公里半徑範圍內結果的綜合評估，共識別出 49 個運營點具有顯著生物多樣性影響，總面積達 1,495.88 公頃，佔所有評估運營點總面積的 1.6%。

Based on a comprehensive assessment of the results within the 2-kilometre radius, we identified a total of 49 operating sites with significant biodiversity impacts, covering a total area of 1,495.88 hectares and accounting for 1.6% of the total area of all assessed operating sites.

E (evaluate) : 評價

在影響方面，萬物雲自身運營對自然和生物多樣性的影響主要體現在三個方面：干擾（光污染）、溫室氣體排放和土地利用。上游對自然和生物多樣性產生的影響主要為建築開發商，包括干擾、溫室氣體排放、土地利用、固體廢物。下游對自然和生物多樣性產生的影響主要為綠化和保潔，包括向水和土壤排放有毒污染物和營養污染物、引入外來入侵物種。

E: Evaluate

In terms of impacts, Onewo's own operations mainly affect nature and biodiversity in three ways: disturbance (light pollution), greenhouse gas emissions and land use. The upstream impacts on nature and biodiversity mainly arise from property developers, including disturbance, greenhouse gas emissions, land use and solid waste. The downstream impacts on nature and biodiversity mainly arise from greening and cleaning services, including the discharge of toxic pollutants and nutrient pollutants into water and soil, and the introduction of invasive alien species.

影響 Impacts	上游 Upstream			自身運營 Own Operations	下游 Downstream		
	建築開發 Property Development	業主委員會及街道辦事處 Property Owners' Committees and Sub-district Offices	IT		保潔 Cleaning	綠化 Greening	安保 Security
干擾（如聲、光） Disturbance (such as noise and light)	VH	VL	L	L			VL
用水量 Water consumption	L	VL	VL	VL	L	L	L
溫室氣體排放量 Greenhouse gas emissions	H	L	L	L	VL	VL	VL
非溫室氣體空氣污染 物排放量 Emissions of non- greenhouse-gas air pollutants	L	L	VL	VL	VL	VL	VL
固體廢物 Solid waste	M	VL	L	VL	VL	VL	VL
土地利用 Land use	M	L	VL	L	VL	L	VL
有毒污染物排放至水 體和土壤 Discharge of toxic pollutants into water and soil	L	L		VL	L	M	VL
營養污染物排放至水 體和土壤 Discharge of nutrient pollutants into water and soil					M	M	
入侵物種引入 Introduction of invasive species	L					M	

VL-Very Low

L-Low

M-Medium

H-High

VH-Very High

在依賴方面，萬物雲自身運營對自然和生物多樣性的依賴體現在防洪和緩解風暴、土壤保持以及本地氣候調節。上游對自然和生物多樣性的依賴主要為建築開發商，包括土壤保持、降水模式調節、供水、防洪和緩解風暴。下游對自然和生物多樣性的依賴主要為綠化和保潔，包括供水、水淨化和有害生物防治。

In terms of dependencies, Onewo's own operations depend on nature and biodiversity in respect of flood prevention and storm mitigation, soil retention and local climate regulation. The upstream dependencies on nature and biodiversity mainly relate to property developers, including soil retention, regulation of precipitation patterns, water supply, flood prevention and storm mitigation. The downstream dependencies on nature and biodiversity mainly relate to greening and cleaning services, including water supply, water purification and pest control.

依賴性 Dependencies	上游 Upstream			自身運營 Own Operations	下游 Downstream		
	建築開發 Property Development	業主委員會及街道辦事處 Property Owners' Committees and Sub-district Offices	IT		保潔 Cleaning	綠化 Greening	安保 Security
供水 Water supply	M	L	VL	VL	M	M	VL
全球氣候調節 Global climate regulation	L	VL	VL	VL	VL	VL	
降雨模式調節 Rainfall pattern regulation	H	VL	VL		VL	L	
局部氣候調節 Local climate regulation	L	L	L	L	L	L	L
空氣過濾 Air filtration	VL			VL		VL	
土壤保持 Soil retention		VL	VL	L	VL	L	VL
水質淨化 Water purification	L				VL	M	
水流調節 Water flow regulation	L	L	VL	VL	L	VL	VL
防洪防風 Flood prevention and wind protection	M	VL	VL	M	VL	L	VL
降噪 Noise reduction	VL			VL			
害蟲防治 Pest control		VL				M	
大氣與生態系統稀釋 作用 Atmospheric and ecosystem dilution	L					VL	
感官影響調解（噪聲 除外） Mitigation of sensory impacts (excluding noise)	VL			VL			
視覺景觀美化 Visual landscape enhancement				VL		L	

VL-Very Low

L-Low

M-Medium

H-High

VH-Very High

A (assessment)：評估

根據 TNFD 建議並結合萬物雲的行業特點和實際運營情況，我們識別出生物多樣性的物理風險、轉型風險和機遇如下，應對策略按照承諾中的減緩層級原則進行管理。

A: Assessment

Based on the TNFD recommendations and in light of Onewo's industry characteristics and actual operating conditions, we identified the following biodiversity-related physical risks, transition risks and opportunities. Response strategies are managed in accordance with the mitigation hierarchy set out in our commitments.

風險類型 Risk Type		時間範圍 Time Scope	風險描述 Risk Description	應對措施 Responses
物理風險 Physical risk	急性風險 Acute risk	短期 Short term	極端天氣如暴雨、洪水、風暴導致建築損壞或產生區域積水，增加建築、設施損耗及維修成本 Extreme weather events such as heavy rainfall, floods and storms may cause building damage or regional waterlogging, increasing wear and tear on buildings and facilities as well as repair costs.	● 建立應急響應機制，配備應急物資並定期開展應急演練，以避免或減輕極端天氣對運營的影響。 Emergency response mechanisms should be established, emergency supplies should be equipped, and regular emergency drills should be conducted to avoid or mitigate the impact of extreme weather on operations. ● 鑑於城市濕地可作為抵禦暴雨風暴的緩衝區，位於濕地周邊的運營場地需在做好應急準備的同時保護周邊濕地，避免或減少向水體和土壤排放有毒及營養污染物。 Given that urban wetlands can serve as buffer zones against rainstorms and storms, operating sites located near wetlands should, while making adequate emergency preparations, also protect surrounding wetlands and avoid or reduce the discharge of toxic and nutrient pollutants into water bodies and soil.
	慢性風險 Chronic risk	中長期 Medium and long term	土壤保持：土壤因水力、風力作用而流失，導致土壤侵蝕、崩塌，對建築物的結構穩定性和完整性產生風險，增加維護成本 Soil retention: Soil loss caused by water and wind may lead to soil erosion and collapse, posing risks to the structural stability and integrity of buildings and increasing maintenance costs.	● 土地使用階段：對現有土地進行重新規劃與利用時考慮採用透水材料，以確保土壤溼度不致降低，維持土壤活性與植被存活。 Land use stage: When replanning and reusing existing land, consideration should be given to the use of permeable materials to ensure that soil moisture does not decline, thereby maintaining soil vitality and vegetation survival. ● 運營維護階段：綠化採用喬木 - 灌木 - 草本多層配置，優先選用本地深根樹種，既增強土壤固持能力，又降低入侵物種引入風險。 Operation and maintenance stage: A multi-layer greening configuration of trees, shrubs and herbaceous plants should be adopted, giving priority to native deep-rooted tree species to enhance soil stabilisation capacity while reducing the risk of introducing invasive species. ● 自然保護區周邊作業區域除保障植被覆蓋與透水性外還需向社區宣傳自然與生物多樣性價值，減少周邊居民對保護區造成的無意識破壞。 In operating areas surrounding nature reserves, in addition to ensuring vegetation cover and permeability, it is also necessary to promote to communities the value of nature and biodiversity, so as to reduce inadvertent damage to protected areas by nearby residents.

風險類型 Risk Type	時間範圍 Time Scope	風險描述 Risk Description	應對措施 Responses
物理風險 Physical risk 慢性風險 Chronic risk	中長期 Medium and long term	本地氣候調節：溫室氣體排放增加但濕地、森林等生態系統吸收溫室氣體不足會導致本地氣候調節失常，造成熱島效應，溫度升高導致水資源消耗和能耗增加，運營成本升高 Local climate regulation: Increased greenhouse gas emissions, combined with insufficient absorption of greenhouse gases by ecosystems such as wetlands and forests, may disrupt local climate regulation, resulting in heat island effects. Rising temperatures may increase water consumption and energy use, thereby increasing operating costs.	● 減少溫室氣體排放，提高能源利用效率。 Greenhouse gas emissions should be reduced and energy efficiency should be improved. ● 位於濕地、森林等自然保護區周邊的運營場所，還需向社區宣傳濕地與森林生態系統在調節氣候、緩解熱島效應方面的作用，增強居民的自然保護意識。 For operating sites located near wetlands, forests and other nature reserves, it is necessary to promote within the community the role of wetland and forest ecosystems in climate regulation and heat island mitigation, so as to enhance residents' awareness of nature conservation.
		有害生物防治：通過化學防治施藥，可能存在害蟲產生抗藥性以及污染水體或土壤的風險，導致運營成本增加 Pest control: The application of chemicals for pest control may create risks of pest resistance and pollution of water bodies or soil, leading to increased operating costs.	● 嘗試將環境管理（如每日清理垃圾房、保持綠化帶無積水等）與生物防治（如引入當地害蟲的天敵物種）相結合，不可行時考慮使用含生物酶的殺蟲劑，以降低害蟲抗藥性並減少化學藥劑用量。 Efforts should be made to combine environmental management measures, such as daily cleaning of refuse rooms and keeping green belts free of standing water, with biological control methods, such as introducing native natural enemies of pests. Where this is not feasible, consider using insecticides containing biological enzymes to reduce pest resistance and decrease chemical use.
		瀕危物種減少：瀕危的捕食性物種（如某些鳥類）消失後，害蟲可能失控，增加殺蟲劑噴灑加劇居民健康風險；另外瀕危物種減少反映了生態系統的退化，在發生極端天氣時缺少緩衝，增加運營成本 Reduction in endangered species: When endangered predatory species, such as certain birds, disappear, pests may become uncontrolled, increasing the use of pesticides and heightening health risks for residents. In addition, the decline of endangered species reflects ecosystem degradation, reducing buffering capacity during extreme weather events and increasing operating costs.	● 增加綠牆和屋頂花園面積，選用本地瀕危植物，為鳥類和昆蟲提供棲息地。 The area of green walls and roof gardens should be increased, and native endangered plant species should be selected to provide habitats for birds and insects. ● 在適宜區域（如頂棚、欄杆及其他藤架）為瀕危鳥類提供築巢條件。 Nesting conditions should be provided for endangered birds in suitable areas, such as canopies, railings and other trellis structures. ● 對於毗鄰海洋物種保護區、森林等自然保護區的運營場所，儘可能減少夜間照明使用或改用琥珀色光源，以降低夜間對海洋生物及候鳥的光污染干擾。 For operating sites adjacent to marine species protected areas, forests and other nature reserves, night-time lighting use where possible should be minimised or amber lighting should be used instead to reduce light pollution disturbance to marine life and migratory birds at night.

風險類型 Risk Type	時間範圍 Time Scope	風險描述 Risk Description	應對措施 Responses
轉型風險 政策風險 Transition Policy risk	中長期 Medium and long term	《昆明 - 蒙特利爾全球生物多樣性框架》設定了 2030 年行動目標和 2050 年願景，我國出臺了相應的保護戰略和行動計劃，可能在生物多樣性調查監測評估、保護恢復、社會參與等方面有更多的法規要求，增加合規成本 The Kunming-Montreal Global Biodiversity Framework sets out action targets for 2030 and a vision for 2050. China has introduced corresponding conservation strategies and action plans, and there may be more regulatory requirements in areas such as biodiversity survey, monitoring and assessment, conservation and restoration, and public participation, thereby increasing compliance costs.	● 監控政策變化與方向，並及時響應以規避合規風險。 Policy changes and directions should be monitored and responded in a timely manner to avoid compliance risks.
	長期 Long term	房地產企業 / 業委會對於當前氣候變化和極端天氣的感知逐漸明顯，可能會傾向選擇具有自然和生物多樣性管理優秀的企業為其服務，如未及時轉型，可能導致市場份額降低 Real estate enterprises and homeowners' committees are becoming increasingly aware of current climate change and extreme weather, and may tend to select enterprises with strong management performance in nature and biodiversity to serve them. Failure to transition in a timely manner may result in a decline in market share.	● 開展市場需求與偏好分析，深化市場洞察，及時調整業務策略。 Market demand and preference analysis should be conducted, market insights should be deepened, and business strategies should be adjusted in a timely manner.
	中期 Medium term	政府可能鼓勵並推動各行業採用生態系統服務和氣候變化領域的新技術，如未能及時有效落地，可能導致競爭力下降，市場份額降低 Governments may encourage and promote the adoption of new technologies related to ecosystem services and climate change across industries. Failure to implement such technologies effectively and in a timely manner may lead to reduced competitiveness and lower market share.	● 監測行業內新技術的發展與進展，並根據政策趨勢及時採用新技術。 The development and progress of new technologies within the industry should be monitored, and new technologies should be adopted in a timely manner in line with policy trends.

風險類型 Risk Type		時間範圍 Time Scope	風險描述 Risk Description	應對措施 Responses
轉型風險 Transition risk	聲譽風險 Reputational risk	短中長期 Short, medium and long term	投資者愈發關注企業在自然和生物多樣性方面的表現，如企業表現不佳可能影響投資者的信任，導致資金流失；社會對企業的可持續經營日益關注，若生態保護管理不善，可能會喪失利益相關方的信任 Investors are paying increasing attention to corporate performance in nature and biodiversity. Poor performance may affect investor confidence and lead to capital outflows. Society is also paying growing attention to sustainable corporate operations, and poor ecological protection management may result in the loss of stakeholder trust.	● 加強與投資者和利益相關方的溝通，提升自然與生物多樣性管理的透明度。 Communication with investors and stakeholders should be strengthened, and transparency in nature and biodiversity management should be enhanced.
	生態功能 Ecological functions	中長期 Medium and long term	瀕危物種在作業區域周邊的出現表明該地仍具有關鍵生態功能（如覓食、棲息或繁殖），若及時保護，物種豐富度可得到提升 The appearance of endangered species around operating areas indicates that the location still has key ecological functions, such as foraging, habitat or breeding. If protected in a timely manner, species richness can be enhanced.	● 擴大綠牆和屋頂花園的面積，選擇本地瀕危植物，並為鳥類和昆蟲提供棲息地。 The area of green walls and roof gardens should be increased, and native endangered plant species should be selected to provide habitats for birds and insects.
	聲譽 Reputation	短中長期 Medium and long term	參與自然與生物多樣性保護，將提升企業在市場中的認可度與美譽度，增強企業聲譽與競爭力 Participation in nature and biodiversity protection will enhance the Company's market recognition and reputation, and strengthen our corporate reputation and competitiveness.	● 參與或開展生物多樣性保護活動。 Biodiversity protection activities should be participated in or carried out.
	市場 Market	長期 Long term	市場傾向於選擇自然友好型服務，可能帶來新的市場機遇 The market tends to favour nature-positive services, which may bring new market opportunities.	● 監測市場需求變化並及時調整市場策略。 Changes in market demand should be monitored, and market strategies should be adjusted in a timely manner.

P (prepare) : 準備

風險管理流程

萬物雲對自然和生物多樣性風險的識別與管理納入到整體的風險管理流程，通過自上而下、自下而上相互結合的方式進行風險管理融合，將自然和生物多樣性風險納入投資決策、採購標準、運營規範中。

P: Prepare

Risk management process

Onewo incorporates the identification and management of nature and biodiversity risks into its overall risk management process. Through a combination of top-down and bottom-up approaches, we integrate nature and biodiversity risk management into investment decisions, procurement standards and operational protocols.



在所有對生物多樣性有重大影響的地點，萬物雲均按照承諾中的「減少」和「恢復與再生」中的管理計劃對瀕危物種和自然保護區進行保護。萬物雲承諾到2030年投資、收併購和新開發項目中實現淨零損失(NNL)，到2050年實現生物多樣性淨積極影響(NPI)，遵循以下減緩層級原則：

避免

- 在投資、收併購、新開發項目前期進行盡職調查及生物多樣性風險評估，避免在重要生物多樣性區域開展業務活動；
- 在與業務合作伙伴及供應商合作前對其進行調查，確保價值鏈的業務活動不涉及重要生物多樣性區域。

減少

- 減少向水和土壤中排放有毒和營養污染物以保護周邊濕地及自然保護區：減少化學殺蟲劑使用量，改用生物農藥殺蟲；減少使用含氮、磷的洗滌劑和化肥；
- 減少對土壤保持的影響及降低外來入侵物種的可能性：如對當前土地重新規劃利用，採用透水材料以保證土壤水分充足，確保土壤保持服務功能性；綠化採用喬-灌-草復層配置，優先選用深根本地樹種，提高土壤保持能力的同時，降低外來入侵物種的可能性；
- 減少光干擾：位於海洋物種、森林等自然保護區附近的運營基地，儘可能關閉夜間燈光或切換成琥珀色光源，減少對海洋生物和夜間遷徙的鳥類產生的光干擾；
- 減少溫室氣體排放，減緩對氣候變化的影響；
- 對於位於自然保護區周邊的運營基地，在社區內宣傳自然和生物多樣性的重要性，減少自然保護區周邊人群對其無意識的破壞。

At all sites with significant impacts on biodiversity, Onewo protects endangered species and nature reserves in accordance with the management plans under "Reduce" and "Restore and Regenerate" set out in our commitments. Onewo is committed to achieving no net loss (NNL) in investments, mergers and acquisitions, and new development projects by 2030, and a net positive impact (NPI) on biodiversity by 2050, following the mitigation hierarchy principles below:

Avoid

- Conduct due diligence and biodiversity risk assessments in the early stages of investments, mergers and acquisitions, and new development projects, and avoid conducting business activities in important biodiversity areas;
- Conduct investigations of business partners and suppliers before cooperation to ensure that activities in the value chain do not involve important biodiversity areas.

Reduce

- Reduce the discharge of toxic and nutrient pollutants into water and soil to protect surrounding wetlands and nature reserves: Reduce the use of chemical pesticides and switch to biopesticides; reduce the use of detergents and fertilisers containing nitrogen and phosphorus;
- Reduce impacts on soil retention and lower the likelihood of invasive alien species: When replanning and reusing existing land, adopt permeable materials to ensure adequate soil moisture and maintain the functional integrity of soil retention services; use multi-layer greening with trees, shrubs and grasses, prioritising deep-rooted native tree species to improve soil retention capacity while lowering the likelihood of invasive alien species;
- Reduce light disturbance: For operating bases located near marine species habitats, forests and other nature reserves, switch off night-time lighting where possible or change to amber light sources to reduce light disturbance to marine organisms and nocturnally migrating birds;
- Reduce greenhouse gas emissions and mitigate impacts on climate change;
- For operating bases located around nature reserves, promote within the community the materiality of nature and biodiversity, so as to reduce inadvertent damage by people living near such reserves.

恢復與再生

- 增加綠牆和屋頂花園面積，選用本地瀕危植物，為鳥類和昆蟲提供棲息地；
- 在合適區域為瀕危鳥類提供築巢條件。

轉型

- 開展市場需求偏好分析，加強市場洞察，及時調整公司發展策略；
- 關注行業內新技術的開發與發展，結合政策走向，及時採納新技術。

Restore and regenerate

- Increase the area of green walls and roof gardens, and select native endangered plant species to provide habitats for birds and insects;
- Provide nesting conditions for endangered birds in suitable areas.

Transition

- Conduct market demand and preference analysis, strengthen market insights, and adjust the Company's development strategies in a timely manner;
- Pay attention to the development and advancement of new technologies in the industry and adopt such technologies promptly in line with policy directions.

應對氣候變化 Responses to Climate Change

萬物雲積極開展氣候相關風險和機遇識別工作，並制定了應對策略和目標，發佈《[應對氣候變化政策](#)》，以更好地應對氣候變化對業務運營的潛在影響，並及時抓住其帶來的機遇，推動自身及客戶向更可持續及低碳經濟轉型。

Onewo actively identifies climate risks and opportunities, has formulated corresponding strategies and targets, and issued [Climate Change Policy](#) to better manage the potential impacts of climate change on our business operations. At the same time, we seek to seize emerging opportunities and support the transition—both for ourselves and our customers—towards a more sustainable and low-carbon economy.

管治

萬物雲深刻理解氣候變化將會對我們的客戶、運營、員工和當地社區產生重大影響。為了應對這些挑戰，我們已將氣候變化相關的監督和管理納入現有的管治架構。

董事會作為公司氣候變化相關事項的最高決策機構，定期聽取氣候相關監管動態、風險機遇識別結果及管理進展彙報，並將氣候因素納入公司戰略規劃及重大經營決策考量。同時，公司建立了分層明確、職責清晰的氣候相關管治架構，形成由董事會統籌決策、ESG 與應對氣候變化執行管理委員會監督指導及 ESG 辦公室具體落實的管理機制，實現對氣候相關風險與機遇的系統識別、評估與管理。

Governance

Onewo recognises that climate change may have significant impacts on our customers, operations, employees, and local communities. In response to these challenges, we have integrated climate-related oversight and management into our existing governance structure.

As the Company's highest decision-making body for climate-related matters, the Board of Directors regularly receives reports on climate-related regulatory developments, the identification results of risks and opportunities, and management progress, and incorporates climate factors into the Company's strategic planning and major business decision-making. At the same time, the Company has established a climate-related governance structure with clear layers and responsibilities, forming a management mechanism under which the Board of Directors makes overall decisions, the ESG and Responses to Climate Change Executive Management Committee provides supervision and guidance, and the ESG Office is responsible for implementation, thereby enabling the systematic identification, assessment and management of climate-related risks and opportunities.

機構 Organisation	角色 Role	職責 Duties	履職頻率 Frequency of Duty Performance
董事會 Board of Directors	決策機構 Decision-making body	董事會負責監督本集團在氣候變化方面的整體戰略和表現： The Board of Directors is responsible for overseeing the Group's overall climate change strategy and performance: ● 戰略指引： Strategic guidance: ● 審議提出集團氣候戰略、長期目標及行動方向建議，確保其與整體業務戰略和可持續發展目標保持一致。 Review and propose recommendations on the Group's climate strategy, long-term targets and action directions, ensuring alignment with the overall business strategy and sustainable development goals. ● 風險與機遇監督： Risk and opportunity supervision: ● 監督氣候相關風險與機遇的識別、評估、優先排序和應對方案。 Supervise the identification, assessment, prioritisation and response plans for climate-related risks and opportunities. ● 定期審閱管理層提交的情景分析報告及其對業務和財務的影響。 Regularly review scenario analysis reports submitted by management and their impact on the business and finances. ● 在重大投資、採購及運營決策中，綜合考慮氣候相關因素和風險評估結果，並權衡相關的利弊。 In major investment, procurement and operational decisions, comprehensively consider climate-related factors and risk assessment results, and weigh the related advantages and disadvantages. ● 政策與目標審批： Policy and target approval: ● 審議並批准涉及減碳、能效、可再生能源及氣候韌性提升的關鍵政策、目標及行動計劃。 Review and approve key policies, targets and action plans relating to carbon reduction, energy efficiency, renewable energy and enhanced climate resilience.	1 次 / 年 Once per year

機構 Organisation	角色 Role	職責 Duties	履職頻率 Frequency of Duty Performance
董事會 Board of Directors	決策機構 Decision-making body	● 績效與披露： Performance and disclosure: ● 監督氣候相關目標的達成進度（KPI），並定期評估其有效性。 Oversee progress towards climate-related targets (KPIs) and regularly assess their effectiveness. ● 審閱年度 ESG 報告中的氣候信息披露內容，確保其準確性、完整性和透明度。 Review climate-related disclosures in the annual ESG report to ensure their accuracy, completeness and transparency. ● 技能和勝任能力： Skills and competence: ● 定期評估委員會成員在氣候相關議題上的技能和勝任能力，並透過內部培訓、研討會或聘請外部專家等方式，確保具備有效監督能力。 Regularly assess committee members' skills and competence in climate-related topics, and ensure effective oversight capability through internal training, seminars or the engagement of external experts.	1 次 / 年 Once per year
管理層層面：ESG 與應對氣候變化執行管理委員會 Management level: ESG and Responses to Climate Change Executive Management Committee	管理機構 Management body	ESG 與應對氣候變化執行管理委員會在董事會的授權和監督下，負責推動氣候相關戰略和目標的落地實施： Under the authorisation and supervision of the Board of Directors, the ESG and Responses to Climate Change Executive Management Committee is responsible for promoting the implementation of climate-related strategies and targets: ● 戰略落地： Strategy implementation: ● 依據董事會批准的氣候戰略與目標，制定年度行動計劃，並推動在各業務單元的實施。 Based on the climate strategy and targets approved by the Board of Directors, formulate annual action plans and drive their implementation across business units.	1 次 / 年 Once per year

機構 Organisation	角色 Role	職責 Duties	履職頻率 Frequency of Duty Performance
管理層層面：ESG 與應對氣候變化執 行管理委員會 Management level: ESG and Responses to Climate Change Executive Management Committee	管理機構 Management body	● 風險管理： Risk management: ● 組織開展氣候相關風險與機遇的評估， 提出具體的應對與適應方案，並定期 向董事會 ESG 委員會彙報。 Organise assessments of climate- related risks and opportunities, propose specific response and adaptation plans, and report regularly to the Board of Directors' ESG Committee. ● 數據與監測： Data and monitoring: ● 跟蹤氣候目標與關鍵指標（包括減排、 能效、轉型投資等）的執行與進展。 Track the execution and progress of climate targets and key indicators, including emissions reduction, energy efficiency and transition investment. ● 確保相關數據完整、準確、可追溯， 並建立內部審核機制，支持決策與對 外披露。 Ensure that relevant data are complete, accurate and traceable, and establish internal review mechanisms to support decision-making and external disclosure. ● 內部職能整合： Integration of internal functions: ● 負責將氣候相關的監控制度與公司其 他內部職能部門進行有效整合，確保 氣候風險管理成為公司日常運營和決 策流程的一部分。 Be responsible for effectively integrating climate-related monitoring systems with the Company's other internal functional departments, ensuring that climate risk management becomes part of daily operations and decision-making processes.	1 次 / 年 Once per year

機構 Organisation	角色 Role	職責 Duties	履職頻率 Frequency of Duty Performance
管理層層面：ESG 與應對氣候變化執 行管理委員會 Management level: ESG and Responses to Climate Change Executive Management Committee	管理機構 Management body	● 彙報機制： Risk management: ● 每年至少 1 次向董事會彙報，內容包 括氣候風險評估與應對、目標與績效 進展、重大轉型舉措及資金使用等； 必要時可邀請外部專家就情景分析、 目標設定及審閱提供意見。 Report to the Board of Directors at least once a year on climate risk assessment and response, progress on targets and performance, major transition initiatives, and the use of funds. External experts may be invited where necessary to provide opinions on scenario analysis, target-setting and review. ● 推動並監督將氣候相關的績效指標（如 碳排放強度、能效提升率）納入管理 層的年度績效考核及薪酬政策中，並 就此向董事會提供建議。 Promote and supervise the incorporation of climate-related performance indicators, such as carbon emission intensity and energy efficiency improvement rates, into management's annual performance appraisal and remuneration policies, and provide recommendations to the Board of Directors on this basis.	1 次 / 年 Once per year
ESG 辦公室 ESG Office	執行主體 Executive body	● 評估及識別氣候變化相關風險及機遇； Assess and identify climate-related risks and opportunities; ● 氣候變化策略及目標執行落地的具體 推進； Drive the implementation of climate strategies and targets; ● 組織氣候變化風險及機遇的應對機制； Organise and coordinate response mechanisms for climate risks and opportunities; ● 根據氣候變化相關的管理目標落實年 度工作內容。 Develop and implement annual work plans in alignment with climate-related management objectives.	持續跟進 Ongoing follow-up

策略

Strategy

萬物雲持續審查我們的氣候戰略，通過情景分析識別在當期、短期和長期時間跨度下的氣候相關風險和機遇，實施應對措施，並定期評估措施的有效性。

Onewo recognises that climate change may have significant impacts on our customers, operations, employees, and local communities. In response to these challenges, we have integrated climate-related oversight and management into our existing governance structure.

氣候情景選擇及評估時間

Climate scenarios and assessment timeframes

基於目前形勢和對未來情況的分析，萬物雲採用基於 IPCC 的 RCP 8.5 和 RCP 4.5 情景，及國際能源署（International Energy Agency, IEA）的淨零排放（Net Zero Emissions）情景和既定政策（Stated Policies）情景作為氣候情景分析和比對基準。

Based on current developments and future outlooks, Onewo adopts the IPCC's RCP8.5 and RCP4.5 scenarios, as well as the International Energy Agency (IEA)'s Net Zero Emissions Scenario and Stated Policies Scenario as the reference frameworks for climate scenario analysis and benchmarking.

	物理風險 Physical Risks		轉型風險 Transition Risks	
情景名稱 Scenario Name	IPCC-RCP4.5	IPCC-RCP8.5	IEA - 淨零排放 IEA - Net Zero Emissions	IEA - 既定政策 IEA - Stated Policies
潛在溫升 Potential Temperature Rise	2°C ~3°C	~4°C	~1.5°C	2.6°C ~3°C
情景描述 Scenario Description	假設二氧化碳排放量到 2045 年左右開始下降，到 2100 年達到 2050 年水平的一半左右。此情景預計導致全球氣溫上升 2°C至 3°C。 Under this scenario, carbon dioxide emissions are assumed to begin declining around 2045 and fall to approximately half of the 2050 level by 2100. This trajectory is expected to lead to a global temperature increase of between 2°C and 3°C.	未有重大的新政策出臺，經濟增長和技術進步在很大程度上仍然主要依賴化石燃料。此情景預計到 2100 年將導致全球氣溫上升 4°C。 In the absence of major new policy interventions, economic growth and technological advancement remain largely dependent on fossil fuels. Under this scenario, global temperatures are expected to rise by approximately 4°C by 2100.	假設全球溫度升幅控制在 1.5°C 內。全球能源系統需全面轉型，大規模部署可再生能源，提高能源效率，並推動碳捕集技術應用。各國將採取嚴格減排政策，推動各領域的深度脫碳。 This scenario assumes that the global temperature increase is limited to within 1.5°C. Achieving this target requires a complete transformation of the global energy system, including large-scale deployment of renewable energy, improvements in energy efficiency, and the widespread application of carbon capture technologies. Countries are expected to adopt stringent emissions reduction policies to drive deep decarbonisation across all sectors.	假設全球化石燃料仍佔主導地位，能源轉型進展較慢，可再生能源增長較為有限。各國雖有氣候行動，但整體減排力度不足，溫室氣體排放未能有效控制，導致全球氣溫上升約 3°C。 This scenario assumes that fossil fuels continue to dominate the global energy mix, with slow progress in the energy transition and limited growth in renewable energy. Although countries undertake climate actions, overall emissions reduction efforts remain insufficient, and greenhouse gas emissions are not effectively controlled, resulting in a global temperature increase of approximately 3°C.

我們根據 ISSB《國際財務報告可持續披露準則第 2 號——氣候相關披露》(IFRS S2) 建議和聯交所《環境、社會及管治報告守則》要求，分別對短期、長期開展氣候變化風險與機遇的分析。

We conducted analyses of climate risks and opportunities over both the short and long term, in accordance with the recommendations of ISSB IFRS S2 and the requirements of the Environmental, Social and Governance Reporting Code of the Hong Kong Stock Exchange.

當前、短期、長期定義

Definitions of Current Period, Short Term, and Long Term

當前 Current Period	2025~2026 年 2025~2026
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短期 Short Term	2026~2030 年 2026~2030
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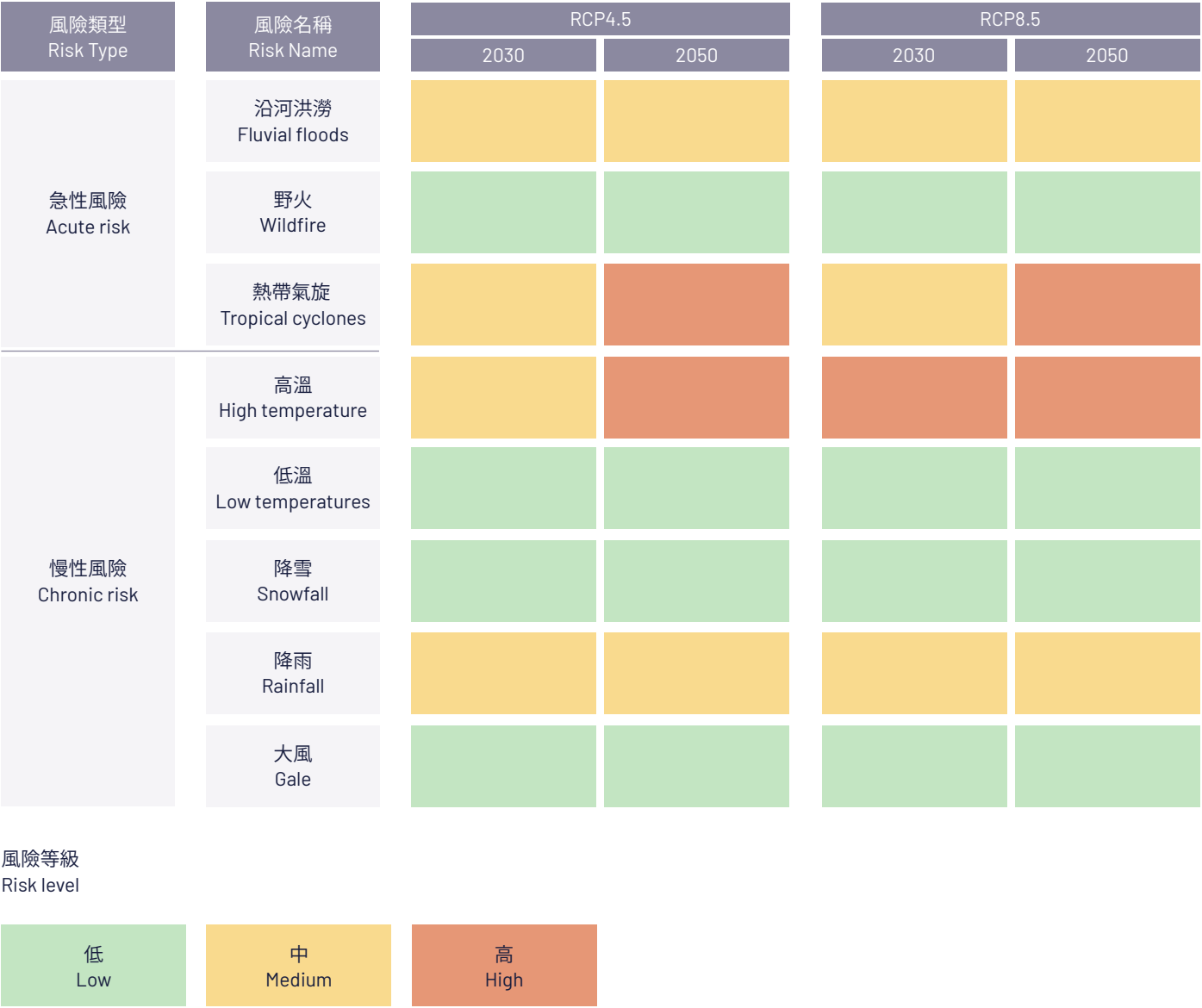
長期 Long Term	2030~2050 年 2030~2050
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氣候風險與機遇評估

Assessment of climate risks and opportunities

氣候物理風險評估熱力圖

Heat map for climate physical risk assessment



氣候轉型風險評估熱力圖

Heat map for climate transition risk assessment

風險類型 Risk Type	風險名稱 Risk Name	IEA- 淨零排放 IEA - Net Zero Emissions		IEA- 既定政策 IEA - Stated Policies	
		2030	2050	2030	2050
政策和法規風險 Policy and regulation risk	能源使用及氣候應對相關監管要求 Regulatory requirements related to energy use and climate response				
	碳定價管控政策的影響 Impact of carbon pricing control policies				
市場風險 Market risk	客戶偏好的轉變 Shifts in customer preferences				
	市場的轉型趨勢 Transformation trends in the market				
技術風險 Technology risk	能源及低碳技術的開發 Development of energy and low-carbon technologies				
	新能源採購計劃 New energy procurement program				
聲譽風險 Reputational risk	合規相關事件影響企業聲譽 Compliance-related incidents affect corporate reputation				

風險等級
Risk level

低
Low

中
Medium

高
High

氣候機遇評估熱力圖

Heat map for climate opportunity assessment

機遇名稱 Opportunity Name	IEA- 淨零排放 IEA - Net Zero Emissions		IEA- 既定政策 IEA - Stated Policies	
	2030	2050	2030	2050
氣候抵禦力、適應力 Climate resilience, adaptation				
產品及市場 Products and markets				
資源提效 Resource efficiency improvement				
投資者關注 Investor concerns				

機遇等級

Opportunity Level

低 Low	中 Medium	高 High
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風險管理

萬物雲建立了一套全流程氣候風險識別、評估、管理流程。通過開展情景分析，我們明確了整體風險的可能性和重要程度，並就氣候相關風險進行有次排序。我們將氣候風險納入風險管理體系當中，並通過整體風險管理程序定期檢討和回顧氣候相關風險的管理進展。萬物雲已制定了應對措施以有效管理氣候相關實體和轉型風險。

氣候相關風險管理流程

步驟 1: 風險盤點與識別

- 對標 IFRS S2 氣候風險與機遇類別，進行初步盤點；
- 分析行業與同業最佳實踐；
- 產出氣候風險與機遇清單。



步驟 2: 風險評估與情景分析

- 選擇低碳和高碳氣候情景；
- 選擇時間範圍（當前、短期、長期）；
- 在行業與資產層面開展情景分析，識別業務營運與價值鏈中關鍵的氣候風險與機遇。



步驟 3: 風險與機遇影響評估

- 評估氣候對萬物雲業務策略及財務規劃的影響。



步驟 4: 風險管理與應對

- 針對實質性風險與機遇加強氣候風險應對策略；
- 定期監測風險管控的提升進展。

Risk management

Onewo has established a comprehensive end-to-end process for the identification, assessment, and management of climate-related risks. Through scenario analysis, we have clarified the likelihood and materiality of overall risks and prioritised climate-related risks accordingly. Climate risks are integrated into our overall risk management system, and their management progress is regularly reviewed through our enterprise risk management procedures. Onewo has developed responses to effectively manage both physical and transition risks associated with climate change.

Climate-related risk management process

Step 1: Risk Inventory and Identification

- Conduct a preliminary assessment aligned with the IFRS S2 categories of climate risks and opportunities;
- Analyse industry trends and peer best practices;
- Develop a climate risks and opportunities list.



Step 2: Risk Assessment and Scenario Analysis

- Select both low-carbon and high-carbon climate scenarios;
- Define time horizons (current period, short term, and long term);
- Conduct scenario analysis at both industry and asset levels to identify key climate risks and opportunities across business operations and the value chain.



Step 3: Impact Assessment of Risks and Opportunities

- Assess the impact of climate change on Onewo's business strategy and financial planning.



Step 4: Risk Management and Response

- Strengthen climate risk response strategies in relation to material risks and opportunities;
- Regularly monitor progress in risk control improvements.

氣候相關風險影響及應對（轉型風險部分）

Climate-related risk impacts and responses (Transition Risk)

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	財務影響 Financial Impact	應對措施 Responses
轉型風險 Transition risks	政策和法規風險 Policy and regulation risk	碳定價管控政策的影響 Impact of carbon pricing control policies	長期 Long term	上游、營運 Upstream, operations	未來物業行業可能被納入碳市場，高能耗項目將面臨更高的碳成本。物業管理需降低碳排放強度，企業需投入更多資金用於節能改造和綠色技術應用。 The property management industry may in future be included in the carbon market, where high energy-consuming projects will face higher carbon costs. Property management will need to reduce carbon emissions intensity, and enterprises will be required to invest more in energy efficiency retrofitting and the application of green technologies.	● 物料採購成本上升 Increase in material procurement costs ● 能源成本（氣候導致的額外能源支出）上升 Increase in energy costs (additional energy expenditure caused by climate factors) ● 外包服務採購成本上升 Increase in the cost of procuring outsourced services	● 定期監察法律法規的發展趨勢； Regularly monitor developments in laws and regulations; ● 對自持項目開展節能改造，提高能源利用效率； Carry out energy efficiency retrofitting for self-owned projects to improve energy utilisation efficiency; ● 積極發展智能化營運，加強用電、用水管理。 Actively develop intelligent operations and strengthen electricity and water management.
	能源使用及氣候應對相關監管要求 Regulatory requirements related to energy use and climate response		當前、短期、長期 Current period, short term, long term	上游、營運 Upstream, operations	政府及監管機構對能源管理、適應氣候變化等方面逐漸作出更嚴格的可持續發展政策和信息披露規定，可能導致營運成本上升，罰款風險增加。 Governments and regulatory authorities are progressively introducing more stringent sustainability policies and disclosure requirements in areas such as energy management and climate change adaptation. These developments may lead to higher operating costs and an increased risk of penalties.	● 綠色資本支出（CAPEX）上升 Increase in green capital expenditure (CAPEX) ● 物資採購成本上升 Increase in goods and materials procurement costs ● 外包服務採購成本上升 Increase in the cost of procuring outsourced services	

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	財務影響 Financial Impact	應對措施 Responses
轉型風險 市場風險 市場的轉型 Transition Market risk risks Transformation trends in the market			短期、長期 Short term, long term	上游、營運 Upstream, operations	極端事件發生頻率增加將影響部分傳統物業的銷售收入，企業需將高能效、節水節電、綠化設施等相關氣候轉型舉措納入考慮，避免收入和市場份額可能因市場相關性低而下降。 The increasing frequency of extreme weather events may affect the sales revenue of certain traditional property types. Enterprises need to incorporate climate transition measures—such as high energy efficiency, water and electricity conservation, and green infrastructure—into their planning to avoid potential declines in revenue and market share resulting from low market relevance.	● 綠色資本支出 (CAPEX) 上升 Increase in green capital expenditure (CAPEX) ● 綠色認證與合規投入上升 Increase in green certification and compliance investment ● 氣候相關客戶流失與收入損失 Climate-related customer attrition and revenue loss	● 將綠色建築的理念納入到物業管理服務中 Integrate the concept of green buildings into property management services; ● 積極開展垃圾分類管理宣傳引導工作 Actively carry out awareness and guidance initiatives on waste classification.
	客戶偏好的轉變 Shifts in customer preferences		短期、長期 Short term, long term	營運、下游 Operations, downstream	消費者對綠色健康住宅的需求顯著增加。節能住宅、健康社區等產品更受市場青睞。企業可能面臨去化困難，影響銷售回款。 There is a significant increase in consumer demand for green and healthy residential properties. Products such as energy-efficient housing and wellness-oriented communities are becoming more favoured in the market. Enterprises that fail to align with these trends may face difficulties in property sales, which could impact sales recovery and cash flow.	● 綠色資本支出 (CAPEX) 上升 Increase in green capital expenditure (CAPEX) ● 綠色認證與合規投入上升 Increase in green certification and compliance investment ● 氣候相關客戶流失與市場拓展損失 Climate-related customer attrition and market expansion loss	

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	財務影響 Financial Impact	應對措施 Responses
轉型風險 Transition risks	技術風險 Technology risk	能源及低碳技術的開發 Development of energy and low-carbon technologies	當前、短期、 長期 Current period, short term, long term	上游、營運 Upstream, operations	能源安全和能源結構轉型是中國的重大戰略之一，企業需響應能源趨勢，關注能源政策，部署節能減排項目，同時，通過微電網、數字能源、儲能技術提升能源穩定供應能力。 Energy security and the transformation of the energy structure are among China's key national strategies. Enterprises are expected to respond to emerging energy trends, stay informed on relevant energy policies, and implement energy conservation and emissions reduction projects. At the same time, energy supply stability should be enhanced through the deployment of microgrids, digital energy solutions, and energy storage technologies.	● 綠色資本支出 (CAPEX) 上升 Increase in green capital expenditure (CAPEX) ● 氣候相關研發與技術投入上升 Increase in climate-related R&D and technology investment	● 開展智能化營運，加強能源使用管理，促進節水、節電。 Promote intelligent operations and strengthen energy use management to support water and electricity conservation.
		新能源採購計劃 New energy procurement program				● 能源成本（氣候導致的額外能源支出）上升 Increase in energy costs (additional energy expenditure caused by climate factors) ● 設施維修與更換成本上升 Increase in the cost of facility repair and replacement ● 綠色資本支出 (CAPEX) 上升 Increase in green capital expenditure (CAPEX)	● 鋪裝可再生能源利用設備，對項目的可再生能源利用情況開展具體投資效益分析，確保在開展綠色發展的同時，不斷提升業務的實際收益。 Install renewable energy utilisation systems and conduct specific investment benefit analyses on the use of renewable energy across projects, to ensure that green development is pursued while continuously enhancing actual business returns.

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	財務影響 Financial Impact	應對措施 Responses
轉型風險 Transition risks	聲譽風險 Reputa- tional risk	合規相關事件影響企業聲譽 Compliance- related incidents affect corporate reputation	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	信息披露要求下，企業價值鏈可能出現由於未符合相關規定被依法追究法律責任的情況，沒有每年按監管要求對能耗、碳排放等數據進行披露，或對氣候相關事件處理不當，增加企業的聲譽風險。 Under disclosure requirements, entities within the corporate value chain may face legal liability for non-compliance with relevant regulations. Failure to disclose energy consumption, carbon emissions, and other data in accordance with annual regulatory requirements, or mishandling of climate-related incidents, may increase reputational risks for the Company.	● 客戶關係維護成本上升 Increase in customer relationship maintenance cost ● 綠色認證與合規投入上升 Increase in green certification and compliance investment ● 服務中斷導致的收入損失 Revenue loss caused by service interruption	● 定期監察法律法規的發展趨勢，確保管理信息同步，完善信息披露； Regularly monitor developments in laws and regulations to ensure alignment of management information and improve disclosure practices; ● 加強內外部宣貫和管理，塑造行業合規標杆形象。 Strengthen both internal and external awareness and governance efforts to establish a compliant industry-leading image.

氣候相關風險影響及應對（物理風險部分）

Climate-related risk impacts and responses (Physical Risk)

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	財務影響 Financial Impact	應對措施 Responses
物理風險 Physical risks	急性風險 Acute risk	熱帶氣旋 Tropical cyclone	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	強風和暴雨可能直接破壞建築物的屋頂、窗戶和外牆，尤其是高層建築和未加固的結構。氣旋還可能引發停電、交通中斷，影響項目的可達性和日常營運。 Strong winds and heavy rainfall may directly damage building roofs, windows, and façades, particularly in high-rise buildings and non-reinforced structures. Cyclones may also result in power outages and traffic disruptions, affecting project accessibility and daily operations.	- 氣候應急響應與處置成本上升 Increase in the cost of climate emergency response and handling - 設施維修與更換成本上升 Increase in the cost of facility repair and replacement - 氣候相關供應鏈中斷成本上升 Increase in the cost arising from climate-related supply chain disruptions	- 制定《氣象災害應急處理指引》《水災火災應急處理指引》等應急管理制度； Develop emergency management systems such as the Guidelines for Emergency Response to Meteorological Disasters and the Guidelines for Emergency Response to Floods and Fires; - 強化極端天氣的遠程營運方案，建立遠程與現場的聯動機制； Enhance the remote operation program for extreme weather and establish the linkage mechanism between remote site and the site;
		沿河洪澇 Fluvial floods	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	導致項目的地下設施、停車場、低層建築被淹沒，破壞建築結構和設備，影響正常使用。洪水還可能引發供水中斷、電力故障等問題，干擾項目營運和居民生活，降低居住舒適度和安全性。 It may result in the inundation of underground facilities, car parks, and low-rise buildings within the project, causing damage to building structures and equipment and affecting normal use. Flooding may also lead to water supply disruptions and power failures, interfering with project operations and residents' daily lives, and reducing residential comfort and safety.	- 氣候應急響應與處置成本上升 Increase in the cost of climate emergency response and handling - 設施維修與更換成本上升 Increase in the cost of facility repair and replacement - 氣候相關供應鏈中斷成本上升 Increase in the cost arising from climate-related supply chain disruptions	配備應急設備和物資，開展應急救援能力培訓。 Equip emergency equipment and materials, and conduct training on emergency rescue capabilities.

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	財務影響 Financial Impact	應對措施 Responses
物理風險 Physical risks	急性風險 Acute risk	野火 Wildfire	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	可能燒毀靠近植被區的在 管項目，破壞建築結構和 周邊環境。煙霧和灰燼會 污染空氣，影響居住環境 質量和居民健康。 It may result in fires affecting managed projects located near vegetated areas, causing damage to building structures and the surrounding environment. Smoke and ash may pollute the air, affecting residential environmental quality and posing risks to residents' health.	● 氣候應急響應 與處置成本上 升 Increase in the cost of climate emergency response and handling ● 設施維修與更 換成本上升 Increase in the cost of facility repair and replacement ● 外包服務採購成 本上升 Increase in the cost of procuring outsourced services	● 制定《氣象災 害應急處理指 引》《水災火 災應急處理指 引》等應急管 理制度； Develop emergency management systems such as the Guidelines for Emergency Response to Meteorological Disasters and the Guidelines for Emergency Response to Floods and Fires; ● 強化極端天氣 的遠程營運方 案，建立遠程 與現場的聯動 機制； Enhance the remote operation program for extreme weather and establish the linkage mechanism between remote site and the site; ● 配備應急設備 和物資，開展 應急救援能力 培訓。 Equip emergency equipment and materials, and conduct training on emergency rescue capabilities.

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	財務影響 Financial Impact	應對措施 Responses
物理風險 Physical risks	慢性風險 Chronic risk	高溫 High temperature	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	導致項目營運增加空調等製冷設備的使用。高溫還可能加速建築材料老化，如屋頂和外牆，增加維護需求，同時影響戶外設施的使用頻率和體驗。 It may increase the use of air conditioning and other cooling systems in project operations. High temperatures can also accelerate the ageing of building materials such as roofs and façades, leading to greater maintenance needs, while reducing the usage frequency and user experience of outdoor facilities.	● 綠色資本支出 (CAPEX) 上升 Increase in green capital expenditure (CAPEX) ● 能源成本（氣候導致的額外能源支出）上升 Increase in energy costs (additional energy expenditure caused by climate factors) ● 外包服務採購成本上升 Increase in the cost of procuring outsourced services	● 制定《氣象災害應急處理指引》《水災火災應急處理指引》等應急管理制度； Develop emergency management systems such as the Guidelines for Emergency Response to Meteorological Disasters and the Guidelines for Emergency Response to Floods and Fires; ● 強化極端天氣的遠程營運方案，建立遠程與現場的聯動機制；
		低溫 Low temperature	當前、短期 Current period, short term	上游、營運、 下游 Upstream, operations, downstream	導致管道凍結、供暖系統故障、建築材料脆弱等風險，影響建築物的正常使用和居民生活。低溫還可能使戶外設施無法正常使用，降低項目的功能性和吸引力。 It may cause pipe freezing, heating system failures, and increased material brittleness, affecting the normal use of buildings and residents' daily lives. Low temperatures may also render outdoor facilities inoperable, reducing the functionality and attractiveness of the project.	● 氣候相關供應鏈中斷成本上升 Increase in the cost arising from climate-related supply chain disruptions ● 能源成本（氣候導致的額外能源支出）上升 Increase in energy costs (additional energy expenditure caused by climate factors) ● 外包服務採購成本上升 Increase in the cost of procuring outsourced services	● 配備應急設備和物資，開展應急救援能力培訓。 Equip emergency equipment and materials, and conduct training on emergency rescue capabilities.

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	財務影響 Financial Impact	應對措施 Responses
物理風險 Physical risks	慢性風險 Chronic risk	降雪 Snowfall	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	對建築物屋頂造成壓力， 導致結構損壞。積雪還 可能阻塞道路和出入口， 影響項目的可達性和日 常營運，降低客戶體驗。 It may place pressure on building rooftops, leading to structural damage. Snowfall accumulation can also block roads and access points, affecting project accessibility and daily operations, and diminishing the customer experience.	● 氣候應急響應 與處置成本上 升 Increase in the cost of climate emergency response and handling ● 設施維修與更 換成本上升 Increase in the cost of facility repair and replacement ● 外包服務採購成 本上升 Increase in the cost of procuring outsourced services	● 制定《氣象災 害應急處理指 引》《水災火 災應急處理指 引》等應急管 理制度； Develop emergency management systems such as the Guidelines for Emergency Response to Meteorological Disasters and the Guidelines for Emergency Response to Floods and Fires; ● 強化極端天氣 的遠程營運方 案，建立遠程 與現場的聯動 機制；
		降雨 Rainfall	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	導致局部洪澇，淹沒地 下室、停車場等低窪區 域，破壞建築設施。降 雨還可能引發土壤侵蝕， 影響地基穩定性，增加 建築結構風險；以及會 影響交通堵塞和部分基 礎設施損壞，減少項目 客源或供應鏈穩定。 It may lead to localised flooding, submerging basements, car parks, and other low-lying areas, and causing damage to building infrastructure. Rainfall may also trigger soil erosion, undermine foundation stability, and increase structural risks. In addition, it can contribute to traffic congestion and damage to certain infrastructure, resulting in reduced customer footfall and disruptions to supply chain stability.	● 氣候應急響應 與處置成本上 升 Increase in the cost of climate emergency response and handling ● 設施維修與更 換成本上升 Increase in the cost of facility repair and replacement ● 外包服務採購成 本上升 Increase in the cost of procuring outsourced services	- Enhance the remote operation program for extreme weather and establish the linkage mechanism between remote site and the site; ● 配備應急設備 和物資，開展 應急救援能力 培訓。 Equip emergency equipment and materials, and conduct training on emergency rescue capabilities.

氣候風險 Climate Risk			時間範圍 Time Scope	價值鏈影響 Impact on Value Chain	業務模式影響 Impact on Business Model	財務影響 Financial Impact	應對措施 Responses
物理風險 Physical risks	慢性風險 Chronic risk	大風 Gale	當前、短期、 長期 Current period, short term, long term	上游、營運、 下游 Upstream, operations, downstream	直接破壞建築物的外牆、窗戶和屋頂，造成直接經濟損失，對建築穩定性存在挑戰。同時還可能引發停電、交通中斷，干擾項目營運和居民生活。 It may directly damage building façades, windows, and roofs, resulting in immediate economic losses and posing challenges to structural stability. Such events may also lead to power outages and transport disruptions, interfering with project operations and residents' daily lives.	● 氣候應急響應與處置成本上升 Increase in the cost of climate emergency response and handling ● 設施維修與更換成本上升 Increase in the cost of facility repair and replacement ● 外包服務採購成本上升 Increase in the cost of procuring outsourced services	● 制定《氣象災害應急處理指引》《水災火災應急處理指引》等應急管理制度； Develop emergency management systems such as the Guidelines for Emergency Response to Meteorological Disasters and the Guidelines for Emergency Response to Floods and Fires; ● 強化極端天氣的遠程營運方案，建立遠程與現場的聯動機制； Enhance the remote operation program for extreme weather and establish the linkage mechanism between remote site and the site; ● 配備應急設備和物資，開展應急救援能力培訓。 Equip emergency equipment and materials, and conduct training on emergency rescue capabilities.

氣候相關機遇影響及應對

Impacts of climate-related opportunities and responses

氣候機遇 Climate Opportunity

業務模式影響 Impact on Business Model

財務影響 Financial Impact

未來計劃 Future Plan

氣候抵禦力、適應力 Climate resilience, adaptation

通過極端天氣響應能力（如暴雨排水保障、災後快速修復）提升服務質量，展現提升氣候抵禦力相關規劃的實施成效可增加對客戶的吸引力，提升資產長期保值能力，獲取補貼並規避未來合規成本。

Enhancing service quality through strong extreme weather response capabilities—such as effective stormwater drainage and rapid post-disaster restoration—demonstrates the effectiveness of climate resilience planning. This not only increases customer appeal and strengthens the long-term value retention of assets, but also facilitates access to subsidies and helps mitigate future compliance costs.

● 氣候與綠色增值服務收入上升

Increase in revenue from climate and green value-added services

● 綠色產品與技術銷售收入上升

Increase in revenue from the sale of green products and technologies

針對所在地區的氣溫、降雨、降雪等因素進行提前規劃，在項目新建、改造和物業營運中考慮氣候變化相關風險對業務營運的影響，提升適應氣候能力和競爭力，實現收入改善。

We conduct forward-looking planning based on local climate factors such as temperature, rainfall, and snowfall, taking into account the impact of climate-related risks on business operations during project development, retrofitting, and property management. This approach will enhance climate adaptability and competitiveness, contributing to improved revenue performance.

產品及市場 Products and markets

市場對環保、節能等綠色概念有較高的關注，萬物雲在綠色低碳服務、節能技術產品的領先優勢，有助於吸引更多的消費者。

There is growing market attention on green concepts such as environmental protection and energy conservation. Onewo's leading strengths in green and low-carbon services and energy-saving technologies help attract a broader consumer base.

● 氣候與綠色增值服務收入上升

Increase in revenue from climate and green value-added services

● 綠色產品與技術銷售收入上升

Increase in revenue from the sale of green products and technologies

● 合同續約率提升相關的收入上升

Increase in revenue associated with improved contract renewal rates

提供能源諮詢服務，提高業務收入，通過優秀的綠色低碳實踐不斷提升市場和消費者對萬物雲理念的認知，提升綠色消費在行業中的影響力，促進行業綠色健康發展。

We provide energy consultancy services to increase business revenue, and continuously enhance market and consumer awareness of Onewo's philosophy through exemplary green and low-carbon practices. These efforts strengthen the influence of green consumption within the industry and promote the green and sustainable development of the sector.

氣候機遇 Climate Opportunity

資源提效 Resource efficiency improvement

業務模式影響 Impact on Business Model

在清潔能源、綠色產品的發展趨勢下，通過節能改造（如智能照明、高效空調）、可再生能源應用（如光伏）和佈局低碳營運模式，可降低營運能耗成本，提升資產估值、項目利潤率。

Amid the growing trend of clean energy and green products, energy efficiency retrofitting measures—such as smart lighting and high-efficiency air-conditioning—together with the application of renewable energy (e.g. photovoltaic systems) and the adoption of low-carbon operating models, help reduce operational energy costs, enhance asset valuation, and improve project profitability.

財務影響 Financial Impact

- 能源成本下降
Decrease in operating costs
- 系統運維與升級成本下降
Decrease in costs for system operation, maintenance, and upgrades
- 氣候與綠色增值服務收入上升
Increase in revenue from climate and green value-added services

未來計劃 Future Plan

通過綠色智能營運、綠色辦公、提高資源及能源使用效率等方式推動節能減排，提升固定資產價值，降低營運成本。

We promote energy conservation and emissions reduction through green and intelligent operations, green office practices, and improved efficiency in resource and energy use, thereby enhancing the value of fixed assets and reducing operational costs.

投資者關注 Investor concerns

投資者日益關注綠色投資對自身的影響，並開設多類別綠色融資工具，如綠色債券、綠色貸款以及直接的 ESG 投資，拓寬物業行業的融資渠道。

Investors are increasingly concerned about the impact of green investment on their portfolios and have introduced a wider range of green financing instruments, such as green bonds, green loans, and direct ESG investments, thereby broadening financing channels for the property management sector.

- 資本價值上升
Increase in capital value
- 融資與財務成本下降
Decrease in financing and financial costs

不斷完善綠色融資政策和框架，提升綠色融資的信息披露和透明度要求，提高市場的信任度。

We continuously improve our green financing policies and frameworks, enhance disclosure and transparency requirements related to green finance, and strengthen market confidence.

極端天氣風險管理

為應對颱風、暴雨、暴雪等極端天氣帶來的氣候風險，萬物雲本年度更新並實施了預防措施，通過風險預警、前置部署和分級管理，降低對日常業務的影響，提高自身的風險應對能力。

前置預防與精準預警：

- 制定災害應急預案，在特定季節前開展應急準備相關工作，進行極端天氣下設備設施管理工單訓練。
- 數字化賦能，利用雲調度等預警工具，精準定位受災害影響城市及項目，提前部署地庫、積水等風險事件應對方案。

分級管理與風險控制：

- 分析災害高發項目城市，對在管項目風險分級，採取差異化控制措施，如提前完成地庫出入口及易積水點封堵，降低地庫進水次數，減少因極端天氣導致的電梯停運事故。

應急響應與資源聯動：

- 在極端天氣期間通過專項會議、物資盤點、車輛轉移、地庫封堵等措施，避免了資產重大損失。同時與政府聯動，協調應急資源，開展救援行動。

績效掛鉤與培訓賦能：

- 極端天氣應對已納入萬科物業績效考核，若員工失職導致客戶財產損失將進行追責，對表現優異的風險應對人員給予獎勵。
- 形成極端天氣應對相關安全培訓程序，下發課件供項目人員學習。

Extreme weather risk management

In order to cope with the climate risks associated with extreme weather such as typhoons, heavy rains and snowstorms, Onewo has updated and implemented preventive measures this year to minimise the impact on daily operations and improve its own risk response capabilities through risk alerts, proactive deployments, and hierarchical management.

Proactive prevention and targeted early warning:

- Emergency response plans have been developed, and preparedness activities are carried out ahead of high-risk seasons. Training on facility and equipment work order management under extreme weather conditions is also conducted to enhance readiness.
- Through digital empowerment, we utilise early warning tools such as cloud-based dispatch systems to accurately identify cities and projects affected by disasters and to proactively deploy response plans for risks such as basement flooding and water accumulation.

Tiered management and risk control:

- We analysed cities with a high frequency of natural disasters and conducted risk classification for managed projects. Based on the risk level, differentiated control measures were implemented, such as pre-emptively sealing underground car park entrances and areas prone to water accumulation, thereby reducing the frequency of water ingress into underground car parks and minimising lift outages caused by extreme weather.

Emergency response and resource coordination:

- During extreme weather events, we avoided significant asset losses through a series of targeted measures, including dedicated response meetings, material inventory checks, vehicle relocation, and basement flood barrier deployment. We also coordinated closely with government authorities to mobilise emergency resources and carry out rescue operations.

Performance linkage and training empowerment:

- Extreme weather response has been included in Vanke Service performance appraisal. Accountability will be pursued in cases where losses occur due to inadequate risk response, while personnel with outstanding performance in managing risks will be recognised and rewarded.
- A safety training programme related to extreme weather response has been established, with training materials distributed to project teams for learning and implementation.

指標及目標

萬物雲以長期碳中和願景為牽引，明確設定清晰的階段性目標與可量化路徑，系統推進從自身運營到價值鏈層面的減排與轉型，持續推進城市空間的低碳轉型與碳中和進程。

核心碳目標

- 支持國家雙碳戰略，成為城市空間碳中和引領者。
- 2026 年公佈碳減排路徑圖。
- 以 2024 年為基準年，2030 年運營層面（範圍一、二）碳強度下降 16%。
- 2049 年實現全價值鏈碳中和。

階段性目標

- 自 2026 年起，在董事會的統籌指導下，公司管理層將按年度對碳減排目標及實施路徑開展覆盤與審視。
- 自 2026 年起，公司將全面落地運營範圍內碳排放的數字化管理體系，實現數據實時更新、年度第三方核證及區塊鏈存證；新增購置車輛將全部選用新能源車型。
- 至 2035 年，公司全體管理人員的績效考核將與應對氣候變化目標實現全面掛鉤；同時，在全球運營範圍內，由公司直接管控的車隊（特種車輛除外）將達成 100% 電動化。
- 至 2049 年，公司將推動所管理空間範圍內實現 1 億噸碳排放削減，並確保運營層面的電力供應 100% 來自可再生能源。

Metrics and targets

Onewo is guided by its long-term carbon neutrality vision. We have established clear phased targets and a quantifiable pathway, systematically advancing emission reduction and transformation from our own operations to the value chain, and continuously promoting the low-carbon transformation and carbon neutrality process of urban spaces.

Core carbon objectives

- Support the national “carbon peaking and carbon neutrality” strategy and become a leader in carbon neutrality for urban spaces.
- Publish a carbon emission reduction roadmap in 2026.
- Using 2024 as the base year, reduce carbon intensity of operations (Scope 1 and Scope 2) by 16% by 2030.
- Achieve carbon neutrality across the entire value chain by 2049.

Phased objectives

- Starting from 2026, under the overall guidance of the Board of Directors, the Company’s management will review and examine the carbon emission reduction targets and implementation pathways on an annual basis.
- Starting from 2026, the Company will implement a comprehensive digital management system for carbon emissions within its operational scope, enabling real-time data updates, annual third-party verification and blockchain-based evidence preservation; all newly purchased vehicles will be new energy vehicles.
- By 2035, the performance assessment of all the Company’s management personnel will be fully linked to the achievement of climate change response targets; meanwhile, across our global operations, fleets directly controlled by the Company (excluding special-purpose vehicles) will achieve 100% electrification.
- By 2049, the Company will promote the reduction of 100 million tonnes of carbon emissions across the spaces under our management and ensure that 100% of electricity supplied at the operational level comes from renewable energy.

碳減排路徑圖

Carbon emissions reduction roadmap

	2030	2035	2049
核心碳減排目標 Core Carbon Emission Reduction Targets	● 運營層碳強度下降 16% Operating-level carbon intensity decreased by 16% ● 一線城市清潔電力使用率 50% Clean electricity usage rate in Tier-1 cities reached 50% ● 冷媒摸底形成電子台賬 Refrigerant inventory assessment completed, establishing a digital register	● 除特種設備外脫化石能源 Phasing out fossil fuels in all equipment, excluding special-purpose machinery ● 低碳冷媒全年替代 (GWP<150) Annual replacement of refrigerants with low-carbon alternatives (GWP < 150) ● 建成低碳供應鏈 Establishment of a low-carbon supply chain ● 二三線城市清潔電力使用率 50% Clean electricity usage rate in Tier-2 and Tier-3 cities reaching 50%	● 全價值鏈碳中和 Achieving carbon neutrality across the entire value chain ● 管理空間減碳 1 億噸 Reducing emissions in the total management area by 100 million tonnes
範圍 1 減排 Scope 1 Emission Reduction	● 30% 固定源電氣化升級 30% electrification upgrade for stationary emission sources ● 50% 老舊移動源電動替代 50% replacement of aging mobile emission sources with electric alternatives ● 智能調度降空駛率 Intelligent dispatching to lower the empty-load rate	● 移動源全面電氣化 Full electrification of mobile emission sources ● GWP<150 環保冷媒替代 Replacement with eco-friendly refrigerants (GWP < 150) ● 優化應急設備能耗 Optimization of energy consumption for emergency equipment	● 剩餘排放通過合規碳信用抵消 Remaining emissions are offset through compliance-grade carbon credits
範圍 2 減排 Scope 2 Emission Reduction	● 公區節能改造 (感應照明 / 節能設備) Energy efficiency retrofits in public areas (with motion-sensor lighting and energy-efficient appliances) ● 分佈式光伏 + 外購綠電 / 綠證 Distributed photovoltaic (PV) systems plus procurement of off-site renewable energy or Renewable Energy Certificates (RECs)	● 中國北方熱泵代替傳統供暖 Replacement of traditional heating systems with heat pumps in Northern China ● 擴大分佈式光伏覆蓋 Expansion of distributed photovoltaic (PV) system coverage	● 清潔電力使用率 100%，剩餘排放通過合規碳信用抵消 100% clean electricity usage, with all remaining emissions offset through compliance-grade carbon credits

	2030	2035	2049
範圍 3 減排 Scope 3 Emission Reduction	● 搭建綠色差旅管理平台 Establishment of a green business travel management platform ● 低碳供應商准入 Implementation of a low-carbon supplier qualification / screening process	● 供應商減排成效納入考核 Incorporation of suppliers' emission reduction performance into assessment criteria ● 廢棄物回收 + 物流新能源替代 Waste recycling plus logistics fleet transition to new energy vehicles	● 全類別深度脫碳 Deep decarbonization across all categories
管理空間減排 Total Managed Area Emission Reduction	● 碳普惠生態圈構架搭建 Establishment of an inclusive carbon reduction ecosystem framework ● 公區低碳宣傳 + 社區低碳日 Low-carbon awareness campaigns in public areas combined with Community Low-Carbon Day events	● 碳普惠覆蓋 2000 萬市民 The inclusive carbon reduction program reached 20 million residents ● 分眾化低碳宣傳（老年課堂 / 中青年報告） Tailored low-carbon awareness initiatives (e.g., Senior Citizen Workshops / Reports for Young & Middle-Aged Adults)	● 碳普惠 + 宣傳長效化，市民主動減碳 Establish a sustained mechanism combining inclusive carbon reduction with public awareness campaigns, empowering citizens to take proactive climate action

萬物雲堅持「先試先行」原則，開展四類減排試點示范：全電社區試點推薦全場景電氣化，配套充電樁與分佈式光伏；零碳公園採用光伏建築一體化與太陽能設備，禁止燃油車輛進入；生物炭碳資產試點將園林廢棄物製成生物炭用於土壤改良；CCER 建築節能試點對老舊公建實施節能改造或開發地熱能供暖，後續提煉可複製經驗向全場景推廣。

Onewo adheres to the principle of "pioneering and piloting first" and has launched four types of emission reduction pilot demonstrations. The All-Electric Community Pilot promotes full-scenario electrification, supported by EV charging stations and distributed photovoltaics. The Zero-Carbon Park adopts building-integrated photovoltaics (BIPV) and solar-powered facilities, with petrol-fueled vehicles prohibited. The Biochar Carbon Asset Pilot converts garden waste into biochar for soil improvement. The CCER Building Energy Efficiency Pilot implements energy-saving retrofits on aging public buildings or develops geothermal heating solutions. The experience gained from these pilots will be refined and replicated for broader application across all scenarios.

附錄

Appendix

附錄 I - ESG 關鍵績效數據

Appendix I - ESG Key Performance Data

環境類績效指標列表

List of Environmental Performance Indicators

ESG 指標 ESG Indicator	單位 Unit	2025	2024	2023
A1 排放物 A1 Emissions				
A1.1 排放物種類及相關排放數據 A1.1 The types of emissions and respective emissions data				
SO ₂ 排放量 SO ₂ emissions	千克 kg	138.91	41.01	/
NO _x 排放量 NO _x emissions	千克 kg	209.96	6.00	4.24
顆粒物排放量 Particulate matter emissions	千克 kg	10.23	3.02	/
A1.2 溫室氣體排放量及密度 A1.2 GHG emissions and density				
溫室氣體總排放 Total GHG emissions	噸二氧化碳當量 tCO ₂ e	2,419,204.91	1,728.15	5,207.45
溫室氣體排放密度 GHG emission density	千克二氧化碳當量 / 平方米 kg CO ₂ e/m ²	0.69	41.38	31.60
直接排放二氧化碳（範圍一） Direct emissions of carbon dioxide equivalent (Scope 1)	噸二氧化碳當量 tCO ₂ e	42,836.60	211.90	511.73
間接排放二氧化碳（範圍二） Indirect emissions of carbon dioxide equivalent (Scope 2)	噸二氧化碳當量 tCO ₂ e	2,176,911.48	1,200.00	4,695.72

ESG 指標 ESG Indicator	單位 Unit	2025	2024	2023
間接排放二氧化碳（範圍三） Indirect emissions of carbon dioxide equivalent (Scope 3)	噸二氧化碳當量 tCO ₂ e	199,456.83	316.25	/
類別 1：購買的商品和服務排放量 Category 1: Purchased goods and services emissions	噸二氧化碳當量 tCO ₂ e	57,074.52	/	/
類別 3：與燃料和能源相關的活動（不包括在範圍一、二）排放量 Category 3: Fuel- and energy-related activities (not included in Scope 1 or Scope 2) emissions	噸二氧化碳當量 tCO ₂ e	142,185.40	/	/
類別 6：商務旅行 - 員工差旅排放量 Category 6: Business travel - employee travel emissions	噸二氧化碳當量 tCO ₂ e	196.91	316.25	/

A1.3 所產生有害廢棄物總量及密度

A1.3 Total hazardous waste generated and density

辦公 - 有害垃圾總量 Office - total hazardous waste generated	噸 tonnes	1.31	3.24	2.11
有害廢棄物密度 Hazardous waste density	千克 / 平方米 kg/m ²	0.016	0.078	0.013

A1.4 所產生無害廢棄物總量及密度

A1.4 Total non-hazardous waste generated and density

無害廢棄物總量 Total non-hazardous waste	噸 tonnes	717.56	69.88	712.41
無害廢棄物密度 Non-hazardous waste density	噸 / 平方米 tonnes/m ²	0.0085	0.0017	0.0043
辦公 - 可回收垃圾 Office - recyclable waste	噸 tonnes	29.70	17.89	54.29
辦公 - 其他垃圾 Office - other waste	噸 tonnes	676.75	45.65	563.67
餐廳 - 廚餘垃圾 Kitchen - kitchen waste	噸 tonnes	11.12	6.34	94.45

ESG 指標
ESG Indicator單位
Unit

2025

2024

2023

A2 資源使用
A2 Resource consumptionA2.1 按類型劃分的直接及 / 或間接能源總耗量及密度
A2.1 Direct and/or indirect total energy consumption and density

能源總耗量 Total energy consumption	噸標準煤 tonnes of standard coal	538,695.29	388.91	1,350.72
能源消耗密度 Energy consumption density	噸標準煤 / 平方米 tonnes of standard coal/m ²	0.0002	0.0093	0.0082
汽油使用量 Gasoline consumption	升 L	12,439,080.64	92,519.32	200,834.90
柴油使用量 Diesel consumption	升 L	1,683.81	288.00	80.00
天然氣使用量總和 Total natural gas consumption	立方米 m ³	6,125,954.80	395.88	25,473.31
天然氣供暖使用量 Natural gas - heating consumption	立方米 m ³	6,125,954.80	395.88	395.88
天然氣生活用氣使用量 Natural gas - domestic gas consumption	立方米 m ³	0.00	0.00	25,077.43
管道煤氣使用量 Pipeline gas consumption	立方米 m ³	0.00	0.00	0.00
用電量 Electricity consumption	萬千瓦時 10000 kWh	363,710.40	197.21	674.66
外購熱力 Purchased heat	吉焦 GJ	2,047,649.75	1,288.73	7,820.69
可再生能源使用量 Renewable energy consumption	千瓦時 kWh	61,887.99	/	/

A2.2 總耗水量及密度
A2.2 Total water consumption and density

用水量 Water consumption	噸 tonnes	81,164,810.77	9,531.10	70,052.48
用水密度 Water consumption density	噸 / 平方米 tonnes/m ²	0.02	0.23	0.43

附注

1) 2025 年，萬物雲上線 Carbon Beat 碳脈搏平台，通過數字化手段，完成了旗下服務單元主要碳排放數據的月度更新，統計邊界覆蓋公司擁有運營控制權的所有實體與運營設施，業務單元包括萬科物業、萬物梁行、丹田物業等 8,262 個並表在管項目和辦公運營場所。公司已使用新口徑追溯計算得出的 2024 年溫室氣體排放量：完成 2024 年度溫室氣體排放第三方認證，該數據將作為萬物雲碳目標基準年數據使用；

2) 2025 年，萬物雲對排放物、有害廢棄物及無害廢棄物的總量及密度指標的統計範圍包括：萬物雲總部、全部區域市場代表處、各業務單元本部，以及區域和城市公司的辦公場所。除上述指標外，其他環境指標的統計範圍擴大至萬物雲擁有運營控制權的並表在管項目及辦公運營場所；

3) 範圍一二氧化碳包括汽油、柴油、天然氣等產生的直接排放；

4) 範圍二二氧化碳包括外購電力及外購熱力產生的間接排放；

5) 範圍三二氧化碳包括類別 6：商務旅行、類別 1：購買的商品和服務、類別 3：與燃料和能源相關的活動（不包括在範圍一、二中）排放量；

6) 能源總耗量包括汽油、柴油、天然氣、管道煤氣、外購電力和外購熱力使用量總和。

Notes

1) In 2025, Onewo launched the Carbon Beat platform, achieving monthly updates of key carbon emission data for its service units through digital means. The statistical boundary covers all entities and operational facilities under the company's operational control, with business units including 8,262 consolidated managed projects and office operation sites such as Vanke Service, Cushman & Wakefield Vanke Service, and Dantian Service. The company has retrospectively calculated its 2024 greenhouse gas emissions using the new methodology and completed third-party certification for its 2024 greenhouse gas emissions. This data will serve as the baseline year data for Onewo's carbon reduction targets.

2) In 2025, Onewo's statistical scope for total volume and intensity indicators of emissions, hazardous waste, and non-hazardous waste covers: Onewo's headquarters, all regional market representative offices, the headquarters of each business unit, as well as the office premises of regional and city companies. For environmental indicators other than those mentioned above, the statistical scope has been expanded to include consolidated managed projects and office operation sites under Onewo's operational control.

3) Scope 1 carbon dioxide includes direct emissions from gasoline, diesel and natural gas;

4) Scope 2 carbon dioxide includes indirect emissions from purchased electricity and purchased heat;

5) Scope 3 carbon dioxide emissions include Category 6: Business travel, Category 1: Purchased goods and services, and Category 3: Fuel and energy-related activities (not included in Scope 1 or Scope 2).

6) The total energy consumption includes the sum of gasoline, diesel, natural gas, pipeline gas, purchased electricity and purchased heat.

數據計算參考標準

1) 汽油、柴油、天然氣、管道煤氣等產生的直接二氧化碳排放參考國家發展和改革委員會公佈發布的《公共建築運營企業溫室氣體排放核算方法和報告指南（試行）》計算；

2) 外購熱力產生的間接二氧化碳排放參考國家發展和改革委員會公佈發布的《公共建築運營企業溫室氣體排放核算方法和報告指南（試行）》計算，電力參考生態環境部《關於發布 2022 年電力二氧化碳排放因子的公告》中的排放因子計算；

3) 外購熱力參考住房和城鄉建設部發布的《嚴寒和寒冷地區居住建築節能設計標準》(JGJ26-2010) 計算；

4) 能源總耗量參考中國標準《GB/T 2589-2020 綜合能耗計算通則》進行標準煤折算。

Data calculation reference standard

1) Direct carbon dioxide emissions from gasoline, diesel, natural gas, pipeline gas, etc. are calculated with reference to the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operating Enterprises (Trial) issued by the General Office of the National Development and Reform Commission;

2) Indirect carbon dioxide emissions from purchased heat are calculated with reference to the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operating Enterprises (Trial) issued by the General Office of the National Development and Reform Commission, and electricity is calculated with reference to the emission factors in the Announcement on the Release of Carbon Dioxide Emission Factors of Electricity in 2022 of the Ministry of Ecology and the Environment;

3) The purchased heat is calculated with reference to the Design Standard for Energy Efficiency of Residential Buildings in Severe Cold and Cold Zones (JGJ 26-2010) issued by the Ministry of Housing and Urban-Rural Development;

4) The total energy consumption is converted into standard coal according to China standard GB/T 2589-2020 General Rules for Calculation of the Comprehensive Energy Consumption.

社會類績效指標列表

List of Social Performance Indicators

ESG 指標 ESG Indicator	單位 Unit	2025	2024	2023
B1 僱傭 B1 Employment				
B1.1 按性別、僱傭類型、年齡組別及地區劃分的僱員總數 B1.1 Total number of employees by gender, employment type, age group and region				
員工總人數 Total number of employees	人 Persons	108,745	102,441	101,284
性別 Gender				
男性 Male	人 Persons	60,185	55,147	54,564
女性 Female	人 Persons	48,560	47,294	46,720
僱傭類型 Employment type				
全日制僱傭 Full-time employment	人 Persons	108,745	102,441	101,284
非全日制僱傭 Part-time employment	人 Persons	0	0	0
年齡 Age group				
30 歲及以下 Aged ≤ 30	人 Persons	35,970	41,818	47,088
31–50 歲 Aged 31-50	人 Persons	66,402	54,902	50,372
51 歲及以上 Aged ≥ 51	人 Persons	6,373	5,721	3,824

ESG 指標 ESG Indicator	單位 Unit	2025	2024	2023
地區 Region				
中國內地 Mainland of China	人 Persons	108,705	102,205	101,105
港澳臺 Hong Kong, Macao, and Taiwan	人 Persons	40	236	179
B1.2 按性別、年齡組別及地區劃分的僱員流失比率 B1.2 Employee turnover rate by gender, age group and region				
員工流失比率 Employee turnover rate	%	24.08	30.99	30.50
性別 Gender				
男性員工流失率 Turnover rate of male employees	%	24.25	31.79	30.20
女性員工流失率 Turnover rate of female employees	%	23.88	30.04	30.84
年齡 Age group				
30 歲及以下員工流失率 Turnover rate of employees under 30 (inclusive)	%	30.55	37.30	36.49
31–40 歲員工流失率 Turnover rate of employees from 31 to 40	%	20.20	28.35	25.64
41–50 歲員工流失率 Turnover rate of employees from 41 to 50	%	22.34	21.41	19.93
51 歲及以上員工流失率 Turnover rate of employees over 51 (inclusive)	%	22.62	18.14	24.47

ESG 指標 ESG Indicator	單位 Unit	2025	2024	2023
地區 Region				
中國內地員工流失率 Turnover rate of employees in the Mainland of China	%	24.08	31.00	30.51
港澳臺員工流失率 Turnover rate of employees in Hong Kong, Macao, and Taiwan	%	16.67	23.62	22.51

附注

1) 員工流失率 = 報告期內該類別員工流失人數 / (報告期末該類別在職人數 + 報告期內該類別員工流失人數) * 100。

Notes

1) Turnover rate of employee = Number of employees turnover in this category during the reporting period / (Number of employees in this category at the end of reporting period + Number of employees turnover in this category during the reporting period)*100.

ESG 指標 ESG Indicator	單位 Unit	2025	2024	2023
B2 健康與安全 B2 Health and safety				
B2.1 因工作關係而死亡的人數及比率 B2.1 Number of work-related fatalities and work-related fatality rate				
因工作關係死亡員工人數 - 正式員工 Number of work-related fatalities-Regular employees	人 persons	1	0	2
因工作關係死亡員工人數 - 承包商員工 Number of work-related fatalities- Contractor employees	人 persons	1	/	/
因工作關係死亡員工比率 Work-related fatality rate	%	0.001	0	0.002
B2.2 因工傷損失工作日數 B2.2 Working days lost due to work-related injuries	天 days	9,499	6,405	6,183

附注

1) 因工作關係死亡員工不包括非工作原因導致的傷亡，如上下班途中交通事故或突發疾病；

2) 因工作關係死亡員工比率 = 因工作關係死亡員工數 / 員工總人數 * 100。

Notes

1) Work-related fatalities do not include those fatalities caused by non-working reason, such as traffic accident or sudden illness during commuting;

2) Work-related fatality rate = Number of work-related fatalities / total number of employees*100.

ESG 指標
ESG Indicator單位
Unit

2025

2024

2023

B3 發展及培訓
B3 Development and trainingB3.1 按性別及僱員類別劃分僱員的受訓比率
B3.1 Percentage of employees who received training (by gender and employee category)

全體員工受訓比率 Percentage of employees who received training	%	84.67	100	100
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性別
Gender

男性員工的受訓比率 Percentage of male employees who received training	%	83.12	100	100
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女性員工的受訓比率 Percentage of female employees who received training	%	86.58	100	100
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僱員類別
Employee category

管理層員工的受訓比率 Percentage of management level employees who received training	%	96.83	100	100
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非管理層員工的受訓比率 Percentage of non-management level employees who received training	%	84.49	100	100
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B3.2 按性別及僱員類別劃分僱員的平均受訓時數
B3.2 Average hours of training received by employees (by gender and employee category)

全體員工平均受訓時長 Average hours of training received by employees	小時 hours	10.91	9.03	77.80
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性別
Gender

男性員工平均受訓時長 Average hours of training received by male employees	小時 hours	9.19	8.05	64.38
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ESG 指標 ESG Indicator	單位 Unit	2025	2024	2023
女性員工平均受訓時長 Average hours of training received by female employees	小時 hours	13.04	10.17	93.47
僱員類別 Employee category				
管理層員工平均受訓時長 Average hours of training received by management level employees	小時 hours	22.41	17.22	146.35
非管理層員工平均受訓時長 Average hours of training received by non-management level employees	小時 hours	10.75	8.91	76.72
接受培訓的類型 Type of training received				
新員工培訓平均受訓時長 Average hours of training received by new employees	小時 hours	4.71	5.62	7.47
其他專項培訓平均受訓時長 Average hours of training received by other special trainings	小時 hours	12.16	11.93	108.87

- 附注

1) 2024 年僱員的平均受訓時數較往年略有差異，主要受統計口徑調整及系統錄入完整性影響。培訓數據基於線上培訓系統，部分線下培訓時長暫未涵蓋在內；

2) 特定類別員工平均受訓比率＝特定類別員工的總受訓人數 / 該類別員工總人數 *100 ；

3) 特定類別員工平均受訓時數＝特定類別員工的總受訓時數 / 該類別員工人數。
- Notes

1) Average hours of training for employees in 2024 is slightly different from those of previous years, mainly affected by the adjustment of statistical scope and the completeness of system entry. The training data is based on the online training system, and some offline training hours are not covered for the time being;

2) Average training rate for employees in specific categories = Total number of employees in specific categories receiving training / total number of employees in such categories*100;

3) Average training hours of employees in specific categories = Total hours of employees in specific categories receiving training / total number of employees in such categories.

ESG 指標
ESG Indicator**單位**
Unit**2025****2024****2023****B5 供應商管理**
B5 Supplier management**B5.1 按地區劃分的供應商數目**
B5.1 Number of suppliers by region

供應商總數 Total number of suppliers	個 numbers	22,839	24,918	18,882
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地區
Region

華東區域 Eastern China	個 numbers	5,801	5,626	4,218
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華南區域 Southern China	個 numbers	6,353	7,208	5,279
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中西地區 Central and Western China	個 numbers	4,882	6,031	4,366
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華北區域 Northern China	個 numbers	5,620	5,527	4,479
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總部供方 Headquarters supplier	個 numbers	183	526	540
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B6 產品責任
B6 Product liability**B6.2 接獲關於產品及服務的投訴數目**
B6.2 Number of complaints about products and services received

客戶（產品及服務）投訴總數 Total number of complaints received from customer (products and services)	件 pieces	164,347	9,236	173,675
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B6.3 描述與維護及保障知識產權有關的慣例
B6.3 Describe practices related to the maintenance and protection of intellectual property rights

報告期內知識產權提交申請註冊數量 Number of applications for registration of intellectual property rights submitted during the reporting period	件 pieces	25	31	95
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ESG 指標 ESG Indicator	單位 Unit	2025	2024	2023
報告期內獲授權的知識產權總數 Total number of intellectual property rights authorised during the reporting period	件 pieces	49	44	157
報告期內獲授權發明專利數量 Number of authorised patents for inventions during the reporting period	件 pieces	27	13	10
報告期內獲授權實用新型專利數量 Number of authorised patents for utility models during the reporting period	件 pieces	1	0	3
報告期內獲授權的軟著數量 Number of authorised software copyrights during the reporting period	件 pieces	21	31	89
報告期內獲授權的商標數量 Number of authorised trademarks during the reporting period	件 pieces	0	0	56
累計持有的知識產權數量 Cumulative number of intellectual property rights held	件 pieces	1,183	1,208	1,164
累計持有的發明專利數量 Cumulative number of patents for inventions held	件 pieces	68	41	28
累計持有的實用新型專利數量 Cumulative number of patents for utility models held	件 pieces	13	16	18
累計持有的軟著數量 Cumulative number of software copyrights held	件 pieces	270	259	261
累計持有的商標數量 Cumulative number of trademarks held	件 pieces	832	832	832

附注

1) 客戶投訴總數包含住宅服務和商企服務通過 400 服務熱線接收的投訴。

Notes

1) The total number of customer complaints includes complaints received through 400 Hotline for residential and commercial services.

ESG 指標

ESG Indicator

單位

Unit

2025

2024

2023

B7 反貪污

B7 Anti-corruption

B7.1 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目

B7.1 The number of corruption litigation cases filed against the issuer or its employees and concluded during the reporting period

認定作為參與者的反競爭行為的案件數量

Number of cases of anti-competitive behaviours
identified as participants

件

pieces

0

0

0

違反反壟斷法的行為的案件數量

Number of cases of violations of the anti-monopoly law

件

pieces

0

0

0

涉貪污、賄賂、勒索、欺詐及洗黑錢的訴訟案件

Number of litigation cases involving corruption, bribery,
extortion, fraud and money laundering

件

pieces

0

0

1

B7.3 反貪污培訓

B7.3 Anti-corruption training

參與反貪污培訓的董事會成員、高級管理層人數

Number of the Board of Directors and senior
management participating in anti-corruption training

人

Persons

1,525

1,405

301

參與反貪污培訓總時長

Number of hours participated in anti-corruption training

小時

hours

907.53

817.58

103.30

附注

1) 培訓數據包含在線和線下的培訓。

Notes

1) The training data include online and offline trainings.

ESG 指標 ESG Indicator	單位 Unit	2025	2024	2023
B8 社區投資 B8 Community investment				
B8.2 在專注範疇所動用資源 B8.2 Resources used in social undertakings				
公益捐贈（含鄉村振興捐款） Charitable donations (including rural revitalisation donation)	萬元 RMB10 k	236.30	87.03	77.30
志願活動投入人數 Number of people devoted to volunteer activities	人次 Persons	11,395	12,501	10,821
志願活動投入時長 Number of hours devoted to volunteer activities	小時 hours	18,934.49	37,503	32,463

附注

Notes

1) 志願活動投入人數及時長為不完全統計。

1) The number of volunteers and their duration is not complete statistics.

附錄 II - ESG 指標索引

Appendix II - Index to the ESG Indicators

議題 Topics	指引要求 Guide Requirements	披露章節 Disclosure Sections
A. 環境 A. Environment		
A1: 排放物 A1: Emissions	一般披露 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	環境友好 Being Environmentally Friendly
關鍵績效指標 A1.1 KPI A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
關鍵績效指標 A1.3 KPI A1.3	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
關鍵績效指標 A1.4 KPI A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	附錄 I ESG 關鍵績效數據 Appendix I – ESG Key Performance Data
關鍵績效指標 A1.5 KPI A1.5	描述所訂立的排放量目標及為達到這些目標所採取的步驟。 Description of emissions target(s) set and steps taken to achieve them.	環境友好 - 溫室氣體排放管理 Being Environmentally Friendly - Greenhouse Gas Emissions Management

議題 Topics	指引要求 Guide Requirements	披露章節 Disclosure Sections
	關鍵績效指標 A1.6 KPI A1.6 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	環境友好 - 廢棄物管理 Being Environmentally Friendly - Waste Management
A2：資源使用 A2: Use of resources	一般披露 有效使用資源（包括能源、水及其他原材料）的政策。 General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials.	環境友好 Being Environmentally Friendly
	關鍵績效指標 A2.1 KPI A2.1 按類型劃分的直接及 / 或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算）。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data
	關鍵績效指標 A2.2 KPI A2.2 總耗水量及密度（如以每產量單位、每項設施計算）。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data
	關鍵績效指標 A2.3 KPI A2.3 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of energy use efficiency target(s) set and steps taken to achieve them.	環境友好 - 能源管理 Being Environmentally Friendly - Energy Management
	關鍵績效指標 A2.4 KPI A2.4 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	環境友好 - 水資源管理 Being Environmentally Friendly - Water Resource Management
	關鍵績效指標 A2.5 KPI A2.5 製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	不適用 /

議題 Topics	指引要求 Guide Requirements	披露章節 Disclosure Sections
A3：環境及天然資源 A3: The environment and natural resources	一般披露 減低發行人對環境及天然資源造成重大影響的政策。 General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.	環境友好 Being Environmentally Friendly
	關鍵績效指標 A3.1 KPI A3.1 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	環境友好 Being Environmentally Friendly
B. 社會 B. Social		
B1：僱傭 B1: Employment	一般披露 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	以人為本 - 多元、平等與共融 Being People Oriented - Diversity, Equality, and Inclusion 以人為本 - 員工權益保障 Being People Oriented - Protection of Employee Rights and Interests 以人為本 - 支持員工發展 Being People Oriented - Support for Employee Development
	關鍵績效指標 B1.1 KPI B1.1 按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data
	關鍵績效指標 B1.2 KPI B1.2 按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data

議題 Topics	指引要求 Guide Requirements	披露章節 Disclosure Sections
B2：健康與安全 B2: Health and safety	一般披露 有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	以人為本 - 職業健康與安全 Being People Oriented - Occupational Health and Safety
	關鍵績效指標 B2.1 KPI B2.1 過去三年(包括匯報年度)每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data
	關鍵績效指標 B2.2 KPI B2.2 因工傷損失工作日數。 Lost days due to work injury.	附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data
	關鍵績效指標 B2.3 KPI B2.3 描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	以人為本 - 職業健康與安全 Being People Oriented - Occupational Health and Safety
B3：發展及培訓 B3: Development and training	一般披露 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	以人為本 - 支持員工發展 Being People Oriented - Support for Employee Development
	關鍵績效指標 B3.1 KPI B3.1 按性別及僱員類別(如高級管理層、中級管理層)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data
	關鍵績效指標 B3.2 KPI B3.2 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data

議題 Topics	指引要求 Guide Requirements	披露章節 Disclosure Sections
B4：勞務準則 B4: Labour standards	一般披露 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	以人為本 - 員工權益保障 Being People Oriented - Protection of Employee Rights and Interests
	關鍵績效指標 B4.1 KPI B4.1 描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	以人為本 - 員工權益保障 Being People Oriented - Protection of Employee Rights and Interests
	關鍵績效指標 B4.2 KPI B4.2 描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	以人為本 - 員工權益保障 Being People Oriented - Protection of Employee Rights and Interests
B5：供應鏈管理 B5: Supply chain management	一般披露 管理供應鏈的環境及社會風險政策。 General Disclosure Policies on managing environmental and social risks of the supply chain.	責任管治 - 可持續供應鏈 Responsibility Governance - Sustainable Supply Chain
	關鍵績效指標 B5.1 KPI B5.1 按地區劃分的供應商數目。 Number of suppliers by geographical region.	附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data
	關鍵績效指標 B5.2 KPI B5.2 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	責任管治 - 可持續供應鏈 Responsibility Governance - Sustainable Supply Chain
	關鍵績效指標 B5.3 KPI B5.3 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	責任管治 - 可持續供應鏈 Responsibility Governance - Sustainable Supply Chain

議題 Topics

指引要求 Guide Requirements

披露章節 Disclosure Sections

關鍵績效指
標 B5.4

KPI B5.4

描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。

Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.

責任管治 - 可持續供應鏈
Responsibility Governance -
Sustainable Supply Chain

B6: 產品責任 B6: Product responsibility

一般披露

有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：

(a) 政策；及

(b) 遵守對發行人有重大影響的相關法律及規例的資料。

General Disclosure

Information on:

(a) the policies; and

(b) compliance with relevant laws and regulations that have a significant impact on the issuer

relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.

責任管治 - 信息安全與隱私保護
Responsibility Governance -
Information Security and Privacy
Protection

社區共生 - 客戶健康與安全
Growing Together with the
Community - Customer Health
and Safety

關鍵績效指
標 B6.1

KPI B6.1

已售或已運送產品總數中因安全與健康理由而須回收的百分比。

Percentage of total products sold or shipped subject to recalls for safety and health reasons.

萬物雲主營業務不涉及產品的回收，故不適用

The main business of Onewo does not involve the recall of products and is therefore not applicable.

關鍵績效指
標 B6.2

KPI B6.2

接獲關於產品及服務的投訴數目以及應對方法。

Number of products and service related complaints received and how they are dealt with.

社區共生 - 客戶滿意度提升
Growing Together with the
Community - Improvement of
Customer Satisfaction

附錄 I ESG 關鍵績效數據
Appendix I - ESG Key
Performance Data

關鍵績效指
標 B6.3

KPI B6.3

描述與維護及保障知識產權有關的慣例。

Description of practices relating to observing and protecting intellectual property rights.

責任管治 - 知識產權保護
Responsibility Governance -
Intellectual Property Rights
Protection

議題 Topics	指引要求 Guide Requirements	披露章節 Disclosure Sections
	關鍵績效指標 B6.4 KPI B6.4 描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	社區共生 - 服務歷久彌新 Growing Together with the Community - Service for Ever Better
	關鍵績效指標 B6.5 KPI B6.5 描述消費者資料保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	責任管治 - 信息安全與隱私保護 Responsibility Governance - Information Security and Privacy Protection
B7：反貪污 B7: Anti-corruption	一般披露 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	責任管治 - 商業道德與反舞弊 Responsibility Governance - Business Ethics and Anti-Fraud
	關鍵績效指標 B7.1 KPI B7.1 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	責任管治 - 商業道德與反舞弊 Responsibility Governance - Business Ethics and Anti-Fraud 附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data
	關鍵績效指標 B7.2 KPI B7.2 描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	責任管治 - 商業道德與反舞弊 Responsibility Governance - Business Ethics and Anti-Fraud
	關鍵績效指標 B7.3 KPI B7.3 描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	附錄 I ESG 關鍵績效數據 Appendix I - ESG Key Performance Data

議題 Topics

指引要求 Guide Requirements

披露章節 Disclosure Sections

B8：社區投資 B8: Community investment

一般披露
有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。
General Disclosure
Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.

社區共生 - 社區關係
Growing Together with the
Community - Community
Relations

關鍵績效指
標 B8.1
KPI B8.1
專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。
Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).

社區共生 - 社區關係
Growing Together with the
Community - Community
Relations

關鍵績效指
標 B8.2
KPI B8.2
在專注範疇所動用資源（如金錢或時間）。
Resources contributed (e.g. money or time) to the focus area.

附錄 I ESG 關鍵績效數據
Appendix I - ESG Key
Performance Data

D 部分：氣候相關披露 Part D: Climate-related Disclosures

披露章節 Disclosure Sections

(I) 管治 (I) Governance

環境友好 - 應對氣候變化
Being Environmentally Friendly -
Responses to Climate Change

(II) 策略 (II) Strategy

氣候相關風險和機遇
Climate-related risks and opportunities
業務模式和價值鏈
Business model and value chain
策略和決策
Strategy and decision-making
財務狀況、財務表現及現金流量
Financial position, financial performance and cash flows
氣候韌性
Climate resilience

環境友好 - 應對氣候變化
Being Environmentally Friendly -
Responses to Climate Change

D 部分：氣候相關披露 Part D: Climate-related Disclosures

披露章節 Disclosure Sections

(III) 風險管理 (III) Risk Management

環境友好 - 應對氣候變化
Being Environmentally Friendly -
Responses to Climate Change

(IV) 指標及目標 (IV) Metrics and Targets

溫室氣體排放

Greenhouse gas emissions

氣候相關轉型風險

Climate-related transition risks

氣候相關物理風險

Climate-related physical risks

氣候相關機遇

Climate-related opportunities

資本運用

Capital deployment

內部碳定價

Internal carbon prices

薪酬

Remuneration

行業指標

Industry-based metrics

氣候相關目標

Climate-related targets

跨行業指標及行業指標的適用性

Applicability of cross-industry metrics and industry-based metrics

環境友好 - 溫室氣體排放管理
Being Environmentally Friendly
- Greenhouse Gas Emissions
Management

環境友好 - 應對氣候變化
Being Environmentally Friendly -
Responses to Climate Change

附錄 I ESG 關鍵績效數據
Appendix I - ESG Key
Performance Data

股份代碼 2602.HK

重 塑 空 間 效 率
TECH FOR BETTER SPACE

服 務 曆 久 彌 新
SERVICE FOR EVER BETTER

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