

ZBOM 志邦家居



2025

Environmental, Social and Governance (ESG) Report

ZBOM Home Collection Co., Ltd.

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ZBOM Home Collection Co., Ltd.

Contents

ZBOM



Foreword

| | |
|-------------------------|----|
| About this Report | 01 |
| Message from Management | 03 |
| About ZBOM | 05 |
| 2025 Milestones | 09 |
| Awards and Honors | 10 |

Sustainability Governance

| | |
|----------------------------------|----|
| ESG Management | 11 |
| Communications with Stakeholders | 14 |
| Materiality Analysis | 15 |

Conclusion

| | |
|------------------------------|-----|
| ESG Performance Table | 100 |
| Index of Reporting Standards | 106 |
| Reader Feedback | 111 |

Action: Building a Foundation with Compliance Governance 01

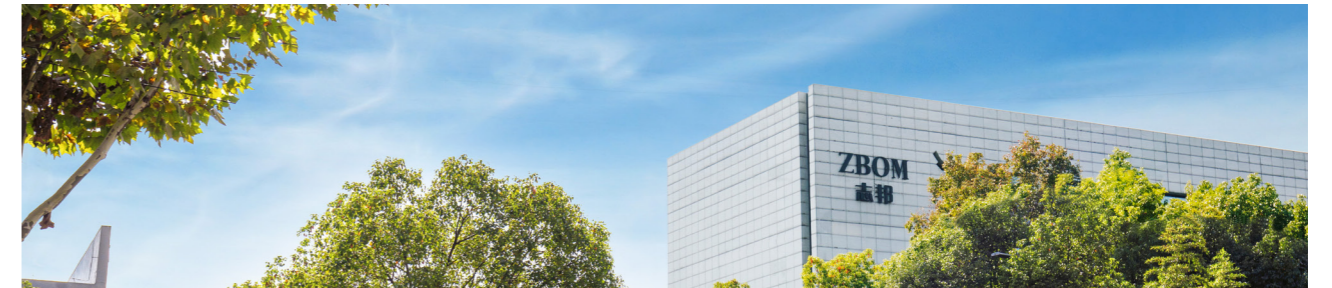
19

| | |
|----------------------|----|
| Corporate Governance | 21 |
| Risk and Compliance | 27 |
| Business Ethics | 29 |

Innovation: Empowering Life through Business Refinement 02

33

| | |
|---|----|
| Innovation-driven Development | 35 |
| Safety and Quality of Products and Services | 45 |
| Data Security and Customer Privacy Protection | 54 |
| Supply Chain Security | 56 |



Symbiosis: Protecting the Ecosystem with Green Operations 03

61

| | |
|---------------------------|----|
| Environmental Management | 63 |
| Addressing Climate Change | 69 |
| Emissions Management | 73 |
| Resource Management | 80 |

Warmth: Fulfilling Responsibilities with a People-oriented Approach 04

85

| | |
|-------------------------------------|----|
| Employee Recruitment and Employment | 87 |
| Employee Rights and Protection | 88 |
| Employee Training and Development | 93 |
| Occupational Health and Work Safety | 96 |
| Giving Back to Society | 99 |



About this Report

The *2025 Environmental, Social and Governance (ESG) Report* (hereinafter referred to as "this Report") is the seventh ESG report released by ZBOM Home Collection Co., Ltd. (hereinafter referred to as "ZBOM", "the Company", or "we") for its stakeholders. This Report provides a detailed disclosure of the Company's practices and performance data in economic, environmental, social, and corporate governance responsibilities for the year 2025, aiming to effectively communicate with all stakeholders and systematically respond to their expectations and requirements.

Reporting Period

This is an annual report, covering the period from January 1, 2025, to December 31, 2025 (hereinafter referred to as the "reporting period"). To enhance the comparability and forward-looking nature of the Report, some content has been appropriately extended to previous or subsequent years.

Basis of Preparation

- United Nations 2030 Agenda for Sustainable Development Goals (SDGs)
- *Global Reporting Initiative (GRI) Standards* issued by Global Sustainability Standards Board (GSSB)
- *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies – Sustainability Report (Trial)* issued by Shanghai Stock Exchange
- *Guide No. 4 for Self-Regulatory Supervision on Listed Companies of the SSE – Compilation of Sustainable Development Reports* issued by Shanghai Stock Exchange
- *Working Guidelines for Sustainability Reports of Listed Companies* issued by the China Association for Public Companies

Information Sources

The data in this Report is sourced from our actual operational raw data, public data from government departments, annual financial data, internal statistical reports, and third-party questionnaire surveys. The financial data in this Report is presented in RMB. In case of any inconsistency with the financial report, the financial report shall prevail.



Information Assurance

The Board of Directors and all directors undertake that the content of this Report does not contain any false records, misleading statements, or major omissions, and are responsible for the truthfulness, accuracy, and completeness of its content.

How to Obtain the Report

The electronic version of this Report is available for viewing and download on the website of the Shanghai Stock Exchange (<http://www.sse.com.cn>), CNINFO (<http://www.cninfo.com.cn>), or our official website (<https://www.zbom.com>).

Contact Information

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Message from Management

Dear shareholders, partners, and friends from all sectors of society:



In 2025, the domestic and international landscape underwent profound and complex changes. We faced sluggish demand and heightened market uncertainty, while US tariff policies led to rising costs and pressure to restructure our supply chain. However, new opportunities emerged amidst these challenges. On one hand, the demand for renovations in the existing housing market rose to 40%, and the national "trade-in" subsidy policy continued to unlock benefits. On the other hand, Chinese home furnishing companies accelerated their global expansion, shifting from intense domestic competition to a strategy of global growth, breaking through growth ceilings. Concurrently, we established new competitive barriers through green compliance, intelligent delivery, and localized operations.

This year was not only a testament to ZBOM's global expansion and embrace of the world but also a crucial year for strengthening our internal capabilities and building momentum for long-term development in the face of adversity. Guided by our mission to **"realize people's beautiful imagination of home"** and upholding our brand proposition of "Live Freely, Live Comfortably", we centered our efforts on the "Integrated Whole-Home Solution" strategy. We actively responded to market challenges and achieved a series of key advancements in global expansion, product innovation, and strategic planning.

This year, we actively benchmarked against standards, translating policy guidance into corporate action. We deepened our commitment to sustainable development and integrated ESG concepts into operations. For 2024, we achieved an **A rating in both the Wind ESG and Huazheng ESG ratings, ranking 6th among 147 A-share listed companies** in the household durables industry. Our comprehensive strength in governance effectiveness and sustainable development has been continuously enhanced.

We have always regarded enhancing governance effectiveness as the core guarantee for sustainable development. We have established a scientific and standardized governance structure, placed high importance on the timeliness and transparency of information disclosure, and continuously strengthened our risk prevention and control capabilities by building an internal control system that covers all business processes. Adhering to the principle of "transparent, compliant, and risk-controlled," we have created a governance system with sound mechanisms, high efficiency, and clear responsibilities to promote scientific decision-making and improve operational quality. We formulated the *Sustainable Development Management System* to specify work norms and processes for each stage, enhancing the standardization and institutionalization of our sustainability efforts. We engaged a third-party organization to verify our GHG emissions, leveraging professional expertise to review and validate the inventory results. We also established an ESG indicator library and developed an ESG data management platform, using digital tools to further improve ESG management efficiency and decision-making support.

We continue to advance **"green manufacturing and low-carbon transition"**, integrating the philosophy of "protecting the Earth from the source and creating beauty through design" throughout the entire life cycle, from R&D and production to delivery, practicing green development in multiple dimensions. We operate a National Green Factory and several intelligent manufacturing bases. Our products have obtained over **60** authoritative certifications, including the China Environmental Labeling Certification and FSC Certification, ensuring quality and sustainability from the source. In active response to the national "Good Housing" policy, we released a whole-home health standard system, deeply integrating green and environmental protection into product design, raw material procurement, manufacturing, and service processes. We were deeply involved in the development of three national standards: GB 18580-2025 *Decorating and Refurbishing Materials for Interior Use—Limit on Formaldehyde Emission of Wood-based Panels and Their Products*, and the recommended national standards GB/T 44689-2024 *Classification and Evaluation Methods for Odour from Wood-based Panels and Their Products* and GB/T 44690-2024 *Classification of Volatile Organic Compounds Emission From Wood-based Panels and Their Products*, leading the industry's high-quality development with high environmental standards.

We adhere to the principle of **"shared responsibility and mutual empowerment"**, fostering mutual benefit and trust with stakeholders such as employees, customers, communities, and supply chain partners to promote a win-win situation where we achieve both economic and social value. Through a systematic talent development system, we continuously empower our organization and employees, providing a fair employment environment, a competitive compensation and benefits system, and a comprehensive career development path, while deepening employee care to create a harmonious atmosphere. We always uphold the "customer-centric" service philosophy, creating a high-quality and refined service experience for users. We have built a full-chain butler-style service system covering pre-sales, in-sales, and after-sales to enhance customer satisfaction. We are committed to quality and ethical business practices, comprehensively strengthening our product, service, and brand capabilities. We cultivate our channel services, providing full-process operational support for our dealer partners through systematic support and refined operations.

Looking ahead to 2026, we will continue to uphold sustainable development governance as the core pillar for achieving high-quality development. By building a scientific ESG management system, practicing green development concepts, and deepening collaboration with stakeholders, we will deeply empower our employees, customers, and partners to achieve a win-win situation for both economic benefits and social value.

About ZBOM

Company Profile

Founded in 1998, ZBOM started as an early explorer in China's kitchen cabinet industry and has gradually evolved into a provider of total home solutions. In 2017, the Company was listed on the A-share market of the SSE, marking a new stage of capitalized and international development. ZBOM now ranks among the top in China's custom home furnishing industry.

With "Integrated Whole-Home Solution" as its core strategy, the Company has built a comprehensive product system covering whole-home customization, kitchen cabinets, doors and wall panels, upholstered furniture, and system windows and doors, achieving truly integrated whole-home customization. ZBOM operates a National Green Factory and multiple intelligent manufacturing bases. The Company's products have obtained over 60 authoritative certifications, including the China Environmental Labeling Certification and FSC Certification, ensuring quality and sustainability from the source. Currently, the Company has established over 3,000 retail stores worldwide, with business operations in markets such as Australia, North America, Southeast Asia, and the Middle East, becoming a long-term partner for many international hotel groups and real estate enterprises, including Hilton and Rosewood.

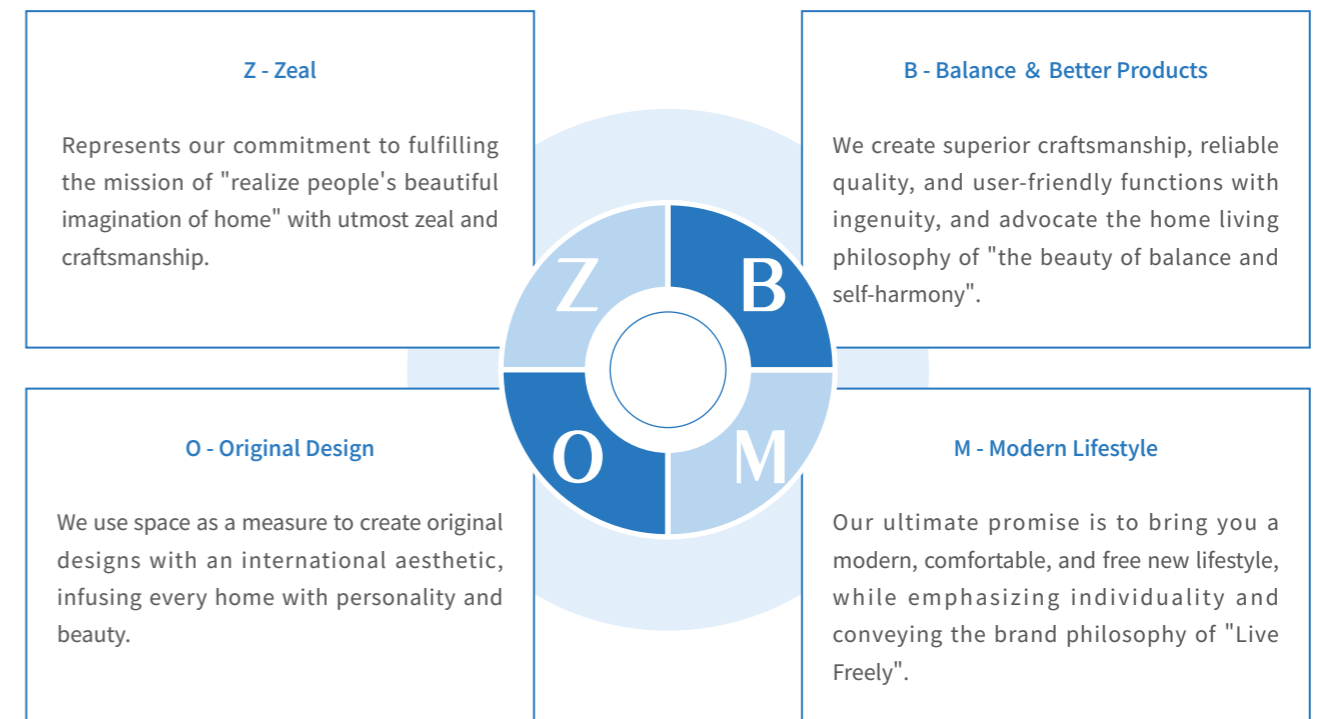
ZBOM is actively building an information-based operational platform based on the Home Cloud Industrial Internet Platform, opening up industry resources such as franchisees, suppliers, design studios, real estate developers, research institutions, and custom home furnishing factories to create an industry ecosystem characterized by "online-offline integration and industry-wide collaboration".

Domestic Retail Distribution

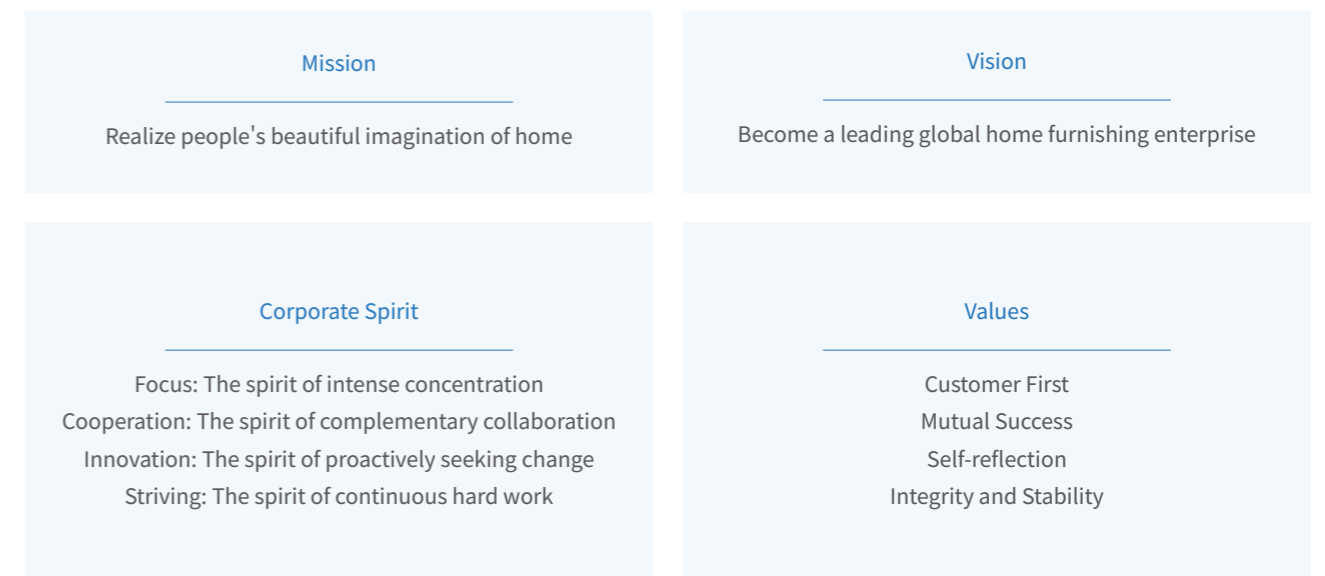
Based in East China, Radiating Nationwide



ZBOM Brand Interpretation



Corporate Culture



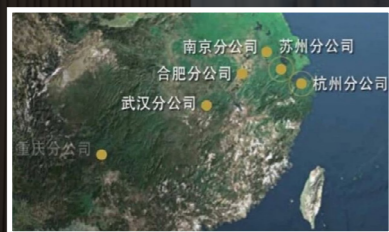
1998

Starting in Hefei: ZBOM Cabinets, an early explorer of integrated kitchens.



2003

Expanding in East China: Production base established in Luyang, Hefei.



2010

Going national: Achieving RMB 1 billion in three years and becoming a national brand.



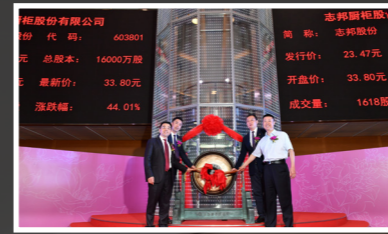
2015

Strategic upgrading: Launching whole-home customization and developing a comprehensive home furnishing ecosystem.



2017

A-share listing: Brand upgraded to "ZBOM Home Collection".



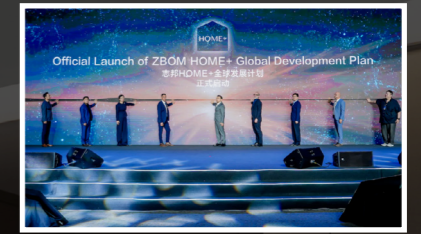
2019

Major customization expansion: Signed Jay Chou as brand ambassador and established subsidiaries in the US and Guangzhou.



2023

Pioneering the "Integrated Whole-Home Customization" model: Delivering true whole-home solutions. Global strategy: Launching the HOME+ plan.



2025

Upgrading brand strategy: A leader in new lifestyles. Launching overseas sub-brand FLYHOME: Focusing on global youth lifestyles.



Development History

1998-2025

2025 Milestones

Recognized by Xinhua News Agency as the industry's first "China Famous Brand" factory.



February

Launched the industry's first whole-home health system, defining new standards for healthy home living.



May

The flagship store in Melbourne, Australia, officially opened, marking a significant milestone in ZBOM's global expansion.



August

Partnered with Tmall to launch the "light customization" category, leading the industry trend.



October

April

Successfully issued and listed convertible bonds (bond code: 113693), supporting the Company's sustainable development.



July

ZBOM's "Mass Customization Smart Factory for Home Furnishings" was successfully selected for the 2025 list of advanced intelligent factories in Anhui Province, becoming a benchmark case for digital transformation in the custom home furnishing industry.



October

Remained on the lists of Anhui's Top 100 Private Manufacturing Enterprises, China's Top 100 Home Furnishing Companies by Comprehensive Strength, and NetEase Home's Excellent Influence Brand.



Awards and Honors



Best Service Case at the China Customer Service Festival



Top 100 Brands in China's Home Furnishing Industry by Comprehensive Strength



Excellent Influence Brand on the China Home Furnishing Champions List



International Design Awards



China Famous Brand · Brand Factory

Sustainability Governance

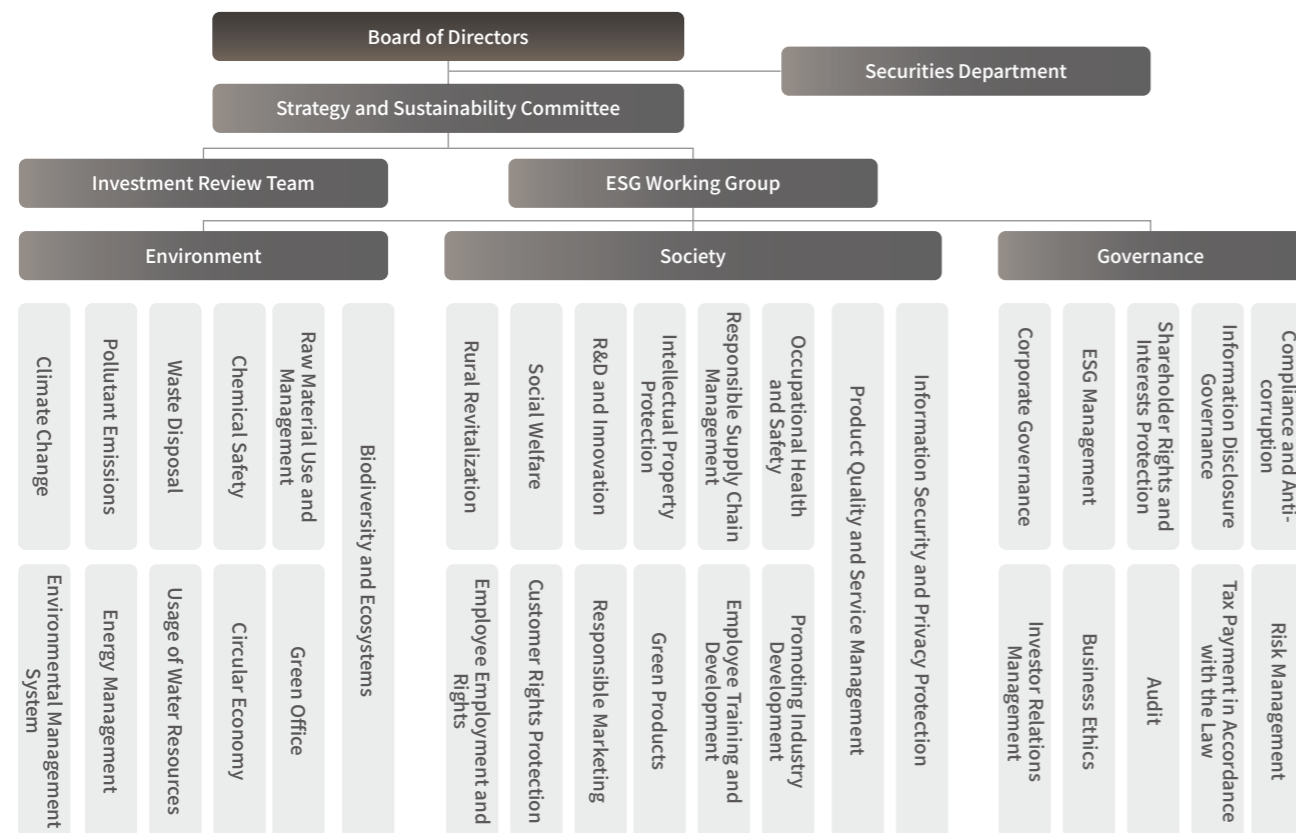
ZBOM, rooted in a systematic management framework, defines the responsibilities and execution standards at all levels, and is committed to steadily enhancing the Company's ESG governance capabilities. The Company has established diversified communication channels with stakeholders, creating a virtuous cycle of two-way feedback. Building on this, the Company conducts scientific and rigorous Materiality Analysis based on industry characteristics and its stage of development, driving steady and long-term progress on the path of sustainable development.



ESG Management

ZBOM actively fulfills ESG responsibilities by establishing the Strategy and Sustainability Committee under the Board of Directors. This committee is fully responsible for the Company's ESG management affairs and strategy, building a top-down ESG management structure. ZBOM has also formulated the *Implementation Rules for the Strategy and Sustainability Committee of the Board of Directors* to ensure the efficient implementation of ESG-related work.

ESG Organizational Structure



ESG Strategy

ZBOM has established an ESG strategy system integrating environmental, social, and governance aspects. The Company fulfills its environmental responsibilities through green intelligent manufacturing and low-carbon transition; connects with stakeholders by promoting shared responsibility and mutual empowerment; and solidifies its governance foundation through transparency, compliance, and risk control. By deeply integrating sustainability concepts into all business processes, the Company drives the synergistic realization of economic, environmental, and social benefits.

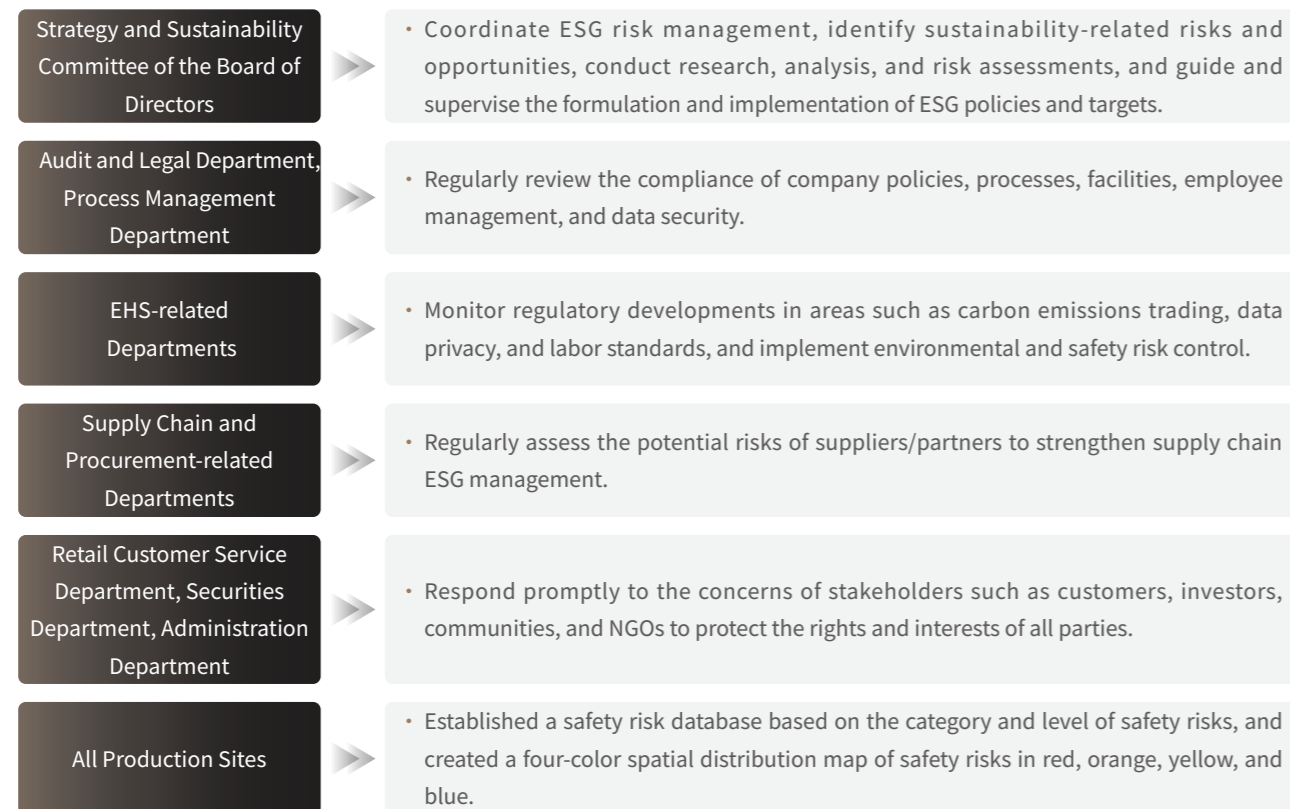
ESG Strategy and Philosophy

| Dimension | Strategy | Philosophy |
|-----------------|--|--|
| Environment (E) | Green and Intelligent Manufacturing, Low-carbon Transition | The philosophy of "protecting the Earth from the source and creating beauty through design" is integrated throughout the entire life cycle, from R&D and production to delivery. |
| Society (S) | Shared Responsibility, Mutual Empowerment | The Company fosters mutual benefit and trust with stakeholders such as employees, customers, communities, and supply chain partners to promote a win-win situation where it achieves both economic and social value. |
| Governance (G) | Transparent, Compliant, and Risk-controlled | The Company has created a governance system with sound mechanisms, high efficiency, and clear responsibilities to promote scientific decision-making and improve operational quality. |

ESG Risk Management

ZBOM has established an ESG risk management system with clear responsibilities and collaborative linkage, led by the Strategy and Sustainability Committee. The system involves multi-departmental cooperation and closed-loop control across the entire value chain. Through regular due diligence processes, the Company systematically identifies and responds to sustainability-related risks and opportunities, continuously enhancing its ESG governance. During the reporting period, the Company formulated policies such as the *Accident Emergency Rescue System* and the *Incentive System for Reporting Potential Hazards*, further strengthening its ESG risk prevention and control framework and reinforcing the foundation of safety management.

ESG Risk Management System



ESG Training

ZBOM continues to enhance its company-wide ESG training system and regularly holds annual ESG project review and improvement meetings, engaging directors, senior executives, and key business personnel. Concurrently, the Company has developed an online "ESG Indicator Collection" function to digitally enable the standardized and systematic implementation of ESG initiatives, comprehensively strengthening employees' ESG performance capabilities and overall management proficiency.

Case Conducting specialized ESG training to solidify the foundation for sustainable development

In 2025, ZBOM organized specialized ESG training focused on core ESG principles, industry standards, compliance requirements, and the Company's practical pathways for ESG implementation. Through a combination of theoretical instruction and case studies, the training enabled employees to systematically understand ESG-related knowledge and clearly define their ESG responsibilities. This initiative significantly enhanced company-wide ESG awareness and capacity for action, facilitating the integration of ESG principles into every aspect of the Company's operations and supporting its journey toward sustainable, high-quality development.



ESG Training

Communications with Stakeholders

ZBOM places great importance on engaging with stakeholders—including government and regulatory authorities, business partners, suppliers, employees, and local communities. Through multi-tiered communication channels, the Company actively listens to stakeholders' expectations and concerns regarding its sustainable development. A regularized engagement mechanism has been established to ensure ongoing dialogue, and ZBOM continuously refines its practices based on stakeholder input to enhance management effectiveness and performance.

Communications with Stakeholders

| Stakeholders | Topics of Concern | Communication Purpose | Communication Channels |
|--------------------------------------|---|--|---|
| Board Members | <ul style="list-style-type: none"> Risk Management Industry Development Compliant Operations | Clear Responsibilities and Strategic Synergy | <ul style="list-style-type: none"> Board of Directors Specialized Committee of the Board of Directors Management Thematic Briefing Written Reports and Regular Briefings Electronic Communication Platforms |
| Government and Regulatory Agencies | <ul style="list-style-type: none"> Compliant Operations Environmental Protection Participation in Policy-making Discussions Community and Public Welfare Intellectual Property Protection | Legal Compliance and Responsibility | <ul style="list-style-type: none"> Information Disclosure Official Correspondence Supervisory Visits |
| Shareholders and Investors | <ul style="list-style-type: none"> Compliant Operations Business Performance Business Development and Innovation Risk Management and Control | Candor, Transparency, and Shared Growth | <ul style="list-style-type: none"> General Meetings Bondholders Meetings Earnings Call Roadshows/Reverse Roadshows Company's Official Website and Announcements Investor Research and Communication Events Investor Relations Hotline Company Email SSE E-interactive Platform |
| Employees | <ul style="list-style-type: none"> Occupational Health and Safety Talent Training and Development Compensation and Benefits Equality and Diversity | People-oriented, Inspiring Potential | <ul style="list-style-type: none"> Online Communication Community Employee Representative Congress Employee Training Employee Activities Employee Survey Questionnaire E-suggestion Box |
| Customers and Consumers | <ul style="list-style-type: none"> Product Quality and Safety R&D and Innovation Compliant Operations Responsible Marketing Protection of Consumer Rights and Interests Customer Satisfaction and After-sales Service | Customer-centric | <ul style="list-style-type: none"> Online Communication Customer Service Center and Hotline Customer Visit Activities Customer Satisfaction Survey and Follow-up Visits Public Open Day/Factory Tour |
| Suppliers, Franchisees, and Partners | <ul style="list-style-type: none"> Franchisee Management Agent Management Supplier Management Product and Service Quality | Collaborative Innovation for Mutual Benefits | <ul style="list-style-type: none"> Supply Chain Management System Reporting and Feedback Mechanism Franchisee Annual Meeting Supplier Annual Meeting Agent Annual Meeting |
| Community and the Public | <ul style="list-style-type: none"> Community Service Charitable Donations and Activities Environmental Protection | Two-way Interaction and Co-creation of Value | <ul style="list-style-type: none"> Company's Official Website and Social Media Platforms Media Volunteer Service Public Welfare Activities Communications and Interviews |

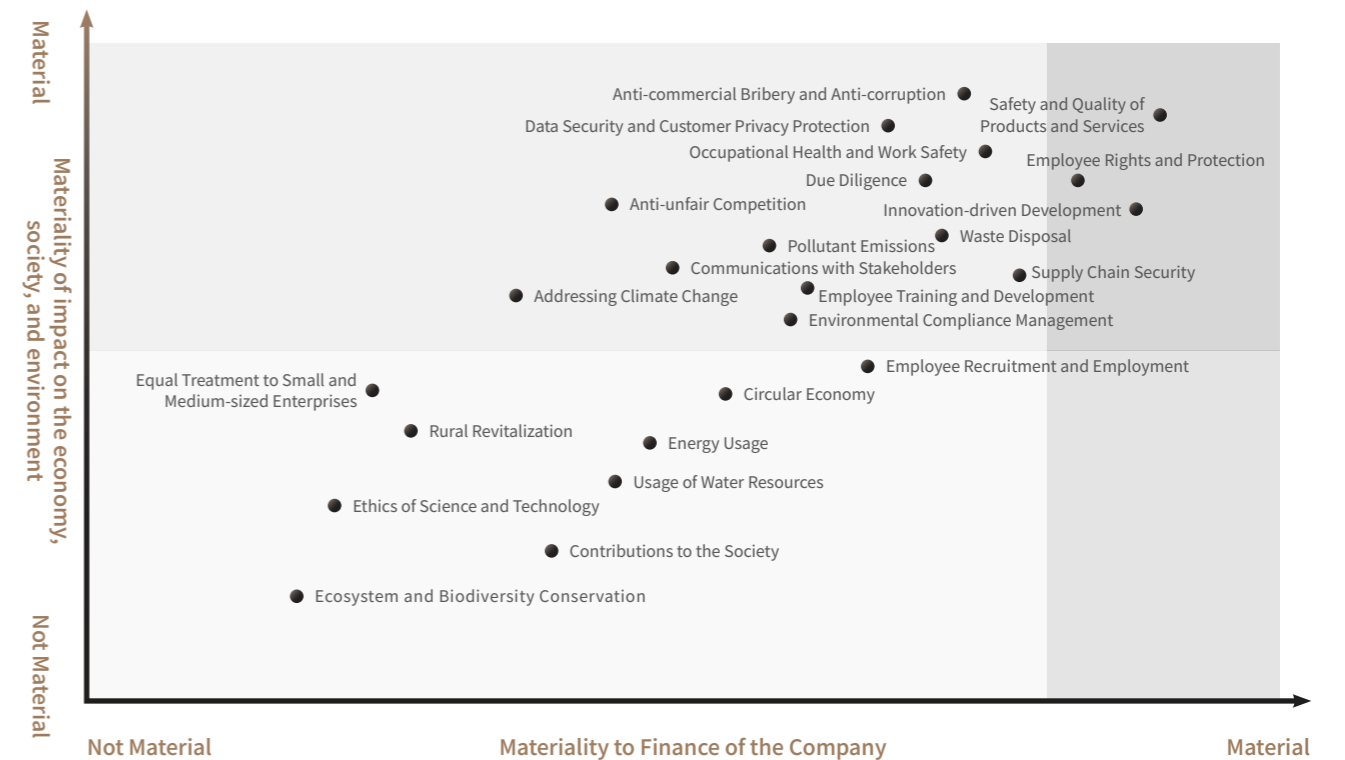
Materiality Analysis

To fully understand the key concerns of the Company's stakeholders and deeply integrate their demands and expectations into the Company's sustainable development management practices, the Company strictly adheres to the principles of stakeholder engagement and regularly conducts identification and analysis of material issues. During the reporting period, the Company widely solicited opinions from all parties through questionnaire surveys and comprehensively formed this year's double materiality matrix based on the two dimensions of financial impact and influence.

Material Issue Identification Process



Double Materiality Matrix



Material Issues

| | | | |
|--------------------|---|--|--|
| Governance | <ul style="list-style-type: none"> • Due Diligence • Communications with Stakeholders | <ul style="list-style-type: none"> • Anti-commercial Bribery and Anti-corruption • Anti-unfair Competition | |
| Environment | <ul style="list-style-type: none"> • Addressing Climate Change • Energy Usage • Usage of Water Resources | <ul style="list-style-type: none"> • Circular Economy • Waste Disposal • Pollutant Emissions | <ul style="list-style-type: none"> • Environmental Compliance Management • Ecosystem and Biodiversity Conservation |
| Society | <ul style="list-style-type: none"> • Innovation-driven Development* • Safety and Quality of Products and Services* • Data Security and Customer Privacy Protection | <ul style="list-style-type: none"> • Supply Chain Security • Employee Recruitment and Employment • Employee Rights and Protection* • Employee Training and Development | <ul style="list-style-type: none"> • Occupational Health and Work Safety • Contributions to the Society • Rural Revitalization • Equal Treatment to Small and Medium-sized Enterprises • Ethics of Science and Technology |

Note: Topics marked with an asterisk (*) are financial material issues

The Company assesses the significant impacts of various sustainability-related issues on the economy, society, and environment in the short term (0–1 years [inclusive]), medium term (1–3 years [inclusive]), and long term (over 3 years), as well as the risks and opportunities for its daily operations and business decisions. It analyzes response measures and formulates corresponding action plans to prevent potential significant negative impacts or risks and to seize relevant opportunities.

01



Action: Building a Foundation with Compliance Governance

Responding to the United Nations Sustainable Development Goals (SDGs)



| | |
|----------------------|----|
| Corporate Governance | 21 |
| Risk and Compliance | 27 |
| Business Ethics | 29 |

ZBOM coordinates and improves its three major management systems: corporate governance, risk and compliance, and business ethics, committed to creating a modern business structure with a sound framework, strict risk control, and integrity and self-discipline. At the corporate governance level, the Company continuously optimizes decision-making mechanisms and supervision systems to ensure that business decisions are scientific, prudent, and efficiently and properly implemented. In the area of risk and compliance, the Company builds a sound internal control management and risk prevention and control mechanism, relying on regular supervision, inspection, and closed-loop rectification and optimization to strengthen its risk resistance capabilities throughout the entire process. In terms of business ethics, the Company always adheres to the bottom line of integrity in business operations, strictly abides by the principles of integrity in employment and fair competition, actively practices positive business ethics, and earnestly fulfills its corporate responsibilities.



Corporate Governance

ZBOM has laid a solid foundation for the steady development by improving the Company's modern governance system, strictly regulating the compliant operation of the Shareholders' Meeting, the Board of Directors, and senior management, and ensuring that the decision-making process is standardized and transparent. The Company fully guarantees the independent performance of the Board of Directors, optimizes the diversified structure of directors, regularly evaluates the effectiveness of the Board's performance, and continuously improves the professionalism of decision-making and governance efficiency. In addition, the Company continues to optimize investor relations management, smooths out multiple communication channels, effectively protects investors' right to know and their legitimate rights and interests, and consolidates the governance cornerstone of compliance, transparency, stability, and long-term effectiveness.

Governance System

ZBOM strictly complies with listing regulatory rules such as the *Company Law*, the *Securities Law*, the *Code of Corporate Governance for Listed Companies*, and the *Rules Governing the Listing of Stocks on the Shanghai Stock Exchange*, as well as the relevant provisions of the *Articles of Association*. The Company has established and continuously improved a modern governance structure with the Shareholders' Meeting, the Board of Directors, and senior management at its core, and has built a scientific and standardized governance system. The Company has formulated the *Rules of Procedure for the Shareholders' Meeting* and the *Rules of Procedure for the Board of Directors*, clarifying the boundaries of powers and responsibilities and the operating norms of each governance body, ensuring scientific decision-making, effective supervision, and efficient execution. During the reporting period, the Company abolished the Board of Supervisors, and the Audit Committee of the Board of Directors took over the relevant functions and powers of the Board of Supervisors in accordance with the law.

Governance Structure



Key Performance

During the reporting period, the Company held **4** Shareholders' Meetings, at which **23** proposals were reviewed and approved; and **8** Board of Directors meetings, at which **54** proposals were reviewed and approved.

ZBOM continues to follow up and implement the new governance and supervision regulations of the CSRC and the SSE, constantly improving the Company's internal governance system. During the reporting period, **14** new governance-related systems were added, and **23** existing systems, including the *Articles of Association*, were revised simultaneously. This continuously improves the Company's balanced and diversified governance structure, consolidates the foundation of compliant operations, ensures that the Company's business decisions are made in accordance with regulations, and steadily raises its overall level of governance standardization.

Board Development

As the core of corporate governance, the Board of Directors coordinates and leads the implementation of the sustainable development strategy. The Company continuously improves the scientific nature of decision-making and governance efficiency by establishing Specialized Committees and optimizing the structure of its members. In addition, it has built an efficient and smooth internal and external communication mechanism to ensure timely information transmission and effective connection of all parties' demands, creating a standardized, independent, diversified, and efficient board governance system, and consolidating the governance foundation for sustainable development.



2025 Excellent Practices of the Board of Directors' Office of Listed Companies

Typical Practices of the Board of Directors of Listed Companies

5A Rating for the Performance Evaluation of the Board Secretary

Independence and Diversity

ZBOM has formulated the *Rules for Independent Directors* and the *Working System for Special Meetings of Independent Directors* to provide a basis for the performance of independent directors. The Company's independent directors have diverse professional backgrounds in finance, law, corporate management, and industry technology, as well as rich professional experience. They can perform their duties independently and objectively, free from interference by controlling shareholders, actual controllers, and other interested parties, fully leveraging their roles in independent supervision and professional consultation to ensure the fairness and objectivity of the Board's decisions.

ZBOM continues to promote the diversification of the Board of Directors, with the Nomination Committee professionally selecting candidates for directors and senior executives and submitting them for review. By optimizing the composition of external directors and attracting cross-disciplinary professional talent, the Company is building a decision-making team with a balanced structure and complementary capabilities, enhancing the Board's comprehensive perspective and diverse thinking, and improving the quality of decision-making.

Composition of the Board of Directors

| Name | Gender | Position | Age |
|--------------|--------|----------------------|-----|
| Sun Zhiyong | Male | Chairman | 53 |
| Xu Bangshun | Male | Director, President | 53 |
| Sun Lingling | Female | Director | 42 |
| Xia Daqing | Male | Director | 47 |
| Shi Lei | Male | Director | 42 |
| Zong Fei | Male | Employee Director | 48 |
| Wang Wenbing | Male | Independent Director | 55 |
| Hu Yanan | Female | Independent Director | 46 |
| Xu Huansheng | Male | Independent Director | 47 |

Key Performance

During the reporting period, the Board of Directors had a total of **9** members, including **3** independent directors (accounting for **33.33%**), **2** female directors (accounting for **22.22%**), and female senior executives accounting for **25%**.

Specialized Committees

To enhance the professional decision-making effectiveness of the Board of Directors, ZBOM has established four Specialized Committees under the Board: the Strategy and Sustainability Committee, the Audit Committee, the Nomination Committee, and the Remuneration and Appraisal Committee. Each committee has formulated standardized working rules, clarifying its responsibilities and operational procedures. Leveraging the professional expertise of their members, these committees provide professional support and independent opinions for the Board's decisions. Each committee is equipped with a dedicated secretary to coordinate with relevant functional departments, ensuring the efficient handling of matters such as proposal submission, work reporting, and consultation, thereby helping independent directors to fully utilize their roles in professional analysis and decision-making advice through these Specialized Committees.

Key Performance

During the reporting period, the Company held **3** meetings of the Strategy and Sustainability Committee, **5** meetings of the Audit Committee, **1** meeting of the Nomination Committee, and **5** meetings of the Remuneration and Appraisal Committee.

As of the end of the reporting period, the Strategy and Sustainability Committee had **7** members, with independent directors accounting for **14.29%**; the Audit Committee had **3** members, with independent directors accounting for **66.67%**; the Remuneration and Appraisal Committee had **3** members, with independent directors accounting for **66.67%**; and the Nomination Committee had **3** members, with independent directors accounting for **66.67%**.

Effectiveness of the Board of Directors

The Board of Directors consistently focuses on its core responsibilities, including strategic decision-making, supervising the performance of management, and safeguarding the legitimate rights and interests of shareholders. It conducts an annual comprehensive self-assessment of its performance, objectively reviewing governance effectiveness and areas for improvement, and formulates a self-assessment report. Based on the assessment results, the Board proactively promotes improvements, continuously strengthening its governance effectiveness and steadily enhancing its level of scientific decision-making and performance supervision.

Board of Directors Training

To further enhance the professional competence of directors and improve the overall governance level, ZBOM has established a regular director training system, conducting specialized learning sessions on core topics such as new regulatory rules, governance standards, and industry trends. During the reporting period, directors participated in a total of **7** internal and external professional training sessions, continuously updating their professional knowledge and compliance awareness, comprehensively strengthening their performance capabilities, and contributing to the long-term improvement of its governance capabilities.

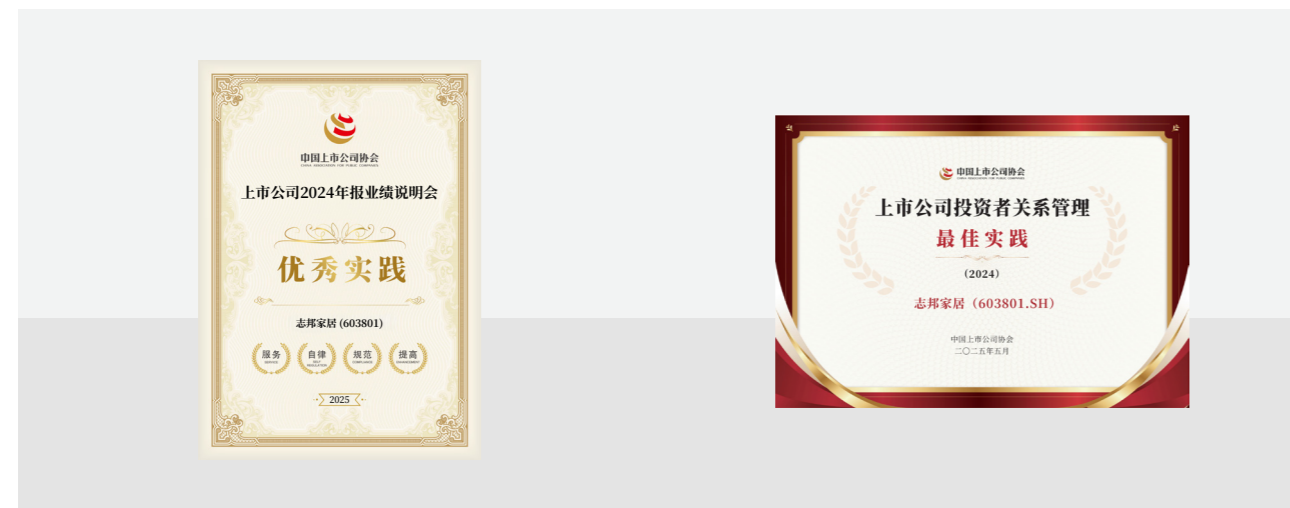
Board of Directors Communication Mechanism

ZBOM continuously improves the regular communication mechanism of the Board of Directors by building a professional exchange platform for external directors to promote experience sharing and in-depth professional discussions. The Company regularly disseminates core information on business operations, compliance and risk management, and key projects, ensuring that external directors maintain a comprehensive and timely understanding of the Company's overall operational status. It has refined dedicated communication procedures for major matters, effectively establishing clear channels for information exchange among all governance bodies. Furthermore, the Company has optimized the Board meeting agenda by introducing special briefings for external directors and instituting regular reporting sessions by senior management, enabling collaborative discussions on strategic planning and critical business decisions. These measures fully leverage the professional advisory role and decision-making participation value of external directors, thereby continuously enhancing the scientific rigor of Board deliberations and the overall effectiveness of corporate governance.



Investor Relations

ZBOM places great importance on investor relations management and the protection of the Company's rights and interests, effectively safeguarding the legitimate rights and interests of all investors. During the reporting period, the Company revised internal management systems such as the *Articles of Association* and the *Investor Relations Management System* to further improve the investor relations management system and refine the organizational structure and implementation processes for related work. The Company adheres to the working principles of compliance, equality, proactivity, and integrity, establishing a clear responsibility system for investor relations management. Leveraging multi-channel, multi-platform, and multi-modal communication mechanisms, it standardizes the operation of all investor relations activities.



Excellent Practices for Annual Report Earnings Calls of Listed Companies

Best Practices in Investor Relations Management



Outstanding IR Team

Outstanding Board Secretary

Outstanding Award for Addressing Minority Investor Concerns

Communication and Interaction

ZBOM continuously builds diversified communication channels for shareholders and regularly engages in interactive exchanges with investors. Through various methods such as earnings calls, roadshows, and online interactive platforms, the Company deepens interactive communication, promptly responds to shareholder concerns, and fully protects the legitimate rights and interests of shareholders, especially minority shareholders, including their right to know and participate.

Shareholder Communication Mechanism

| Traditional Channels | Online Infrastructure Platforms | Communication Methods |
|---|--|--|
| <ul style="list-style-type: none"> Company Website SSE E-interactive Platform New Media Platforms Telephone Fax Email, etc. | <ul style="list-style-type: none"> Stock Exchanges Securities Registration and Clearing Institutions | <ul style="list-style-type: none"> Shareholders' Meeting Investor Briefings Roadshows Analyst Meetings Receiving Visits Seminars, etc. |

Key Performance

During the reporting period, the Company held **3** earnings calls, responded to **52** investor questions on the SSE E-interactive platform, replied to **1,261** emails, answered over **200** phone calls, and held more than **30** online meetings and **28** offline strategy meetings.

Protection of Minority Investors' Rights and Interests

ZBOM incorporates the protection of minority investors' rights and interests into the core scope of the Company's governance work. The Company has built a comprehensive rights protection system based on three dimensions: information disclosure, governance mechanisms, and dividend policies, to effectively safeguard the legitimate rights and interests of minority shareholders.

Measures for Protecting the Rights and Interests of Minority Investors

| | |
|-------------------------------------|---|
| Standardized Information Disclosure | Adhering to principles such as truthfulness and accuracy, we disclose material information related to investment decisions. We use concise and plain language to reduce the cost for minority shareholders to obtain information, fully protecting their right to know. |
| Improved Governance Mechanisms | Independent directors represent minority shareholders in governance and supervise the compliance of decision-making. We have formulated the <i>Management System for Online Voting at Shareholders' Meetings</i> , which clarifies the core rights of minority shareholders in director elections, ensuring the effective exercise of their rights. |
| Sound Dividend Policies | Upholding the philosophy of stable returns, we have explicitly defined the profit distribution system in our Articles of Association. With cash dividends as the primary method, we have established a scientific and stable distribution mechanism, enhanced process transparency, and share development achievements with all shareholders. |

Key Performance

During the reporting period, the Company implemented the 2024 annual dividend distribution, distributing a cash dividend of RMB **0.6** per share (tax included) to all shareholders, with a total cash dividend of RMB **261,903,427.80**, rewarding investors with concrete actions.

Information Disclosure

ZBOM strictly adheres to the *Code of Conduct for Chinese Listed Companies* and relevant regulatory standards. The Company has formulated and revised internal management rules such as the *Information Disclosure Management System* to comprehensively standardize the entire information disclosure process. This ensures that the disclosed information is true, accurate, and complete, effectively safeguarding the right to know of all shareholders, especially minority shareholders. Thanks to its high-quality information disclosure performance, the Company has received an **A-level rating** for information disclosure from the Shanghai Stock Exchange for three consecutive years.

Key Performance

During the reporting period, the Company disclosed **4** periodic reports and issued **92** ad-hoc announcements.

Risk and Compliance

Facing a complex and ever-changing market environment, industry competition dynamics, and evolving regulatory requirements, ZBOM consistently upholds a full-process risk prevention and control philosophy. The Company deeply embeds internal control, internal audit, and risk management into every link of its business operations, establishing an integrated governance system characterized by clearly defined responsibilities and closed-loop oversight. Through comprehensive identification and mitigation of potential risks and vulnerabilities, ZBOM reinforces its compliance framework with standardized and efficient control mechanisms, thereby providing robust support for the Company's sustainable and high-quality development.

Risk Management

ZBOM deepens specialized risk management through its Strategy and Sustainability Committee. In accordance with the *Implementation Rules for the Board's Strategy and Sustainability Committee*, the Company regularly carries out identification of sustainability-related risks and assessment of associated opportunities. The Committee, aligned with the Company's overarching strategic framework, ensures that decisions are made in a scientifically grounded and prudently considered manner, thereby reinforcing the foundation for ZBOM's long-term, sustainable growth.

In accordance with the *Articles of Association* and the *Internal Audit System*, the Company's internal audit institution regularly supervises and inspects business operations, risk management, internal control, and financial information. The Audit Department operates independently and is accountable to the Board of Directors, reporting its work to the Audit Committee on a regular basis. This establishes a full-process risk supervision and management system with a clear division of labor and collaborative linkage.

Internal Control

In accordance with its *Internal Control System*, ZBOM has established a comprehensive internal control and self-assessment framework. Each department is staffed with dedicated internal control specialists who actively collaborate to embed internal control measures deeply into every stage of business operations. By integrating internal oversight, continuous self-assessment improvements, and external audits—alongside regular compliance training—the Company ensures the ongoing refinement of its internal control system, thereby reinforcing the foundation of its internal control management.

Internal Control System



Internal Control Supervision and Special Testing

- The Audit Department conducts annual special tests on the design and execution deficiencies of the internal control system. The tests cover key business areas such as fund management, related-party transactions, major investments, information disclosure, and anti-commercial bribery to accurately identify weaknesses in internal control.
- We engage external professional intermediaries to conduct independent audits and issue internal control audit reports, ensuring the soundness and effective execution of our internal control system.



Internal Control Deficiency Rectification Mechanism

- We establish a tiered rectification responsibility system. For various internal control deficiencies identified during audits and self-assessments, we maintain a continuous rectification management mechanism, promoting the ongoing improvement of our internal control system by revising and perfecting the internal control manual.



Self-assessment Management

- We formulate internal control self-assessment management measures, clarifying the division of responsibilities and process specifications for self-assessment.
- We strictly adhere to the principles of comprehensiveness and materiality, conducting a comprehensive assessment based on the five core elements of internal control: internal environment, risk assessment, control activities, information and communication, and internal supervision.
- The assessment is divided into two stages: self-assessment and independent review, ultimately forming an internal control self-assessment report.



Compliance Awareness Assurance

- In accordance with our management system and institutional requirements, the Audit and Legal Department regularly conducts internal control and compliance training to strengthen the compliance awareness of all employees and facilitate the implementation of our internal control system.
- During the reporting period, there were **439** employee participations in our internal control and compliance training, with an average training duration of **0.5** hour per person.

Internal Audit

ZBOM has formulated the *Internal Audit System*, which improves the division of responsibilities for internal audit work, standardizes specific implementation procedures, and clarifies channels for supervision, management, and accountability. The Audit Department, under the Board of Directors' Audit Committee, is responsible for inspecting and supervising the establishment and implementation of the Company's internal control system, as well as the authenticity and completeness of its financial information. The Audit Department conducts regular audits annually and triggers special audits upon receiving reports. The scope of review covers six major areas: company systems and processes, business data, efficiency and effectiveness, asset security, due diligence, and violations of regulations and discipline. The Company will deal seriously with severe violations of regulations and discipline discovered during audits, such as suspected embezzlement and bribery.

Key Performance

During the reporting period, the Company completed **31** audit projects, fulfilling the annual audit plan and related inspection work. This has reduced the business and legal risks, and further strengthened and standardized the business management.

Business Ethics

ZBOM adheres to the bottom line of business ethics of integrity and compliance, strictly implements anti-commercial bribery and anti-corruption control requirements, and consciously maintains a fair and orderly market environment. The Company resolutely opposes unfair competition practices such as monopolistic operations and false advertising. Upholding a philosophy of openness, inclusiveness, and mutual benefit, it provides equal treatment to small and medium-sized enterprises as partners, leading the healthy development of the industry ecosystem with positive business ethics.

Anti-commercial Bribery and Anti-corruption

ZBOM has established an anti-bribery and anti-corruption prevention and control system covering both employees and partners. Internally, all employees sign a *Letter of Commitment to Integrity and Self-Discipline*, and an accountability mechanism is strictly implemented in accordance with the *Employee Handbook* and the *Interim Measures for Cadre Accountability and Handling*. Actions involving self-serving misconduct and harming the Company's interests are subject to disciplinary actions, dismissal, and financial penalties as per regulations. Externally, the Company signs a *Sunshine Agreement* with suppliers and a *Letter of Integrity Responsibility* with franchisees, clearly defining the business conduct of both parties. This strictly controls the transfer of improper benefits, strengthens the line of defense for integrity risk control, and ensures compliant and transparent cooperation. During the reporting period, the Company had **no** incidents of non-compliance related to corruption, nor did it terminate or fail to renew contracts with business partners due to such issues.


Key Performance

During the reporting period, the signing rate for the *Letter of Commitment to Integrity and Self-Discipline* among the Company's employees was **100%**; the signing rate for the *Sunshine Agreement* and the *Letter of Integrity Responsibility* with suppliers and franchisees was **100%**.


Whistleblowing and Complaint Management

ZBOM has formulated the *Whistleblowing and Complaint Management System*, which defines the scope of reportable violations that harm the Company's interests, such as commercial bribery, corruption, and financial misconduct. The system standardizes acceptance requirements, handling procedures, submission channels, and confidentiality provisions throughout the entire process. It supports both named and anonymous reporting. Confirmed violations will be punished according to regulations, and whistleblowers will be rewarded, with strict prohibitions against retaliation. This aims to enhance reporting efficiency and ensure the Company's compliant and healthy development.


Reporting Channels



Email
audit@zbom.com



Tel
0551-67181860



Mailing Address
Audit and Legal Department,
ZBOM, No. 19 Lianshui Road,
Luyang District, Hefei

Anti-corruption and Integrity Training

ZBOM regularly conducts anti-corruption and integrity education and training to continuously strengthen the integrity awareness of all employees. At the annual business meetings held in the middle and end of each year, the Audit and Legal Department centrally publicizes typical cases of employee violations of regulations and discipline for the year, the related consequences, and the handling decisions. The Company also reiterates its management requirements for integrity in employment, effectively strengthening the compliance and self-discipline awareness of all employees.

Anti-commercial Bribery and Anti-corruption Training Indicators

| Indicator | Unit | 2025 |
|--|---------|-------|
| Total number of directors covered by anti-commercial bribery and anti-corruption training | Persons | 6 |
| Coverage rate of directors for anti-commercial bribery and anti-corruption training | % | 66.67 |
| Total number of management personnel covered by anti-commercial bribery and anti-corruption training | Persons | 9 |
| Coverage rate of management personnel for anti-commercial bribery and anti-corruption training | % | 100 |
| Total number of employees covered by anti-commercial bribery and anti-corruption training | Persons | 299 |
| Coverage rate of employees for anti-commercial bribery and anti-corruption training | % | 6.68 |

Anti-unfair Competition

ZBOM strictly implements the *Anti-Monopoly Law of the People's Republic of China* and the *Anti-Unfair Competition Law of the People's Republic of China*. Focusing on anti-monopoly, anti-unfair competition, and responsible marketing, the Company has built a comprehensive control system, strengthened organizational guarantees and full-process supervision, practiced a responsible business philosophy, and maintained a fair market environment and corporate brand image. During the reporting period, the Company had **no** incidents of unfair competition and was not involved in any litigation or major administrative penalties resulting from unfair competition.

Anti-monopoly and Fair Competition

ZBOM follows the management principles of "comprehensive coverage, strengthened responsibility, collaborative linkage, and effectiveness", formulating the *Regulations on Anti-Monopoly and Fair Competition Management* and establishing an Anti-Monopoly and Fair Competition Committee. The committee is overseen by the Company's president and managed by the Audit and Legal Department. It improves the compliance organization system, coordinates, guides, supervises, and evaluates the Company's anti-monopoly and fair competition management work, reviews major risk disposal plans, implements assessments, rewards, and punishments, promotes a fair competition culture, and strengthens the line of defense for compliant operations.

Each business department conducts anti-monopoly risk identification and graded assessment based on the Company's operational realities. It implements regular inspections and early warnings for high-risk personnel according to differences in job risks, focusing on various anti-monopoly compliance risks such as monopoly agreements, abuse of market dominance, concentration of undertakings, and cross-border operations. In addition, the Company conducts anti-monopoly compliance assessments of its business partners, requiring suppliers to sign an *Anti-Monopoly Compliance Agreement* and a *Sunshine Agreement* when signing procurement contracts, to jointly fulfill anti-monopoly compliance responsibilities and build a fair competition market environment.

Case Conducting fair competition training to strengthen compliance awareness among all employees

To enhance the anti-monopoly compliance awareness of all employees, the Legal Department leads regular specialized training on fair competition annually. The training covers core compliance areas such as Company Law, intellectual property, anti-monopoly and anti-unfair competition, and anti-corruption, while also incorporating practical content like customer complaint handling and investment promotion standards. After the training, the relevant records and courseware are uniformly archived and managed, available for all employees to review and study at any time, comprehensively strengthening the awareness of anti-monopoly and compliant operations, and solidifying the foundation for the Company's compliant business practices.



Anti-unfair Competition Training

Anti-unfair Competition Indicators

| Indicator | Unit | 2025 |
|--|--------------|-------|
| Total duration of anti-unfair competition training | Hours | 1,000 |
| Number of participants in anti-unfair competition training | Person-times | 500 |
| Coverage rate of management personnel for anti-unfair competition training | % | 95 |

Responsible Marketing

ZBOM strictly adheres to the concept of responsible marketing and has established a comprehensive mechanism for managing the entire advertising process. The Company publicizes advertising review standards on its internal cloud drive and has established a joint review mechanism involving the Brand and Legal Departments. All promotional materials, including images and videos, must be approved by both departments before being released. Through this review mechanism, ZBOM prevents false advertising, avoids monopolistic behavior by embedding anti-monopoly compliance agreements in contract templates, and prevents the leakage of trade secrets by having the Human Resources Department organize the signing of confidentiality agreements with employees in sensitive positions during the onboarding process.

Equal Treatment to Small and Medium-sized Enterprises

Adhering to the principle of fair and win-win cooperation, ZBOM strictly implements the requirement of equal treatment for small and medium-sized enterprises as partners. The Company maintains uniform standards in business cooperation, business access, transaction performance, and payment settlement. It standardizes cooperation agreements, prohibits exclusive restrictions, and actively builds a transparent, fair, and mutually beneficial cooperation platform, working with small and medium-sized enterprises to create a healthy, orderly, and collaboratively developing industrial chain ecosystem.

Key Performance

As of the end of the 2025 reporting period, the Company's balance of accounts payable (including notes payable) was RMB **1,083,388,400**, accounting for **16.59%** of the total assets.

02 Innovation: Empowering Life through Business Refinement

Responding to the United Nations Sustainable Development Goals (SDGs)



| | |
|---|----|
| Innovation-driven Development | 35 |
| Safety and Quality of Products and Services | 45 |
| Data Security and Customer Privacy Protection | 54 |
| Supply Chain Security | 56 |

Under the guidance of the sustainable development strategy, with independent research and development as the core engine, ZBOM leverages digital platforms and industry-academia-research resources to delve into green materials, all-age scenarios, and intelligent manufacturing, creating integrated smart home solutions. The Company remains true to its commitment to quality, building a full life-cycle quality control system and strengthening its product safety line of defense with standardized norms and digital means, thereby comprehensively optimizing the customer service experience. In addition, it strictly adheres to data privacy compliance standards, improves its cybersecurity protection mechanisms, and builds a robust and sustainable supply chain. Through multi-dimensional and collaborative efforts, the Company empowers its long-term growth with responsible practices, leading a new trend of high-quality transformation in the home furnishing industry.



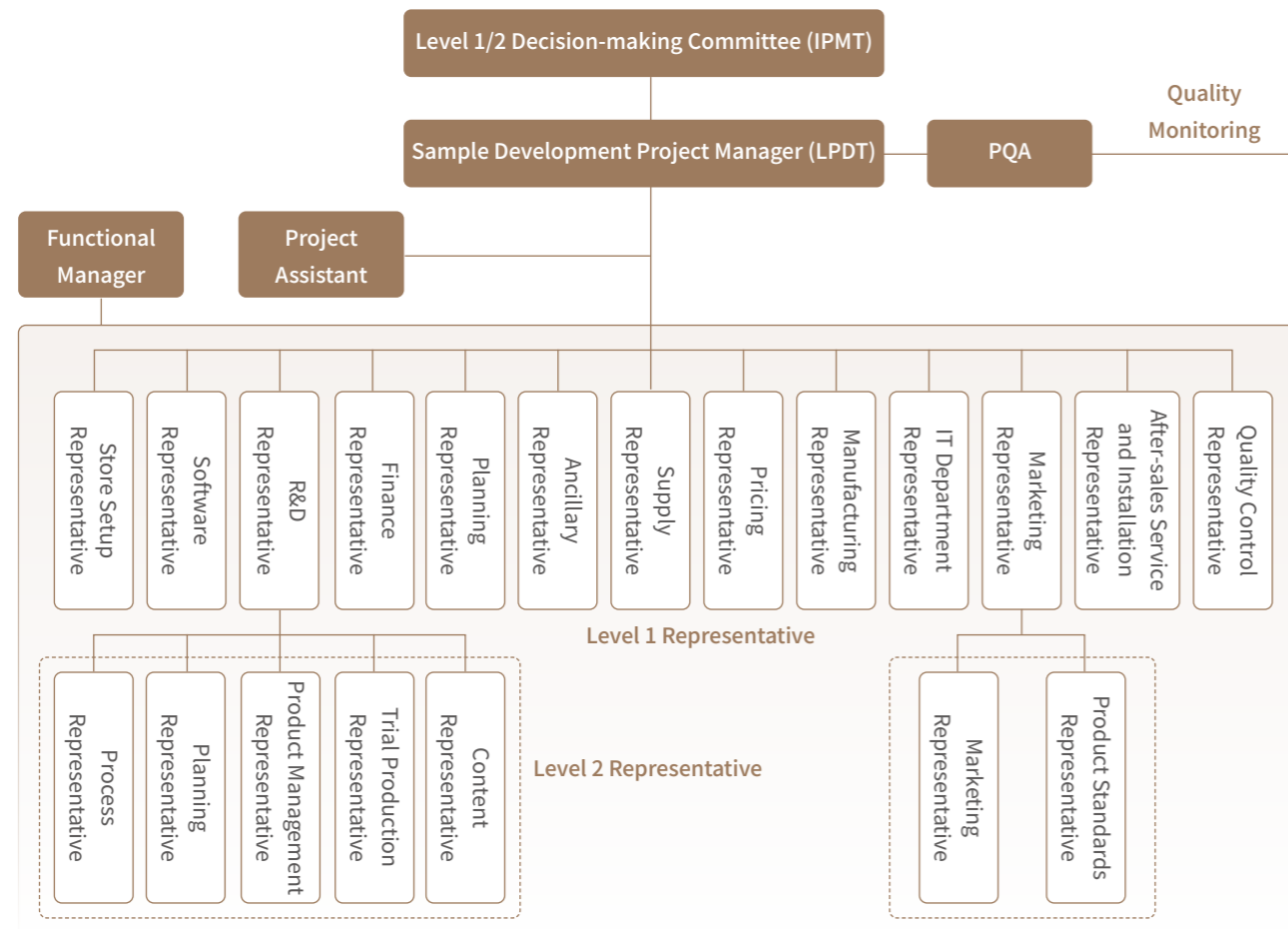
Innovation-driven Development

ZBOM is firmly committed to the path of independent technological innovation, building a comprehensive innovation R&D management system, and coordinating the entire R&D process based on the Company's corporate strategy. The Company focuses on user needs and industry trends, strengthens governance support, strictly controls risks and opportunities, and deepens the transformation of achievements. It leverages multi-party resources to promote technological innovation, green R&D, and digital upgrades. Through standardized management across the entire chain, ZBOM drives product iteration and its high-quality sustainable development.

Governance

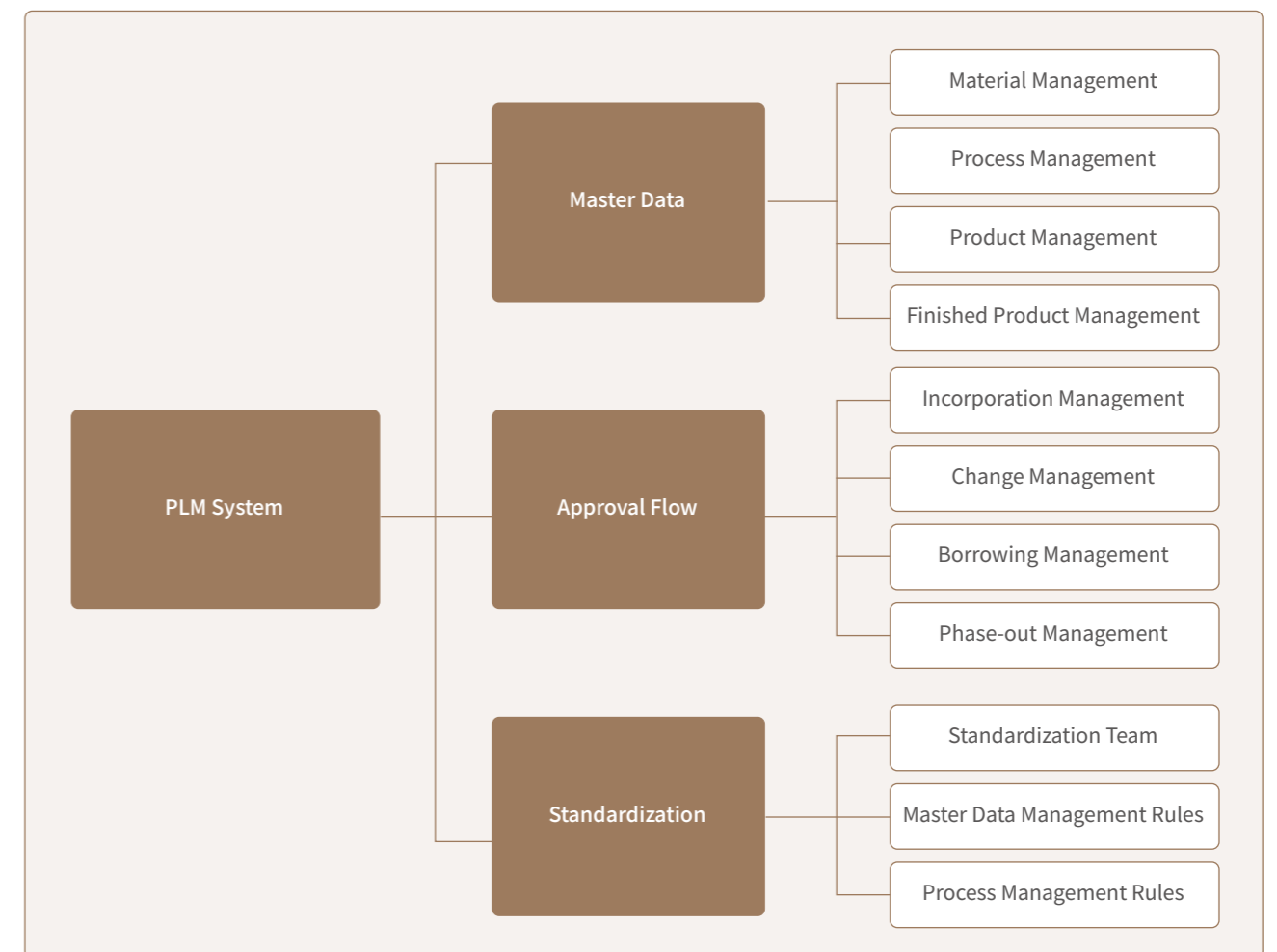
ZBOM continuously improves the R&D innovation management system based on internal management documents such as the *Product R&D Project Management System* and the *R&D Risk and Problem Management Specification*. To advance new product R&D for the retail line and enhance development efficiency, the Company has established a dedicated product development team. Leveraging the introduction of IPD (Integrated Product Development), it has set up a two-level decision-making committee with a clear structure of rights and responsibilities. Simultaneously, by coordinating across 18 departments, ZBOM ensures comprehensive personnel allocation to guarantee the steady progress of its R&D projects.

Organizational Structure of the Retail Line Product Development Team



ZBOM collaborated with Meicloud to build a PLM product collaborative management platform, creating an end-to-end innovation process from research to sales and bridging the gap between R&D and consumer needs. Leveraging a two-level management architecture, the platform unifies underlying standards such as data coding and naming, streamlines the R&D data processes for all product categories, and improves full life-cycle management specifications for materials and products. The project was rolled out in phases, achieving full data coverage across engineering, retail, and mobile scenarios. By integrating various resource libraries and connecting system data, ZBOM has achieved unified control, enhanced efficiency, and operational empowerment. Furthermore, the Company integrates user research into its entire product life-cycle management, using market data to guide design, aligning marketing efforts to optimize organizational structure, and comprehensively boosting the efficiency of new product development and launch.

Main Functions of the Product Collaborative Management Platform



Strategy

ZBOM comprehensively identifies risks and development opportunities throughout the entire innovation R&D process, systematically analyzes the impact stage, duration, and potential financial implications of various matters, and formulates specialized response plans in conjunction with the corporate strategy to balance R&D investment and returns, steadily advancing technological innovation and the commercialization of results.

Major Risks and Opportunities in Innovation R&D and Countermeasures

| Key Risks | Impacted Areas | Impact Timeframe | Financial Impact | Response Measures |
|--|--|------------------------------------|--------------------------------------|---|
| Risk of imbalanced R&D investment returns: New products focusing on health, environmental protection, and smart age-friendly solutions require significant investment and long development cycles. If the market commercialization of results falls short of expectations, it can easily lead to resource waste and pressure on profitability. | Own operations; Downstream of the supply chain | Medium-term; Long-term | Increased costs; Decreased revenue | Conduct targeted R&D centered on user needs, focusing on creating blockbuster new products with healthy panels, antibacterial materials, and solutions for children and the elderly. Simultaneously participate in the formulation of national and industry standards, and leverage authoritative certifications to increase product conversion rates. |
| Risk of strategic positioning and differentiated competition: Vague strategic positioning and insufficient differentiation in smart products, where the "cabinet + module" model can easily result in pseudo-intelligence. Influenced by industry R&D trends, products and processes fall into homogenization, weakening ecological positioning and making us vulnerable to market pressure from home appliance/tech giants, thereby diminishing core competitiveness. | Own operations; Downstream of the supply chain | Short-term; Medium-term; Long-term | Decreased revenue | Clarify growth curves, establish a Smart Business Unit focusing on smart cabinets and smart spaces, and core-bind with the domestic ecosystem. Promote intelligent upgrades of production lines and the application of AI in digital R&D, build an intellectual property management system, and strictly control patent layout to construct differentiated technological barriers. |
| Key Opportunities | Impacted Areas | Impact Timeframe | Financial Impact | Response Measures |
| Opportunity for integrated smart whole-home spaces: Custom home furnishings and smart technology are naturally integrated, with cabinets serving as the optimal carrier for smart hardware, creating a unique barrier where "space is the product, and the cabinet is the terminal." Core scenarios such as kitchens, entryways, wardrobes, and balconies are high-frequency, essential needs for users, providing natural scene sovereignty that is difficult for tech/home appliance companies to deeply penetrate. | Own operations | Short-term; Medium-term; Long-term | Increased revenue | Focus on four core scenarios: smart kitchens, smart entryways, smart wardrobes, and smart balconies, defining standards and co-building protocols with leading IoT manufacturers. Pre-embed smart control modules to achieve "smart upon opening the cabinet." Enhance the smart capabilities of the service team to create a scene-level delivery experience. Promote an embedded smart strategy to achieve space integration. |
| Opportunity to improve R&D incentive mechanism: Improve the incentive and assessment system for R&D talent, stimulate team innovation vitality, enhance R&D efficiency and the quality of results, and solidify the long-term foundation for R&D talent. | Own operations | Short-term; Medium-term; Long-term | Cost optimization; Increased revenue | Improve the compensation and career development system, incorporate patent development and innovation benefits into special assessments, cultivate an internal innovation culture, and retain core R&D talent. |
| Opportunity for collaborative innovation among industry, academia, and research: Collaborate with universities, research institutions, and professional trend agencies to leverage external resources to overcome technical difficulties, grasp industry trends, and accelerate the implementation of cutting-edge R&D results. | Own operations | Medium-term; Long-term | Cost optimization; Increased revenue | Establish a long-term industry-academia-research cooperation platform to jointly conduct research on CMF trends and green health technologies; promote the integration of theoretical achievements with industrial practice to enhance R&D foresight and product competitiveness. |

R&D Innovation Achievements

ZBOM, centered on user needs, delves into the fields of green health, smart age-friendly solutions, and human-centered design, while simultaneously advancing intelligent upgrades of production lines and the construction of a standard system. The Company has launched innovative achievements such as healthy panels and antibacterial materials, creating child-friendly and elderly-friendly home solutions that fully cover green environmental protection, safety, and all-age-friendly scenarios. Through technological innovation, it strengthens product competitiveness and leads the high-quality development of the home furnishing industry.

Participation in Standard Formulation

| Standard Type | Standard Name | Standard Number |
|-------------------|--|-----------------|
| National Standard | <i>Decorating and Refurbishing Materials for Interior Use—Limit on Formaldehyde Emission of Wood-Based Panels and Their Products</i> | GB 18580-2025 |
| Industry Standard | <i>Kitchen Furniture</i> | QB/T 2531-2025 |

Case Developing new healthy panels to build green innovation barriers

In April 2025, ZBOM launched the new You+ PP Board. Relying on technologies such as EX curing, the Company achieved a five-fold upgrade of the surface material, featuring core properties like ultra-matte finish, fingerprint resistance, strong color fastness, and superior stain resistance, catering to the high-quality home furnishing needs of family scenarios. The panel is made from food-contact-grade healthy materials, and the PP film uses fully degradable polypropylene. It has passed the EU REACH certification, with all 235 substances of very high concern tested and qualified. It also meets both ENF and F4-star environmental standards, practicing the green and environmental protection philosophy throughout the entire chain from material selection to process innovation, achieving a dual breakthrough in product performance and environmental performance.



You+ PP Board

Case Upgrading antibacterial home materials to strengthen health protection barriers

In 2025, ZBOM completed the upgrade of the antibacterial home materials, which passed authoritative testing, further strengthening the health protection capabilities of the products. Relying on mature antibacterial technology, its products can effectively inhibit the growth of common bacteria. Third-party testing has verified that their antibacterial performance is stable and reliable, meeting healthy home standards. This upgrade continues the Company's R&D direction of health and environmental protection, integrating antibacterial functions into its home products to provide users with a safer living environment, demonstrating its continuous innovation and sense of responsibility in the healthy home field.

Case Creating integrated smart whole-house spaces to upgrade the smart home experience

In 2025, ZBOM launched the integrated smart whole-house space, using custom cabinets as the carrier and intelligent functions as the core to create all-scenario smart spaces, including smart entryways, living rooms, kitchen-dining areas, bedrooms, bathrooms, and studies. Through smart cabinet products such as smart shoe cabinets, TV cabinets, wardrobes, storage cabinets, and bookcases, the Company deeply integrates into home life, providing users with a comfortable and convenient functional experience and a smart, livable environment. This meets the needs of modern families for convenience, efficiency, and quality of life, leading the industry's upgrade towards intelligence, scenario-based solutions, and integration.



Smart Home

Case Innovating child-friendly home design to empower children's growth scenarios

In 2025, ZBOM focused on the growth needs of children, innovatively launching child-friendly home products and space solutions. The Company achieved a triple functional upgrade in safety protection, habit formation, and space adaptability through designs with smooth, rounded corners for anti-collision, Montessori-style children's cabinets, and modular children's room layouts. This user-centric R&D achievement integrates children's growth needs into product design, not only ensuring safety in use but also cultivating habits of independent organization. It demonstrates its innovative strength in the field of human-centered home furnishing and provides core technical support for child-friendly home scenarios.



Montessori-style Children's Cabinet

Case Developing elderly-friendly home solutions to safeguard the safety of seniors

In 2025, ZBOM innovatively developed the "Time Machine 3" elderly-friendly home solution, covering senior rooms and bathroom scenarios. The bathroom is equipped with sturdy handrails, non-slip flooring, an angle-adjustable mirror, and a seated shower, ensuring both convenience for standing up and safety during bathing. The bedroom features an anti-stoop design, sensor night lights, smart curtains, and a one-touch emergency call system, along with a remote medication reminder function. Centered on human-centered design and smart technology, this solution comprehensively enhances the convenience and safety of seniors at home, showcasing its R&D and innovation capabilities in the elderly-friendly home furnishing sector.



Time Machine 3 - Senior Room

Green Product Certification

ZBOM continues to practice green development and uphold the quality commitment, having accumulated numerous authoritative qualifications such as China Environmental Product Certification, China Environmental Labelling Certification, FSC Certification, and F4-star Certification. These cover core dimensions including environmental protection, health, sustainable materials, and ergonomics, comprehensively demonstrating its solid practices in product safety, green manufacturing, and user well-being, thereby building its green innovation barriers.



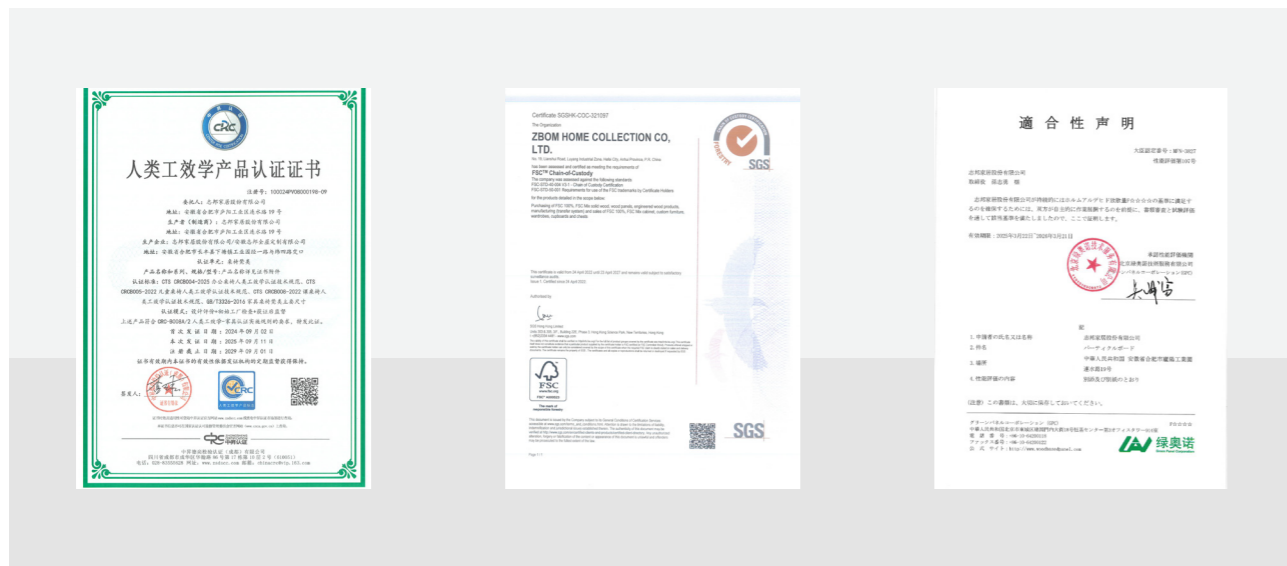
Environmental Product Certification Certificate



China Eco-labelling Product Certification Certificate



Environmental Labelling (Type II) Product Certification Certificate



Ergonomic Product Certification Certificate

FSC Certificate

F4-star Certificate



Green Product Certification Certificate

Home Product Environmental Guardian Certification Certificate

Low-VOCs Furniture Product Certification Certificate

R&D Incentive Mechanism

ZBOM has established a comprehensive R&D innovation incentive system. On one hand, the Company creates competitive compensation and career development channels to attract and retain core talent, stimulate team innovation, and foster a strong internal innovation culture, solidifying the foundation of R&D talent for the long term. On the other hand, it incorporates innovation-related indicators into performance assessments, setting specific weights for intellectual property patent development and compliance with factory transfer price gross profit margins. This dual approach of institutionalized incentives and assessment constraints empowers and drives the long-term, steady progress of its innovation efforts.

Intellectual Property Management

ZBOM strictly complies with laws and regulations such as the *Patent Law*, *Trademark Law*, and *Copyright Law*. The Company has formulated internal regulations like the *Patent Management System*, established an intellectual property organizational structure with clear responsibilities, and built a complete management system. It strictly controls all business aspects, including R&D, production, and sales, to prevent infringement, respect the intellectual property rights of third parties, and legally protect its own rights and interests. This comprehensively strengthens its compliance line of defense and safeguards its steady and innovative development. During the reporting period, the Company obtained the Intellectual Property Management System Certification.



Intellectual Property Management System Certification Certificate

Industry-academia-research Cooperation

ZBOM deepens the integration of industry and education. On one hand, the Company actively collaborates with universities and research institutions to build long-term cooperation platforms, focusing on cutting-edge industry research and promoting the organic combination of theoretical achievements and industrial practice. On the other hand, it deepens cooperation with multiple institutions by jointly establishing internship and entrepreneurship practice bases, and has been awarded the title of "Quality Employer." Through measures such as standardizing student internship arrangements, regularly holding "Corporate Open Days," and organizing on-site visits and exchanges, it builds a transitional platform for young students from campus to the workplace. This not only enhances students' employability and aids their career development but also achieves complementary resources and mutual empowerment between the Company and institutions, promoting talent cultivation and high-quality development in the industry.



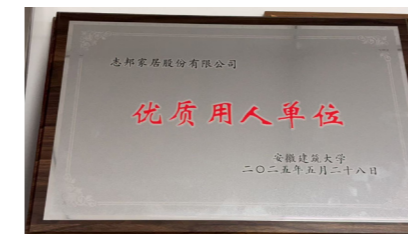
Hosting a Study Tour for Anhui Agricultural University



University-enterprise Exchange Meeting with Anhui Agricultural University



University-enterprise Exchange Meeting with Huainan Normal University



High-quality Employer



University Student Employment and Internship Base



University Student Employment and Entrepreneurship Practice Base

Case Advancing CMF trend cooperation to enhance product innovation capabilities

In May 2025, ZBOM, in collaboration with the international professional trend agency WGSN, held a CMF color trend sharing session to interpret global trends in color, materials, and finishes for the next 1-3 years. Leveraging the outcomes of this professional collaboration, the Company established a CMF color system standard room and a materials library. It also conducted specialized training for multiple departments, including R&D and marketing, to build a standardized color management mechanism. This has effectively enhanced its team's ability to grasp trends and design efficiency, strengthened product color consistency, and helped it build differentiated product competitiveness.

Case Co-building the ZBOM Study to cultivate industry professionals

In 2025, ZBOM and the School of Economics at Hefei University of Technology jointly launched the "ZBOM Study" university-enterprise cooperation project. The Company designed and delivered a multi-functional space for the school that integrates rest, study, and display. It also co-developed four executive courses, including *Smart Home Industry Chain Analysis* and *Digital Transformation Strategy in the Home Furnishing Industry*. This initiative deeply integrates its practical experience into university teaching, helping students master cutting-edge industry knowledge and practical skills, and promoting the integration of industry and education and the cultivation of professional talent.



Cooperation Project with Hefei University of Technology

Digital Application

In 2025, ZBOM fully implemented AI digital applications, achieving quality and efficiency improvements and risk control across multiple dimensions. On the operational side, AI significantly reduced design cycles and increased process automation duration and contract review efficiency. In marketing and services, an intelligent customer service system was established, using AI digital humans to broaden customer acquisition channels and improve lead conversion rates. On the management side, intelligent data analysis tools supported refined operations and scientific decision-making. Concurrently, the Company promoted the online management of the entire supply chain contract process, effectively mitigating financial and compliance risks, and empowering business upgrades across the entire chain with intelligent technology.

Case Deepening AI Design and R&D to enhance product innovation efficiency

In July 2025, the R&D and Design Center led a training session themed "AI-Empowered Design Innovation" to actively support the digital transformation strategy. Targeted at the R&D and Design Department and related teams, the session provided specific instruction on the practical application of AI tools in generating R&D solutions, optimizing drawings, and realizing creative concepts. By integrating hands-on exercises with ongoing projects, the training assisted the R&D team in establishing a new "AI + R&D" working model. This initiative is designed to optimize R&D processes, enhance the quality of deliverables, and empower product upgrades through technological innovation, thereby solidifying the Company's core capabilities in innovative R&D.

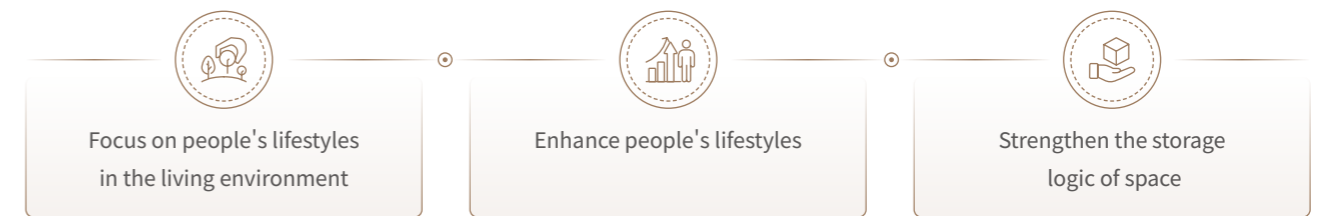
Impacts, Risks, and Opportunities Management

ZBOM has established a standardized risk and opportunity identification and control system for innovation R&D. The Company has built a full-cycle, full-chain identification process. Through regular screening, scientific assessment and analysis, and hierarchical and classified control, it comprehensively identifies potential risks and development opportunities in the R&D process, forming a closed-loop management mechanism. This provides a solid guarantee for the steady advancement and long-term implementation of its innovation R&D work.

Indicators and Targets

ZBOM adheres closely to the "Integrated Whole-Home Solution" strategy, guided by innovation and development. The Company's R&D target is to create high-quality, personalized home customization services and enhance the core competitiveness of its products. Focusing on users' health needs and comfort experience, it has established eight core product value systems centered on comfort. It is deeply engaged in category craftsmanship and standard development, focusing on user demand research. It creates a comfortable home experience through scenario-based design, while also connecting the entire digital process of R&D, design, and sales. By empowering R&D innovation with intelligent management and simultaneously optimizing installation efficiency and delivery quality, it creates a high-quality and comfortable home life for consumers.

R&D Targets and Directions



Indicators Related to Innovation-driven Development

| Indicator | Unit | 2025 |
|--|------------|-----------|
| R&D investment amount | RMB 10,000 | 21,580.53 |
| Ratio of R&D investment to operating revenue | % | 4.95 |
| Number of R&D personnel | Persons | 701 |
| Percentage of R&D personnel | % | 15.65 |
| Total number of valid patents held | Cases | 204 |
| Total number of valid trademarks held | Cases | 1,058 |
| Total number of valid software copyrights held | Cases | 7 |
| Number of intellectual property protection training sessions | Sessions | 1 |
| Average duration of intellectual property protection training per person | Hours | 2 |
| Number of people covered by intellectual property protection training | Persons | 50 |

Safety and Quality of Products and Services

ZBOM is customer-centric and committed to user satisfaction. The Company has established a comprehensive product quality and customer management system, defined a clear strategic direction, and created a full life-cycle risk and opportunity identification mechanism. By setting clear targets and indicators for quality control and service optimization, it comprehensively promotes quality and service upgrades, effectively safeguarding customer rights and interests and building a solid market reputation. During the reporting period, the Company had **no** major liability accidents related to the safety and quality of products and services.

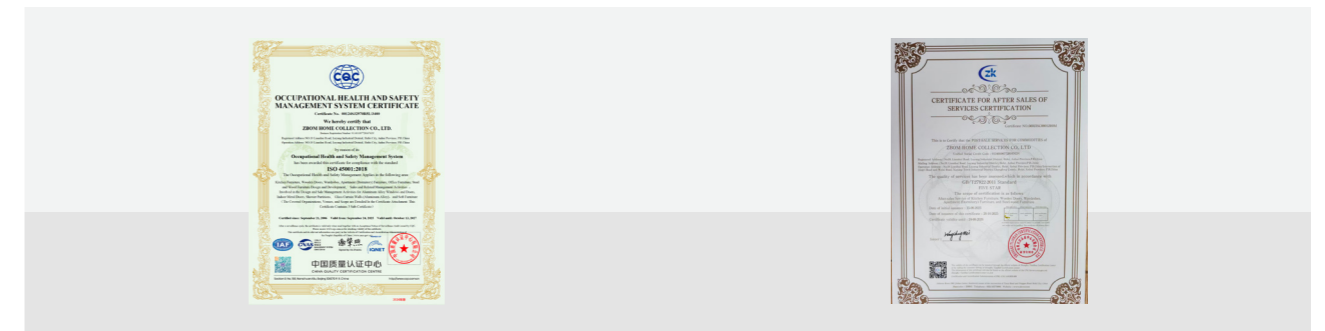
Governance

ZBOM follows the three principles of unified management, primary business responsibility, and efficient collaboration to build an integrated organizational management system covering both product quality control and customer service assurance. The Company relies on a professional structure to coordinate quality governance throughout the entire process and link it with front-end services for closed-loop management, clearly defining powers and responsibilities and strengthening cross-departmental collaboration. Through systematic layout, it connects the entire chain of quality control and after-sales service, achieving unified standard management and cascading responsibility. This solidifies the foundation of product quality, optimizes customer service response efficiency, and ensures the coordinated and efficient operation of the quality and service system.

Organizational Structure and Responsibilities



During the reporting period, the Company obtained ISO 9001 Quality Management System certification and after-sales service certification.



ISO 9001 Quality Management System Certificate

After-sales Service Certification

Strategy

ZBOM places a high priority on safety and quality control for its products and services. The Company proactively identifies core risks and development opportunities across the entire value chain. Through targeted measures such as system improvements, digital and intelligent upgrades, and closed-loop management of the full process, it effectively prevents quality hazards, mitigates safety risks, continuously strengthens product and service quality, and earnestly protects the legitimate rights and interests of customers.

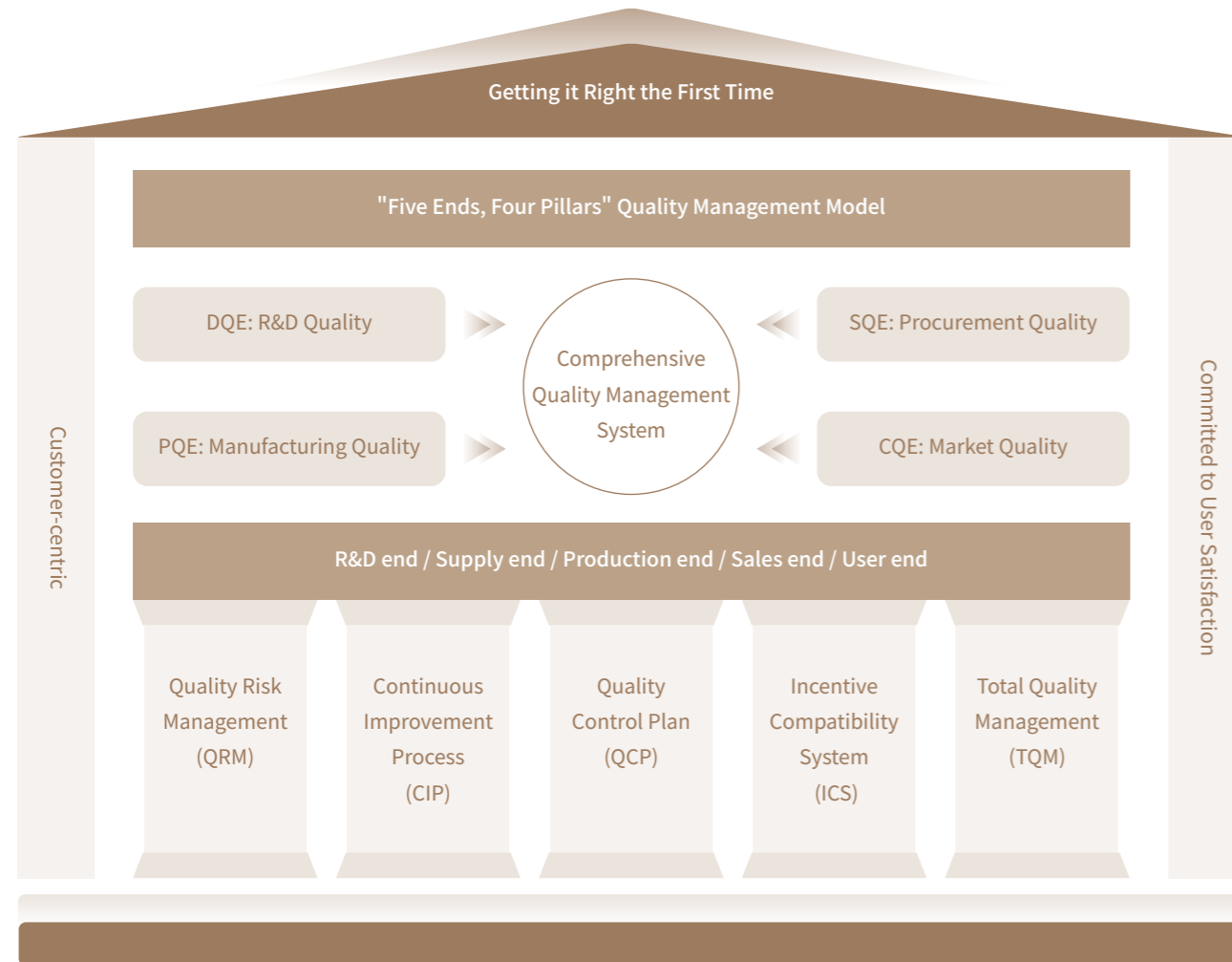
Key Risks, Opportunities, and Countermeasures Regarding Product and Service Safety and Quality

| Key Risks | Impacted Areas | Impact Timeframe | Financial Impact | Response Measures |
|--|---|------------------------------------|--------------------------------------|---|
| Insufficient identification of product reliability risks: Common quality issues lead to increased customer complaints and after-sales costs, affecting user experience and brand reputation. | Own operations; Downstream of the value chain | Short-term; Medium-term | Increased costs; Decreased revenue | The Company introduced DFMEA tools to replace empirical judgment with systematic analysis, improving product reliability verification management and preventing quality hazards at the R&D source. |
| Lag in market issue early warning and response: Some quality issue warnings are ineffective, making it difficult to capture market data and initiate responses in a timely manner. | Own operations; Downstream of the value chain | Short-term; Medium-term | Increased costs; Decreased revenue | The Company optimized the market quality early warning process by leveraging the QAS system for automatic data identification and alerts, supported by a three-level warning and rapid response mechanism to ensure closed-loop issue resolution. |
| Key Opportunities | Impacted Areas | Impact Timeframe | Financial Impact | Response Measures |
| Improving the full-chain quality control system: The Company established a "Five Ends, Four Pillars" quality management model, creating a full-process control mechanism covering R&D, supply chain, production, and marketing. | Own operations | Short-term; Medium-term; Long-term | Cost optimization; Increased revenue | The Company deepened the application of digital systems such as QMS and QAS, advanced the deployment of AI visual inspection, and conducted cultural activities like Quality Month and full-staff training to reduce the defect rate across the entire chain. |
| Optimizing and upgrading the customer service system: The Company established a systematic complaint management and tiered response mechanism, and improved closed-loop management of customer satisfaction. | Own operations; Downstream of the value chain | Short-term; Medium-term; Long-term | Cost optimization; Increased revenue | The Company expanded complaint channels, conducted dealer service training, promoted online self-service and satisfaction surveys to enhance service efficiency and customer satisfaction, and solidify market reputation. |

Product Quality

With the core philosophy of "Getting it Right the First Time", ZBOM has built a "Five Ends, Four Pillars" comprehensive quality management system. The Company established a model featuring real-time correction at five ends (R&D, supply, production, sales, and user) and comprehensive prevention by four bodies (DQE for R&D quality, SQE for procurement quality, PQE for manufacturing quality, and CQE for market quality). Relying on five major control systems—Quality Risk Management (QRM), Continuous Improvement Process (CIP), Quality Control Plan (QCP), Incentive Compatibility System (ICS), and Total Quality Management (TQM)—the Company formed a mechanism for systematic prevention and closed-loop improvement. This approach addresses quality issues from specific points to the whole system, continuously reducing the defect rate across the full chain and strengthening the foundation of quality control.

Diagram of the Quality Management Model



Product Quality Control

ZBOM has established a product quality control system covering the market, supply chain, and all business processes. By improving risk disposal, closed-loop management, and supervision and audit mechanisms, the Company implements full-chain quality control and risk prevention. Concurrently, it conducts regular internal audits and market investigations to comprehensively strengthen the foundation of product quality control and strictly adhere to the product quality bottom line.

Product Quality Control System

Product Recall Mechanism

The Company has formulated the *System for Quality Accountability, Compensation, and Indemnification* and established a product quality risk disposal and recall control mechanism covering the market circulation end. For major customer complaints, quality accidents, and other issues, the Quality Control Department leads problem investigation, risk assessment, and graded determination, initiating recall actions such as product compensation and reissuance. Simultaneously, it implements responsibility tracing and internal accountability to fully prevent product quality risks.

Non-conforming Product Management

The Company has formulated the *Management System for Non-conforming Products* and established a control system for non-conforming products covering incoming materials, production processes, and finished goods. It implements full-process management including identification, segregation, review, and disposal. Leveraging the QMS system, the Company achieves online closed-loop control, standardizes exceptional releases and accountability for violations, and strictly prevents the circulation and delivery of non-conforming products.

Full-business-chain Quality Audit

The Company has formulated the *Management System for Quality System Audits* and established a full-business-chain quality supervision system. It conducts comprehensive quality audits covering R&D, procurement, manufacturing, and marketing, adopting a model that combines regular and monthly special audits to ensure the compliant implementation of quality work.

Market Quality Control

The Company has formulated the *Management Measures for Market Quality Issue Early Warning*, clarifying responsibilities for personnel at multiple levels and standardizing early warning channels. It implements a three-level early warning management system of "warning-response-closed loop," supported by rectification and accountability mechanisms, to achieve full-process closed-loop management of market quality issues. During the reporting period, it completed market visits and research in **24** cities nationwide.

Annual Quality Internal Audit

The Company strictly controls the internal quality management gate. During the reporting period, it completed a total of **8** annual internal quality audits, continuously identifying loopholes in internal quality control and promoting the continuous improvement of quality control work.



Product Quality Improvement

The Company focuses on upgrading quality throughout the product lifecycle, making efforts from multiple dimensions including R&D, production, supply chain, and internal management. Through a series of measures such as standard improvement, special rectification, technological upgrades, activity empowerment, and training reinforcement, it addresses quality pain points, reduces the defect rate, and continuously promotes the steady improvement of product quality.

Product Quality Improvement Measures

R&D Quality Improvement

- The Company comprehensively carried out quality risk screening for new products. During the reporting period, a total of **275** risks were identified and all have been rectified, achieving a **100%** closure rate.
- A total of **27** new standards for product processes and quality inspection were established. By comprehensively improving raw material standards and achieving **100%** coverage, the Company has built a solid foundation for product quality right from the R&D stage.

Supply Chain Quality Optimization

- Supply chain control was comprehensively strengthened, achieving **100%** pre-inspection coverage for suppliers. This covers business scenarios including cabinetry, wardrobes, doors, wall panels, engineering projects, and all overseas operations.
- A special project to enhance supplier quality systems was promoted, completing **60** tasks related to standard consistency and process mechanism improvements. This initiative helped reduce the incoming material defect rate by **27.09%** year-on-year.
- The *Management System for Supplier Laboratory Accreditation* was established. Through standardized audits, the Company strictly controls the quality of supplier self-inspections. Throughout the year, system audits were completed for **10** suppliers, and laboratory certification was granted to **1** supplier, ensuring strict control over upstream supply quality.

Digital System Construction

- The coverage of the **QMS** system was expanded to engineering production lines, establishing a complete digital quality control loop.
- **AI** visual inspection equipment was introduced and deployed in workshops for double-sided melamine boards, door panels, and other production areas to strengthen quality control through intelligent inspection.
- Planning is underway for the **QAS** (Intelligent Quality Operation Management System). By leveraging precise data analysis to empower decision-making, it will provide technical support for long-term quality improvement.

Quality Culture Development

- A series of thematic activities were organized, including quality competitions, the "Spring Ploughing Campaign", edge-banding quality improvement initiatives, and "Quality Month". Additionally, regular physical and chemical performance testing for semi-finished products was introduced to refine process control, resulting in a **25%** year-on-year decrease in internal production errors.
- Comprehensive quality training was conducted for all employees, covering standard familiarization, policy dissemination, and awareness enhancement, thereby standardizing operational procedures and reinforcing quality responsibility across the workforce.



Quality Training

Customer Service

ZBOM adheres to the after-sales service philosophy of being "Customer-centric and Reputation-driven". The Company optimizes its service system across multiple dimensions, including service processes, standards, digital tools, online self-service, and after-sales rights protection. By refining service controls and implementing standardized service commitments, it comprehensively enhances service efficiency and customer experience, effectively safeguarding the legitimate rights and interests of consumers.

Customer Service Assurance Measures

Optimizing Service Processes

- We launched the "Efficient and Quick Resolution" project, enabling customers to place orders by scanning a QR code on their mobile phones. This allows for the rapid delivery of outstanding orders within 1-2 days, shortening the service cycle by **50%**.
- The time for franchisees to place orders has been reduced to about **30** seconds, and the efficiency of logistics and delivery cycles has increased by **30%**, comprehensively speeding up the processing of after-sales work orders and product delivery.

Standardizing Service Standards

- We have implemented standardized management of our "Smile Service" initiative, which has now been rolled out in **24** cities nationwide to unify the service image at our terminals.

Upgrading System Control

- We optimized the after-sales CRM system to enable installation check-in monitoring and customer evaluation via QR code scanning. We also established a full-process service traceability system to enhance service quality, with customer acceptance satisfaction consistently maintained at **9-10** points.

Building an Online Platform

- We launched the "**ZBOM Service**" applet, allowing customers to independently check order progress, report issues online, and learn about product maintenance. This breaks down the time and space limitations of service, providing convenient self-service options.

Fulfilling Service Commitments

- We have implemented **six service commitments** covering six dimensions: product quality, environmental standards, after-sales support, countertop guarantees, home furnishing products, and solid wood products.
- We strictly control product quality in accordance with national standards, clearly define tiered warranty and compensation details, and have established a comprehensive after-sales support system for all product categories throughout their lifecycle. Relying on a dedicated customer service channel, we respond quickly to requests, strengthening our service and quality line of defense.

Customer Complaint Management

ZBOM continues to expand channels for customer complaints and feedback, establishing a comprehensive and systematic complaint handling mechanism and after-sales service management system. The Company has formulated regulations such as the *Management Provisions on Customer Complaint Handling*, the *Management System for Customer Complaints and After-Sales Service*, and the *Emergency Handling Procedures for Customer Complaints*. These regulations implement classified and tiered management of customer complaints with differentiated handling processes. A full-cycle management model encompassing pre-event prevention, in-event handling, and post-event analysis has been established to fully protect the legitimate rights and interests of customers and ensure a stable, high-quality service experience.

Full-process Management System for Customer Complaints


| | | |
|--|---|---|
| <p>Pre-event Risk Prevention</p> <ul style="list-style-type: none"> We implement tiered control over franchisee pickup quotas and conduct dynamic monthly monitoring to identify partners with operational anomalies in advance and formulate contingency plans. We regularly visit partner stores with potential financial and operational risks to proactively identify issues and develop contingency plans, reducing customer complaints at the source. | <p>In-event Emergency Handling</p> <ul style="list-style-type: none"> For major customer complaints, we immediately form an emergency team to proactively intervene, respond quickly, and formulate solutions. In special circumstances, we can apply for advance compensation according to procedures to efficiently resolve end-customer requests. | <p>Post-event Review and Accountability</p> <ul style="list-style-type: none"> After a customer complaint is resolved, we review its causes, implement corrective actions, and improve preventive measures. We accurately define responsibilities and implement penalties based on product and service categories. Major customer complaints are regularly reported to management, forming a closed-loop management system. |
|--|---|---|

Tiered Customer Complaint Handling Mechanism

| | |
|---------------------------------|---|
| <p>Tier 1 Complaints</p> | <ul style="list-style-type: none"> Handled in accordance with the <i>Management Provisions on Major Negative Public Opinion Complaints</i>. |
| <p>Tier 2 Complaints</p> | <ul style="list-style-type: none"> Handled in accordance with the <i>Emergency Complaint Handling Process (Tier 2 Complaints)</i>, with the handling method determined based on different situations: 1) For complaints involving product quality or service dissatisfaction that lead to public exposure, the installation and after-sales service center and the franchisee must respond and handle the issue within the specified timeframe. 2) For issues involving numerous operational problems with a franchisee and unfulfilled payments of RMB 500,000 or more that affect the company's reputation, the installation and after-sales service center must follow the <i>Guidelines for Handling Major Franchisee Incidents</i> and resolve the matter within the specified timeframe. |
| <p>Tier 3 Complaints</p> | <ul style="list-style-type: none"> In accordance with the <i>General Complaint Handling Process (Tier 3 Complaints)</i>, the installation and after-sales service center is required to transmit information promptly, and the franchisee must contact the customer and resolve the issue within the specified timeframe. For quality-related customer complaints, after the complaint is resolved, the quality control center will summarize and analyze the case, implement corrective actions, develop preventive measures, determine responsibility, and announce penalties. |

Case Conducting complaint handling training to enhance customer service efficiency

In May and August 2025, the Company conducted an online training course titled *Making Complaint Handling Simple* for dealers nationwide, reaching a total of 220 participants. The training focused on core topics such as complaint handling processes, problem-solving techniques, and customer service standards. It aimed to help dealer teams master efficient complaint handling methods, effectively enhance frontline service capabilities, optimize the customer experience, and strengthen service collaboration between the Company and its dealers, laying a solid foundation for a more comprehensive customer service system.



Making Complaint Handling Simple Training

Customer Satisfaction Survey

Focusing on enhancing the customer experience, the Company conducted comprehensive follow-up surveys with end customers. A systematic satisfaction evaluation was carried out across four dimensions: service attitude, repair quality, service efficiency, and product quality versus cost. Concurrently, the Company reviewed the handling of after-sales issues throughout the year, identified the root causes of service shortcomings, and developed targeted improvement plans to solidify the foundation of after-sales service management.

Customer Satisfaction Improvement Measures

| | | | | |
|---|--|---|--|--|
| <p>Survey Review</p> <ul style="list-style-type: none"> We completed multi-dimensional satisfaction evaluation statistics, systematically analyzed key influencing factors from customer feedback, and identified core directions for service optimization. | <p>Fee Management</p> <ul style="list-style-type: none"> We standardized out-of-warranty service fee criteria, confirmed fees with customers upfront, provided more payment options, and increased fee transparency. | <p>Quality Upgrade</p> <ul style="list-style-type: none"> We strengthened skills training for service personnel, implemented a service assessment mechanism, and improved customized service support plans. | <p>Efficiency Optimization</p> <ul style="list-style-type: none"> We upgraded the work order management system, established a rapid response mechanism, and optimized spare parts inventory allocation and management. | <p>Complaint Management</p> <ul style="list-style-type: none"> We accelerated the processing of complaint work orders, delved into the root causes of problems to achieve closed-loop management, and enhanced dedicated follow-up care for complaining customers. |
|---|--|---|--|--|

Impacts, Risks, and Opportunities Management

ZBOM has established a risk and opportunity identification mechanism covering the entire product lifecycle. Leveraging the "Five Ends, Four Pillars" quality management system, the Company coordinates with multiple departments, including R&D, procurement, manufacturing, marketing, and customer service. Through regular internal audits, market visits, supplier inspections, and customer feedback collection, it systematically identifies core risks and opportunities related to product and service safety and quality. This provides a solid basis for developing targeted response measures and optimizing control strategies.

Indicators and Targets

ZBOM adheres to the quality policy of "Making Quality the Reason for Choice". The Company focuses on enhancing market reputation, optimizing the issue retention rates for both existing and new products, strictly controlling in-process rework rates, and ensuring a high delivery acceptance rate. By implementing multi-dimensional quality targets, it strengthens the foundation of product quality and continuously improves customer satisfaction and market reputation.

Indicators Related to Product Quality and Customer Service

| Indicator | Unit | 2025 |
|---|---------|------|
| Product recall rate | % | 0 |
| Number of quality culture training sessions conducted | Times | 8 |
| Number of people covered by quality culture training | Persons | 237 |
| Number of annual quality internal audits | Times | 8 |
| Customer satisfaction | % | 90 |



Data Security and Customer Privacy Protection

ZBOM strictly complies with domestic and international regulations, including the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, the EU's *General Data Protection Regulation* (GDPR), and the U.S. *California Consumer Privacy Act* (CCPA). Aligned with its global business operations, the Company has established a comprehensive system for data security and customer privacy protection. Policies such as the *Data Security Management System* and the *Data Compliance Management System* have been formulated to clearly define responsibilities across all positions. The Digitalization Department oversees full-lifecycle data management, while the Audit and Legal Department provides compliance support. By detailing confidentiality obligations for all employees and implementing closed-loop controls, the Company adheres to the principles of "legality and compliance, minimum necessity, and transparency and controllability", ensuring stable and compliant global operations. During the reporting period, **no** incidents of data security breaches or customer privacy leaks occurred.

Data Security and Customer Privacy Protection Management System

Data Classification and Grading Management

We have formulated the *Data Classification and Grading Management Rules*, strictly completing data classification and marking it with exclusive identifiers according to a three-tier standard: Class I, Class II, and Class III. For sensitive data and customer personal information, we fully implement the control principles of "least privilege" and "minimum necessary access approval," strictly controlling data access rights to prevent data leakage risks at the source.

Operational Compliance Control

We have implemented a mechanism for the complete retention of operation logs, enabling traceability of data throughout its entire process. This comprehensively standardizes the full lifecycle of data operations—including collection, storage, use, processing, transmission, sharing, and destruction—for the group, its subsidiaries, and affiliated companies worldwide, with a key focus on strengthening the line of defense against cross-border data transfer risks.

Supervision and Inspection Mechanism

Through annual internal self-inspections, third-party professional audits, and regular internal reviews, we verify the effectiveness of our system implementation, promptly identify and rectify compliance risks, and achieve closed-loop management of data security risks.

Emergency Response and Control System

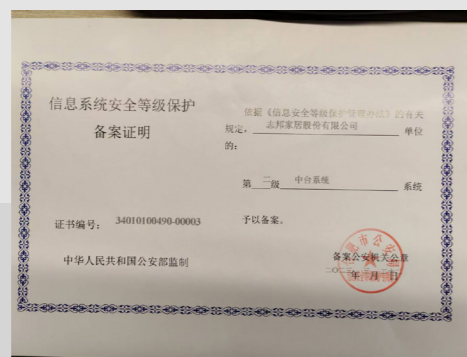
We regularly revise and improve our information security emergency response plans and conduct targeted emergency drills, such as for ransomware attacks, to verify the standardization of incident handling procedures and comprehensively enhance the rapid response and disposal capabilities of all employees in security incidents.

Security Capability Building

We regularly conduct specialized training on data security and information security to enhance the security awareness and professional skills of all employees, promoting a shift from "passive compliance" to "proactive data protection".

Case Completing classified protection assessment to enhance cybersecurity compliance capabilities

In June 2025, in strict accordance with the compliance requirements of the Multi-Level Protection Scheme (MLPS), the Company advanced the classified protection assessment of its information systems. Employees from the Digitalization Department were organized to oversee the entire process, gaining in-depth knowledge of MLPS 2.0 standards, and participating in all stages, including grading and filing, rectification and reinforcement, and assessment and acceptance. This initiative enabled the team to master practical skills in compliance rectification and protection. Furthermore, it solidified the Company's cybersecurity compliance baseline, improved the full-lifecycle protection system for information systems, enhanced compliance management capabilities, and ensured the stable operation of critical information infrastructure.



Filing Certificate for the Classified Protection of Business Systems

Case Organizing an information security emergency drill to strengthen the data security line of defense

In July 2025, the Company invited information security experts from Sangfor to conduct an emergency drill for information security incidents. Simulating real-world scenarios, the drill combined mock attacks with hands-on response exercises, enabling employees to accurately grasp key risk prevention and control points. Participants systematically learned about ransomware intrusion vectors, propagation mechanisms, and emergency response procedures. This drill effectively enhanced organization-wide information security awareness, improved professional emergency response capabilities, and further strengthened the corporate information security protection system.



Information Security Emergency Drill

Supply Chain Security

ZBOM has formulated the *Supplier Management System* and established a multi-departmental, collaborative, closed-loop standardized management framework to achieve full lifecycle management of suppliers. The Company maintains a four-tier dynamic supplier list and incorporates ESG factors into admission criteria. It implements performance evaluations alongside a tiered review and exit mechanism, while strictly enforcing quality and integrity controls. Through specialized training and supporting reward and penalty mechanisms, as well as full-process quantitative assessments, the Company optimizes its supplier resources. These efforts actively build a sustainable supply chain and foster win-win partnerships between supply and demand.

Key Performance

As of the end of the reporting period, the Company had a total of **937** suppliers, with a supplier localization rate of **99.04%** and a local procurement rate of **97.09%**.

Supplier Full Lifecycle Management

ZBOM has established a standardized, closed-loop supplier management system spanning the entire "admission-assessment-exit" process. The Company integrates ESG requirements regarding human rights and environmental compliance into every stage. Through tiered reviews, quantitative KPIs, and cross-departmental collaboration, it achieves dynamic full-lifecycle management, continuously optimizing the supplier pool and fortifying the supply chain's compliance and stability defenses.



Supplier Full Lifecycle Management System



Supplier Admission Management

- Relying on the *Supplier Admission Process*, we have established a tiered and standardized admission mechanism. We have developed differentiated scoring criteria for various types of suppliers, incorporating human rights protection and environmental qualifications as basic scoring items, with ESG reports as a bonus item. We have also defined qualification inspections and sample certifications as mandatory requirements and set a unified passing threshold, strictly adhering to the ESG admission baseline.
- The admission process is initiated and approved at different levels online through the SRM system. Upon approval, the information is entered into the ERP system, and the qualified supplier list is updated. With the first-pass rate for admission as the core KPI, we form a closed-loop management system for the entire process, controlling the compliance of supplier admission from the source.



Supplier Dynamic Assessment

- In accordance with the *Supplier Performance Evaluation and Improvement Process*, we have established a cross-functional assessment team to conduct monthly, quarterly, and annual performance evaluations categorized by product type and tier. The process is implemented across three key stages: evaluation implementation, rectification management, and result closure.
- After the performance scoring and approval are completed, we issue targeted rectification requirements. We track the entire rectification process and verify its effectiveness. Suppliers who fail to meet the standards are continuously optimized, and the rectification is ultimately completed and archived.
- With on-time evaluation rate and improvement closure rate as core control indicators, the assessment results are directly linked to the supplier tiering and exit mechanisms, serving as an important basis for supplier management and resource optimization.



Supplier Exit Management

- Based on the *Supplier Exit Process Document*, with quality, delivery, and performance as trigger conditions for exit, a designated person initiates the application and forms a special team. We develop a review form and an exit plan. Through the SRM system, we complete operations such as supplier freezing, plan execution, and tiered approval. This achieves closed-loop management of the entire process of supplier freezing, exit, and elimination, comprehensively mitigating risks related to supply, inventory, finance, and legal matters, and ensuring the stable operation of the supply chain.

Supply Chain Risk Management

ZBOM places great importance on risk prevention and control throughout the entire supply chain. The Company has established a comprehensive risk management system focused on supply stability, quality compliance, and operational controllability. Through various measures, it comprehensively mitigates risks such as supply disruptions, quality anomalies, and change management failures, ensuring the smooth operation of the supply chain and supporting the continuous and stable advancement of production and business activities.

Supply Chain Risk Management System

| | |
|--|---|
| Optimizing Supply Structure | <ul style="list-style-type: none"> • We implement a tiered and graded management system for suppliers, strictly control exclusive supply, and build a multi-source supply system to eliminate reliance on single suppliers and mitigate the risk of supply interruptions at the source. • We develop tailored risk management strategies based on the characteristics of various procurement categories to achieve precise risk control for all categories. |
| Innovating Inventory Control | <ul style="list-style-type: none"> • We establish a dynamic inventory management model, promote the VMI (Vendor Managed Inventory) model, and optimize inventory control. • We improve the mechanism for identifying procurement issues and anomalies, plan response solutions in advance, and quickly respond to and handle potential supply chain risks. |
| Strictly Controlling Change Risks | <ul style="list-style-type: none"> • We formulate specialized regulations such as the <i>Regulations on Supplier 4M Change Management</i> to build a comprehensive control process for supplier 4M1E changes. This involves monitoring all types of changes in suppliers' production factors throughout the process to prevent product delivery and quality risks caused by unexpected changes. |
| Deepening Long-term Cooperation | <ul style="list-style-type: none"> • We establish a supply chain risk early warning and emergency response system, and strengthen quality, compliance, and safety control throughout the entire chain. • We deepen long-term cooperation with supply chain partners, build stable and sustainable cooperative relationships, and comprehensively enhance the supply chain's risk resilience. |

Supplier Quality Management

ZBOM has established and improved a supplier quality management system. Through mechanisms such as quantitative assessment and graded control, the Company solidifies management responsibilities, strictly upholds the bottom line for supply chain quality and environmental protection, and continuously optimizes the overall quality of the supply chain.

Supplier Quality Management Mechanism

| | |
|---|--|
| Quantitative Performance Evaluation | Red and Yellow Card Graded Control |
| <ul style="list-style-type: none"> • In accordance with the <i>Management Measures for Quality Performance Assessment of Qualified Suppliers</i>, we clarify the responsibilities for collaborative assessment among multiple departments and establish a quantitative assessment system. The assessment score is broken down into a preliminary quality score and a quality service score, with the base score determined by the incoming material acceptance rate. • We have established a tiered point deduction rule, clearly defining the standards for various quality defects. Environmental non-compliance and personal safety issues are classified as major quality problems. This rigid assessment compels suppliers to improve their quality control systems, strengthening the foundation of green compliance in the supply chain. | <ul style="list-style-type: none"> • We have formulated the <i>Regulations on Red and Yellow Card Management for Supplier Quality</i>, establishing differentiated judgment criteria for different types of suppliers and implementing multi-departmental collaborative control. Suppliers who fail to effectively rectify risks are placed under yellow card control, while those with serious violations or who cross the environmental protection bottom line are directly eliminated with a red card. • This is supported by control measures such as rectification verification, share adjustment, and violation-based entry bans, complemented by mechanisms for special approval, supervision and assessment, and record clearing to ensure the implementation of control measures. |

Supplier Integrity Management

ZBOM has built a full-process supplier integrity management system, strictly adhering to the bottom line of supply chain integrity and compliance. The Company regulates supplier cooperation and the conduct of procurement personnel, while implementing routine controls to prevent integrity risks. Focusing on key periods such as holidays, integrity notices are issued via the SRM system and internal procurement groups, clearly outlining requirements, prohibited behaviors, and rules for handling violations. Furthermore, by signing Sunshine Agreements with suppliers and having relevant personnel sign letters of commitment to integrity and self-discipline, the Company achieves full coverage of integrity control across the supply chain.

Key Performance

During the reporting period, the signing rate of Sunshine Agreements with the Company's suppliers was **100%**.

Supplier Communication and Training

The Company has established a routine specialized communication and control mechanism for suppliers. For product categories and corresponding suppliers with weak quality control or prominent issues, quarterly and semi-annual specialized meetings are regularly convened. Utilizing a flexible hybrid of online and offline formats, these sessions review quality issues, clarify optimization directions, and detail rectification measures. The Company ensures the full implementation of all initiatives through continuous follow-up, achieving collaborative quality improvement between supply and demand.

Key Performance

During the reporting period, the Company conducted **8** supplier training sessions, with a total training duration of **244** hours.

Case Holding a special meeting for the impregnated paper category to strengthen supply chain quality control

In October 2025, the Company held a special training meeting for suppliers of the impregnated paper category for the third quarter. Representatives from relevant suppliers were invited to attend. The training focused on supplier quality control, key tasks for the fourth quarter, and problem rectification. It reported on the status of supply quality and the incoming material inspection acceptance rate, and clarified the quality control targets and management requirements for the fourth quarter. A special prevention plan was developed for board cracking, and an inspection and accountability mechanism for violations was established to consolidate supply chain management responsibilities, optimize incoming material quality control, and ensure the stable and efficient operation of the production process.



Special Meeting on Supplier Quality Control

Building a Sustainable Supply Chain

In line with ESG management requirements, ZBOM comprehensively promotes the construction of a sustainable supply chain. The Company focuses on multiple dimensions, including optimizing procurement models, conducting supplier admission audits, controlling environmental risks throughout the entire chain, and safeguarding labor and human rights. Strictly adhering to environmental compliance and human rights baselines, the Company is dedicated to building a green, compliant, and low-carbon supply chain system.

Measures for Building a Sustainable Supply Chain



Optimizing Procurement Models to Practice Low-carbon Operations

- We coordinate the implementation of a model that combines centralized and localized procurement, effectively reducing the frequency of cross-regional freight transport. This approach lowers carbon emissions from transportation at the source, putting the concept of green and low-carbon procurement into practice.



Strictly Controlling Admission Standards to Build a Strong Line of Defense for Green Compliance

- We incorporate certifications such as ISO 9001, ISO 14001, ISO 45001, China Environmental Labelling, and ESG reports, along with qualifications like fire safety acceptance, environmental impact assessment acceptance, and work safety standardization certificates, into the basic scoring items for supplier admission audits. We prioritize selecting partners who are low-carbon, energy-efficient, and fully qualified.
- We strictly control the use of materials by suppliers, urging them to reduce the use of hazardous materials and select non-toxic, low-pollution raw materials, thereby comprehensively reducing environmental risks in the supply chain.



Strictly Adhering to the Human Rights Baseline and Standardizing Labor Management

- We have defined a clear baseline for supplier labor and human rights management, requiring partners to strictly comply with various control requirements, including labor rights protection, equality and anti-discrimination, and occupational health and safety. We also enforce detailed rules for protecting special groups and ensuring employee supervision and participation, comprehensively safeguarding the legal rights and interests of laborers in the supply chain.

Key Performance

During the reporting period, among the Company's top **38** suppliers by procurement value, **33** were certified with the ISO 9001 Quality Management System, **24** with the ISO 14001 Environmental Management System, and **25** with the ISO 45001 Occupational Health and Safety Management System.



Green Supply Chain Evaluation Certificate

03 Symbiosis: Protecting the Ecosystem with Green Operations

Responding to the United Nations Sustainable Development Goals (SDGs)



| | |
|---------------------------|----|
| Environmental Management | 63 |
| Addressing Climate Change | 69 |
| Emissions Management | 73 |
| Resource Management | 80 |

ZBOM is deeply committed to the concept of green development, fully integrating ecological and environmental responsibilities into its entire business process, and building a solid foundation for environmental management with a robust compliance system. The Company strictly adheres to various environmental laws, regulations, and standards to protect regional ecology and biodiversity. In response to the national "Dual Carbon" goals, the Company is proactively planning a low-carbon transition, systematically identifying climate-related risks, and implementing emission reduction measures. It comprehensively controls the discharge of various pollutants, establishing a full-chain governance system to ensure stable compliance. Furthermore, by improving the closed-loop management model for waste to promote resource utilization, continuously optimizing energy and water resource management mechanisms, and enhancing resource efficiency through energy-saving renovations and clean energy applications, the Company comprehensively empowers its long-term green and sustainable development.



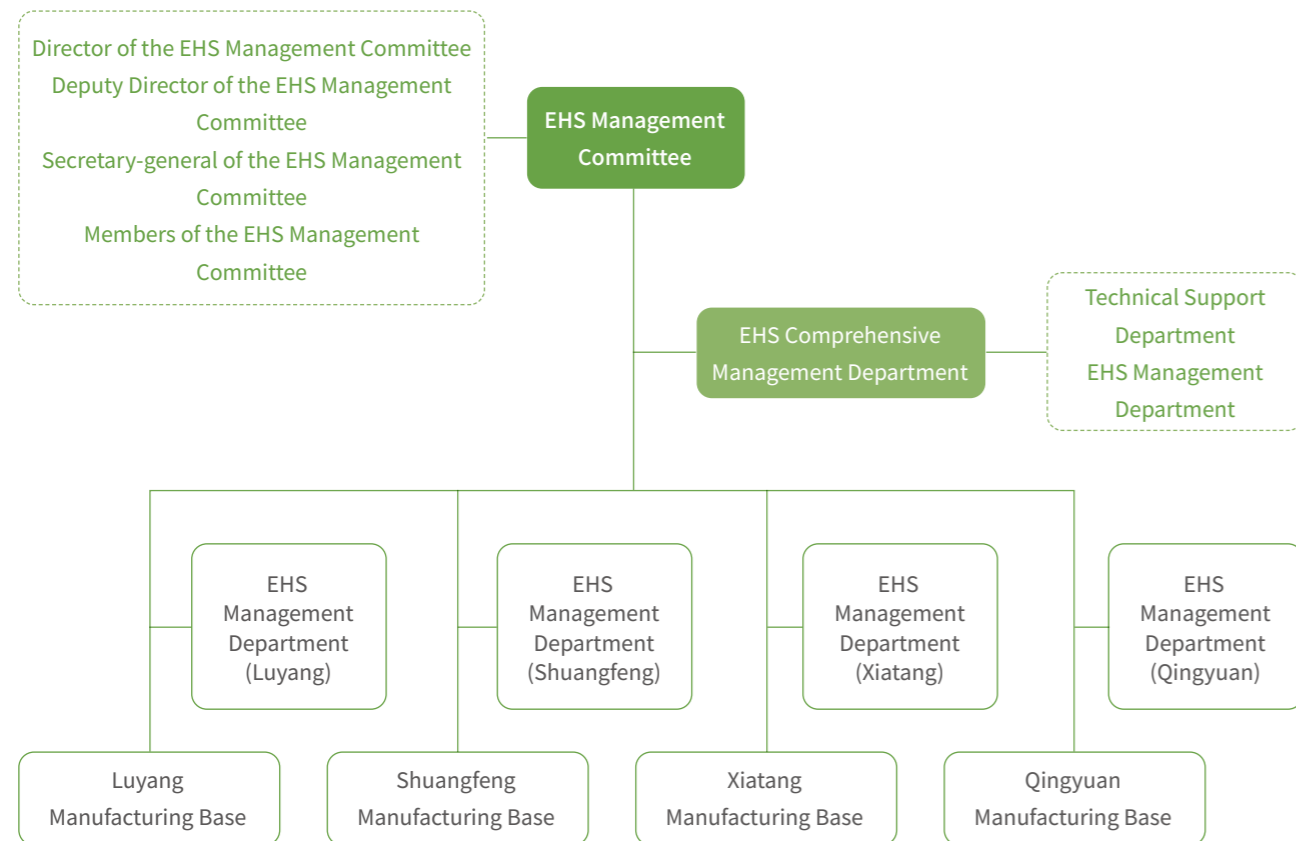
Environmental Management

ZBOM places great importance on environmental management and ecological conservation, integrating compliant operations and green development concepts into the entire corporate operation process. The Company has built a comprehensive environmental management system, strengthened risk prevention and control capabilities, and actively fulfilled its environmental responsibilities. By implementing requirements for ecosystem and biodiversity conservation, it contributes to the Company's long-term green and sustainable development.

Environmental Compliance Management

ZBOM strictly complies with national and local environmental laws and regulations, including the *Environmental Protection Law of the People's Republic of China*, the *Air Pollution Prevention and Control Law of the People's Republic of China*, and the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*. Aligning these requirements with its actual operations, the Company has systematically formulated and continuously refined the *Compilation of Environmental Protection Management System Documents* and the *EHS Series Management Manuals*. ZBOM has established an environmental management structure centered on the EHS Management Committee, clearly defining the responsibilities of organizations at all levels and Specialized Committees to create a well-defined and efficient environmental management system.

Organizational Structure of the EHS Management Committee



Responsibilities of the EHS Management Committee Members

- Director**
 - Overall Leadership:** Responsible for the overall work of the EHS Management Committee and formulating EHS strategic targets.
 - Decision-making and Approval:** Approves EHS policies and systems to ensure compliance with regulations and company requirements.
 - Resource Coordination:** Coordinates EHS work across departments and promotes the operation of the system.
 - Reporting to Senior Management:** Regularly reports on EHS work progress to the Company's senior management.
- Deputy Director**
 - Assisting the Director:** Assists the director in daily work and acts on the director's behalf (if authorized).
 - Supervision and Guidance:** Supervises the work of all committee members to ensure tasks are implemented.
 - System Participation:** Participates in the formulation of EHS policies and proposes suggestions for improvement.
 - Departmental Coordination:** Coordinates communication between the committee and other departments.
- Secretary-general**
 - Administrative Management:** Responsible for organizing meetings, preparing documents, and handling records and archives.
 - Information Management:** Manages the documents and materials of the EHS Management Committee.
 - Communication and Coordination:** Conveys instructions from the director and deputy director and coordinates the work of committee members.
 - External Liaison:** Maintains communication with external entities (such as government departments).
- Member**
 - Professional Support:** Provide professional advice for EHS management and participate in decision-making.
 - Responsibility Implementation:** Responsible for EHS work in their respective areas (such as environment, health, and safety).
 - Work Reporting:** Regularly report on work progress and raise issues and suggestions.
 - Activity Participation:** Participate in safety inspections, hazard identification, emergency drills, etc.

On the execution front, the Company continuously strengthens foundational environmental management by establishing and standardizing approximately 50 environmental ledgers and archives. These include records for pollutant discharge permits, hazardous waste management, environmental facility operations, and emergency supplies, which comprehensively enhance the standardization and traceability of environmental data. Concurrently, ZBOM strictly implements the "Three Simultaneities" requirement for construction projects, ensuring that environmental protection facilities are designed, constructed, and put into operation simultaneously with the main project. This approach continuously bolsters full-process environmental compliance capabilities, effectively mitigating environmental risks and safeguarding the Company's green and stable operations.

During the reporting period, the Company obtained ISO 14001 Environmental Management System certification.



ISO 14001 Environmental Management System Certification

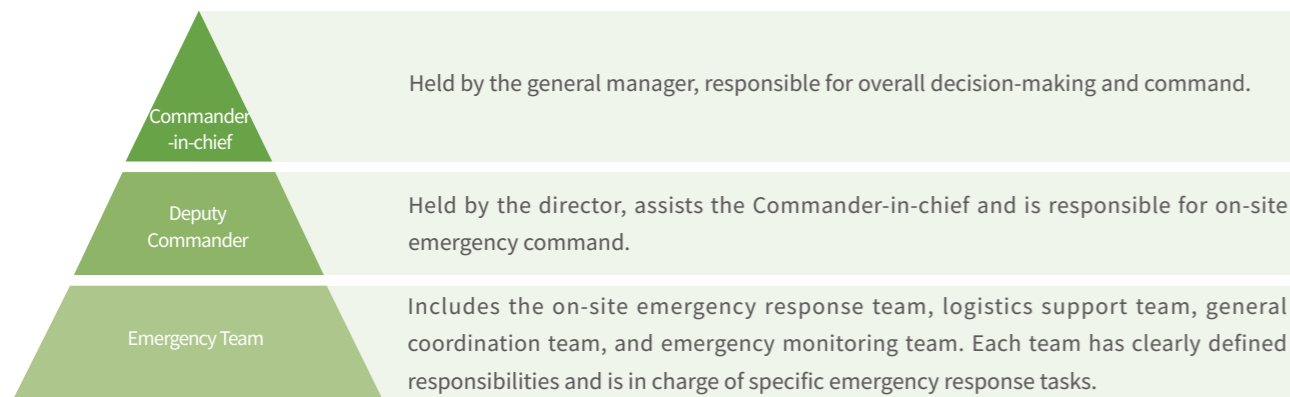
Key Performance

During the reporting period, the Company's total investment in environmental protection was RMB **1.29** million.

Responding to Environmental Risks

ZBOM adheres to the principle of "people-oriented, safety first". In accordance with the *Emergency Response Plan for Environmental Emergencies*, the Company has established an emergency organization system featuring unified leadership and hierarchical management. This includes an Emergency Rescue Command Center and dedicated rescue teams for environmental incidents, ensuring unified resource allocation and efficient response. As required, ZBOM files relevant emergency plans with local ecological and environmental authorities for record, guaranteeing their compliance and executability. By building a scientific and standardized environmental emergency management system, the Company has effectively enhanced its capabilities in preventing, responding to, and handling environmental emergencies, thereby safeguarding regional ecological security, and ensuring stable operations. During the reporting period, no major environmental emergencies occurred, and the Company was not subject to any administrative or criminal penalties from relevant authorities.

Emergency Response Organizational Structure and Responsibilities



Emergency Response Process

- Early Warning Mechanism**: Response levels are classified as Level I, Level II, and Level III based on the severity, urgency, and potential scope of environmental emergencies. A three-tier early warning system of red, orange, and yellow is established, with corresponding early warning actions.
- Information Reporting**: Clarify internal information reporting procedures and external reporting requirements, including notifications to the government, environmental protection departments, and surrounding entities.
- Emergency Response Measures**: Include cutting off pollution sources, treating pollutants, on-site disposal, personnel evacuation, and isolating surrounding areas.

Emergency Support Measures

The Company has established a multi-dimensional support system covering human resources, materials, funds, technology, and communications. It is equipped with a professional emergency response team, formulates an annual drill plan, and regularly conducts training and exercises to continuously enhance employees' risk identification and emergency response capabilities. Concurrently, the Company has established a coordination mechanism with government departments and external rescue agencies. This allows for the prompt activation of external support when an incident exceeds internal handling capacity, thereby improving overall emergency response efficiency.

Emergency Support System

| | |
|---|---|
| Human Resources Support Establish a professional emergency rescue team and conduct regular training and drills. | Financial Support Set up a special emergency rescue fund to ensure the financial needs for emergency material procurement and emergency response. |
| Material Support Equip with necessary firefighting materials, leak-plugging materials, medical supplies, and monitoring equipment, and update them regularly. | Medical Support Establish a coordination mechanism with local medical units to ensure timely treatment for injured personnel. |
| Communication and Information Support Establish a communication system combining wired and wireless methods to ensure smooth information flow. | Technical Support Strengthen research on emergency technology to enhance emergency response capabilities. |

Case Conducting a fire and secondary environmental incident emergency drill to strengthen coordinated risk prevention and control

In 2025, ZBOM organized a special emergency drill targeting the risks of fire and secondary environmental pollution that could be caused by dust explosions. The drill focused on simulating scenarios such as dust explosions, secondary explosions, and sewage pollution. It was carried out in an orderly manner, covering emergency personnel evacuation, pollution source control, and environmental protection measures. This effectively enhanced the coordinated response capabilities of various departments for complex emergencies, strengthened the level of coordinated prevention and control for safety and environmental risks, fulfilled environmental management responsibilities, and ensured a rapid and scientific response to emergencies, thereby fortifying the environmental safety line of defense.

Fire Incident Emergency Drill

Key Performance

During the reporting period, the Company conducted **15** fire evacuation drills, **49** safety and emergency response drills, and **13** environmental emergency drills, with a total of **1,938** employees participating, achieving a **100%** coverage rate among production and manufacturing staff.

Practicing Environmental Protection Concepts

The Company adheres to the concept of green development, systematically promoting the development of green products, the construction of a Green Factory, and the enhancement of environmental protection capabilities for all employees, continuously strengthening the foundation for green operations.

Three Major Environmental Protection Initiatives



Independently Developing Green Home Products

- We continue to advance the construction of our green product system, focusing on low-VOC control, hazardous substance management, and efficient resource utilization. We actively pursue green product certification, forming an authoritative environmental certification system that covers multiple product categories, fully demonstrating our comprehensive strength in product environmental performance.



Building a Green Factory

- We have made continuous investments in green production and sustainable development, achieving significant results. We have been awarded the national-level "Green Factory" certification and the Anhui provincial "Green Factory" certification, demonstrating our commitment to practicing the concept of green development and promoting high standards and low impact in our production and operational environment.



Organizing Environmental Protection Activities

- We regularly organize training on environmental knowledge, laws and regulations, and related certifications, covering both management and operational personnel. We also invite professional institutions to conduct external environmental training to enhance employees' environmental compliance awareness and practical skills.
- We actively advocate for green office practices and resource-saving behaviors, encouraging employees to practice environmental protection concepts in their daily work. This promotes resource conservation, energy consumption reduction, and office waste minimization, fostering an atmosphere of full participation and sustainable environmental management.

Key Performance

During the reporting period, the Company conducted **10** environmental management training sessions, with a total training duration of **79,160** hours and **100%** employee coverage.

Case **Conducting training on the operation and management of environmental facilities to enhance environmental management efficiency**

In 2025, ZBOM conducted specialized training on environmental facilities, systematically explaining the latest national environmental policies, facility operating principles, operating procedures, fault diagnosis and handling, and ledger standardization. This effectively enhanced the professional knowledge and practical skills of management and operational personnel, promoting the upgrade of environmental facility management from standardized operation to refined management and emergency response. This ensures the stable and efficient operation of facilities, maximizes pollution reduction benefits, prevents environmental risks, and solidifies the foundation for corporate environmental management innovation.



Specialized Training on Environmental Facilities

Case **Conducting emergency training for environmental incidents to strengthen environmental risk prevention and control capabilities**

In July 2025, ZBOM conducted emergency training for environmental incidents, systematically explaining the basic concepts, main types, and potential hazards of environmental events. Combined with specific case studies, the training helped employees identify environmental risk sources and understand the patterns of incident evolution. The training emphasized the concept of "prevention first", detailing emergency procedures such as risk control, daily prevention, and post-incident monitoring and early warning, information reporting, and on-site response. By combining theory with practice, the training significantly enhanced employees' environmental risk prevention, control, and emergency response capabilities, providing a strong guarantee for the Company's environmental safety.



Emergency Training for Environmental Incidents

Ecosystem and Biodiversity Conservation


ZBOM actively embraces the principles of ecosystem and biodiversity conservation, committed to minimizing negative impacts on the natural environment throughout its production and operations. The Company fully considers ecologically sensitive areas in project site selection, raw material procurement, and supply chain management, strictly complying with national and local ecological conservation laws and establishing a sound ecological and environmental management system. By implementing green building standards, energy-efficient technologies, and pollution prevention measures, ZBOM effectively reduces disturbances to soil, water bodies, and air during production. Additionally, regular ecological monitoring and environmental risk assessments are conducted to ensure the integrity of surrounding natural habitats and the preservation of biodiversity.

Addressing Climate Change

In line with global sustainable development trends, ZBOM actively responds to climate change, with a particular focus on identifying climate-related risks and opportunities, as well as implementing greenhouse gas emission reduction practices. By systematically analyzing climate risks, seizing development opportunities, and continuously advancing the implementation of emission reduction measures, the Company promotes a green and low-carbon transition. This approach constantly enhances its environmental performance and core competitiveness, while contributing positively to global climate governance.

Goals for Addressing Climate Change

ZBOM is committed to achieving carbon neutrality by 2060.



Climate Risks and Opportunities

To enhance resilience to climate change and effectively manage climate-related risks, ZBOM aligns with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Based on the TCFD framework, and incorporating policy research, industry benchmarking, and expert opinions, the Company systematically identifies climate-related risks, clarifies their manifestations, and formulates targeted and executable response measures.

Climate-related Risks and Countermeasures

| Risk Category | Period | Risk Description | Response Measures |
|-----------------|--------|---|--|
| Transition Risk | Short | <ul style="list-style-type: none"> Actively monitor national and local carbon emission policy developments and formulate compliance plans in advance to ensure that corporate operations meet environmental requirements. Strengthen market research to understand consumer demand for environmentally friendly home products, adjust the product structure, and launch more green and low-carbon products. | <ul style="list-style-type: none"> Continuously track "Dual Carbon" policies, improve carbon accounting and compliance management, and promote energy-saving and carbon-reduction transformations to ensure that production and operations comply with regulatory requirements. Align with the green consumption trend, optimize the product structure, promote environmentally friendly materials and green products, strengthen green supply chain management, and enhance market competitiveness. |

| Risk Category | Period | Risk Description | Response Measures |
|-----------------|--------|--|--|
| Transition Risk | Medium | <ul style="list-style-type: none"> With the rapid development and popularization of low-carbon technologies, failure to promptly invest in R&D and apply new technologies such as environmentally friendly materials and energy-saving production processes may lead to a decline in product competitiveness. Consumer attention and demand for environmentally friendly products continue to rise. Failure to meet market demand may lead to further customer loss. | <ul style="list-style-type: none"> Increase R&D investment and cooperate with scientific research institutions to develop and apply low-carbon and environmentally friendly production processes and materials. Establish a technology tracking mechanism to promptly introduce and absorb advanced industry technologies and experience to enhance product competitiveness. |
| | Long | <ul style="list-style-type: none"> As the world transitions to a low-carbon economy, business models and supply chains in the home furnishing industry may change. Failure to adapt to this transition could result in being eliminated from the market. Long-term policy pressure and market competition may require us to continuously invest significant resources in technology R&D and equipment upgrades, increasing financial pressure. | <ul style="list-style-type: none"> Formulate a long-term low-carbon development strategy, optimize supply chain management, and reduce risks from raw material price fluctuations and unstable energy supplies. Promote internal digital transformation to improve operational efficiency and reduce transition costs. |
| Physical Risks | Short | <ul style="list-style-type: none"> Extreme weather events such as heavy rain, floods, and typhoons may directly damage production facilities, affect raw material supply and logistics, leading to production interruptions, raw material shortages, and product delivery delays. Climate change may affect the stability of raw material supply, as the growth cycles and supply of materials like wood can be impacted by the climate. | <ul style="list-style-type: none"> Establish a comprehensive emergency response plan, reinforce and protect production facilities, and improve disaster resistance capabilities. Strengthen collaboration with suppliers and logistics partners to ensure a stable supply of raw materials and product transportation. |
| | Medium | <ul style="list-style-type: none"> Long-term climate change trends, such as rising temperatures and sea levels, may affect the Company's operating environment, increasing energy consumption and costs. Climate change can adversely affect employee health and work efficiency; for example, high temperatures may lead to a decrease in employee productivity. | <ul style="list-style-type: none"> Promote water recycling, energy conservation, and consumption reduction to lower long-term operating costs. Pay attention to employee health and the working environment, provide necessary protective measures and benefits, and improve employee satisfaction and work efficiency. |
| | Long | <ul style="list-style-type: none"> Rising sea levels may threaten the existence of coastal factories, potentially requiring us to invest significant funds in facility relocation or reinforcement. Climate change will have a long-term impact on product performance and market demand; for instance, high temperatures and humidity may reduce the durability of home furnishing products. | <ul style="list-style-type: none"> Select suitable production sites by considering climate change factors. Strengthen research on climate change trends and proactively plan product R&D to enhance product performance under different climatic conditions. |

Climate Change Mitigation

As a leading enterprise in the custom home furnishing industry, ZBOM actively responds to the national "Dual Carbon" goals. Through continuous management optimization and technological innovation, the Company is constantly improving its greenhouse gas emission reduction system, fulfilling corporate social responsibilities, and upholding the commitment to sustainable development. During the reporting period, ZBOM conducted product carbon footprint verification.

GHG Emission Reduction Measures


- Green and Low-carbon Applications**
 - Since 2023, we have installed solar photovoltaic panels on the rooftops of our Shuangfeng No. 1 and No. 2 factories and the Xiatang factory area in Hefei, Anhui, converting light energy into electricity and injecting new vitality into our green and low-carbon transformation.
- Green Supply Chain Construction**
 - Build an efficient, clean, low-carbon, and circular green manufacturing system, fully integrating green and low-carbon concepts from product R&D and raw material procurement to intelligent green production.
 - We have established a consortium of core suppliers, logistics providers, distributors, and customers to achieve information sharing and resource optimization between upstream and downstream enterprises.
- Product Full Lifecycle Management**
 - We have established a product database to collect and summarize data throughout the entire product life cycle, including raw materials, production processes, packaging, storage, transportation, sales, use, and recycling. This provides support for product R&D and helps reduce pollutant emissions from the design stage.
- Promoting Green Office Practices**
 - Completed the renovation of domestic and overseas office areas. By prioritizing the reallocation of idle furniture and customizing workstations and storage cabinets with surplus materials, we have effectively revitalized inventory, saved costs, and met the requirements of low-carbon operations while adapting to business development needs.
 - In daily workstation adjustments and site optimizations, we also insist on prioritizing the use of idle materials, reducing the procurement of new products and resource waste, and continuously practicing the green office concept of energy conservation and consumption reduction.

Case Intelligent transformation of production lines to improve quality, increase efficiency, and empower smart manufacturing

In 2025, guided by the principles of lean production, ZBOM advanced the automation upgrade of production lines at the Qingyuan Smart Factory. The Company proactively coordinated production line layouts and plant planning, while simultaneously completing the integrated design of supporting facilities to establish a continuous-flow, green, and intelligent production system. The project implemented digital applications—including intelligent scheduling, multi-level linkage, and safety monitoring—achieving comprehensive coverage of smart manufacturing. Post-transformation, the factory saw a **20%** increase in output per unit area and a **15%** improvement in overall operational efficiency. With the continuous optimization of the supply chain layout, manpower allocation was effectively streamlined and order cycles shortened, comprehensively strengthening the foundation for intelligent manufacturing and lean operations.

Case Conducting product carbon footprint verification to solidify the foundation for green development

In October 2025, ZBOM advanced the refined management of product carbon emissions by conducting product carbon footprint accounting and third-party verification. For custom cabinets and wardrobes, the Company completed a "cradle-to-gate" lifecycle greenhouse gas (GHG) emission assessment based on the PAS 2050 standard. By quantifying and verifying product carbon footprints, ZBOM identified key carbon emission nodes in the production process, providing data support for optimizing raw material selection, improving production processes, and promoting low-carbon design. This initiative helps enhance the green, low-carbon profile and environmental performance of its products, effectively addresses risks related to the low-carbon transition, and demonstrates the Company's commitment to green development.



Product Carbon Footprint Verification Statement

GHG Emissions

The Company's production sites have systematically accounted for Scope 1 and Scope 2 GHG emissions and, based on this, set clear reduction targets, continuously promoting the development of carbon emission management towards refinement and systematization.

Regarding accounting methodologies, the Company aligns with internationally accepted standards such as the *Greenhouse Gas Protocol* and ISO 14064, alongside national and local GHG accounting guidelines, to define accounting boundaries and data collection requirements. Systematic accounting of direct (Scope 1) and indirect (Scope 2) GHG emissions is conducted using the activity data and emission factor method, ensuring data completeness, accuracy, and comparability. Specifically, Scope 1 emissions encompass fossil fuel combustion from stationary and mobile sources, as well as fugitive emissions from fire extinguishers and refrigerants; Scope 2 emissions cover those generated from purchased electricity and heat.

During the reporting period, the verification results for the main factory areas are as follows:

GHG Emission Data

| Factory Area | Indicator | Unit | 2025 |
|---|----------------------------------|--------------------|-----------|
| Shuangfeng No. 1 Factory, Shuangfeng No. 2 Factory, Shuangfeng No. 3 Factory ¹ | Direct GHG emissions (Scope 1) | tCO ₂ e | 1,376.51 |
| | Indirect GHG emissions (Scope 2) | tCO ₂ e | 20,168.50 |
| Xiatang Factory Area | Direct GHG emissions (Scope 1) | tCO ₂ e | 1,925.36 |
| | Indirect GHG emissions (Scope 2) | tCO ₂ e | 9,728.37 |

Note 1: The increase in total GHG emissions (Scope 1 and Scope 2) compared to the previous year is mainly due to the addition of a new production facility in 2025.

Key Performance

In 2025, the total GHG emissions (Scope 1 and Scope 2) of the Company's main factory areas were **33,198.74** tonnes of CO₂ equivalent.




Emissions Management

ZBOM places great importance on pollutant emissions management. Focusing on key areas such as waste gas, wastewater, and solid waste, the Company continuously improves its management systems and treatment measures, strengthens process control and end-of-pipe treatment, and ensures the stable, compliant discharge of all pollutants. These efforts reduce environmental impact and compliance risks, actively promoting the Company's green, low-carbon, and sustainable development.

Pollutant Emissions

ZBOM strictly complies with national and local environmental regulations, including the *Air Pollution Prevention and Control Law of the People's Republic of China*, the *Water Pollution Prevention and Control Law of the People's Republic of China*, and the *Anhui Provincial Emission Standard of Air Pollutants for the Furniture Manufacturing Industry*. The Company has established and refined a series of management systems—such as the *Pollution Prevention and Control Facility Management System*, the *Environmental Protection Responsibility System*, and the *Pollutant Discharge Permit Management System*—to clearly define the sources of major pollutants and their corresponding treatment measures.

Sources of Major Pollutants and Treatment Measures

| Category | Sources of Major Pollutants | Treatment Measures |
|--|--|---|
|  Air Emissions | Dust, organic waste gas (non-methane total hydrocarbons, formaldehyde, etc.), kitchen fumes, nitrogen oxides, sulfur dioxide, etc., from the production and business operations. | <ul style="list-style-type: none"> All particulate matter and organic waste gas emissions from us meet the requirements of the <i>Emission Standard of Air Pollutants for Furniture Manufacturing Industry</i> (DB34-4337-2023). Furthermore, continuous emission monitoring is conducted to ensure full environmental compliance. Wood Dust: Wood dust generated during board cutting and drilling processes is collected by hoods and treated by a central bag filter to meet standards before being discharged at high altitude in an organized manner. Soft curtains are installed on the hoods to improve collection efficiency. Edge Banding Waste Gas: Collected by hoods and treated by an activated carbon adsorption device to meet standards before organized high-altitude discharge. Spray Painting Waste Gas: Collected by a dry filtration device and negative pressure system, then treated by an activated carbon adsorption device to meet standards before organized high-altitude discharge. |
|  Wastewater | Domestic sewage and industrial wastewater (wastewater from cleaning spray guns during the spraying process), etc. | <ul style="list-style-type: none"> For wastewater treatment, the Company adopts a comprehensive approach, including dedicated personnel on duty, regular inspections, and facility maintenance, to ensure the stable, compliant discharge of industrial wastewater: Domestic Sewage: Domestic sewage is treated in septic tanks (oily wastewater from the canteen is pre-treated in grease traps) before being discharged into the municipal sewage network for centralized treatment and compliant discharge by the industrial park's sewage treatment plant. Industrial Wastewater: Industrial wastewater generated from the spray painting process is treated at the Company's on-site wastewater treatment station. The treatment process incorporates air flotation, Fenton oxidation, and coagulation-sedimentation, ensuring full compliance with discharge standards. |
|  Noise | Noise generated during production from cutting, air compressor operation, and the operation of fans in pollution control facilities. | <ul style="list-style-type: none"> Noise pollution is effectively mitigated by installing noise reduction enclosures for selected rooftop fans, setting up sound barriers, and fitting silencers on exhaust stacks, ensuring full compliance with boundary noise standards. |



Dust Collector



Organic Waste Gas Treatment Facility

Pollutant Emission Reduction Targets

| 2025 Emission Reduction Targets | Achievement Status in 2025 |
|--|----------------------------|
| 100% compliant wastewater discharge rate | Achieved |
| 25% reduction in total air emissions | Achieved |
| Treatment efficiency of waste gas treatment facilities reaches over 90% | Achieved |
| 20% reduction in Volatile Organic Compounds (VOCs) emissions | Achieved |
| Factory boundary noise complies with national and local emission standards | Achieved |

Pollutant Emissions Indicators

| Type | Indicator | Statistical Scope | Unit | 2025 |
|-------------------------------|---|---|---------------------------|------------|
| Air Emissions | Total air emissions | Luyang Factory Area | Ten thousand cubic meters | 34,782.00 |
| | Particulate matter (PM) | | kg | 268.00 |
| | Volatile organic compounds (VOCs) | | kg | 226.00 |
| | Sulfur oxides(SOx) | | kg | 24.00 |
| | Nitrogen oxides (NOx) | | kg | 100.90 |
| Wastewater | Total wastewater discharge | Shuangfeng No. 1 Factory, Shuangfeng No. 2 Factory, Luyang Factory Area, Xiatang Factory Area | Tonnes | 143,635.00 |
| | Total domestic wastewater | | Tonnes | 143,035.00 |
| | Total industrial wastewater | Xiatang Factory Area | Tonnes | 600.00 |
| | Chemical oxygen demand (COD) emissions | | kg | 89.00 |
| | Ammonia nitrogen (NH ₃ -N) emissions | | kg | 9.00 |
| Total nitrogen (TN) emissions | kg | 12.00 | | |

Through institutionalized management and standardized operating procedures, ZBOM ensures the safe and efficient operation of all environmental protection facilities, achieving compliant emissions of waste gas, wastewater, and other pollutants during production. Concurrently, the Company continuously conducts environmental training and emergency drills to enhance employees' environmental awareness and emergency response capabilities, laying a solid foundation for building an "environment-friendly enterprise".

Case Flammable liquid leak drill to prevent environmental safety risks

In July 2025, ZBOM conducted an emergency drill for flammable liquid leaks to standardize emergency response procedures and address the associated risks of environmental pollution, fire, and explosion. The drill simulated a sudden leak scenario to systematically test the effectiveness of the Company's emergency response mechanism. It also enhanced employees' practical skills in controlling leak sources, containing pollutants, and ensuring safe disposal, thereby enabling a rapid, scientific response that effectively prevents pollution spread and minimizes environmental and safety impacts.



Emergency Drill for a Flammable Liquid Leak

Case Waste gas facility emergency drill to uphold the baseline for environmental emissions

In October 2025, ZBOM organized an emergency drill for waste gas treatment facility failures, simulating a scenario where the workshop's waste gas treatment facility could not operate normally due to blocked discharge outlets or equipment transmission failures. The drill covered the entire process from incident discovery, plan activation, on-site emergency repairs, environmental monitoring, to post-incident recovery, comprehensively testing the applicability and effectiveness of the emergency plan in real-world scenarios. This drill improved the response mechanism for abnormal waste gas emissions, enhanced the fault identification and handling capabilities of on-site personnel, and strengthened inter-departmental collaborative response, ensuring timely control of pollution sources, reducing the risk of unorganized waste gas emissions, and effectively mitigating the impact on the surrounding environment in emergencies.

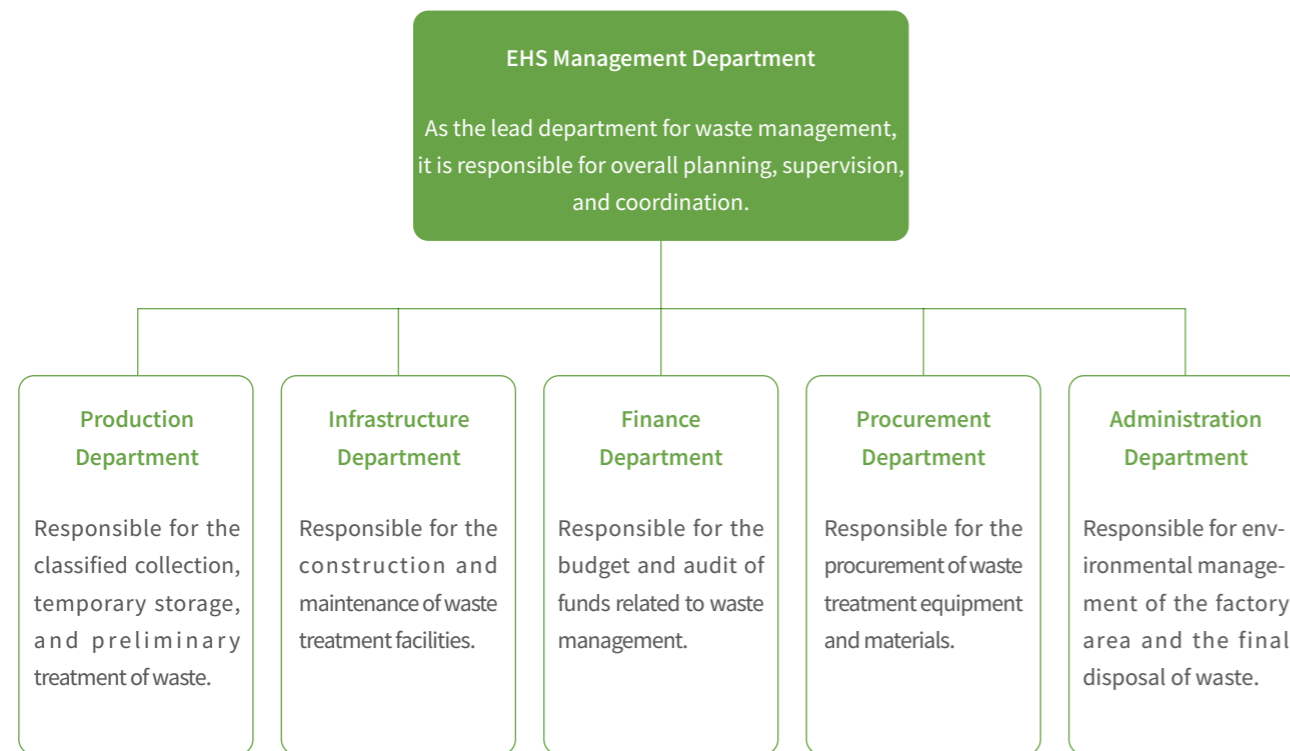


Emergency Drill for a Waste Gas Treatment Facility Failure

Waste Disposal

ZBOM has established a comprehensive waste management system and formulated regulations such as the *Solid Waste Management System*, *Waste Management Measures*, *Hazardous Waste Standardization Management Manual*, and *Hazardous Waste Management Responsibility System* to specify requirements for the entire process of waste classification, storage, resource utilization, and pollution prevention. Strictly adhering to industry standards, the Company conducts classified collection, standardized storage, and resource-based disposal of general industrial solid waste and hazardous waste, ensuring the compliant and stable operation of pollution control facilities. Relying on daily inspections, dynamic monitoring, and the implementation of management systems, it has fortified its line of defense for compliant emissions and established a mechanism for regular assessment and improvement to enhance waste management levels. As of the end of the reporting period, the Company has been certified as a "Zero-Waste Factory" by Hefei City.

Waste Management Structure



Waste Disposal Targets

| Target | Achievement Status in 2025 |
|--|----------------------------|
| Annual hazardous waste generation at Shuangfeng and Xiatang factories capped at 100 tonnes | Achieved |
| 100% professional treatment rate for hazardous waste | Achieved |

Waste Disposal Indicators

| Indicator | Unit | 2025 |
|---------------------------|--------|-----------|
| Total hazardous waste | Tonnes | 206.10 |
| Total non-hazardous waste | Tonnes | 31,154.84 |

Note: The statistical scope covers Shuangfeng No. 1 Factory, Shuangfeng No. 2 Factory, Luyang Factory Area, and Xiatang Factory Area.



Zero-Waste City Themed Promotional Sign at the Factory Entrance

Waste Disposal Process

| | |
|---------------------------------------|---|
| General Solid Waste Treatment Process | <ul style="list-style-type: none"> ▶ Classified Storage: Production departments must store production waste in classified categories and place it in designated areas as required; domestic waste should be stored in designated areas and cleared daily. ▶ Regular Disposal: Each production and manufacturing department regularly disposes of production waste to ensure no scattering or piling outside the storage sites; the Infrastructure & General Affairs Department is responsible for the daily supervision and management of domestic and construction waste to ensure timely clearance. ▶ No Mixing: It is strictly forbidden to mix production waste and hazardous waste for collection and storage. |
| Hazardous Waste Treatment Process | <ul style="list-style-type: none"> ▶ Source Identification: Identify the categories of hazardous waste generated during the production process based on the <i>Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste</i>, the <i>National Hazardous Waste Directory</i>, raw and auxiliary material MSDS, and requirements from environmental protection departments. ▶ On-site Collection: The waste-generating teams are responsible for the collection and temporary storage of hazardous waste, collecting and packaging it by category, and prohibiting the mixed collection of different types of hazardous waste. The packaged hazardous waste is sent to the hazardous waste warehouse, weighed by batch, labeled with hazardous waste tags, and transferred to the warehouse after confirmation by the Safety & Environment Department. ▶ Warehousing and Temporary Storage: Packaged hazardous waste, after being properly labeled with hazardous waste tags, is neatly and orderly stacked in the hazardous waste warehouse according to zoning storage requirements. ▶ Off-site Transfer: Regularly entrust qualified units for disposal. |

Case Implementing intelligent weighing to fortify the hazardous waste management line of defense

ZBOM has introduced an automatic weighing system for hazardous waste, replacing the traditional manual weighing model. This effectively avoids data deviations caused by manual operations, ensuring the rigor and reliability of hazardous waste measurement data, and solidifying the foundation for daily management accounting and compliant operations. The system can also archive all weighing data in real-time, supporting quick background queries and statistics, enabling full lifecycle traceability and supervision of hazardous waste, and comprehensively upgrading its environmental compliance management system and refined operational capabilities.



Automatic Weighing System Panel

Hazardous Waste Risk Control

By regularly conducting hazardous waste management training and emergency drills, ZBOM systematically identifies and controls potential risks in the storage and transportation of hazardous waste, enhances employees' risk awareness and emergency response capabilities, and continuously improves the environmental management system, thereby ensuring the safety of employees' lives and the Company's property.

Case Enhancing hazardous waste risk control capabilities through practical emergency drills

In 2025, ZBOM organized a special emergency drill for hazardous waste loss, simulating scenarios of non-compliant storage and potential loss of hazardous waste to systematically test the applicability and operability of the *Special Emergency Plan for Hazardous Waste Leakage*. The drill strengthened the awareness of relevant personnel regarding standardized hazardous waste management requirements, improved their ability to identify leakage risks and their emergency response level, and enhanced inter-departmental collaborative response capabilities, ensuring that effective measures can be taken promptly to block the spread of pollution and reduce environmental risks in emergencies.



Special Drill for Hazardous Waste Loss

Case Empowering through specialized training to solidify the foundation of hazardous waste compliance

In February 2025, ZBOM organized a systematic special training on hazardous waste management. Participating employees systematically learned hazardous waste classification standards, mastered management norms for the entire process from generation, collection, storage, to disposal, and clarified relevant legal responsibilities for environmental protection. The training effectively enhanced risk prevention and control awareness among all employees, improved practical skills in standardized operations, and achieved the training targets of "strengthening awareness, clarifying norms, and controlling risks." Subsequently, the Company will conduct targeted follow-up training based on assessment results, continuously optimize the hazardous waste management system, effectively prevent environmental legal risks, and ensure its green, sustainable development and environmental compliance.



Special Training on Hazardous Waste Management

Resource Management

ZBOM places great importance on the efficient use of resources and green management. Focusing on key elements such as energy, water resources, and raw materials, it continuously improves its resource management system, promotes energy conservation, consumption reduction, and recycling initiatives, enhances resource use efficiency, reduces environmental impact and operational costs, and helps the Company achieve green, low-carbon, and sustainable development.

Energy and Water Usage

ZBOM strictly complies with national laws and regulations such as the *Energy Conservation Law of the People's Republic of China* and the *Cleaner Production Promotion Law of the People's Republic of China*. It has formulated the *Energy Management Manual* and other related policies. Through systematic planning, implementation, monitoring, and continuous improvement, it ensures the effective operation of the energy management system, promotes the achievement of energy conservation and emission reduction targets, and contributes to the Company's sustainable development.

Energy Management Process



ZBOM places great importance on energy and water resources management in the daily operations. By optimizing energy management processes, improving water use efficiency, enhancing the management system, advancing technological upgrades, and raising employee awareness of conservation, it strives to achieve efficient use of energy and water resources, reduce production costs, and promote the Company's sustainable development. The energy types involved in the daily operations of its various sites include diesel, natural gas, and electricity. The energy consumption and water resource usage are as follows:

Resource Consumption

| Indicator | Unit | 2025 |
|-----------------------------|------------------------------------|------------|
| Total energy consumption | Tonnes of standard coal equivalent | 30,938.86 |
| Direct energy consumption | Tonnes of standard coal equivalent | 23,098.32 |
| Indirect energy consumption | Tonnes of standard coal equivalent | 7,840.54 |
| Total water consumption | Tonnes | 139,103.18 |

Energy-saving Measures

By implementing multiple green office and energy-saving measures, ZBOM has effectively reduced energy consumption such as water and electricity, lowered operational costs, and achieved energy self-sufficiency through the photovoltaic power generation system, reducing reliance on purchased electricity. In addition, through daily communication, posting of signs, and issuing notices, it continuously enhances employees' energy-saving awareness, promoting the establishment and development of a green office culture.

Energy and Water Conservation Measures

| Conservation Projects | Measures | Initiative Content |
|---|--|---|
| Water and Electricity Conservation at Sites | Daily Communication and Training | <ul style="list-style-type: none"> • Routine Communication: Each site holds daily morning and evening meetings to communicate measures for work safety, water and electricity conservation, making conservation a routine task. • Special Inspections: During peak electricity consumption periods in summer and winter, the air conditioning temperature in office areas is strictly controlled. Special personnel are organized to conduct irregular inspections, and any instances of resource waste are directly reported to the responsible individuals. • Monthly Reports: Monthly electricity consumption of each manufacturing center is summarized and reported through OA notices within the respective domains to enhance employees' energy-saving awareness. |
| | Notices and Cultural Promotion | <ul style="list-style-type: none"> • Issuing Notices: By issuing notices, circulars, and other forms of communication, the importance of water and electricity conservation is promoted, helping employees develop good energy-saving and environmental protection habits, and fostering the establishment and development of a green culture. |
| Public Equipment Optimization | Equipment Management and Energy Conservation | <ul style="list-style-type: none"> • Air Compressor Room: Optimize the operational management of the air compressor room to ensure efficient equipment operation and reduce energy waste. • Dust Collection System: Conduct regular maintenance and optimization of the dust collection systems in the east and west workshops to improve equipment energy efficiency. • Workshop Lighting: Use energy-saving lamps and optimize the lighting system to meet lighting needs while reducing energy consumption. • Waste Gas Treatment Equipment: Ensure the efficient operation of waste gas treatment equipment to reduce energy consumption. • Power Loss Management: Monitor and manage power loss to reduce unnecessary energy losses. |
| | | <ul style="list-style-type: none"> • Power Loss Management: Monitor and manage power loss to reduce unnecessary energy losses. |
| Signage and Reminders | Posting Signs | <ul style="list-style-type: none"> • Post energy-saving signs in key areas such as office spaces and equipment operation zones to remind employees to conserve water and electricity and to enhance their energy-saving awareness. |

Case Promoting the upgrade to electric forklifts to support low-carbon operations, cost reduction, and efficiency improvement

In 2025, ZBOM continued to advance the "oil-to-electric" transformation initiative, replacing high-energy-consumption fuel forklifts in batches, and introducing high-efficiency lithium-ion battery forklifts, complemented by smart charging facilities to optimize energy management. As of the end of the reporting period, the proportion of electric forklifts within the factory increased from 68.70% to **75.76%**. This initiative achieves zero tailpipe emissions and a low-noise environment during operations, reduces greenhouse gas and pollutant emissions, and effectively lowers operating costs, helping to address the low-carbon transition and environmental risks.



Lithium-ion Battery Forklift

Case Partnering with SUNGROW to create a benchmark for green electricity in smart manufacturing

In 2025, ZBOM collaborated with SUNGROW to construct a commercial and industrial photovoltaic power station of approximately **4,230 kW**. Leveraging a professional technology platform, it developed a customized high-efficiency solution to provide about **4.5 million kWh** of clean electricity annually to the Industry 4.0 Smart Factory, reducing operating costs and enhancing its brand's low-carbon competitiveness. The Company had previously built an **11.2 MWp** photovoltaic project at its Hefei base, with an annual power generation of over 10 million kWh, reducing carbon emissions by nearly **10,000 tonnes**. This collaboration focuses on both clean energy supply and low-carbon operations, practicing the concept of green development and setting a demonstration for the green upgrade of the home furnishing industry.



Photovoltaic Power Station

Case Procuring green electricity to optimize the energy structure

In 2025, ZBOM actively participated in market-based green electricity trading and procurement, prioritizing renewable energy sources such as wind and solar power to support daily production and operations. It continuously optimizes its energy consumption structure, effectively reducing its overall carbon emission intensity using green electricity, supporting the steady development of the clean energy industry, and strengthening its comprehensive capabilities for a low-carbon transition. During the reporting period, the Company purchased a total of **8,413,000 kWh** of green electricity.



Green Electricity Certificate Transaction Voucher

Circular Economy

ZBOM follows the principles of reduction, reuse, and recycling, actively practicing the concept of a circular economy in the production and operational processes, and is committed to improving the resource utilization efficiency of raw and packaging materials.

Case Recycling and reusing waste wood chips to promote the resource utilization of waste

In 2025, ZBOM launched a program to recycle waste wood chips and leftover materials from wood-based panels. A dedicated recycling mechanism was established to sort and process various types of wood waste. Some of the waste wood chips are processed into combustion pellets for energy recovery, achieving the resource utilization of waste. This effectively reduces wood waste emissions, increases the rate of resource recycling, enriches the Company's green management practices, and helps to achieve a dual improvement in environmental and resource utilization benefits.



Combustion Pellets Made from Recycled Waste Wood Chips

Case Reducing and recycling raw materials and packaging to achieve a win-win for environmental protection and economic benefits

In 2025, ZBOM promoted the reduction and recycling of raw materials and packaging. It recycled iron adhesive drums to improve resource utilization efficiency and reduce waste generation. In addition, it specified environmentally friendly packaging requirements for suppliers, adopting degradable materials such as paper drums to reduce the generation of hazardous waste at the source. This effectively lowers raw material procurement costs, achieving a win-win for both the economy and the environment.



Iron Adhesive Drums and Environmentally Friendly Packaging

04 Warmth: Fulfilling Responsibilities with a People-oriented Approach

Responding to the United Nations Sustainable Development Goals (SDGs)



| | |
|-------------------------------------|----|
| Employee Recruitment and Employment | 87 |
| Employee Rights and Protection | 88 |
| Employee Training and Development | 93 |
| Occupational Health and Work Safety | 96 |
| Giving Back to Society | 99 |

ZBOM has always adhered to the people-oriented philosophy of shared responsibility. It strictly abides by recruitment and employment compliance standards, fully protects the legitimate rights and interests of its employees, systematically empowers employee training and career development, and upholds the bottom line of occupational health and safety. The Company actively engages in rural revitalization and community-building practices, constructing a solid talent retention system and a multi-dimensional, collaborative responsibility fulfillment system. This not only achieves a win-win situation for both the Company and its employees in terms of value but also demonstrates corporate social responsibility through practical actions.



Employee Recruitment and Employment

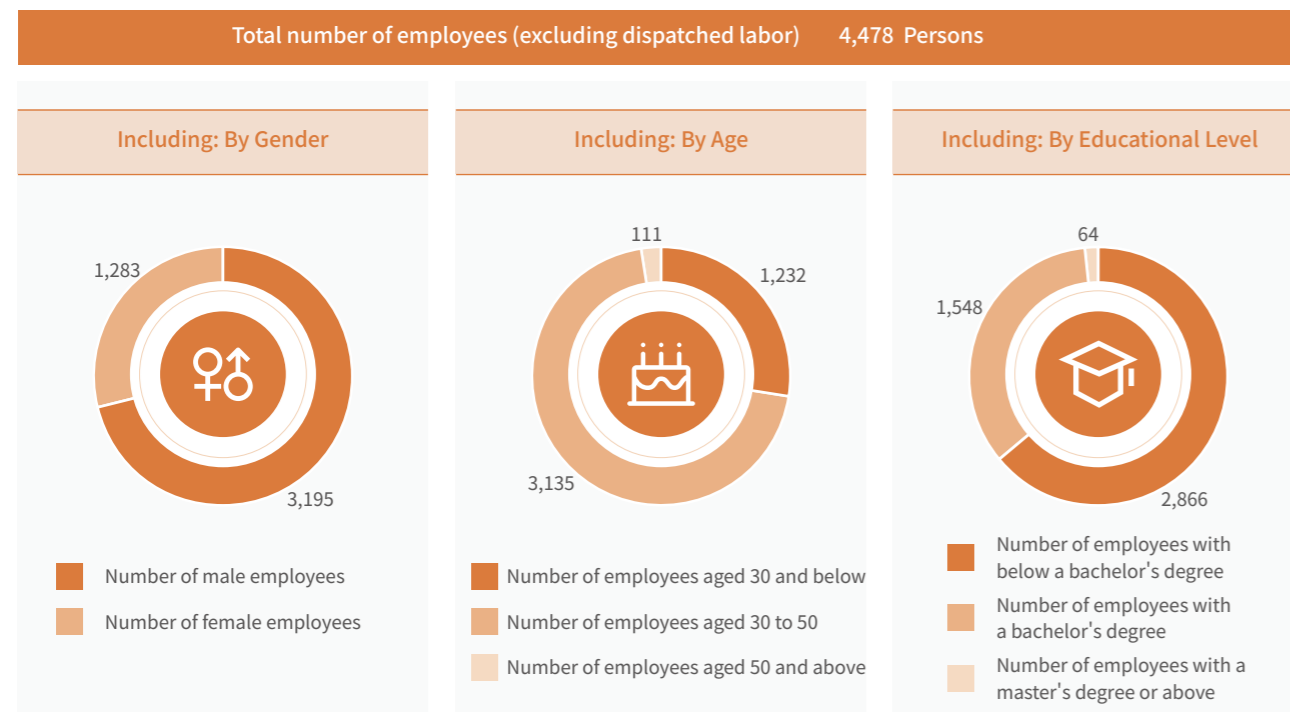
ZBOM adheres to the core value of "achieving success by helping others succeed" and advocates for the professional ethics of "integrity, dedication, incorruptibility, and law-abidingness". In accordance with the *Employee Handbook*, it selects talent from society, attracting professionals who are highly aligned with its development strategy. During the reporting period, the Company received awards such as being named one of the top 100 private enterprises in the province for job creation, gaining dual recognition from both the industry and the market.



Top 100 Private Enterprises in the Province for Job Creation

Key Performance

During the reporting period, the Company hired **608** new employees, including **97** through campus recruitment.



Anti-child Labor and Forced Labor

ZBOM strictly abides by laws and regulations such as the *Provisions on the Prohibition of Using Child Labor*, the *Law on the Protection of Minors*, and the *Special Protection Provisions for Underage Workers*, and strictly prohibits the recruitment or use of child labor in any form. During the recruitment stage, it conducts rigorous identity verification and background checks. If any child labor is discovered, necessary measures are immediately taken to effectively protect the rights and interests of minors. In daily operations, the Company resolutely opposes any form of forced labor, fully safeguarding the legitimate rights and interests of employees in choosing their employment and working voluntarily.

Key Performance

During the reporting period, there were **0** incidents of child labor or forced labor at the Company.

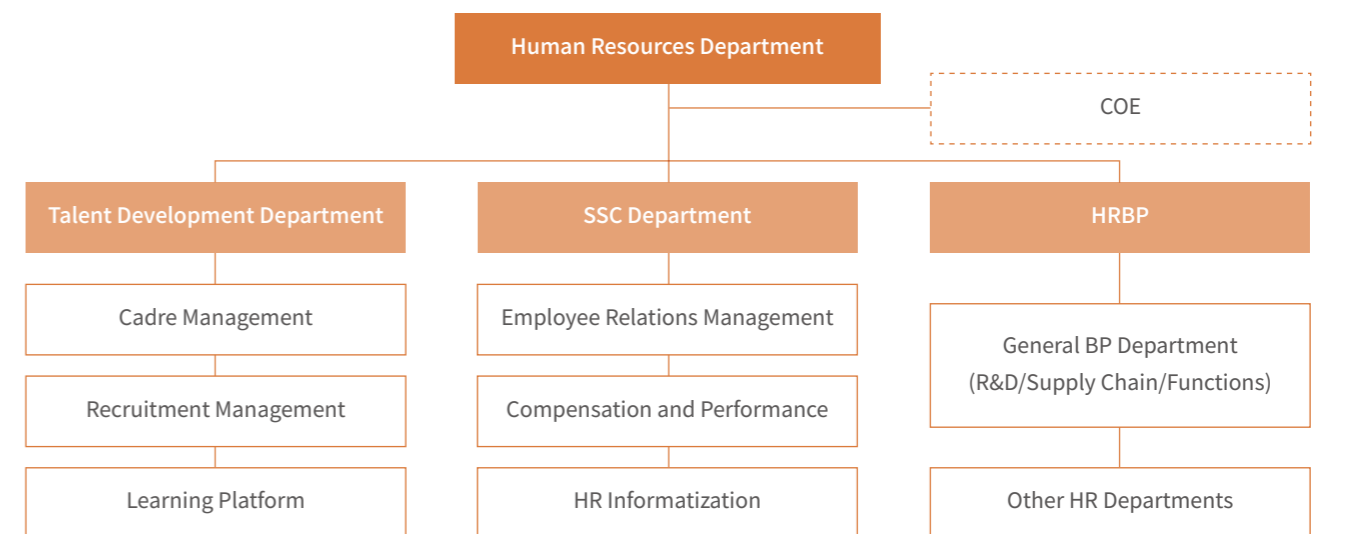
Employee Rights and Protection

ZBOM has always regarded the protection of employee rights and interests as the fundamental support for the Company's stable development. It has established a diversified compensation and benefits system, improved democratic management and communication mechanisms, and optimized the performance incentive system. The Company integrates employee care into its social responsibility practices, effectively safeguarding the vital interests of its employees and helping them grow together with it.

Governance

ZBOM has established a three-pillar HR governance system. The Talent Development Department leads the formulation of policies and standards regarding employee rights protection. The Shared Service Center (SSC) centralizes personnel administration and manages HR data, while HR Business Partners (HRBPs) implement rights protection initiatives on the front lines. This creates a management closed-loop with clear responsibilities and efficient collaboration, comprehensively safeguarding employees' legitimate rights and interests and consolidating the talent foundation for sustainable development.

Governance Structure for Employee Rights and Protection



Strategy

ZBOM places great importance on identifying risks related to the protection of employee rights and interests. It systematically investigates potential hazards in areas such as employment compliance, compensation and benefits, and labor protection, and has established a dynamic risk assessment mechanism. In response to identified risks, the Company formulates targeted strategies and implementation measures to effectively build a line of defense for employee rights protection and solidify the foundation for stable corporate operations.

Key Risks, Opportunities, and Countermeasures for Employee Rights and Protection

| Key Risks | Impacted Areas | Impact Timeframe | Financial Impact | Response Measures |
|---|----------------|--|-------------------|---|
| Diversity and discrimination risk: There is a risk of hidden discrimination in employment scenarios. If not properly managed, it can easily lead to labor disputes, affecting the Company's employment compliance and internal stability. | Own operations | Short-term Medium-term | Rising costs | Eliminate all forms of employment discrimination based on gender, age, disability, etc., to create a fair and inclusive workplace environment and ensure employees' rights to equal development. |
| Risk of disputes in compensation and performance communication: Insufficient communication during performance appraisals and salary calculations can easily lead to employee objections and dissatisfaction, reducing team cohesion and affecting internal stability. | Own operations | Short-term Medium-term | Rising costs | Establish a transparent performance feedback and appeal review mechanism, improve the differentiated compensation system, and publicize evaluation standards to ensure fairness and impartiality in assessments and resolve communication disputes. |
| Key Opportunities | Impacted Areas | Impact Timeframe | Financial Impact | Response Measures |
| Opportunity for democratic management and two-way communication: Improve the democratic management system by leveraging the employee representative congress, labor union, and online feedback platforms to ensure smooth channels for employee appeals and maintain harmonious labor relations. | Own operations | Short-term Medium-term Long-term | Cost optimization | Implement collective contract management, regularly hold communication forums to protect employees' rights to know and participate, continuously optimize internal communication mechanisms, and enhance employees' sense of belonging. |
| Opportunity for empowerment through employee benefits and care: Improve the benefits and care system, enrich cultural and sports activities, provide assistance to employees in need, and offer warm condolences to comprehensively enhance employee happiness and retention. | Own operations | Short-term Medium-term Long-term | Cost optimization | Regularly organize employee club activities, birthday celebrations, and provide loving assistance to employees in need to build a warm workplace atmosphere, strengthen team cohesion, and stimulate employee vitality. |

Anti-discrimination and Diversity

ZBOM actively fosters a fair, inclusive, and diverse work environment. It has established special mechanisms to resolutely eliminate all forms of discrimination throughout the entire employee career cycle. The Company strictly prohibits any form of employment discrimination based on color, gender, age, disability, marital status, or any other factor, ensuring employees' rights to equal development. During the reporting period, no incidents of discrimination occurred at the Company.

Democratic Management and Communication

ZBOM has established a systematic democratic management and two-way communication system. With the Employee Representative Congress and the Labor Union as core platforms, it has set up regular communication channels, such as an employee feedback platform, to effectively protect employees' rights to know, participate, express opinions, and supervise. The Company signs collective contracts with employees, clarifying the rights and obligations of both parties and covering all aspects including working conditions, compensation and benefits, and career development. It fully listens to employees' concerns, protects their legitimate rights and interests, continuously optimizes internal communication mechanisms, enhances their sense of belonging and loyalty, builds harmonious and stable labor relations, and promotes transparent and democratic corporate management.



Labor Union Meeting



Employee Feedback Platform

Compensation and Performance Incentives

ZBOM has established a scientific and comprehensive compensation management system. Adhering to the core philosophy of "high capability, high performance, high income", it bases its differentiated compensation strategy on job value assessment and performance results, closely aligning it with strategic targets. The Company optimizes compensation levels through market benchmarking to ensure the competitiveness of key positions. Simultaneously, it leverages a flexible salary and bonus incentive mechanism to reinforce a performance-oriented approach, ensuring that employee compensation is precisely matched with individual contributions. This stimulates talent vitality and creates a virtuous cycle of synergistic growth between individual value and organizational performance.

The Company has established a fair and transparent performance feedback and appeal mechanism. After the assessment, the management and human resources teams formally communicate the performance results to employees, objectively analyzing gaps and shortcomings against their targets. If an employee has any objections, they can apply for a secondary review. Both parties will engage in a full discussion to clarify areas for improvement and career growth paths. This not only ensures the fairness and compliance of the assessment but also helps employees continuously enhance their work capabilities and achieve steady career development.

Employee Care and Activities

The Company has built an all-round employee care system covering life protection and emotional care. Through initiatives such as assisting employees in difficulty, regular condolence visits, and a variety of cultural and sports activities, it effectively conveys respect and care for its employees, comprehensively enhances their happiness and sense of belonging, creates a warm and energetic workplace environment, and helps employees and the Company grow together.



Yoga Club



Tug-of-war Competition



Holiday Gifts



Employee Birthday Celebration

Case Heartwarming donations demonstrate responsibility and commitment

In October 2025, the Company organized a charitable donation drive to support colleagues facing financial difficulties and alleviate their living hardships. A total of **209** employees participated in the event, raising RMB **30,892** in funds and collecting donated items from **126** staff members. This initiative not only conveyed corporate care but also united employees in a spirit of mutual assistance and goodwill, demonstrating a people-oriented management philosophy and effectively advancing the implementation of social responsibility.

Impacts, Risks, and Opportunities Management

ZBOM has established a full-process, closed-loop management system for identifying risks and opportunities related to employee rights and protection. It has set up a regular risk screening mechanism to conduct comprehensive reviews of key areas such as compensation and benefits, labor protection, and the workplace environment to identify potential risks. The Company has established a tiered assessment and classified response mechanism, formulating targeted strategies and implementation measures to fortify the baseline of employment compliance. This continuously enhances employees' sense of happiness and belonging, achieving a symbiotic and win-win relationship between the Company and its employees.

Indicators and Targets

ZBOM continuously improves its employee rights protection system. The Company fully implements core objectives such as social insurance contributions, the signing of collective agreements, and comprehensive employee benefits coverage. It is steadily advancing employee care and assistance, continuously optimizing the employment environment, and effectively safeguarding the legitimate rights and interests of its employees, thereby laying a solid foundation for their protection.

Targets for Employee Rights and Protection

| Target | 2025 | Achievement Status |
|--|------|--------------------|
| Employee social insurance coverage rate | 100% | Achieved |
| Signing rate of employee collective agreements | 100% | Achieved |
| Employee benefits coverage rate | 100% | Achieved |

Indicators Related to Employee Rights and Protection

| Indicator | Unit | 2025 |
|--|------------|------|
| Investment in employee care and assistance funds | RMB 10,000 | 4.7 |
| Number of employees in hardship assisted | Persons | 4 |
| Number of employees on maternity leave | Persons | 123 |
| Trade union coverage rate | % | 100 |
| Employee representative congress coverage rate | % | 100 |

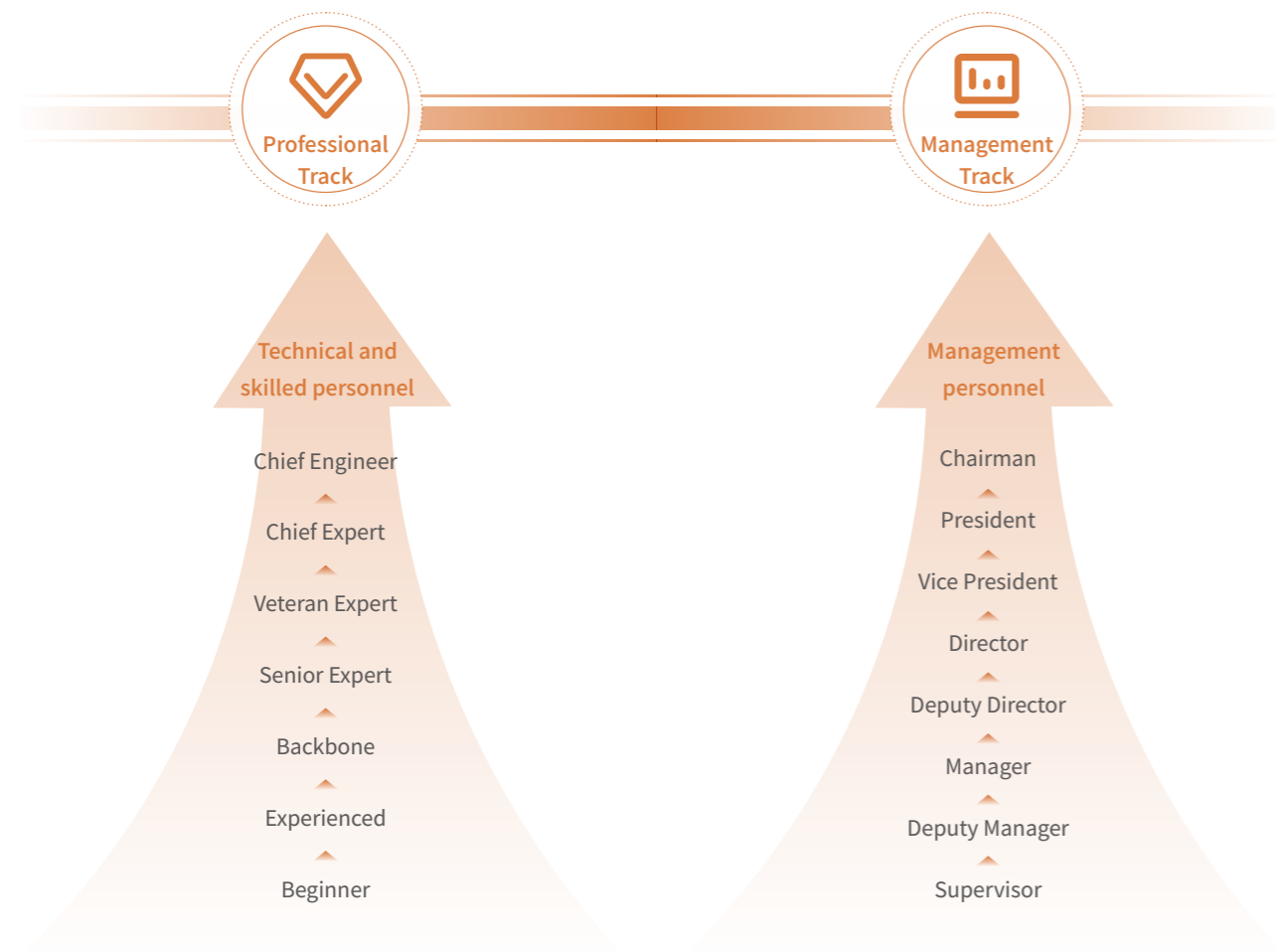
Employee Training and Development

ZBOM adheres to a people-oriented approach, implementing a systematic and forward-looking talent strategy that focuses on capability building and structural optimization. The Company has established a sound career development mechanism and empowers employees' growth through systematic training. By integrating high-quality internal and external resources, it expands growth opportunities for its employees, strengthening the talent foundation for the Company's high-quality development.

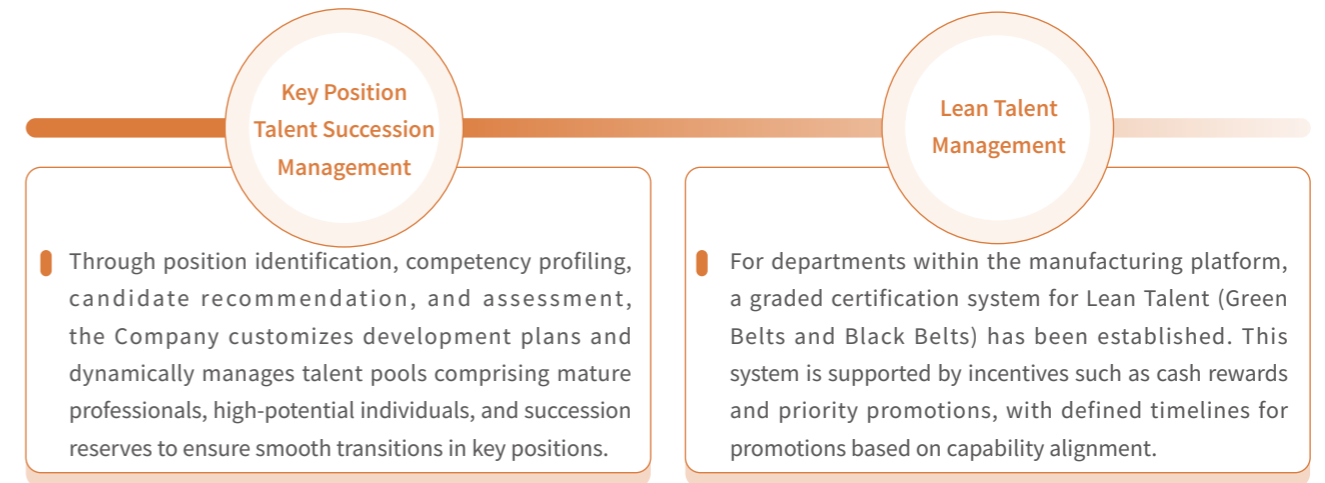
Employee Development

The Company actively builds a comprehensive talent development mechanism and an open, transparent career advancement path. It has formulated policies such as the *Management Measures for Key Position Talent Succession*, the *Management Measures for Lean Talent*, and the *Management Measures for Job Ranks and Grades* to meet the growth needs of different employees. Through an objective and fair evaluation system, it guides employees to enhance their comprehensive capabilities, achieving a win-win situation for both personal value and corporate development.

Promotion System



Talent Training and Development Mechanism



Case Participating in qualification-specific training to solidify the foundation of talent management

In June 2025, ZBOM organized employees to participate in the public course *Qualification System Special Training Camp*. The course was taught by a senior partner from Chinastone Management Consulting Group, focusing on five core modules, including the construction of a qualification management system, job family and type classification, and development path setting. Through a combination of theoretical lectures and practical exercises, it helped participants master the systematic methodology of talent development. This special training has helped the Company build a scientific talent development path, strengthen its talent management system, and provide professional support for subsequent talent echelon cultivation and organizational effectiveness improvement.



Qualification Theory and Practice Special Training Camp

Employee Training

ZBOM has established a stratified and categorized training system that spans the entire career of the employees, covering multiple dimensions such as new employee orientation, job skill enhancement, and management capability development. To solidify the quality of internal training, the Company has established the *Management Measures for Internal Trainers*, creating a team of internal trainers with both solid professional capabilities and excellent teaching skills, providing strong support for the effective implementation of its employee training management system.

Key Performance

During the reporting period, the Company completed a total of **1,042** training sessions, covering **3,106** employees, with an average training duration of **13** hours per person.

Employee Training System

Onboarding Training The Company conducts the *Becoming a ZBOMer* series of onboarding training for new employees hired through social recruitment to help them understand the corporate culture and quickly integrate into their departments. For management trainees hired through campus recruitment, the Company has formulated the *Zhidouxing Training Program* and the *Zhidouxing Mentorship Incentive Management Measures*. Through a systematic training period and job rotation practice, these initiatives help new employees grow rapidly and deeply integrate into the Company.

Management Capability Training The Company has established the *"Cadre Training Institute Program"*, which conducts training on core competencies such as team management, problem-solving, and communication and coordination, tailored to the Company's strategic and management work needs.

Job Skill Training Through the *"Professional Training Camp"*, the focus is placed on content such as professional capability advancement, general skill expansion, and qualification certification enhancement.

Capability Enhancement Support The Company encourages all current employees to participate in on-the-job learning and development. In accordance with the *Subsidy System for On-the-Job Employee Learning and Training*, special subsidies are provided for expenses related to employees obtaining professional or skill certificates and participating in job enhancement training.

Learning Platform The Company has created *"ZBOM Classroom"*, a digital online learning platform for all its employees. It adopts a blended learning model of "online + offline" and has formulated the *"ZBOM Classroom" Points Management Measures (Trial)* and the *"ZBOM Classroom" Credit Management Measures* to effectively build a long-term, multi-dimensional learning incentive mechanism.



ZBOM Classroom



English Learning Corner

Case Participating in strategic evolution courses to enhance core management capabilities

In October 2025, ZBOM participated in the second strategic theme course of the *Marching Towards a Hundred Billion Evolution Academy*, conducting a three-day specialized training on strategic management alongside core management from several well-known enterprises in the industry. The course was taught by hands-on management mentors and centered on the "Seize the Trend - Clarify the Path - Optimize the Technique" trilogy for in-depth strategic deduction. Through practical sessions such as strategic positioning, business design, and target decomposition, a closed-loop management system of "Strategy-Operation-Performance" was designed. This participation systematically enhanced the strategic planning and execution capabilities of its core management, strengthened their management foundation, and solidified the strategic management cornerstone for the Company's high-quality development.



Strategic Management Capability Training

Occupational Health and Work Safety

ZBOM always prioritizes the physical health and life safety of employees. Based on occupational health management and guaranteed by work safety, the Company implements the policy of "Health and Safety First, Prevention Foremost". The Company has built a comprehensive safety control system to effectively protect its employees' occupational health and operational safety, providing solid safety support for the Company's sustainable development and stable operation.

Management System

ZBOM strictly complies with the requirements of the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, the *Work Safety Law of the People's Republic of China*, the *Fire Protection Law of the People's Republic of China*, and relevant local laws and regulations. The Company has established a comprehensive occupational health and safety management system, set up an EHS Management Special Committee, and, in accordance with documents such as the *EHS Management Reward and Punishment System*, clarified annual occupational health and safety targets to fortify the line of defense for occupational health and safety management.

During the reporting period, the Company obtained ISO 45001 Occupational Health and Safety Management System certification.



ISO 45001 Occupational Health and Safety Management System Certification Certificate

Occupational Health and Safety Targets

| Occupational Health and Safety Targets | Achievement Status in 2025 |
|---|----------------------------|
| Zero incidents of fire, explosions, serious injuries, fatalities, multiple poisonings, or significant environmental pollution accidents | Achieved |
| Accident hazard rectification rate \geq 98% | Achieved |
| Integrity rate of safety equipment and devices \geq 98% | Achieved |
| 100% inspection rate for special equipment | Achieved |
| 100% occupational health examination coverage rate | Achieved |
| On-the-job health examination pass rate \geq 95% | Achieved |
| 100% protection rate for positions with excessive occupational hazard factors | Achieved |
| 100% employee safety education rate | Achieved |
| 100% certification rate for safety management personnel, special equipment operators, and special operations personnel | Achieved |
| 100% timely warehousing and compliant disposal rate for hazardous waste | Achieved |
| 100% integrity and compliant operation rate for environmental protection facilities | Achieved |

Management Measures

ZBOM focuses on occupational health management by building a systematic risk prevention and control system and continuously improving the entire process of work safety management. The Company is making efforts in multiple dimensions, including employee health protection, graded risk control, safety inspections and investigations, education and training, and emergency response construction, to comprehensively fortify the line of defense for employee occupational health and corporate work safety.

Occupational Health and Safety Management Measures

Employee Health Protection

The Company regularly organizes health examinations for all its employees, establishes employee health records, and keeps abreast of their health status.

Graded Risk Control

Comprehensive hazard identification and risk assessments are conducted, classifying and managing risks as low, general, and major, and clarifying control responsibilities and measures.

Hazard Identification and Management

Regular safety inspections are conducted. The Company has formulated the *Incentive System for Reporting Accident Hazards* and facilitates hazard reporting through the "ZBOM Smart Park" applet to promptly rectify and eliminate safety hazards.

Empowerment through Safety Training

Specialized training on occupational health, work safety, and mental health is conducted on an ad-hoc basis to enhance the safety awareness and protective capabilities of all employees.

Emergency Response System Development

The Company has formulated several policies, including the *Emergency Response Plan for Work Safety Accidents*, the *Accident Handling System*, and the *Emergency Drill Plan*, covering scenarios such as fires and mechanical injuries. Specialized and comprehensive emergency drills are conducted as planned to strengthen emergency response capabilities.

Case Conducting occupational health training to safeguard the physical and mental well-being of employees

In April 2025, ZBOM organized an Occupational Health Awareness Week. The training covered key topics such as basic occupational health knowledge, standardized selection and correct use of personal protective equipment, and requirements for occupational health examinations, with a total of approximately 2,000 employee participants. Through systematic training, the Company effectively enhanced the occupational health protection awareness and practical skills of all its employees, strengthened occupational health management, and genuinely protected the occupational health rights and interests of its employees.



Occupational Health Awareness Week

Case Conducting a dust explosion drill to fortify the explosion-proof safety line of defense

In 2025, ZBOM organized a dust explosion emergency drill. The drill proceeded in an orderly manner, covering stages such as accident early warning, on-site evacuation, self-rescue and mutual aid, and emergency response. It effectively enhanced the safety awareness and coordinated response capabilities of all departments, ensuring a rapid and efficient response to sudden incidents, minimizing casualties and property losses, and consolidating the foundation for work safety.



Dust Explosion Drill

Giving Back to Society

ZBOM has always fulfilled its corporate social responsibility by deeply integrating contributions to society and rural revitalization into the development strategy. Leveraging its industrial advantages, the Company continues to carry out diverse practices such as public welfare assistance, employment promotion, and industrial empowerment. These efforts effectively contribute to rural development, improve people's well-being, convey corporate warmth through practical actions, promote the synergistic enhancement of economic and social value, and put the concept of sustainable development into practice.

Key Performance

During the reporting period, the Company's total investment in contributions to society and rural revitalization amounted to RMB **635,500**.



Certificate of Social Welfare Donation

Case **Assisting rural industries to solidify the foundation of revitalization**

In recent years, ZBOM has remained committed to rural revitalization. Previously, the Company provided financial assistance for the power supply facilities of the watermelon greenhouse and supporting facilities project in Wangyan Village, Sanshigang Township, Luyang District, Hefei City. To meet the development needs of the local Wangyan Village watermelon picking garden, the Company invested RMB **130,000** in supporting facility construction. This funding was used to improve the necessary supporting facilities for the park's operations, enabling activities such as educational tours and family outings. This initiative has improved the operating conditions of the rural agricultural industry, driven the development of the village collective economy, and demonstrated corporate social responsibility through industrial assistance.

Conclusion

ESG Performance Table

Economy

| Economic Indicators | Unit | 2023 | 2024 | 2025 |
|---|------|------------------|------------------|------------------|
| Operating revenue | RMB | 6,116,473,047.40 | 5,257,845,773.27 | 4,356,826,579.37 |
| Total assets | RMB | 6,386,807,157.10 | 6,714,801,159.91 | 6,529,795,706.57 |
| Net assets attributable to shareholders of the listed company | RMB | 3,288,227,003.83 | 3,399,325,353.73 | 3,398,322,754.66 |

Governance

| Corporate Governance Indicators | Unit | 2023 | 2024 | 2025 |
|---|---------|-------|-------|-------|
| Number of Shareholders' Meetings held | Times | 4 | 4 | 4 |
| Number of proposals reviewed and approved by the Shareholders' Meeting | Items | 37 | 22 | 23 |
| Number of Board of Directors meetings held | Times | 9 | 9 | 8 |
| Number of proposals reviewed and approved by the Board of Directors | Items | 57 | 64 | 54 |
| Number of Board members | Persons | 9 | 9 | 9 |
| Number of female directors | Persons | 1 | 2 | 2 |
| Percentage of female directors | % | 11.11 | 22.22 | 22.22 |
| Number of independent directors | Persons | 3 | 3 | 3 |
| Percentage of independent directors | % | 33.33 | 33.33 | 33.33 |
| Percentage of female senior executives | % | 37.5 | 25 | 25 |
| Number of Strategy and Sustainability Committee meetings held | Times | 2 | 1 | 3 |
| Number of Remuneration and Appraisal Committee meetings held | Times | 4 | 3 | 5 |
| Number of Nomination Committee meetings held | Times | 1 | 4 | 1 |
| Number of Audit Committee meetings held | Times | 6 | 7 | 5 |
| Percentage of independent directors on the Remuneration and Appraisal Committee | % | 66.67 | 66.67 | 66.67 |
| Percentage of independent directors on the Nomination Committee | % | 66.67 | 66.67 | 66.67 |
| Percentage of independent directors on the Audit Committee | % | 66.67 | 66.67 | 66.67 |

| Communications with Stakeholders Indicators | Unit | 2023 | 2024 | 2025 |
|--|-------|------|------|------|
| Preparation and disclosure of periodic reports | / | 4 | 4 | 4 |
| Ad-hoc announcements issued | / | 100 | 87 | 92 |
| Earnings call | Times | 4 | 4 | 3 |
| Response rate to investor questions | % | 100 | 100 | 100 |

| Anti-commercial Bribery and Anti-corruption Indicators | Unit | 2023 | 2024 | 2025 |
|--|---------|-------|-------|-------|
| Total number of directors covered by anti-commercial bribery and anti-corruption training | Persons | 6 | 6 | 6 |
| Percentage of directors covered by anti-commercial bribery and anti-corruption training | % | 66.67 | 66.67 | 66.67 |
| Total number of management personnel covered by anti-commercial bribery and anti-corruption training | Persons | 5 | 9 | 9 |
| Percentage of management personnel covered by anti-commercial bribery and anti-corruption training | % | 100 | 100 | 100 |
| Total number of employees covered by anti-commercial bribery and anti-corruption training | Persons | 231 | 208 | 299 |
| Percentage of employees covered by anti-commercial bribery and anti-corruption training | % | 4.43 | 3.99 | 6.68 |
| Signing rate of employee integrity and self-discipline commitment letters | % | 100 | 100 | 100 |

Society

| Employee Recruitment and Employment Indicators | Unit | 2023 | 2024 | 2025 |
|--|---------|-------|-------|-------|
| Total Number of Employees (Excluding Dispatched Labor) | Persons | 5,553 | 4,727 | 4,478 |
| Including: By Gender | | | | |
| Male | Persons | 3,929 | 3,350 | 3,195 |
| Female | Persons | 1,624 | 1,377 | 1,283 |
| Including: By Age | | | | |
| 50 and above | Persons | 109 | 98 | 111 |
| 30 to 50 | Persons | 3,637 | 3,158 | 3,135 |
| Under 30 | Persons | 1,807 | 1,471 | 1,232 |

| Employee Recruitment and Employment Indicators | Unit | 2023 | 2024 | 2025 |
|--|---------|-------|-------|-------|
| Including: By Education | | | | |
| Master's degree or above | Persons | 47 | 45 | 64 |
| Bachelor's degree | Persons | 1,593 | 1,567 | 1,548 |
| Below bachelor's degree | Persons | 3,913 | 3,115 | 2,866 |
| Number of dispatched employees | Persons | 320 | 450 | 361 |
| Number of part-time employees | Persons | 0 | 0 | 0 |
| Number of ethnic minority employees | Persons | 39 | 46 | 54 |
| Number of new employees | Persons | 1,331 | 709 | 608 |
| Number of employees from campus recruitment | Persons | 84 | 120 | 97 |
| Employee turnover/resignation rate | % | 30.64 | 37.44 | 20.66 |

Note: To ensure data consistency and comparability, the data for FY23 and FY24 have been retrospectively adjusted to align with the scope of the annual report.

| Employee Rights and Protection Indicators | Unit | 2023 | 2024 | 2025 |
|--|---------|------|------|------|
| Employee social insurance coverage rate | % | 100 | 100 | 100 |
| Signing rate of employee collective agreements | % | 100 | 100 | 100 |
| Employee benefits coverage rate | % | 100 | 100 | 100 |
| Number of employees on maternity leave | Persons | 66 | 67 | 123 |

| Employee Training and Development Indicators | Unit | 2023 | 2024 | 2025 |
|--|--------------|------|--------|--------|
| Number of employee training sessions | Times | / | 66 | 1,042 |
| Total training participants | Person-times | / | 4,000 | 20,512 |
| Total training time | Hours | / | 24,000 | 56,328 |
| Average training hours per person | Hours | / | 8 | 13 |

| Occupational Health and Work Safety Indicators | Unit | 2023 | 2024 | 2025 |
|---|-------|------|------|------|
| Occupational disease incidence rate | % | 0 | 2 | 0 |
| Number of accidents with injuries or fatalities | Cases | 0 | 0 | 0 |
| Occupational health examination coverage rate | % | 100 | 100 | 100 |

| Occupational Health and Work Safety Indicators | Unit | 2023 | 2024 | 2025 |
|---|--------------|--------|----------|--------|
| Number of safety education and training sessions | Times | 390 | 638 | 640 |
| Number of participants in safety education and training | Person-times | 14,326 | 24,246 | 20,472 |
| Average safety training hours per person | Hours | 28 | 32 | 30 |
| Total investment in work safety | RMB 10,000 | 976.48 | 1,032.38 | 842.67 |
| Work-related injury rate | % | 0 | 0 | 0.27 |
| Lost time injury frequency rate | / | 0 | 1.15 | 1.01 |
| Number of work-related fatalities | Persons | 0 | 0 | 0 |
| Signing rate of contractor safety agreements | % | 100 | 100 | 100 |
| Safety inspection coverage rate | % | 100 | 100 | 100 |
| Certification rate for special operations personnel | % | 100 | 100 | 100 |
| Number of work safety emergency drills | Times | 37 | 68 | 77 |
| Number of participants in work safety emergency drills | Person-times | 2,400 | 1,218 | 1,938 |

| Innovation-driven Development Indicators | Unit | 2023 | 2024 | 2025 |
|--|-----------------|-------|-------|-------|
| R&D investment amount | RMB 100 million | 3.19 | 2.65 | 2.16 |
| Ratio of R&D investment to operating revenue | % | 5.21 | 5.04 | 4.95 |
| Number of R&D personnel | Persons | 915 | 686 | 701 |
| Percentage of R&D personnel | % | 16.48 | 12.72 | 15.65 |
| Total number of valid patents | Cases | 502 | 366 | 204 |

Including:

| | | | | |
|---------------------------------|--------|-----|-----|-----|
| Number of invention patents | Cases | 33 | 26 | 30 |
| Number of utility model patents | Cases | 321 | 250 | 113 |
| Number of design patents | Cases | 148 | 90 | 61 |
| Number of invention grants | Pieces | 20 | 26 | 30 |
| Number of software copyrights | Cases | 7 | 7 | 7 |

| Safety and Quality of Products and Services Indicators | Unit | 2023 | 2024 | 2025 |
|--|-------|------|------|------|
| Product recall rate | % | 0 | 0 | 0 |
| Number of quality culture training sessions conducted | Times | 10 | 11 | 8 |
| Number of annual internal quality audits | Times | 5 | 2 | 8 |
| Customer satisfaction | % | 85 | 87 | 90 |

| Supply Chain Security Indicators | Unit | 2023 | 2024 | 2025 |
|---|------|-------|-------|-------|
| Supplier localization rate | % | 99.48 | 99.66 | 99.04 |
| Local procurement rate | % | 96.88 | 96.66 | 97.09 |
| Total number of suppliers | / | 772 | 889 | 937 |
| Number of new suppliers | / | 249 | 315 | 333 |
| Number of sustainably certified suppliers | / | 3 | 3 | 17 |
| Proportion of sustainably certified suppliers | % | 0.39 | 0.34 | 7.45 |
| Signing rate of supplier sunshine agreements | % | 100 | 100 | 100 |

| Ethics of Science and Technology Indicators | Unit | 2023 | 2024 | 2025 |
|--|-------|------|------|------|
| Violations of ethics of science and technology | Cases | 0 | 0 | 0 |

| Equal Treatment to Small and Medium-sized Enterprises Indicators | Unit | 2023 | 2024 | 2025 |
|---|------------|-----------|------------|------------|
| Balance of accounts payable (including notes payable) at the end of the reporting period | RMB 10,000 | 76,067.76 | 119,200.00 | 108,338.84 |
| Ratio of the balance of accounts payable (including notes payable) at the end of the reporting period to total assets | % | 13.94 | 17.75 | 16.59 |

Environment

| Environmental Compliance Management Indicators | Unit | 2023 | 2024 | 2025 |
|---|------------|--------|--------|--------|
| Environmental protection investment | RMB 10,000 | 140.27 | 138.22 | 129.00 |
| Ratio of environmental protection investment to operating revenue | % | 0.0229 | 0.0263 | 0.0296 |

| Energy Usage Indicators | Unit | 2023 | 2024 | 2025 |
|---|-----------------------------|--------------|----------------|---------------|
| Diesel | Tonnes | 34,461.00 | 103,801.00 | 12,648.79 |
| Natural gas | Cubic meter | 2,226,398.00 | 1,734,714.40 | 1,550,129.00 |
| Electricity | Ten thousand kilowatt-hours | 6,089.53 | 5,345.71 | 6,379.61 |
| Clean energy consumption | kWh | / | 111,670,600.00 | 29,618,018.87 |
| Self-generated and self-consumed photovoltaic power | kWh | / | 111,670,600.00 | 21,205,018.87 |
| Volume of green electricity certificates purchased | kWh | / | / | 8,413,000.00 |

| Usage of Water Resources Indicators | Unit | 2023 | 2024 | 2025 |
|-------------------------------------|--------|------------|------------|------------|
| Total water consumption | Tonnes | 196,540.60 | 185,397.00 | 139,103.18 |

| Addressing Climate Change Indicators | Unit | 2023 | 2024 | 2025 |
|--------------------------------------|--------------------|------|-----------|-----------|
| Total GHG emissions | tCO ₂ e | / | 28,671.34 | 33,198.74 |
| Scope 1 (direct) GHG emissions | tCO ₂ e | / | 4,060.94 | 3,301.87 |
| Scope 2 (indirect) GHG emissions | tCO ₂ e | / | 24,610.40 | 29,896.87 |

| Waste Disposal Indicators | Unit | 2023 | 2024 | 2025 |
|---------------------------|--------|-----------|-----------|-----------|
| Total hazardous waste | Tonnes | 169.12 | 202.40 | 206.10 |
| Total non-hazardous waste | Tonnes | 36,769.65 | 33,410.06 | 31,154.84 |

| Pollutant Emissions Indicators | | Unit | 2023 | 2024 | 2025 |
|--------------------------------|---|---------------------------|-----------------------|------------|------------|
| Wastewater | Total wastewater discharge | Tonnes | 72,965.60 | 73,979.20 | 143,635.00 |
| | Total air emissions | Ten thousand cubic meters | 96,079.40 | 101,546.60 | 34,782.00 |
| Air Emissions | Nitrogen oxides (NOx) emissions | kg | 123.00 | 75.00 | 100.90 |
| | Sulfur oxides (SOx) emissions | kg | Below detection limit | 13.00 | 24.00 |
| | Particulate matter (PM) emissions | kg | 3,281.00 | 854.90 | 268.00 |
| | Volatile organic compounds (VOCs) emissions | kg | 1,225.00 | 316.10 | 226.00 |

Note: The year-on-year increase in total wastewater discharge during this period was mainly due to a change in the statistical scope during the reporting period, with the addition of the Shuangfeng factory area and the Xiatang factory area included in the scope.

Index of Reporting Standards

Index of the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies – Sustainability Report (Trial)*

| Disclosure Requirements | Corresponding Sections of this Report |
|---|---|
| Climate Change Tackling | Addressing Climate Change |
| Pollutant Discharge | Emissions Management |
| Waste Disposal | Emissions Management |
| Ecosystem and Biodiversity Protection | Environmental Management |
| Environmental Compliance Management | Environmental Management |
| Energy Usage | Resource Management |
| Usage of Water Resources | Resource Management |
| Circular Economy | Resource Management |
| Rural Revitalization | Giving Back to Society |
| Contributions to the Society | Giving Back to Society |
| Innovation-driven | Innovation-driven Development |
| Ethics of Science and Technology | The Company's main business is the R&D, production, and sales of home products such as whole-house customization, kitchen cabinets, and door & wall systems. It does not engage in high-risk businesses involving science and technology ethics, such as biomedicine, genetic technology, or data privacy. Therefore, this topic is not applicable. |
| Supply Chain Security | Supply Chain Security |
| Equal Treatment to Small and Medium-sized Enterprises | Business Ethics |
| Safety and Quality of Products and Services | Safety and Quality of Products and Services |
| Data Security and Customer Privacy Protection | Data Security and Customer Privacy Protection |
| Employees | Employee Recruitment and Employment; Employee Rights and Protection; Employee Training and Development; Occupational Health and Work Safety |
| Due Diligence | ESG Management |
| Communications with Stakeholders | Communications with Stakeholders |
| Anti-commercial Bribery and Anti-corruption | Business Ethics |
| Anti-unfair Competition | Business Ethics |

Index of the Global Reporting Initiative (GRI) Standards

| | |
|------------------|--|
| Statement of Use | ZBOM prepared this Report with reference to the GRI Standards for the period from January 1, 2025, to December 31, 2025. |
| GRI 1 Used | GRI 1: Foundation 2021 |

| GRI Standard | Disclosure | Location |
|---|--|--|
| GRI 2: General Disclosures 2021 | 2-1 Organizational details | About ZBOM |
| | 2-2 Entities included in the organization's sustainability reporting | About this Report |
| | 2-3 Reporting period, frequency and contact point | |
| | 2-6 Activities, value chain and other business relationships | About ZBOM |
| | 2-7 Employees | Employee Recruitment and Employment; Employee Rights and Protection; Employee Training and Development; Occupational Health and Work Safety; ESG Performance Table |
| | 2-9 Governance structure and composition | Corporate Governance |
| | 2-10 Nomination and selection of the highest governance body | |
| | 2-11 Chair of the highest governance body | |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | |
| | 2-13 Delegation of responsibility for managing impacts | |
| | 2-14 Role of the highest governance body in sustainability reporting | ESG Management |
| | 2-16 Communication of critical concerns | Communications with Stakeholders |
| | 2-17 Collective knowledge of the highest governance body | Corporate Governance |
| | 2-18 Evaluation of the performance of the highest governance body | |
| | 2-19 Remuneration policies | Employee Rights and Protection |
| | 2-20 Process to determine remuneration | |
| | 2-22 Statement on sustainable development strategy | Message from Management; ESG Management |
| | 2-23 Policy commitments | Corporate Governance |
| | 2-24 Embedding policy commitments | |
| | 2-25 Processes to remediate negative impacts | Risk and Compliance |
| 2-26 Mechanisms for seeking advice and raising concerns | Business Ethics | |

| GRI Standard | Disclosure | Location |
|---|---|--|
| GRI 2: General Disclosures 2021 | 2-27 Compliance with laws and regulations | Risk and Compliance |
| | 2-29 Approach to stakeholder engagement | Communications with Stakeholders |
| | 2-30 Collective bargaining agreements | Employee Rights and Protection |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | Materiality Analysis |
| | 3-2 List of material topics | |
| | 3-3 Management of material topics | |
| GRI 101: Biodiversity 2024 | 101-1 Policies to halt and reverse biodiversity loss | Environmental Management |
| | 101-2 Management of biodiversity impacts | |
| | 101-4 Identification of biodiversity impacts | |
| | 101-5 Locations with biodiversity impacts | |
| GRI 201: Economic Performance 2016 | 201-1 Direct economic value generated and distributed | ESG Performance Table |
| | 201-2 Financial implications and other risks and opportunities due to climate change | Addressing Climate Change |
| | 201-3 Defined benefit plan obligations and other retirement plans | Employee Rights and Protection |
| GRI 203: Indirect Economic Impacts 2016 | 203-1 Infrastructure investments and services supported | Giving Back to Society |
| | 203-2 Significant indirect economic impacts | |
| GRI 204: Procurement Practices 2016 | 204-1 Proportion of spending on local suppliers | Supply Chain Security |
| GRI 205: Anti-corruption 2016 | 205-1 Operations assessed for risks related to corruption | Business Ethics |
| | 205-2 Communication and training about anti-corruption policies and procedures | |
| | 205-3 Confirmed incidents of corruption and actions taken | |
| GRI 206: Anti-competitive behavior 2016 | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | Business Ethics |
| GRI 301: Materials 2016 | 301-1 Materials used by weight or volume | Resource Management |
| | 301-2 Recycled input materials used | |
| | 301-3 Reclaimed products and their packaging materials | |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | Resource Management; ESG Performance Table |
| | 302-4 Reduction of energy consumption | |
| | 302-5 Reduction of energy requirements of products and services | |

| GRI Standard | Disclosure | Location |
|---|--|--|
| GRI 303: Water and Effluents 2018 | 303-1 Interactions with water as a shared resource | Resource Management |
| | 303-2 Management of water discharge-related impacts | Emissions Management |
| | 303-3 Water withdrawal | Resource Management; ESG Performance Table |
| | 303-4 Water discharge | |
| | 303-5 Water consumption | |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | Addressing Climate Change; ESG Performance Table |
| | 305-2 Energy indirect (Scope 2) GHG emissions | |
| | 305-4 GHG emissions intensity | |
| | 305-5 Reduction of GHG emissions | Emissions Management; ESG Performance Table |
| | 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | Emissions Management; ESG Performance Table |
| | 306-2 Management of significant waste-related impacts | |
| | 306-3 Waste generated | |
| | 306-4 Waste diverted from disposal | |
| | 306-5 Waste directed to disposal | |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 New suppliers that were screened using environmental criteria | Supply Chain Security |
| | 308-2 Negative environmental impacts in the supply chain and actions taken | |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | Employee Recruitment and Employment; ESG Performance Table |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | Employee Rights and Protection |
| | 401-3 Parental leave | |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | Occupational Health and Work Safety; ESG Performance Table |
| | 403-2 Hazard identification, risk assessment, and incident investigation | |
| | 403-3 Occupational health services | |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | |
| | 403-5 Worker training on occupational health and safety | |
| | 403-6 Promotion of worker health | |

| GRI Standard | Disclosure | Location |
|---|---|--|
| GRI 403: Occupational Health and Safety 2018 | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Occupational Health and Work Safety; ESG Performance Table |
| | 403-8 Workers covered by an occupational health and safety management system | |
| | 403-9 Work-related injuries | |
| | 403-10 Work-related ill health | |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | Employee Training and Development |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | Corporate Governance; Employee Rights and Protection |
| GRI 406: Non-discrimination 2016 | 406-1 Incidents of discrimination and corrective actions taken | Employee Rights and Protection |
| GRI 408: Child Labor 2016 | 408-1 Operations and suppliers at significant risk for incidents of child labor | Employee Recruitment and Employment |
| GRI 409: Forced or Compulsory Labor 2016 | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | Employee Recruitment and Employment |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | Giving Back to Society |
| GRI 414: Supplier Social Assessment 2016 | 414-1 New suppliers that were screened using social criteria | Supply Chain Security |
| | 414-2 Negative social impacts in the supply chain and actions taken | |
| GRI 416: Customer Health and Safety 2016 | 416-1 Assessment of the health and safety impacts of product and service categories | Safety and Quality of Products and Services |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | |
| GRI 417: Marketing and Labeling 2016 | 417-1 Requirements for product and service information and labeling | Business Ethics, Safety and Quality of Products and Services |
| | 417-2 Incidents of non-compliance concerning product and service information and labeling | |
| | 417-3 Incidents of non-compliance concerning marketing communications | |
| GRI 418: Customer Privacy 2016 | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | Data Security and Customer Privacy Protection |

Conclusion

Reader Feedback

Dear Readers,

Thank you for reading the *2025 Environmental, Social and Governance (ESG) Report of ZBOM Home Collection Co., Ltd.* To provide you and other stakeholders with more professional and valuable corporate ESG information, please assist us in completing the relevant questions in the feedback form to help us further improve our ESG work in the future.

Check the box that applies:

1. What is your relationship with ZBOM?

Employee Customer Consumer Supplier Regulatory Agency Media Other (please specify)

2. How would you rate this Report in general?

Excellent Good Average Poor Very poor

3. How would you rate the quality of this Report?

Very high High Average Low Very low

4. What do you think of the structure of this Report?

Very reasonable Reasonable Average Poor Very poor

5. What do you think of the Report's layout design and presentation?

Excellent Good Average Poor Very poor

6. How would you rate ZBOM's overall performance on environmental issues?

Excellent Good Average Poor Very poor

7. How would you rate ZBOM's overall performance on social issues?

Excellent Good Average Poor Very poor

8. How would you rate ZBOM's overall performance on governance issues?

Excellent Good Average Poor Very poor

Open-ended questions:

1. What additional information would you like to see disclosed in this Report?

2. What are your comments and suggestions for ZBOM's ESG work?

If convenient, please provide us with your information:

Name: _____ Tel: _____

Website: <https://www.zbom.com>