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關於本報告 About this Report

概覽

本報告是正榮地產集團有限公司(「正榮地產」或「本公司」, 連同其附屬公司, 統稱「本集團」)發佈的第五份《環境、社會及管治報告》(「ESG報告」), 面向本公司各持份者, 重點披露本集團在經濟、環境、社會及管治方面的管理、實踐與績效。

報告時間範圍

本報告覆蓋的周期為二零二二年一月一日至二零二二年十二月三十一日(「報告期內」), 部分內容追溯以往年份。

報告範圍及邊界

本報告覆蓋正榮地產及本集團。

編製依據

本報告編製遵循香港聯合交易所有限公司(「聯交所」)《證券上市規則》(「上市規則」)附錄二十七所載的《環境、社會及管治報告指引》(「報告指引」)進行編製並已遵守報告指引C部分載列的「不遵守就解釋」條文。

本報告按照識別和排列重要的持份者, 以及ESG相關重要議題、決定ESG報告的界限、收集相關材料和數據、根據資料編製報告和對報告中的資料進行檢視等步驟進行釐定, 以確保報告內容的完整性、實質性、真實性和平衡性。

OVERVIEW

This is the fifth Environmental, Social and Governance Report (the “ESG Report”) published by Zhenro Properties Group Limited (“Zhenro Properties” or the “Company”), and together with its subsidiaries, the “Group”) for all stakeholders of the Company with a focus on disclosures of the Company’s management, practice and performance in economic, environmental, social and governance terms.

PERIOD COVERED BY THE REPORT

The Report covers the period from 1 January 2022 to 31 December 2022 (the “Reporting Period”) with certain contents dating back to previous years.

COVERAGE AND BOUNDARY OF THE REPORT

The Report covers Zhenro Properties and the Group.

BASIS OF PREPARATION

The Report has been prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “Reporting Guide”) set out in Appendix 27 to the Rules Governing the Listing of Securities (the “Listing Rules”) on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) and has complied with the “comply or explain” provisions set out in Part C of the Reporting Guide.

The scope of the Report, the collection of relevant materials and data, its preparation based on available information and the review of the information set out in the ESG Report have been determined on the basis of the identification and priority of the importance of stakeholders and the material issues relating to ESG, to ensure the completeness, materiality, truthfulness and balance of the Report.

資料來源及可靠性保證

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

報告語言及形式

本報告設有中文和英文版，並以電子版形式供參閱。本報告已上載於本公司官方網站(<http://www.zhenrodc.com/ir/society.html>)及香港交易及結算有限公司(「香港交易所」)的網站(www.hkexnews.hk)。如想了解更多關於正榮地產的背景、業務發展和可持續發展理念，歡迎瀏覽正榮地產官方網站(<http://www.zhenrodc.com>)。

報告編製流程

本報告經過工作小組組建、資料收集、持份者訪談、持份者問卷調研、框架確定、報告編寫、報告設計、部門與高級管理層審核等環節完成編製。

確認及批准

本報告經高級管理層確認後，於二零二三年三月三十一日獲董事會通過。

SOURCE OF INFORMATION AND WARRANTY OF RELIABILITY

Information and data disclosed in the Report are derived from the Group's statistical reports and formal documents, after verification by relevant departments. The Group undertakes that the Report does not contain any misrepresentations or misleading statements, and takes the responsibility for the truthfulness, accuracy and completeness of the Report.

LANGUAGE AND FORMAT OF THE REPORT

The Report is available in electronic version, in Chinese language and English language. The Report has been uploaded on the official website of Company (<http://www.zhenrodc.com/ir/society.html>) and Hong Kong Exchanges and Clearing Limited (“**HKEx**”) (www.hkexnews.hk). For more information regarding Zhenro Properties' background, business development and philosophy of its sustainable development, please refer to the official website of Zhenro Properties (<http://www.zhenrodc.com>).

PREPARATION PROCEDURES OF THE REPORT

The Report has been prepared following the sequence of forming the working group, collecting information, communicating with stakeholders, conducting surveys with stakeholders, confirming the framework; redacting, designing and validating the report by related departments and the senior management.

CONFIRMATION AND APPROVAL

The Report was approved by the board of directors on 31 March 2023 after confirmation by the senior management.

主席致辭

Chairman's Statement

二零二二年是中國房地產極不平凡的一年。受到房地產行業持續的深度調整，疊加新型冠狀病毒疫情反復等超預期因素影響，房地產企業經歷了前所未有的困難與挑戰。整體消費需求疲弱，購房意願持續下降，導致房企整體銷售於二零二二年普遍出現負增長，並承受著巨大的經營和資金壓力。

本集團的運營及流動性亦因外部環境的急劇變化而受到顯著影響。儘管面對如此複雜形勢和挑戰，本集團敢於面對困局，砥礪前行，聚焦「保竣工、保交付」兩大任務，於二零二二年實現交付42,000餘套新房。截至二零二二年十二月三十一日止年度，本集團的收益為人民幣25,895.5百萬元。本集團致力穩定生產及經營，重塑市場信心，促進企業的良好循環。為此，本集團(i)努力克服各種不利因素，保障項目工程有序展開；(ii)堅持打造高品質的產品，滿足客戶需求；及(iii)推出「安心購行動」、「質造+行動」、「一站式交房計劃」等多項活動，加強客戶信心及樹立企業口碑。另一方面，為解決流動性問題，本集團實施了一連串流動性管理和成本節約措施，包括尋求其融資延期和豁免、尋求資產處置、加快銷售和現金回收、精簡企業架構及減少非核心業務運營和行政費用。於二零二二年下半年，本公司開展境外債務的整體管理可行方案的籌備工作，務求達成可行且具有共識的解決方案，以維護持份者的利益。

2022 was an extraordinary year for the real estate industry in the People's Republic of China (the "PRC"). The real estate industry faced continuous and in-depth adjustments, compounded by the recurring novel coronavirus pandemic and other unexpected factors, resulting in significant difficulties and challenges for real estate enterprises. Weak overall consumption demand and declining willingness to purchase houses led to negative growth in the overall sales of real estate enterprises in 2022, placing tremendous operating and capital pressures on them.

The Group's operations and liquidity were significantly impacted by the drastic changes in the external environment. Despite such complicated backdrop and challenges, the Group was determined to forge ahead by focusing on the two major tasks of "guaranteeing completion and ensuring delivery" and delivered over 42,000 new housing units in 2022. For the year ended 31 December 2022, the revenue of the Group was RMB25,895.5 million. The Group was committed to stabilizing production and operations, rebuilding market confidence and promoting a virtuous circle. To achieve this, the Group (i) overcame unfavourable factors to ensure that projects progressed in an orderly manner; (ii) insisted on the development of high-quality products to meet customer needs; and (iii) conducted a series of activities, such as "Buy with Confidence", "Constructed with Quality+Action" and "One-Stop Housing Delivery Services", to boost customer confidence and corporate reputation. On the other hand, the Group has implemented a wide range of liquidity management and cost-saving measures to address liquidity concern, including seeking extensions and waivers regarding its financings, seeking disposal of assets, accelerating sales and cash collection, streamlining corporate structure, and reducing non-core business operations and administrative expenses. In the second half of 2022, the Company commenced the preparatory work for holistic management solutions for its offshore indebtedness with a view to reaching a viable consensual solution for the benefit of its stakeholders.

展望二零二三，本集團將繼續致力求穩，堅持「保交付、提品質、守貨值」，全力確保經營活動有序開展，爭取可持續發展空間。隨著COVID-19疫情影響逐漸減弱，以及房地產支持政策開始顯現效果，預計房地產市場將逐步企穩並復甦。本集團將努力抓住經濟及房地產市場逐步回暖的時機，加大營銷力度和加快項目銷售，提升資產價值回收效果。本集團將秉持「安全、健康、可持續」的經營方針，加強財務風險管理、優化資產結構、嚴控經營成本，以確保本集團的財務穩定性。此外，本集團將繼續提高產品品質和服務質量，滿足客戶住房需求。本集團還將繼續提升內部管理體系及構建高效團隊，為本集團的可持續發展奠定堅實的人才基礎。

最後，本人謹代表董事會同仁，就所有股東、投資者、合作方及客戶對本公司的支持，全體員工的辛勤努力及付出，致以誠摯的感謝。本公司將繼續秉承「正直構築繁榮」的核心價值觀，實現本公司穩定及可持續的發展，為本公司的股東、投資者及持份者帶來價值。

正榮地產集團有限公司
董事會主席
劉偉亮

Looking ahead to 2023, the Group remains committed to stability, dedicates itself to “ensuring delivery, improving quality, and preserving value”, and will make every effort to ensure that its operations are conducted in an orderly manner in order to achieve sustainable development. As the impact of the COVID-19 pandemic gradually diminishes and real estate support policies begin to take effect, it is expected that the real estate market will stabilize and gradually recover. The Group will seize the opportunity of the gradual recovery of the economy and the real estate market by improving marketing efforts and accelerating project sales to improve asset value recovery. The Group will uphold the operating principles of “safety, health, and sustainability”, strengthen financial risk management, optimize asset structure and strictly control operating costs to ensure the Group’s financial stability. Additionally, the Group will continue to improve product and service quality to meet the housing needs of its customers. The Group will also enhance its internal management system and build an efficient team to establish a solid talent foundation for the Group’s sustainable development.

Finally, on behalf of the Board, I would like to express our sincere appreciation to all shareholders, investors, business partners and customers for their support, and all employees for their dedication and hard work. The Company will continue to uphold our core value of “prosperity from integrity” and achieve stable and sustainable development while bringing value to shareholders, investors and other stakeholders of the Company.

Zhenro Properties Group Limited
LIU Weiliang
Chairman of the Board

關於正榮地產 About Zhenro Properties

公司簡介

正榮地產是一家中國大型綜合性房地產開發商，專注於開發住宅物業、商業及綜合用途物業，並致力於發展成為國內最具發展質量的均好型房地產開發企業。正榮地產於二零一八年在聯交所主板上市(股份代號：06158.HK)。

主要業務

正榮地產立足「改善大師」的品牌定位，專注美好生活打造與人居改善，致力於開發高品質住宅物業，打造出「正榮府」、「正榮潤宸」、「正榮紫闕」及「正榮源邸」四大標桿產品品牌。除了住宅開發，為保持多元化、平衡的業態組合，正榮地產還開發「正榮中心」、「正榮街」、「正榮鄰舍」三條商業產品線。

業務佈局

正榮地產秉承城市群深耕戰略，截至二零二二年年末，已投資佈局長三角、環渤海、中部、西部、海峽西岸、珠三角等六大區域，落子上海、南京、廣州、杭州、蘇州、合肥、天津、濟南、武漢、長沙、鄭州、西安、成都、福州、南昌等34大城市，開發精品項目逾200個，土地儲備面積達1,910萬平方米。

COMPANY PROFILE

Zhenro Properties is a large comprehensive real estate developer in China with a focus on the development of residential properties, commercial and mixed-use properties. It is committed to becoming a domestic real estate development enterprise with balanced strengths and great development potential. Zhenro Properties was listed on the Main Board of the Stock Exchange in 2018 (stock code: 06158.HK).

Principal Activities

Based on its brand positioning as a “Home Upgrade Master” and with a focus on creating a better life and improving habitations, Zhenro Properties is committed to developing high-quality residential properties and has created four major benchmarking product brands, namely “Zhenro Mansion”, “Zhenro Oasis Mansion”, “Zhenro Pinnacle” and “Zhenro Origin Residence”. In addition to residential development, in order to maintain a diversified and balanced business portfolio, Zhenro Properties has also developed three commercial product lines, namely “Zhenro Center”, “Zhenro Street” and “Zhenro Neighborhood”.

Business Layout

Zhenro Properties persists in the strategy of deep engagement in city clusters. As at the end of 2022, it invested in the arrangements in 6 major regions of the Yangtze River Delta, Bohai Rim, Central and Western China, Western Taiwan Straits and the Pearl River Delta, and established business in 34 major cities including Shanghai, Nanjing, Guangzhou, Hangzhou, Suzhou, Hefei, Tianjin, Jinan, Wuhan, Changsha, Zhengzhou, Xi'an, Chengdu, Fuzhou, Nanchang and others. It developed more than 200 high-quality projects and had a land bank of 19.10 million sq.m.

住宅開發 Residential Development

匠心築家 人居標桿
Building Homes of
Originality
Being a Benchmark
Residence

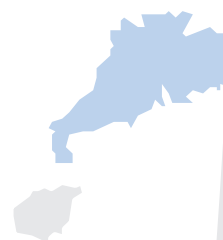
商業開發 Commercial Development

城市向心 發展引擎
Urban Centralization
Development Engine

正榮綠洲社區 Zhenro Oasis Community

一個將自然折疊的
美好範本
A Fine Model with
Natural Landscape

戰略佈局
Strategic Layout



責任治理

正榮地產在運營過程中始終遵守《中華人民共和國公司法》、上市規則附錄十四所載列的《企業管治守則》(「企業管治守則」)的原則及守則條文等相關要求，持續完善企業治理架構和風險管理體系，提升企業戰略決策能力及經營管理水平，以公開透明，合法合規的態度加強內部治理，保障股東及其他持份者的權益。

治理架構

正榮地產將企業管治工作作為本公司發展的支撐點，構建了規範高效的企業管治架構。本公司董事會下設三個董事委員會，分別為審核委員會、薪酬委員會和提名委員會，委員會成員由董事會成員擔任。董事會及高級管理層嚴格按照本公司《組織章程大綱及細則》所賦予的職責對本集團的生產和經營狀況進行監督，不斷提升本集團價值和管理透明度，保障股東及其他持份者的權益。

RESPONSIBLE GOVERNANCE

In compliance with the Company Law of the People's Republic of China, the principles and provisions in the Corporate Governance Code as set out in Appendix 14 to the Listing Rules (the "Corporate Governance Code") and other relevant requirements, during its operation, Zhenro Properties continuously improves its corporate governance structure and risk management system, enhances its strategic decision-making ability and operating management level, strengthens its internal governance in an open, transparent, lawful and compliant manner, and protects the interests of shareholders and other stakeholders.

Governance Structure

Zhenro Properties regards corporate governance as support for the development of the Company and has established a standardized and efficient corporate governance structure. The Board of Directors of the Company has three board committees, namely, the audit committee, the remuneration committee and the nomination committee, all of which comprise members of the Board. Strictly according to their responsibilities under the Memorandum and Articles of Association of the Company, the Board and the senior management supervise the production and operating conditions of the Group, continuously enhance the value and management transparency of the Group, and safeguard the interests of shareholders and other stakeholders.

企業核心價值 Corporate Core Value

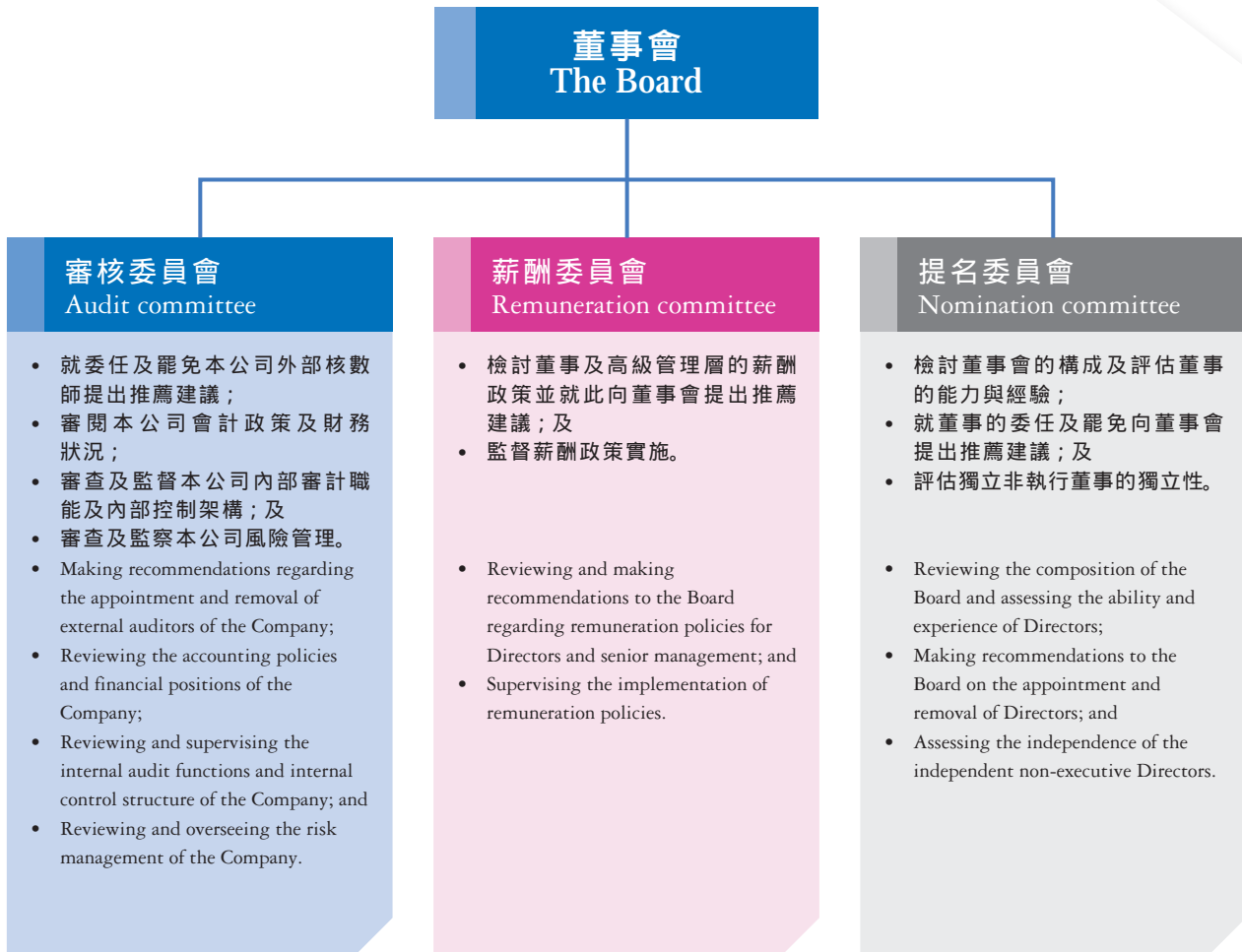
- 正直構築繁榮
- Prosperity from integrity

企業願景與使命 Corporate Vision and Mission

- 打造百年正榮，助力社會繁榮
- Building a century-old Zhenro and promoting social prosperity

企業經營理念 Corporate Business Philosophy

- 正品立世 厚德長榮
- Integrity and virtue build continuous prosperity



正榮地產董事委員會設置情況
Responsibilities of Board Committees of Zhenro Properties

風險管理

正榮地產嚴格遵循《中華人民共和國審計法》、香港聯交所《上市規則》及其他反腐敗與反賄賂的法律法規對企業風控管理的要求，結合風控體系建設的現狀，搭建「兩橫四縱」的運營管理體系，使得本集團的風險管理既有廣度、又有深度。

Risk Management

Zhenro Properties strictly complies with requirements on the risk control management of enterprises in the Audit Law of the People's Republic of China, the Listing Rules of the Hong Kong Stock Exchange and other anti-corruption and anti-bribery laws and regulations. In consideration of the current situation of the risk control system construction, Zhenro Properties has established an operation and management system of “two horizontal aspects and four vertical aspects”, such that the Group's risk management is carried out in both breadth and depth.

兩橫

Two horizontal aspects

- 「決策會議體系」貫穿全流程，明確經營目標並及時調整經營策略；
 - 「經營計劃」著重效率和效益。
-
- “Decision-making meeting system” covers the entire process, specifies the operating goals and adjusts business strategies in a timely manner;
 - “Business plan” focuses on efficiency and effectiveness.

四縱

Four vertical aspects

- 「重大事項」由高管推進解決經營過程中的難點；
 - 「風險申報」確保經營層面的風險及時暴露並得以解決；
 - 「策略刷新」確保經營指標出現重大偏差時能及時調整策略；
 - 「信息平台」保障兩橫四縱體系的高效運轉。
-
- The senior management promotes the settlement of difficulties in operation, in respect of “major issues”;
 - “Risk reporting” ensures the timely disclosure and resolution of risks at the operational level;
 - “Strategy update” ensures that strategies can be adjusted in a timely manner in case of a material deviation in operating indicators;
 - “Information platform” ensures the efficient operation of the “two horizontal aspects and four vertical aspects” system.

「兩橫四縱」運營管理體系

Operation and Management System of “Two Horizontal Aspects and Four Vertical Aspects”

本集團於二零二一年發佈《正榮集團制度管理準則》，明確制度分級體系，統一制度命名和編碼規則，優化制度審批權責，提升整體審批效率。而為進一步發揮制度對經營管理的指引和推動作用，在報告期內，正榮地產根據策略需求制定或更新本集團不同體系的制度，強化制度管理的規範性，使得企業管治朝着制度化、規範化、程序化方向發展，降低企業所面臨的管理風險。以下列出報告期內制定及更新的主要制度：

1. 《正榮地產設計類供應商招標採購管理制度》— 提高供應商入圍標準強調產品力導向，進一步優化設計資源分類分級選擇；
2. 《營銷案場管理規範》、《營銷費用管理規範》及《營銷供應商及招採管理規範》— 完善營銷案場管理、營銷費用、營銷供應商及招採管理；
3. 《全週期品質管控制度》— 鞏固及提升本集團產品及服務品質兌現度，滿足客戶需求並提升客戶體驗；
4. 《戰採招標工作階段性管理制度》— 進一步解決相關業務問題；及
5. 《差旅管理制度》— 為降本控費之目的考量，對於差旅標準中的酒店住宿、出行交通工具等費用上限標準進行了下調。

In 2021, the Group issued the Zhenro Group System Management Guidelines to clarify the system hierarchy, standardize system naming and coding rules, optimize system approval authority and responsibilities, and enhance overall approval efficiency. In order to further develop the role of systems in guiding and promoting operation and management, during the Reporting Period, Zhenro Properties formulated or updated different systems of the Group in accordance with its strategic needs to strengthen the standardization of system management, so as to develop systematized, standard and procedural corporate governance, thus reducing its management risks. The following are the major systems formulated and updated during the Reporting Period:

1. the Management Rules on Tender and Procurement for Design Suppliers of Zhenro Properties — to improve the criteria for supplier shortlisting, emphasize product strength orientation, and further optimize the classification and grading of design resources;
2. the Marketing Site Management Rules, Marketing Expense Management Rules and Rules on Management of Marketing Suppliers and Tendering and Purchase — to improve marketing site management, marketing expenses, marketing suppliers and tender and purchase management;
3. the Full Cycle Quality Control Rules — to consolidate and improve the quality of the Group's products and services to meet customer needs and enhance customer experience;
4. the Strategic Stage Management Rules for Purchase and Tendering — to further resolve related business issues; and
5. the Travel Management Rules — for the purpose of cost reduction and control, the upper limit standards of hotel accommodation and transportation expenses in travel were adjusted downward.

同時，於報告期內，為深入梳理各區域工作成效、責任狀執行情況、制度落地效果以及規範性體檢；促進綜管條線整體管理提升，拉齊各區域綜管工作水準；規避公司經營風險；加強縱向、橫向業務交流，本公司對巡檢開展了系統規劃，實現管理精細化，包括：建立巡檢機制，實現巡檢工作規範化、標準化，如週期、程式及結果應用等。除檢查規範和指出問題外，於巡檢過程中收集一線難點、困惑和建議等，令集團總部有效地作出針對性的指導工作。

培養員工的法律風險防範意識能對企業的風險管理起到決定性的作用。為了提升企業的風險管控能力，培養員工的風險應對能力，本集團於報告期內以線上、線下的方式開設業務人員培訓、專業人員培訓、管理人員培訓等多種培訓，利用內、外部資源合計開展法律風險培訓活動共31場。

Meanwhile, during the Reporting Period, the Company carried out systematic planning for inspection and management refinement, including: establishment of inspection mechanism, standardization of inspection work, such as frequency, procedures and application of results, etc., in order to thoroughly review the effectiveness of work, implementation of responsibility statement, effectiveness of system implementation and standardization of each region, to align the level of comprehensive management of each region; to avoid the Company's business risks; to enhance vertical and horizontal business communication. In addition to checking the compliance and pointing out problems, we also collect the difficulties, confusions and suggestions from the frontline during the inspection process, so that the headquarters of the Group can effectively provide targeted guidance.

Developing employees' awareness of legal risk prevention can play a decisive role in the risk management of enterprises. In order to enhance the risk control capability of enterprises and develop the risk response ability of its employees, the Group provided various online and offline training including business personnel training, professional personnel training and management personnel training, and conducted a total of 31 legal risk training activities, using internal and external resources, during the Reporting Period.

工程類 Project	營銷類 Marketing	人資類 Human Resources	客關類 Custom Care
<ul style="list-style-type: none"> 發包方施工合同管理 報規要求宣貫 工程履約風險等 <ul style="list-style-type: none"> Management of construction contracts of employers Publicity of reporting standard requirements Project contract performance risk, etc. 	<ul style="list-style-type: none"> 商品房銷售簽約 案場銷售風險防範 行業新規解讀等 <ul style="list-style-type: none"> Signature of contracts for sales of commercial housing Prevention of onsite sales risks Interpretation of new industry regulations, etc. 	<ul style="list-style-type: none"> 勞動法專題培訓 勞動合同管理和用工風險防範 新員工廉政教育培訓等 <ul style="list-style-type: none"> Special training in labour laws Labour contract management and prevention of employment risks Integrity education and training of new employees, etc. 	<ul style="list-style-type: none"> 發函規範宣貫等 <ul style="list-style-type: none"> Publicity of standards by sending letters, etc.

法律風險培訓主要內容
Main Contents of Legal Risk Training

ENABLEMENT BY INFORMATION TECHNOLOGY

Zhenro Properties uses information technology to build an online management platform and continuously improves the corporate management efficiency. During the Reporting Period, the Group continued to strengthen the online business processes to ensure efficient business operations and management.

Zhenro Properties is fully aware that protecting information security is the foundation of developing an information system. In accordance with the Information System Security Management Standards of Zhenro Properties, the Group continuously improves its information security management system, carries out data security protection from various perspectives, and

投資者關係

正榮地產重視與投資者的雙向交流，致力提升企業透明度，與投資者建立長遠關係。本集團設有專業的投資者關係團隊，在遵循相關上市規則及法律規定的前提下，建立多種線上(如香港交易所及公司網站、電郵、微信公眾號等)和線下(如發佈會、路演、投資研討會、項目實地考察、媒體訪問等)渠道，保持與市場的緊密溝通，定期向投資者提供經營業績及最新發展動向等諮詢。本公司保持投資者結構的多元性，地域覆蓋包括亞洲、歐洲及美國等多個地區。同時，本公司充分收集投資者的寶貴意見，及時調整並優化業務策略及目標，保障投資者利益。至今，本公司已與超過千位股東、投資者、分析師等持份者建立聯繫。

由於二零二二年受到疫情影響，報告期內與投資者的溝通主要通過電話、線上、線下一對一、股東周年大會等方式與投資者進行日常交流，並無開展路演等大型投資者關係活動。雖然如此，本公司依然致力提高企業透明度，保持與投資者溝通。於報告期內，投資者關係團隊及管理層參與投資者進行了逾100場次電話會議或一對一會議、舉辦一次線上業績發佈會、一次股東周年大會，溝通逾250人次。

此外，本公司致力在滿足合規性要求的同時亦保持與資本市場進行定期的資訊交流。本公司總計發出43篇與本集團經營和業務相關的公告，包括自願性公告6份、內幕消息公告10份、營運業績最新情況公告12份、須予披露交易公告2份、其他債券及結構性產品相關公告8份，持續關連交易公告1份及公司情況變動公告4份；與此同時，本公司亦按照相關上市規則要求按時發佈二零二一年全年業績、二零二二年中期業績、二零二一年年報二零二二年中期報告及二零二一年企業、社會及管治報告。

INVESTOR RELATIONS

Zhenro Properties values two-way communication with investors and is committed to enhancing corporate transparency and establishing longterm relationships with investors. Subject to relevant Listing Rules and legal requirements, the Group has a professional investor relations team, which sets up various online (e.g. HKEx and website of the Company, email, WeChat official account, etc.) and offline channels (e.g. press conferences, roadshows, investment seminars, project site visits, media interviews, etc.) to maintain close communication with the market and provide investors with information on the operating results and the latest developments on a regular basis. The Company maintains a diverse investor structure, covering Asia, Europe, the United States and other regions. Meanwhile, the Company fully collects valuable opinions from investors, timely adjusts and optimizes business strategies and objectives, and protects the interests of investors. Up to now, the Company has established relationships with more than 1,000 stakeholders, including shareholders, investors, analysts, etc.

Due to the impact of the pandemic in 2022, communication with investors during the Reporting Period was mainly conducted on a day-to-day basis through telephone, online and offline one-on-one, and annual general meetings, and no major investor relations activities such as roadshows were conducted. Nevertheless, the Company is committed to enhancing corporate transparency and maintaining communication with investors. During the Reporting Period, the investor relations team and management participated in over 100 conference calls or one-on-one meetings with investors, held one online results conference and one annual general meeting, with communication of over 250 person-times.

In addition, the Company strives to meet compliance requirements while maintaining regular exchange of information with the capital markets. The Company issued a total of 43 announcements relating to the operations and business of the Group, including 6 voluntary announcements, 10 inside information announcements, 12 operating results updates, 2 discloseable transaction announcements, 8 announcements relating to other bonds and structured products, 1 announcement on continuing connected transactions and 4 announcements on changes in corporate conditions. The Company also published its 2021 annual results, 2022 interim results, 2021 annual report, 2022 interim report and 2021 environmental, social and governance report on time as required by the relevant Listing Rules.

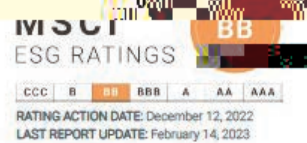
報告期內，本公司獲得由《機構投資者》(「Institutional Investor」)頒贈兩個有關投資者關係方面的獎項，分別為「全球最佳固定收益投資者關係(全球第六名)」及「全球最佳固定收益投資者關係(亞洲第一名)」。

During the Reporting Period, the Company received two investor relations awards from Institutional Investor, namely the “Best Overall Global Fixed-Income Investor Relations (Ranked 6th Globally)” and the “Best Overall Global Fixed-Income Investor Relations (Ranked 1st in Asia)”.

於報告期內，本公司繼續投放資源於提升ESG相關信息披露，以滿足資本市場對ESG信息披露方面的需求。憑借優異的ESG表現，正榮地產於報告期內獲得了第三方評估機構的認可，包括：取得標準普爾就8.7億美元優先票據、人民幣16億元點心債及人民幣1.3億元綠色貸款的綠色金融評估認證，取得了平均90分以上的環境效益得分，反映了本集團旗下的綠色項目對減碳的重要貢獻；及參與多項ESG問卷評分，包括香港品質保證局可持續發展評級、標準普爾的企業可持續發展評估及MSCI ESG評級。

During the Reporting Period, the Company continued to invest in enhancing ESG-related information disclosure to meet the demand for ESG information disclosure in the capital market. With its excellent ESG performance, Zhenro Properties obtained recognition from third-party assessment agencies during the Reporting Period, including: obtaining green finance assessment certification from Standard & Poor's for US\$870 million senior notes, RMB1.6 billion dim sum bonds and RMB130 million green loans, achieving an average environmental score of over 90 points, reflecting the significant contribution of the Group's green projects to carbon reduction; and participated in various ESG questionnaires/ratings, including the Hong Kong Quality Assurance Agency's sustainability rating, Standard & Poor's Corporate Sustainability Assessment and MSCI ESG Rating.

ZHENRO PROPERTIES GROUP LIMITED (6158)
Real Estate Development & Diversified Activities | CN



S&P Global Ratings

Green Transaction Evaluation
Zhenro Properties Group Ltd.'s US\$620 Million Green Bonds And RMB130 Million Green Loan

April 1, 2022

Zhenro Properties Group Ltd. (Zhenro) is a property developer in China, with revenues of US\$1.6 billion in the 12 months to June 30, 2021. The company was founded in 1988, based in Hong Kong, and is headquartered in Shanghai. It primarily engages in the development of residential, commercial, and mixed-use properties. Zhenro also provides property management services to its developed commercial properties.

On Jan. 6, 2022, Zhenro issued US\$620 million senior notes with a coupon rate of 6.25%, maturing on Jan. 7, 2028. On April 18, 2022, the company issued another US\$620 million in senior notes with a coupon rate of 5.25%, maturing on April 13, 2022. Zhenro used the net proceeds from these issuances exclusively in financing green projects. It also entered into the Green Bond Framework (GBF) published in August 2022.

Zhenro used the net proceeds raised from these two green bonds to finance existing green building projects in Shanghai, Hangzhou, Suzhou, Wuhan, and Chengde. All projects are expected to receive a minimum certification of GreenStar under China Green Building Evaluation Label (GBEL) standard upon completion.

In addition, Zhenro issued a 1.3 billion renminbi (RMB) green loan on June 20, 2022, with an interest rate of 4.5%, maturing on May 24, 2023. Although the company labelled this transaction as a green loan, the loan document is a general loan agreement with proceeds dedicated for debt repayment and general corporate purposes only.

In this transaction evaluation, we assess these three transactions (two green bonds and one loan) together under a single indicator because the most allocated amounts from these transactions only to finance green assets, namely new construction green buildings.

Sustainable 1

S&P Global Ratings

Green Transaction Evaluation
Zhenro Properties Group Ltd.'s US\$620 Million Green Bond

April 1, 2022

Zhenro Properties Group Ltd. (Zhenro) is a property developer in China, with revenues of US\$1.6 billion in the 12 months to June 30, 2021. The company was founded in 1988, based in Hong Kong, and is headquartered in Shanghai. It primarily engages in the development of residential, commercial, and mixed-use properties. Zhenro also provides property management services to its developed commercial properties.

On Sept. 6, 2021, Zhenro issued US\$620 million in senior notes with a coupon of 6.25%, maturing on Dec. 1, 2022. The company used the net proceeds from this issuance exclusively to fund existing green projects, in accordance with the Green Bond Framework (GBF) published in August 2022.

Zhenro used the net proceeds to finance two existing green building projects in Kunming and Tianjin, China. Both projects are expected to receive, with an expected certification of two stars under China Green Building Evaluation Label (GBEL) standard upon completion.



獎項榮譽

報告期內，本集團獲得業界多個獎項及榮譽：

AWARDS AND HONORS

During the Reporting Period, the Group received a number of awards and honors in the industry:

頒獎機構 Awarding Organization	獎項 Award
樂居財經研究院 Leju Financial Academy	2022中國匠心美宅產品系品牌價值十強(正榮府) 2022 Top 10 Ingenious Residential Brand Value (Zhenro Mansion)
億翰智庫 EH Consulting	2022中國房企綜合實力TOP40 2022 China Property Developer Top 40 by Comprehensive Strength 2022中國房企品牌價值TOP50 2022 China Property Developer Top 50 by Brand Value 2022房企產品力TOP30 2022 Property Developer Top 30 by Product Competitiveness 2022保交樓典範企業 2022 Outstanding Developers by Delivery Assurance 2022十大豪宅產品系(紫闕) 2022 Top 10 Luxury Residential (The Pinnacle)
福建省工商聯合會 Fujian Province Federation of Industry and Commerce	2022福建省民營企業100強(第14位) 2022 Top 100 Private Enterprise in Fujian Province (Ranked 14th)
樓市資本論 亞布力智庫 Chinalou.cn/Yabuli Think Tank	2022最具交付力房企 2022 Best Property Developer by Delivery Competitiveness
機構投資者 Institutional Investor	全球最佳固定收益投資者關係(全球第六名) Best Overall Global Fixed-Income Investor Relations (Ranked 6th Globally) 全球最佳固定收益投資者關係(亞洲第一名) Best Overall Global Fixed-Income Investor Relations (Ranked 1st in Asia)
天貓好房 樂居 Tmall Housing/Leju	2022安心置業品牌必買榜 2022 List of Must Buy Real Estate Brand
香港社會服務聯會 The Hong Kong Council of Social Service	2022商界展關懷 2022 Caring Company
香港青年協會 The Hong Kong Federation of Youth Groups	2022有心企業 2022 Heart to Heart Company
莆田市人民政府 Putian Municipal People's Government	突出經濟貢獻獎 Outstanding Economic Contribution Award
莆田市守合同重信用企業協會 Putian Contraction-Abiding and Credit-Honoring Enterprise Association	積極貢獻獎 Outstanding Contribution Award
莆田市市場監督管理局 Putian Market Supervision Administration	莆田市守合同重信用企業 Putian Contract-Abiding and Creditable Enterprise
房天下 Fang.com	2021年影響力品牌房企 2021 Influential Real Estate Enterprise
搜狐 Sohu.com	年度公益力房企 Philanthropic Real Estate Enterprise of the Year
新浪財經 樂居 Sina Finance/Leju	2021天津置業首選品牌十強 2021 Top 10 Preferred Brands of Tianjin Real Estate

可持續發展管理 Management of Sustainable Development

正榮地產始終以構築美好生活為目標，積極踐行可持續發展理念。本集團在企業經營及發展過程中充分考慮社會、環境、管治等議題，不斷推進低碳及和諧社會的發展。

可持續發展理念

綠色金融

為實踐綠色發展理念，正榮地產於二零二零年八月訂立了符合國際資本市場協會《綠色債券原則》(GBP)的《正榮地產綠色債券框架》(詳情請見本集團網站 www.zhenrodc.com，僅提供英文版)，並分別於二零二零年八月和二零二一年四月取得由獨立ESG評級機構Sustainalytics出具的第三方意見書及由標準普爾出具的綠色融資框架意見報告。所融資的款項將用於為本集團綠色項目提供再融資，範疇涵蓋綠色建築、能源效益、可再生能源、預防及管理污染物以及可持續用水管理。此舉加速正榮地產向低碳、節能方向的轉型。

GREEN FINANCE

In order to practice the concept of green development, Zhenro Properties established the “Zhenro Properties Green Bond Framework” (for details, please see the Group’s website (www.zhenrodc.com), only available in English) in alignment with the International Capital Market Association Green Bond Principles (GBP) in August 2020, and obtained a second-party opinion issued by Sustainalytics, an independent ESG rating agency, and an opinion report on the green financing framework issued by Standard & Poor’s respectively, representing a crucial step towards promoting green finance, respectively on August 2020 and April 2021. The proceeds will be used to provide refinancing for the Group’s green projects, covering green buildings, energy efficiency, renewable energy, prevention and management of pollutants, and sustainable water management. This will accelerate the low-carbon and energy-saving transition of Zhenro Properties.



綠色建築
Green Buildings



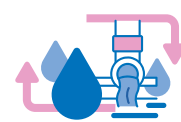
可再生能源
Renewable Energy



能源效率
Energy Efficiency



污染物防治
Prevention and
Management of
Pollutants



可持續水管理
Sustainable Water
Management

正榮地產綠色債券框架項目範疇 Project Scope of Zhenro Properties Green Bond Framework

報告期內，本公司未有進行新的綠色融資。截至本報告期止，本公司累計發行20.6億美元綠色優先票據、人民幣16億元綠色優先票據及人民幣1.3億元的銀行貸款。該等綠色貸款全數用於投資及開發本集團的綠色建築，其累計資金投放情況如下：

During the Reporting Period, the Company did not undertake any new green financing. Up to the Reporting Period, the Company has issued a total of US\$2,060 million green senior notes, RMB1,600 million green senior notes and RMB130 million bank loans. All of these green loans were used to invest and develop the Group's green buildings, and their cumulative capital investment is as follows:

綠色融資金額 Green financing amount (美元百萬) (US\$ million)	二零二一年 或以前已 分配於綠色建築 Amount allocated to green buildings in or before 2021 (美元百萬) (US\$ million)	二零二二年 分配於綠色建築 Amount allocated to green buildings in 2022 (美元百萬) (US\$ million)	截至報告期末 未分配金額 Unallocated amounts as at the end of the Reporting Period (美元百萬) (US\$ million)
2,310	1,670	206	434

ESG 管治架構

正榮地產積極將ESG元素融入業務與運營的多維度系統化管理中。本集團建立了由董事會、ESG工作小組、各職能部門及下屬公司構成的可持續發展管治架構，確保ESG治理體系的科學化和規範化。其中，董事會是ESG管治工作的最高決策機構；由各職能部門組成的ESG工作小組溝通協調ESG相關事宜，並定期向董事會匯報ESG工作進展；各下屬公司和職能部門負責日常工作中落實ESG相關決策。本集團還聘請國內、外知名機構提供相關顧問服務，提升本集團的ESG管理水平，確保本集團ESG管理工作的持續有效開展。

ESG GOVERNANCE STRUCTURE

Zhenro Properties actively integrates ESG elements into the multi-dimensional and systematic management of its business and operations. The Group has established a sustainable development governance structure comprising the Board of Directors, the ESG working group, functional departments and subsidiaries to ensure a scientific and standardized ESG governance system. The Board of Directors is the top decision-making body for ESG governance; the ESG working group comprising various functional departments communicates on and coordinates ESG-related matters, and regularly reports the ESG work progress to the Board of Directors; each subsidiary and functional department are responsible for implementing ESG-related decisions in daily work. The Group also engages well-known institutions at home and abroad to provide relevant consulting services, to improve the ESG management of the Group and ensure continuous and effective ESG management of the Group.

董事會聲明

董事會責任

董事會是正榮地產ESG事宜管理及公開披露的最高責任主體，承擔最終責任。董事會定期舉行會議，審議正榮地產ESG相關風險識別及重要性事宜，審議並批准本公司可持續發展目標，監督並檢討本公司ESG事宜相關政策、管理、表現以及目標完成進度，審議並批准本公司就ESG相關事宜表現的公開披露。

日常實施

ESG工作小組是正榮地產ESG工作日常實施的牽頭主體，負責指導和監督各職能部門和附屬公司落實可持續發展願景、目標及管理方針等相關工作，並定期向董事會匯報進展。

管治和風險

二零二二年，ESG工作小組在董事會的監督和指導下針對運營地面臨的氣候變化風險和其他ESG風險進行了識別、評估和分析。同時，ESG工作小組統籌各部門討論和制定出實現各項環境目標的有效路徑，並將目標及路徑成果向董事會進行匯報並獲得批准。董事會將每年持續監督目標實施進度並檢討進度。

ESG重大性議題

正榮地產與內外部持份者保持緊密溝通，識別和評估ESG議題，並釐定識別出議題的重要性和優先排序。董事會負責審議和批准重大性議題的識別、評估與重要性排序，並將其納入本公司風險管理框架。

Directors' Statement

Responsibilities of the Board

The Board is the top body with ultimate responsibility for the management and public disclosure of ESG matters of Zhenro Properties. The Board holds meetings regularly to consider ESG-related risk identification and material matters of Zhenro Properties, consider and approve the Company's sustainable development objectives, oversee and review the Company's policies, management, performance and progress towards the objectives in relation to ESG matters, consider and approve the Company's public disclosure in relation to performance on ESG matters.

Daily implementation

The ESG working group is the leading body for the daily implementation of the ESG work of Zhenro Properties. It is responsible for guiding and supervising relevant work of various functional departments and subsidiaries in implementing relevant work including the vision, objectives and management policies of sustainable development, and is responsible for regularly reporting the progress to the Board of Directors.

Governance and risks

In 2022, under the supervision and guidance of the Board of Directors, the ESG working group identified, assessed and analyzed the climate change risks and other ESG risks in the regions of operation. Meanwhile, the ESG working group coordinated various departments to discuss and develop effective plans to achieve environmental objectives, and reported to the Board of Directors on the objectives and plans, which were approved. The Board will continuously monitor and review the progress towards the objectives on an annual basis.

Material ESG issues

Zhenro Properties maintains close communication with internal and external stakeholders to identify and evaluate ESG issues and determine the importance and priorities of the identified issues. The Board is responsible for reviewing and approving the identification, assessment and prioritization of material issues and incorporating them into the risk management framework of the Company.

持份者溝通

正榮地產始終堅持構建多元化的溝通機制，將各持份者的期許與關切納入戰略和風險考量中，並回應各方訴求，攜手實現社會的可持續發展。本集團所識別的持份者主要包括業主、租戶、供應商、承包商、地方政府與監管機構、股東及投資者、員工、行業協會、媒體、公眾及當地社區居民等。下表列出報告期內不同持份者組別重點關注的議題。

Communication with Stakeholders

Zhenro Properties always insists on establishing a diversified communication mechanism, and takes into account in its strategy and risk considerations the expectations and concerns of all stakeholders, and responds to the demands of all parties, and works with them to realize the sustainable development of society. The stakeholders identified by the Group mainly include property owners/tenants, suppliers/contractors, local governments and regulatory authorities, shareholders and investors, employees, industry associations, media, the public and local community residents. The following table lists the issues of concern to different groups of stakeholders during the Reporting Period.

持份者組別 Category of Stakeholder	重點關注議題 Issue of Concern	溝通途徑或回應方式 Communication or Response Method
業主 租戶 Property owners/Tenants	產品質量與安全 客戶服務與滿意度 保障客戶隱私及信息安全 負責任營銷	客戶 市場調研 客戶滿意度調查 官方服務平台 主題客戶活動
供應商 承包商 Suppliers/Contractors	職業健康與安全 產品質量與安全 供應鏈管理	包括設計變更、施工等在內的全階段日常交流 正榮地產招採平台 資質審核 現場考察 高層會晤 供應商大會
地方政府與監管機構 Local governments and regulatory authorities	合法合規經營 反腐倡廉 促進本地經濟發展 廢棄物管理及污染防治 節約水資源 應對氣候變化	會議溝通 規範制定與執行交流 政府合作
	Legal and compliant operation Fighting against corruption and upholding the integrity Promoting the development of the local economy Waste management and pollution prevention Saving water resources Coping with climate change	Meeting Communication on establishment and implementation of standards Government cooperation

可持續發展管理 Management of Sustainable Development

持份者組別	重點關注議題	溝通途徑或回應方式
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ESG 重大性議題

為精準定位本集團的ESG管理方向，優化ESG管理體系，正榮地產形成ESG重大性議題識別機制，其主要步驟為：

- 1) 對標國內外同業表現、監管機構要求及資本市場如MSCI等評級和指數要求，識別本集團在可持續發展領域所關注重要議題；
- 2) 每年和內外部持份者開展溝通，匯總其對正榮地產不同重要議題的關切程度，並從「對正榮地產可持續發展的重要性」以及「對外部持份者的重要性」兩個維度評估不同議題的重要性；
- 3) 董事會和外部專家對議題重要性進行檢討和審議，確認該年度最終判定結果。

Material ESG Issues

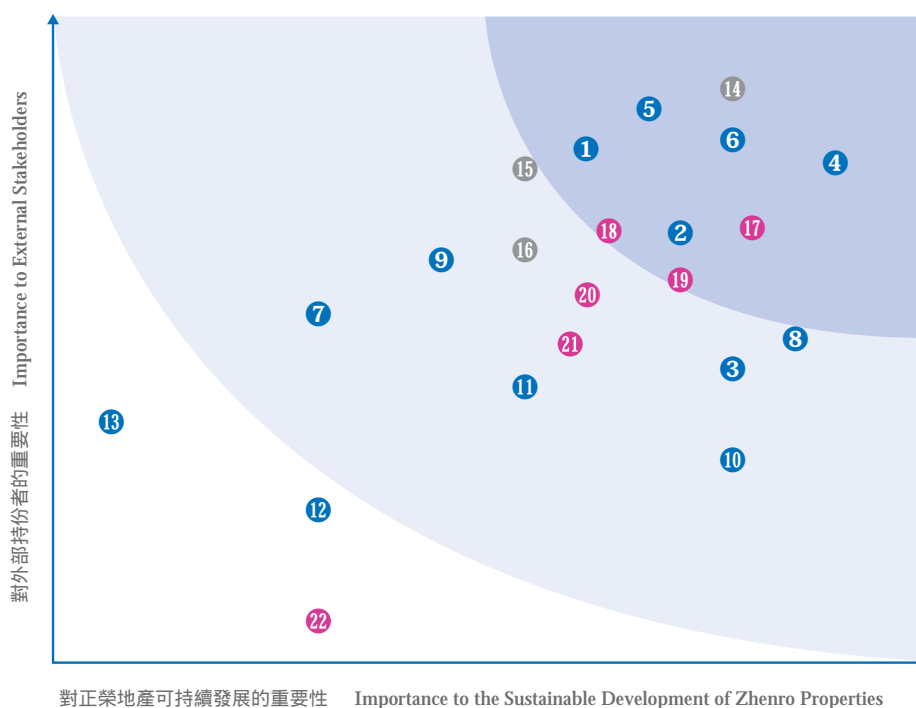
In order to accurately identify the ESG management direction of the Group and optimize the ESG management system, Zhenro Properties has developed a mechanism for identification of material ESG issues, with the following main steps:

- 1) identify material issues of concern to the Group in sustainability by benchmarking against the performance of domestic and foreign peers, regulatory requirements, and rating and index requirements of capital markets such as MSCI;
- 2) communicate with internal and external stakeholders annually to summarize their concern to different material issues of Zhenro Properties, and assess the importance of different issues from two aspects, namely “importance to the sustainable development of Zhenro Properties” and “importance to external stakeholders”;
- 3) the Board and external experts review and consider the importance of the issues to determine the final results for the year.

報告期內，正榮地產結合各持份者對本集團環境、社會及管治方面的意見和期望，通過綜合考慮各議題對本集團可持續發展和持份者的影響，形成了本報告期的重要性議題矩陣，結果如下：

During the Reporting Period, in consideration of the views and expectations of stakeholders on the environmental, social and governance aspects of the Group and by comprehensively considering the impact of various issues on the sustainable development of the Group and the stakeholders, Zhenro Properties formed the following materiality matrix for the Reporting Period:

正榮地產二零二二年ESG重大議題矩陣
2022 ESG Materiality Issues Matrix of Zhenro Properties



● 社會責任 Social responsibility

- ① 勞工權益保護
Protection of labor rights and interests
- ② 員工培訓與發展機遇
Employee training and development opportunities
- ③ 薪酬福利
Remuneration and benefits
- ④ 職業健康與安全
Occupational health and safety
- ⑤ 產品質量與安全
Product quality and safety
- ⑥ 客戶服務與滿意度
Customer service and satisfaction
- ⑦ 負責任營銷
Responsible marketing
- ⑧ 保障客戶隱私及信息安全
Protection of customer privacy and information security

● 管治責任 Governance responsibilities

- ⑨ 供應鏈管理
Supply chain management
- ⑩ 行業發展
Industry development
- ⑪ 促進本地經濟發展
Promoting the development of local economy
- ⑫ 社區關愛
Care for communities
- ⑬ 公益慈善
Charity
- ⑭ 合法合規經營
Legal and compliant operation
- ⑮ 反腐倡廉
Fighting against corruption and upholding the integrity
- ⑯ 保護知識產權
Protection of intellectual property rights

● 環境責任 Environmental responsibility

- ⑰ 綠色建築
Green buildings
- ⑱ 節能減排
Energy-saving and emission reduction
- ⑲ 節約水資源
Saving water resources
- ⑳ 廢棄物管理及污染防治
Waste management and pollution prevention
- ㉑ 應對氣候變化
Coping with Climate Change
- ㉒ 生物多樣性
Biodiversity

註：粗體的議題為高度重要性議題
Note: The issues in bold in the table of material issues are highly important

良好的生態環境是宜居的重要條件。正榮地產以「自然」、「健康」、「陪伴」作為其產品基礎，注重人與自然的共存，以及發展與生態的平衡。正榮地產將綠色發展理念貫穿於建築設計、項目施工以及辦公運營的過程中，不斷致力於提升資源使用效率，加強環境管理體系建設，減少對環境和氣候的不良影響，務求為建立可持續的社區和城市貢獻力量。

環境管理

正榮地產在項目建設及運營全過程中嚴格遵守《中華人民共和國環境保護法》、《中華人民共和國環境影響評價法》、《中華人民共和國環境噪聲污染防治法》、《中華人民共和國大氣污染防治法》、《中華人民共和國固體廢棄物污染環境防治法》、《中華人民共和國水污染防治法》、

孩子中 據誘巖透 甫僻筭蓑菹茶箔 』蚯潛 毛赫帽祀

環境目標制定

二零二二年，正榮地產制定了排放、廢棄物、能源和水資源的目標，並結合所處行業和自身情況明確了目標實施途徑，以推進本集團綠色經營水平的逐年提升，同時不斷完善環境管理，打造綠色地產品牌。

溫室氣體排放目標 Greenhouse Gas Emission Goals

逐步建立碳排放管理體系，努力逐年降低碳排放強度

Gradually establishing a carbon emission management system, and striving to reduce the intensity of carbon emissions year by year

溫室氣體減排舉措

Measures for Greenhouse Gas Reduction

- 面向員工、承包商及合作夥伴開展低碳相關的宣傳和培訓，加強低碳減排意識
- 減少不必要的差旅出行，充分利用網絡和線上平台進行商務溝通
- 探索可再生能源替代傳統能源的潛力
- Carrying out low carbon-related publicity and training for employees, contractors and partners to strengthen their awareness of low carbon and emission reduction
- Reducing unnecessary travel and making full use of the internet and online platforms for business communication
- Exploring the potential of renewable energy as an alternative to traditional energy

能源管理目標 Energy Management Goals

完善能源管理體系建設，提升各區域能源使用效率

Improving the construction of the energy management system to improve the efficiency in the use of energy in regions

能源效率提升舉措

Measures for Energy Efficiency Improvement

- 定期記錄、審核、追蹤和分析施工區域及辦公室的生產、辦公用電數據，及時發現並匯報異常
- 逐步淘汰高能耗設備，採用國家或行業推薦的節能、高效、環保的施工機器設備
- 優先選用聲控、光控照明等節能燈具
- Regularly recording, auditing, tracking and analyzing the production and office electricity consumption data of construction areas and offices, and identifying and reporting anomalies in a timely manner
- Phasing out energy-guzzling equipment and using energy-saving, efficient and environment-friendly construction machinery and equipment recommended in China or industries
- Giving priority to voice-controlled, light-controlled and energy-saving lamps

用水效率目標 Water Use Efficiency Goals

不斷探索節水設施和技術應用，逐步加大節水工藝和技術的投入

Continuously exploring the application of water-saving facilities and technologies and gradually increasing the investment in water-saving processes and technologies

水資源管理舉措

Measures for Water Resources Management

- 安裝水循環回收裝置，實現水資源二次利用，施工現場盡量減少使用自來水
- 根據工程用水量合理設計和佈置施工現場供水管網
- 施工用水和生活用水獨立排放，實現廢水閉環處理
- Installing water recycling devices to realize the secondary utilization of water resources and minimize the use of tap water at the construction site
- Reasonably designing and arranging the water supply network on the construction site, according to the water consumption of the project
- Discharging construction water and domestic water separately to realize the closed-loop treatment of wastewater

廢棄物管理目標 Waste Management Goals

努力減少廢棄物的產生，加大廢棄物回收比例，探索可回收材料的應用

Making efforts to reduce the generation of waste, increasing the proportion of waste recycled, and exploring the application of recyclable materials

廢棄物管理舉措

Waste Management Measures

- 對廢棄物進行標識，並按標識分類堆放和處理倡導綠色辦公，提升員工節約意識，採用線上化傳輸方式，減少辦公物品消耗
- 積極探索可循環材料並進行迭代
- Marking on wastes, storing and disposing of the wastes by categories according to the marks, promoting green office practice, improving employees' awareness of saving, and adopting online transmission to reduce consumption of office supplies
- Actively exploring recyclable materials and carrying out iterations

氣候變化應對

隨着氣候變化影響日益嚴峻，積極應對氣候變化風險、實現低碳轉型成為企業履行社會責任的一項迫切議程。正榮地產高度重視氣候變化對本公司、行業以及社會的潛在影響，並結合自身發展方向開展了氣候變化風險識別工作。我們參照香港聯交所《氣候信息披露指引》，初步對於兩種典型溫室氣體濃度途徑（RCP2.6與RCP8.5）下的對比情境識別出可能對本集團產生影響的氣候變化實體風險以及轉型風險。通過業務相關性和影響程度的分析，本公司梳理出以下氣候變化風險類型和機遇並提出了應對舉措。

Response to Climate Change

With the increasingly severe impact of climate change, actively addressing the risks of climate change and achieving low-carbon transformation becomes an urgent agenda for enterprises in performing their social responsibilities. Zhenro Properties attaches great importance to the potential impact of climate change on the Company, industries and society, and has carried out identification of climate change risks based on its development direction. According to the Guidance on Climate Disclosures of Hong Kong Stock Exchange, we initially identified physical risks and transition risks of climate change that may have an impact on the Group, based on a comparison between scenarios of RCP2.6 and RCP8.5. Through the analysis of business relevance and impact degree, the Company sorted out the following risks and opportunities of climate change and proposed measures.

風險類型 Type of Risk	風險因素 Risk Factor	應對舉措 Measures
實體風險 Physical risks	<p>急性 暴雨、颱風、洪水、極端高溫 and 寒冷氣候等極端天氣事件對本集團的主要運營地的施工、產品安全等造成一定的影響</p> <p>慢性 氣溫與降雨量的變化對產品的設計提出了更高的要求</p> <p>Chronic Changes in temperature and rainfall impose greater demand on product design</p>	<ul style="list-style-type: none"> 緊密關注天氣預報，制定應急預案以應對突發天氣事件對施工的影響 Paying close attention to the weather forecast and developing emergency plans to deal with the impact of sudden weather events on the construction 將對慢性氣候風險的前瞻性風險識別及評估納入產品設計的考量因素 Taking forward-looking identification and assessment of chronic climate risks into consideration in product design
轉型風險 Transition risks	<p>政策和法律 節能減排相關政策出台將增加運營成本</p> <p>Policies and laws Policies on energy conservation and emission reduction will increase operating costs</p> <p>更嚴格的排放量報告義務及合規要求導致在節能減排方面投入成本的增加 Stricter emission reporting obligations and compliance requirements result in the increased costs of investment in energy conservation and emission reduction</p> <p>技術 採用低排科技增加研發成本</p> <p>Technology Using low-emission technology increases research and development costs</p>	<ul style="list-style-type: none"> 及時了解和遵守相關監管法律法規 Understanding and complying with relevant regulatory laws and regulations in a timely manner 持續關注綠色建築標準與行業動態 Continuously paying attention to green building standards and industry dynamics 持續完善和提升產品標準和原材料採購標準 Continuously improving and enhancing product standards and raw material purchase standards 持續將節能減排理念納入產品設計及研發的過程中 Continuously incorporating the philosophy of energy conservation and emission reduction into the product design and research and development 探索綠色建築、低碳建築項目的可行性，積極推進項目落地 Exploring the feasibility of green and low-carbon building projects, and actively promoting project implementation

風險類型 Type of Risk	風險因素 Risk Factor	應對舉措 Measures
市場 Market	<p>綠色建築的需求上漲，將驅動正榮地產加速綠色建築的開發，原有市場份額受到擠壓</p> <p>The increase in the demand for green buildings will cause Zhenro Properties to accelerate the development of green buildings, thus leading to a decrease in the original market share</p> <p>對低碳材料的需求將提升採購成本</p> <p>The demand for low-carbon materials will increase purchase costs</p>	<ul style="list-style-type: none"> 關注並參與政府對綠色建築的扶持項目，逐步增加對綠色建築的研發投入 分析原材料價格變化趨勢，通過與供應商交流、合理配置資源，加強管理採購成本上漲風險 <p>Paying attention to and participating in government support projects for green buildings, and gradually increasing research and development investment in green buildings</p> <p>Analyzing the changing trend of raw material prices, and strengthening the management of the risk of increasing purchase costs through communication with suppliers and reasonable allocation of resources</p>
聲譽 Reputation	<p>外部持份者對企業應對氣候變化的期望可能會導致正榮地產及地產行業發生負面事件，從而影響公司聲譽</p> <p>The expectations of external stakeholders for enterprises to cope with climate change may lead to negative events of Zhenro Properties and the real estate industry, thus affecting the reputation of the Company</p>	<ul style="list-style-type: none"> 加強關注可持續發展及氣候變化相關披露要求，在確保合規的同時優化企業社會責任對外傳播渠道 積極公開企業在節能減排等方面的實踐與績效，將綠色理念與實踐融合進企業運營管理及品牌宣傳中 <p>Paying more attention to the disclosure requirements in relation to sustainable development and climate change, and optimizing the external communication channel of corporate social responsibility while ensuring compliance</p> <p>Actively disclosing the practice and performance of enterprises on energy conservation and emission reduction, and integrating the green philosophy and practice into enterprise operation management and brand promotion</p>

機遇類型 Type of Opportunity	財務影響 Financial Impact	應對舉措 Measure
產品和服務 Products and Services	<p>通過提高低排放產品和服務需求量提高收入</p> <p>Increasing revenue by increasing the demand for low-emission products and services</p>	<ul style="list-style-type: none"> 正榮地產致力於綠色技術的開發與應用，通過對如裝配式建築、建築信息模型技術、海綿城市建築創新技術等技術的應用，推動綠色建築發展，順應綠色產品需求趨勢，加強行業競爭力 <p>Zhenro Properties is committed to the development and application of green technologies. Through the application of technologies such as prefabricated buildings, building information model technology, sponge city building innovation technology, etc. it promotes the development of green buildings, keeps with the trend of demand for green products, and strengthens the competitiveness of the industry</p>

GREEN BUILDINGS

Zhenro Properties has actively promoted the development of green buildings for a long time. It has formulated the Design Guidelines of Quick Selection Configuration List for Green Construction of Zhenro Properties, the Quick Selection Configuration List for Green Construction of Zhenro Properties and the Control Standard for Fabricated Buildings for residential and public construction projects, etc., which provide guidance on the construction and operation acceptance for green building design rating and operation evaluation.

In the project planning stage, Zhenro Properties focuses on the potential impact of the design and construction of the project on the surrounding environment. The construction layout fully follows the original terrain, reduces earthwork excavation, and enables low-carbon development and construction. Meanwhile, Zhenro Properties pays attention to the protection of native vegetation, retaining native trees and restoring bare land.

As of the end of the Report Period, Zhenro Properties has obtained a total of 22 China 2-star or 3-star Green Building design standard certificates,

在研發設計階段，正榮地產從建築設計、結構設計、精裝設計和機電配置方面深化綠色建築的要求和理念。為有效減少材料用量，避免材料浪費，本集團在建築的結構設計上引入了多項創新技術，並且採用建築信息模型(BIM)技術做綠色設計，通過信息化降低材料與能耗的浪費，縮短項目周期。此外，正榮地產提供的精裝採取可選模式，在相應國家商品房全裝修政策的基礎上，滿足客戶的升級需求，從而減少業主因進行二次裝修而導致的垃圾及污染問題。

In research and design, Zhenro Properties deepened the requirements and philosophy of green buildings from architectural design, structural design, refined decoration design and electromechanical configuration. In order to effectively reduce the consumption of materials and avoid waste of materials, the Group incorporated many innovative technologies into the structural design of buildings and adopted building information modeling (BIM) technology for green design, which reduced waste of materials and energy consumption through information and shortened the project cycle. In addition, the refined decoration provided by Zhenro Properties was optional to meet the upgrade demand of customers on the basis of the overall decoration policy of commercial housing in corresponding countries, thus reducing the garbage and pollution arising out of secondary decoration by property owners.



建築設計

- 施工圖設計包括綠色建築專篇，建築專業綜合協調各專業。綠色設計採用建築信息模型(BIM)技術
- 建築設計採取滿足建築適應性和耐久性的措施延長建築使用壽命，具有遮陽、導光、導風等功能的構件，及屋頂和外牆設置的太陽能集熱器、光伏組件、立體綠化等與建築進行一體化集成設計

Architectural Design

- The construction drawing design includes a special section for green buildings, with comprehensive coordination by building professionals of other professionals; the green design incorporates the building information modeling (BIM) technology
- The architectural design incorporates building adaptability and durability measures to extend the service life of the building. Components with the functions of sun shading, light guiding and wind guiding, and solar collectors, photovoltaic elements and vertical greening on the roof and external walls are designed on an integrated manner



結構設計

- 可回收材料應用(如基坑支護裡的鋼結構垂直支護及支撐形式)，高強材料應用(超高強度預應力管樁，高強鋼筋及砼使用等)，創新泄水技術應用以及裝配式建築應用達到節材、節能及減排目標

Structural Design

- The application of recyclable materials (such as vertical support and supporting form of steel structure in foundation pit support), high-strength materials (such as ultra-high-strength prestressed tubular piles, high-strength steel bars and concrete, etc.), innovative drainage technology and fabricated buildings achieve the goals of material and energy saving and emission reduction



精裝考量

- 為避免裝修污染及減少裝修後產生的有害氣體，櫃體收納部分門板採用岩板材質，無甲醛釋放，提升了安全及健康保障

Refined Decoration Considerations

- In order to avoid decoration pollution and reduce harmful gases generated after decoration, the door panel of the cabinet housing part is made of rock plate materials without formaldehyde release, thus improving the safety and health protection



機電配置

- 對於所有精裝項目都需配置智能家居，智能照明作為基礎配置，並根據項目定位，適當增加空氣質量檢測系統
- 對於所有精裝項目都需配置智能家居，智能照明作為基礎配置，並根據項目定位，適當增加空氣質量檢測系統

Electromechanical Configuration

- All refined decoration projects should be equipped with intelligent home furnishings and intelligent lighting as the basic configuration, and according to the project positioning, an air quality monitoring system
- The pilot project uses a renewable energy ground source heat pump system and a centralized heat recovery fresh air system, and an indoor centralized fresh air supply and capillary low-temperature radiation system to ensure indoor temperature, humidity and air quality

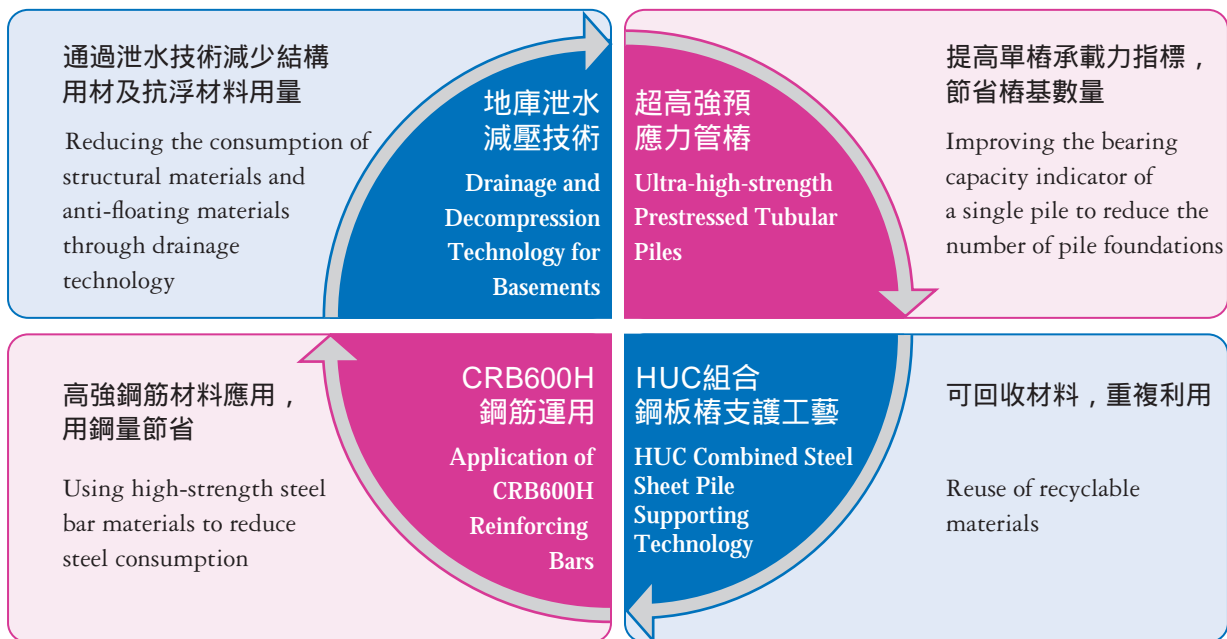
綠色建築措施及多方面應用 Green Building Measures and Applications

在開發施工階段，正榮地產有56個、總建築面積約350萬平方米的在建項目採用裝配式構件，現場作業量明顯減少，粉塵污染、噪音污染顯著降低，同時減少了施工垃圾產生，節約了鋼材、木材等資源的消耗，施工效率高，節約成本，有效推進了綠色施工。

In the development and construction stage, 56 of the projects under construction with total building floor area of 3.5 million sq.m. of Zhenro Properties use fabricated components, which significantly reduces the amount of on-site work, dust and noise pollution, reduces the generation of construction waste, saves the consumption of resources including steel and wood, achieves high construction efficiency, saves costs, and effectively promotes green construction.

此外，正榮地產致力於推動海綿城市的建設與創新技術的應用。報告期內，正榮地產實施海綿城市項目共63個。通過充分利用場地空間合理設置綠色雨水基礎設施，包括下凹式綠地、雨水花園等有調蓄雨水功能的綠地，以及雨水蓄水池及透水鋪裝等技術措施，正榮地產不斷探索創新技術和應用，推進海綿城市的發展。

In addition, Zhenro Properties is committed to promoting the construction of sponge cities and the application of innovative technologies. During the Reporting Period, Zhenro Properties implemented a total of 63 sponge city projects. Zhenro Properties continuously explores innovative technologies and applications to promote the development of sponge cities by making full use of the site space for reasonably constructing green stormwater infrastructure, including concave green spaces, rainwater gardens and other green spaces with rainwater regulation and storage functions, and technical measures such as rainwater cisterns and permeable pavement.



綠色建築結構設計新技術
New Technology of Green Building Structure Design



供電集中管理，非工時內電氣均按時停電減少浪費。
The power supply is managed centrally, and the electrical equipment is turned off on schedule when not in use, to reduce waste.



設置智慧工地體驗館，介紹綠色施工理念及措施，減少現場能源資源浪費。
An intelligent construction site experience hall has been constructed to introduce the green construction philosophy and measures to reduce the waste of energy and resources on site.



合理規範化用電，增加大型用電設備利用率，減少資源浪費。採用低壓燈帶照明，功率低，節能效果好。
Electricity is used in a reasonable and standardized manner, and the utilization rate of large-scale electrical equipment is increased to reduce the waste of resources. Low-voltage light strips with low power and good energy-saving effect are used.

水資源管理

施工現場設置了多套減少用水的設施與設備，根據項目的具體施工情況建立合適的水資源管理舉措，從各環節減少水資源消耗，提高水資源的重複利用率，並且避免濕作業和污水的產生。

- 施工現場供水管網根據本工程的用水量進行設計佈置，管徑合理、管路簡捷
- 施工現場盡量減少使用自來水，在現場設置二級沉澱池，收集雨水、降水井中的自然水進行使用
- 車輛沖洗區域設置排水溝，排水溝與沉澱池相連，水經過沉澱池沉澱後可繼續沖洗車輛，達到節約用水的目的
- 施工現場噴灑路面、綠化澆灌均取自沉澱池中經過沉澱的水資源；攪拌用水、養護用水取自基坑周邊降水井、沉澱池中的水資源
- 混凝土養護採用覆蓋保水養護，混凝土獨立柱採用包裹塑料布養護，牆體採用噴水養護，節約施工用水
- 混凝土養護採用覆蓋保水養護，混凝土獨立柱採用包裹塑料布養護，牆體採用噴水養護，節約施工用水

Water Resources Management

Construction sites are equipped with multiple water-saving facilities and equipment, and appropriate water resources management measures are developed according to the specific construction conditions of a project, so as to reduce water consumption in processes, improve the water reuse rate, and avoid wet operation and generation of sewage.

- The water supply network of a construction site is designed and arranged according to the water consumption of a project, with reasonable pipe diameters and simple pipelines
- Tap water should be used as little as possible at the construction site, and a secondary sedimentation tank is provided on the site to collect rainwater as well as natural water from dewatering wells, for use
- The vehicle washing area has drainage ditches connected to a sedimentation tank, such that water after sedimentation in the sedimentation tank can be continued to be used for washing vehicles, so as to achieve the purpose of water conservation
- Water for spraying on the road surface and greening irrigation at the construction site is water in the sedimentation tank after sedimentation. Water for mixing and maintenance is water in dewatering wells and sedimentation tanks around the foundation pit
- The concrete is cured by covering and water retaining; independent concrete columns are cured by wrapping them with plastic cloth; walls are cured by spraying water, so as to save water for construction
- Movable multi-axis rotary water tanks are provided on site for water supply; and spray systems with a timing switch are provided for projects

廢棄物管理

正榮地產針對施工過程中產生的廢棄物制定了《建築廢棄物處理方案》，保障廢棄物的合理分類收集、減量產生、高效回收以及安全存放，以減少對環境的污染和影響。

Waste Management

Zhenro Properties has developed the Construction Waste Treatment Plan for the wastes generated in construction, so as to ensure reasonable classification and collection, reduced generation, efficient recycling and safe storage of wastes, thus reducing environmental pollution and impact.

固體廢棄物的收集和存放 COLLECTION AND STORAGE OF SOLID WASTES

施工現場在施工作業前設置固體廢棄物堆放場地或容器，對有可能因雨水淋濕而造成污染的廢棄物設防雨設施進行覆蓋
At the construction site, solid waste storage areas or containers are provided before the construction, and rain-proof facilities are provided to cover wastes that may cause pollution due to the wastes being wet with rain

對現場堆放的固體廢棄物標識名稱，包括有無毒害、可否回收等，並按標識分類堆放
Solid wastes stacked on the site are labeled to show whether they are toxic or not, whether they can be recycled, etc., and are stacked according to the labels

有毒有害類的廢棄物與無毒無害的廢棄物分開管理堆放
Toxic and hazardous wastes are managed and stacked separately from non-toxic and harmless wastes

固體廢棄物按現場文明施工要求佈置規劃位置堆放整齊
Solid wastes are stacked in the designated area according to the requirements of civilized construction on site

各分包單位的固體廢棄物按要求分類運至堆放場所
The solid wastes of all the subcontractors shall be classified and transported to the piling site as required

固體廢棄物的處置 DISPOSAL OF SOLID WASTES

固體廢棄物的處理由管理負責人根據固體廢棄物存放量以及存放場所的情況安排處理，嚴格按照分類進行處理
The disposal of solid wastes is arranged by the responsible person according to the volume of solid wastes stored and the conditions of the storage area, and should strictly comply with classification

由項目經理審核，廢棄物管理負責人提出處理報告，由項目材料部門和廢棄物管理小組共同處理廢棄物
After review by the project manager, the person in charge of waste management submits a disposal report, and the project materials department and the waste management team jointly dispose of the waste

建築物內的施工垃圾清運必須採用封閉式容器吊運，嚴禁凌空拋撒。施工現場應設垃圾站，施工垃圾、生活垃圾分類存放。施工垃圾清運時應提前適量灑水，並按規定及時清運
The construction wastes in a building should be transported in a closed container and should not be littered. At a construction site, there should be waste stations, where construction wastes and domestic garbage should be stored separately. Construction wastes should be sprayed with water before transportation and transported in a timely manner according to requirements

對於無毒無害有利用價值的廢棄物，可在需要時調至其他工程項目中再次利用；對於不能再次利用的，向有經營許可證的廢品回收部回收
Non-toxic, harmless and useful wastes can be transferred to other projects for reuse when necessary; those that cannot be reused should be recycled by a waste recycling organization with a business license

對於無毒無害無利用價值的固體廢棄物，委託環衛垃圾清運單位清運處
Waste transportation organizations are engaged to transport and dispose of non-toxic, harmless and useless wastes

對於有毒有害的固體廢棄物的處理，全部送至有危害物經營許可證的單位處理
All toxic and harmful solid wastes are transported to organizations with hazardous substance business licenses for disposal

揚塵控制

正榮地產全面考量了施工過程中可能帶來的揚塵污染，針對土方開挖、運輸車遺撒、項目施工、散體材料儲存等多方面採取了控制揚塵的措施。

- 土方開挖時，土建施工員旁站監督，每車控制裝土量不能超過兩側擋板，嚴禁裝載過滿避免撒出。運土車輛到達大門口時，由保衛統一對車輛輪胎、車體進行清理，避免帶泥上路
- 加強防止運輸車遺撒的管理，要求所有運輸車輛在裝料、運輸、卸料的全過程中精心駕駛
- 撒水防塵：工程開工階段，在圍牆四周設置噴淋系統、施工現場兩個主入口各設置一個霧炮機，每隔半小時進行揚塵控制；常溫施工期間，每天安排專人撒水，現場設置灑水車，將沉澱池內的水抽至撒水車內，撒水車前設置鑽孔的水管，保證移動作業且撒水均勻
- 對於水泥和其他易飛揚、細顆粒散體材料，安排在庫內存放或嚴密遮蓋，運輸時要防止遺灑、飛揚，卸運時採取措施，減少污染
- 採用焊煙收集器以及封閉式防護棚

Fugitive Dust Control

Zhenro Properties comprehensively considers the possible dust pollution during construction, and takes measures to control dust pollution caused by earthwork excavation, scattering from transportation vehicles, project construction, storage of loose materials, etc.

- During earthwork excavation, there are supervisors beside civil construction workers, to ensure that the loading height does not exceed the baffle height of the truck. Dump Trucks should not be overloaded, so as to avoid spilling. When dump trucks arrive at the gate, the security guards should uniformly clean the tires and bodies of the trucks to prevent the tracking of mud onto the road
- Efforts to prevent substances transported by dump trucks from scattering are enhanced, and dump trucks should be carefully driven during the whole process of loading, transportation and unloading
- Water spraying for dust suppression: Upon the construction commencement, a spraying system is installed around the wall, and a fog cannon is provided at each of the two main entrances of a construction site to control dust emission every half hour; during construction at normal temperature, persons are specially designated to spray water every day, and sprinklers with water taken from sedimentation tanks are used at the site, and water pipes with holes are installed in the front of the sprinklers to ensure moving operation and even sprinkling of water
- Cement and other granular and loose materials that are easy to float in the air should be stored in a warehouse or tightly covered, and should be prevented from spilling and flying during transportation; measures shall be taken to reduce pollution during the unloading of the materials

- Welding fume collectors and closed protective sheds are used

噪聲控制

正榮地產對噪聲進行嚴格管控，不僅對施工人員的健康負責，也盡量減少對周圍社區的影響。通過採取各項噪聲控制措施，讓施工區的噪聲影響降到最小。

- 現場安裝智慧化噪聲監控管控設備，實施監測噪聲響度
- 使用小音量的施工設備
- 嚴格規定施工時間，採取錯峰施工

Noise Control

Zhenro Properties strictly controls noise. It is responsible for the health of constructors and minimizes the impact on the surrounding communities. It takes various noise control measures to minimize the noise impact in the construction area.

- Intelligent noise monitoring and control equipment is installed on site to monitor the noise loudness
- Construction equipment with low noise is used
- Construction time is specified strictly, and the construction is carried out in staggered shift

意識提升

正榮地產高度重視員工和建設承包商的環保意識的培養和教育，將綠色施工的理念和要求落實到每一個參與者的行動中。

Awareness Raising

Zhenro Properties attaches great importance to the development and education of environmental awareness of its employees and construction contractors, and implements the philosophy and requirements of green construction in the actions of each participant.

質量環保培訓 QUALITY AND ENVIRONMENTAL PROTECTION TRAINING

報告期內，本集團對員工、外包員工及建設承包商開展了相應的培訓，使得各參建方明確並統一執行質量環保要求，提升施工標準，減輕施工對環境的影響。

During the Reporting Period, the Group conducted corresponding training for its employees, outsourced employees and construction contractors, so that all parties involved in the construction understood and uniformly implemented the quality and environmental protection requirements, improved construction standards and mitigated the impact of construction on the environment.

人才價值 Talent Value

員工是企業的立足之道，發展之本。正榮地產始終維護員工基本權利、創建公平友愛的工作環境、保障員工健康安全，助力員工發展，打造團結、陽光、積極、溫暖的職工團隊，實現員工與正榮地產共同成長新局面。

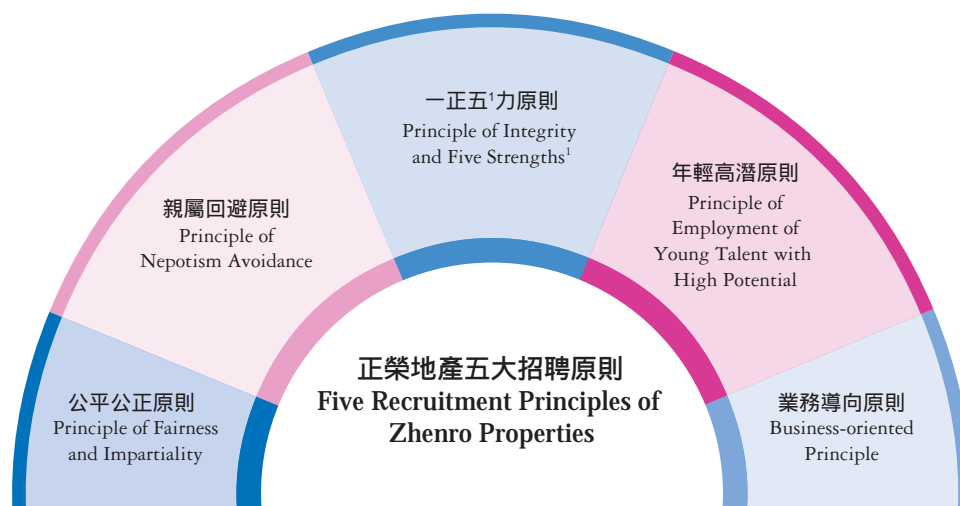
Employees are fundamental for enterprises and their development. Zhenro Properties always persists in safeguarding the basic rights of its employees,

員工僱傭

為了營造平等與和諧的僱傭環境，最大程度保障本集團員工的合法權益，正榮地產嚴格按照《中華人民共和國勞動法》、《中華人民共和國勞動合同法》等相關法律法規保障員工的基本權益。與此同時，本集團不斷優化《正榮地產招聘管理制度》等內部政策制度，從政策層面規範招聘與用工行為，確保招聘和用工的合規性。

為了避免出現違規僱傭童工現象，正榮地產在《正榮地產招聘管理制度》中明確規定了不得錄用年齡未滿18周歲的候選人。同時，本集團在招聘過程中會對候選人的基本信息進行審查，查驗候選人的基本信息及核對證件信息，對於不符合要求的候選人取消其錄用資格，以避免僱傭童工情況。另一方面，本集團杜絕任何形式的強制勞動現象，努力打造「生活—工作」平衡的幸福企業。報告期內，未發生僱傭童工及強制勞動事件。

正榮地產始終以公平公正的態度對待每一位候選人，本集團以「五大招聘原則」為導向，在保障招聘合理公平的前提下，力求職位匹配度與發展潛力並重，結合實際業務需求篩選人才，幫助求職者實現其職業價值。



1 「一正」指正直坦誠、忠實敬業、積極陽光，「五力」指要有良好的戰略力、執行力、協作力、領導力、內驅力。

1 “Integrity” means honesty, dedication and positiveness. “Five Strengths” means strategic strength, execution ability, teamwork, leadership and driving forces.

正榮地產視人才為企業的第一資源，不斷打造具有特色的招聘品牌，吸引社會各界的高潛力、高素質、高能力精英人才的加入，共同鑄造美好的明天。

Zhenro Properties regards talents as its foremost resource, and continuously creates a distinctive recruitment brand to attract high-quality talents with high potential and excellent ability from all sectors of society, so as to jointly build a bright future.

「事業家」招聘 “ENTREPRENEURS” RECRUITMENT

- 「事業家」是本集團的社招品牌，是對深耕地產行業多年，心懷遠大夢想，與本集團擁有共同價值觀，以創業夥伴姿態與正榮地產共榮發展的中高級人才的稱謂。本集團期望能通過事業成就的分享和幸福企業文化的打造，為事業經理人提供高價值回報和卓越的發展平臺，攜手共創幸福事業。
- “Entrepreneurs” is a social recruitment brand of the Group, representing senior and mid-level employees who have been deeply engaged in the real estate industry for many years with ambitious dream, share common values with the Group, and develop with Zhenro Properties as entrepreneurial partners. The Group expects to provide professional managers with significant return on values and an excellent development platform by sharing career achievements and developing a happy corporate culture, so as to jointly create a happy career.

「榮耀生2.0」招聘 “HONORARY GRADUATES 2.0” RECRUITMENT

- 「榮耀生2.0」旨在為本集團招募一批年輕高潛的優質人才，以助力本集團業務快速發展，通過本集團的平臺的培養儘快成為高潛中堅力量。
- “Honorary Graduates 2.0” aims to recruit a group of high-quality young talents with high potential for the Group to support the rapid business development of the Group, and enable the talents to rapidly become the high-potential backbone through the training on the Group’s platform.

正榮地產主要招聘品牌 Major Recruitment Brands of Zhenro Properties

此外，正榮地產致力打造平等、多元且共融的工作環境，持續優化員工結構，不斷推動員工性別、年齡、地區的合理分佈。

人才發展

正榮地產立足於「正直構築繁榮」的核心價值觀，打通人才晉升通道，做好人才盤點工作，啟動了一系列人才培養計劃，為員工多元化的職業發展提供平台，助力員工實現自我價值，促使員工快速成長。

人才晉升

正榮地產為員工打造開闊、專業、向上的晉升空間。正榮地產通過優化人才選拔、培養、激勵機制，打造公平、活力、開放的人才發展途徑。報告期內，本集團遵守《正榮集團職位職級體系管理制度》，明確本集團各板塊的主要職位設置，規範本集團職級體系及職位序列劃分及對應關係，形成更加清晰的職位職級體系基礎，從人才保障層面滿足戰略升級要求。

本集團通過人才盤點工作提升人才梯隊質量以完善人才發展體系。本集團緊抓「幹部」、「梯隊」、「管培生」三支關鍵人才隊伍，通過人才標準制定、人才評估與選拔、人才培養與認證、人才池管理、人才應用與流動，全面打通人才內生渠道，助力人才持續發展與提升。

Talent Promotion

Zhenro Properties creates open, professional and upward promotion room for its employees. Zhenro Properties has created a fair, dynamic and open talent development path by optimizing talent selection, training and incentive mechanisms. During the Reporting Period, in compliance with the Policy for Management of Position and Rank Systems of Zhenro Group, the Group specified major positions for its segments, standardized the rank system, position classification, and the correspondence between rank and position, thus forming a clearer basis for the position and rank systems, and meeting the strategic upgrading requirements in terms of ensuring talent development.

The Group improves the quality of talent echelon through talent review, so as to improve the talent development system. Through the development of talent standards, talent evaluation and selection, talent training and certification, talent pool management, and talent application and flow, the Group has fully removed barriers in internal talent development channels and supported the continuous development and improvement of talents, with a focus on three major talent groups, namely “cadres”, “teams” and “management trainees”.

「幹部」群體 “CADRES”

- 聚焦幹部到崗與融入，通過外部招聘管理與幹部融入體系升級實現
- Focusing on assumption of duty by cadres and their adaptation, which is achieved through external recruitment management and the upgrade of cadre “Cadres” integration systems

「梯隊」群體 “TEAMS”

- 聚焦梯隊完備與質量提升，通過T計劃引入外部優質人才，促進梯隊完備；升級盤點體系，嚴控梯隊入選標準，配備培養項目，提升梯隊質量
- Focusing on team completeness and quality improvement, introducing external high-quality talents through the T plan, so as to promote the team completeness; upgrading the review system, strictly controlling the team member selection standards, and providing training programs, so as to improve the team quality “Teams”

「管培生」群體 “MANAGEMENT TRAINEES”

- 聚焦品牌化與成材率，通過整合管培生品牌，形成品牌合力，升級培養體系，規範輪崗路徑等方式，提升成材率
- Focusing on branding and yield, forming brand synergy through integrating the “Management Trainees” brand; upgrading the training system, standardizing the rotation path, and improving the yield

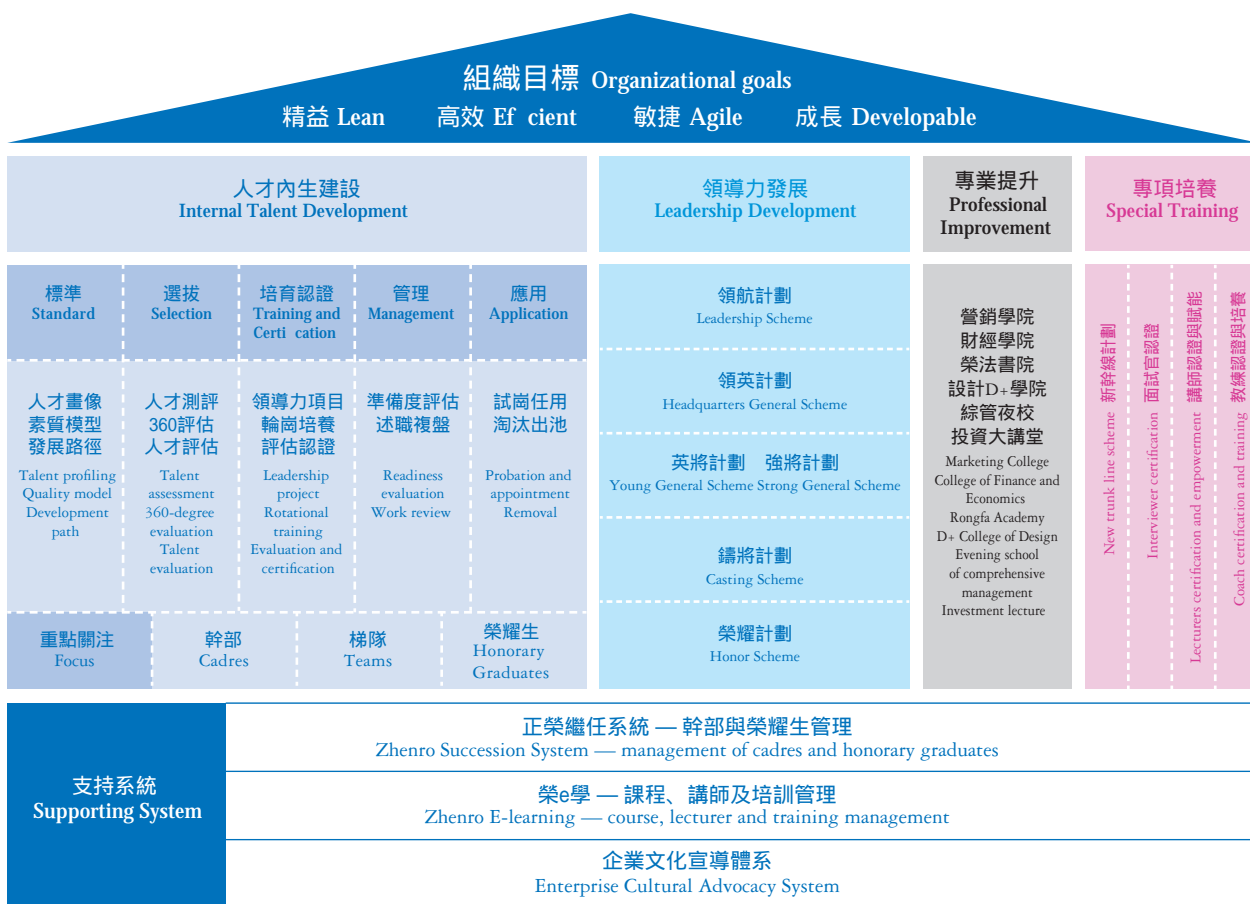
正榮地產人才發展梯隊
Talent Development of Zhenro Properties

人才培養

正榮地產通過文化構建人才施展的舞臺，為員工提供極具彈性的發展空間，最大化地釋放人才的潛力與創造力。本集團構建了「領導力—專業能力—專項能力」全面發展的多元化人才發展體系，打造精英團隊。

Talent Training

Zhenro Properties builds a platform for talents to show their talent through culture development, and provide employees with highly flexible development room to release the potential and creativity of talents to the maximum. The Group has established a diversified talent development system with all-round development of “leadership-professional ability-special ability”, so as to establish an elite team.



正榮地產人才培養體系
Talent Training System of Zhenro Properties

健康與安全

本集團嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國職業病防治法》、《工傷保險條例》等法律法規，不斷優化《正榮地產建設工程管理制度》。本集團高度重視員工的職業健康和安全管理，為員工提供一個健康舒適、安全有序的工作環境。

在保障職業健康方面，本集團於報告期內定期組織員工職業健康體檢、開展職業健康培訓，積極組織應急演練，持續關注員工身體健康情況。

定期體檢 REGULAR MEDICAL EXAMINATION

正榮地產員工職業健康保障措施

Occupational Health Protection Measures of Zhenro Properties for Employees

在確保工程安全方面，本集團持續優化地產建設工程管理的規範與安全性，保障施工過程安全、有序的進行。本集團對工程項目進行提前預防到常態化的安全巡檢，再到安全意識的宣傳，做到安全保障工作常態化、全面化，全方位的安全保障。本集團連續三年未發生嚴重的工傷事故，連續三年工亡人數為零。



本集團持續推進安全事故追責機制的建設，將有無人員傷亡作為工程安全考核的依據，搭建職責劃分明確的工程安全管理構架，優化以安全檢查為基礎的安全管理機制，建立自下而上的安全事故上報流程，以保障事故響應的及時性和事故處理的條理性。

The Group has continuously promoted the construction of a safety accident accountability mechanism, taken whether there are fatalities as the basis for project safety assessment, set up a project safety management framework with clear responsibilities, optimized the safety management mechanism based on safety inspection, and established a bottom-up safety accident reporting process to ensure the timeliness of accident response and the orderly handling of accidents.

安全管理架構 SAFETY MANAGEMENT STRUCTURE

- 城市公司總經理為城市公司安全責任人及公司內部安全考核責任人。各項目工程技術部為安全管理具體實施者
- 如遇施工難度大，安全事故風險大的項目，城市公司可考慮配備兼職安全工程師，負責對施工單位安全生產工作進行監督檢查
- General managers of urban companies are the persons responsible for the safety of urban companies and internal safety assessment of the company. Each project technology department is responsible for carrying out safety management
- In the case of a project with great difficulty in construction and high safety risk, the urban company may consider engaging part-time safety engineers to supervise and inspect the work safety of constructors

安全管理機制 SAFETY MANAGEMENT MECHANISM

- 對項目檢查的頻率作出要求。工程技術部及監理單位應每日對工地現場安全措施進行巡查，工程管理部進行定期(季度)或不定期檢查
- The frequency of project inspections is specified. The project technology department and supervisors should conduct daily inspections of site safety measures, and the project management department should carry out regular (quarterly) or irregular inspections

安全事故上報制度 SAFETY ACCIDENT REPORTING SYSTEM

- 安全事故需第一時間上報
- 安全事故處理規定按照建設部及當地有關法規和規定執行，發生重傷、死亡事故應按照有關規定向政府有關部門進行匯報，同時保護現場、做好善後工作，等待調查、取證和處理，並應立即通知工程管理部及相關管理人員
- Safety accidents should be reported immediately
- Safety accident handling rules are subject to relevant local laws and regulations of the Ministry of Construction and the local areas. Serious injuries and fatalities should be reported to relevant government departments in accordance with relevant regulations. Meanwhile, relevant personnel should keep the scene intact, deal with the aftermath, pending investigation, evidence collection and treatment, and the engineering management department and relevant management personnel should be notified immediately

在對待員工的職業健康安全問題上，本集團多措並行，切實保障施工安全。在疫情常態化期間，本集團嚴格貫徹落實國家及地方政府對疫情防控的要求。一方面，本集團對防疫領導小組全面升級，明確防疫小組管理決策機制及各級防疫工作的主責人、執行人，保障防疫信息、政策、方案全方位同步，構建出高效防疫組織。另一方面，本集團依據防疫要求匹配相應防疫標準及動作，包括人員出入、食堂管理、員工行為、日常動作等，同步將防疫標準下沉至各區域各項目，實現總部與區域聯動的疫情管理。為確保各員工於疫情下有清潔的工作環境，於二零二二年五月復工前於辦公樓進行全面空調通風清洗、消毒、防疫消殺及於車輛防疫消殺。

員工關懷

正榮地產始終把以員工關懷為重，讓員工兼顧事業與生活的平衡，為員工塑造一個與企業共享共榮的快樂事業。

薪酬福利

為了有效地管理員工的薪資福利，正榮地產綜合考量市場水平，建立以員工能力與表現為主導的薪酬及福利體系，同時制定《正榮地產福利管理制度》、《正榮地產薪酬管理制度》和《正榮地產薪酬管理實施細則》，為員工提供良好的薪酬與福利條件，增加員工的幸福感知數。

本集團在依法為員工提供的基本福利基礎(包括：社會保險、住房公積金、高溫費等)上持續提供額外福利，例如入職體檢、年度體檢、保險、慶生賀禮、交通及用餐補貼、購房福利、節假福利、員工活動等福利範圍。

In treating the occupational health and safety of employees, the Group takes multiple measures to ensure construction safety. During the pandemic normalization, the Group strictly implemented requirements of national and local governments on pandemic prevention and control. On the one hand, the Group comprehensively upgraded the pandemic prevention leading group, specified the management and decision-making mechanism of the pandemic prevention group, the major responsible persons and implementers of epidemic prevention work at all levels, and ensured the all-round synchronization of pandemic prevention information, policies and plans, thus establishing an efficient pandemic prevention organization. On the other hand, the Group specified corresponding pandemic prevention standards and actions based on pandemic prevention requirements, including entry and departure of employees, canteen management, employee behaviors, and daily activities, and simultaneously implemented the pandemic prevention standards for each project in each region, so as to realize the unified pandemic prevention management by the headquarters and regional companies. In order to ensure a clean working environment for all employees under the pandemic, a comprehensive air conditioning cleaning, disinfection, pandemic prevention and disinfection and vehicle disinfection were carried out in the office building before the resumption of work in May 2022.

CARE FOR EMPLOYEES

Zhenro Properties has always attached importance to the care for its employees, allowing them to strike a balance between work and life, so as to create a happy career for employees to achieve mutual prosperity with enterprises.

Remuneration and Benefits

In order to effectively manage employee salaries and benefits, and in consideration of market standards, Zhenro Properties has established a remuneration and benefits system based on the ability and performance of employees, and developed the Benefits Management System of Zhenro Properties, the Remuneration Management System of Zhenro Properties and the Implementing Rules of Zhenro Properties for Remuneration Management, to provide good remuneration and benefits conditions for employees and increase their happiness.

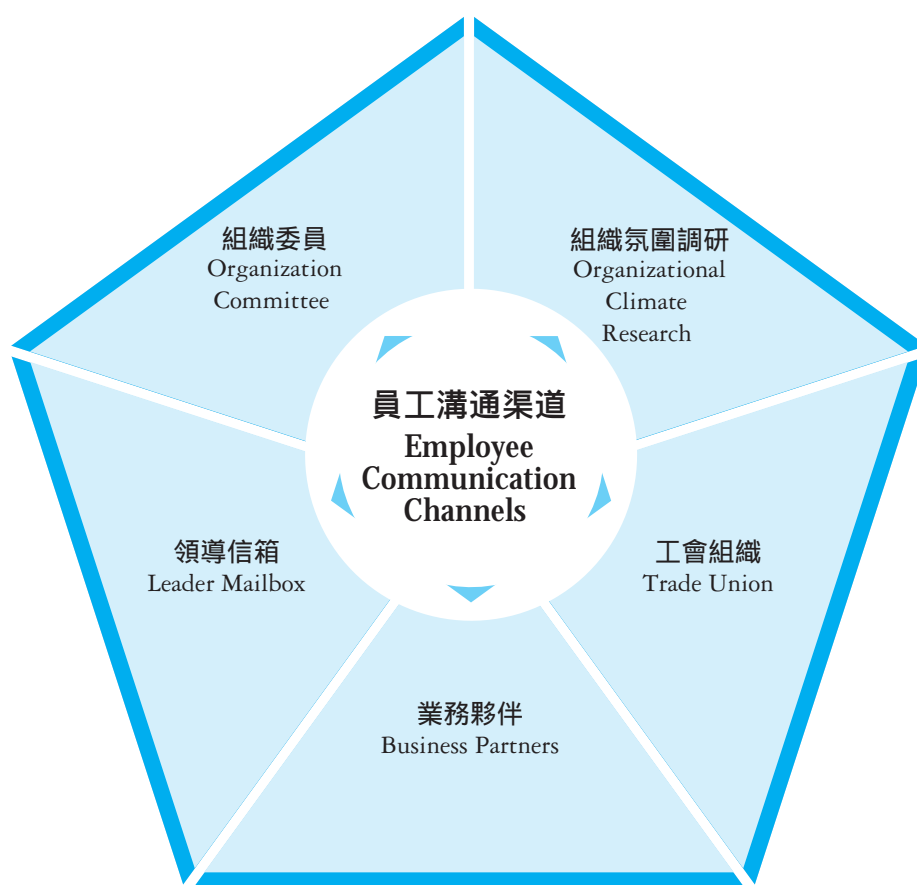
In addition to the basic benefits (including: social insurance, housing provident fund, high temperature allowance, etc.) provided to employees in accordance with laws, the Group continuously provides other benefits, including pre-employment medical examination, annual medical examination and insurance, birthday gifts, travel and meal allowances, benefits for house purchase, holiday benefits and employee activities.

員工溝通

正榮地產為了更好的瞭解員工訴求，保障員工民主溝通的權利，為員工建立多種有效的溝通渠道，打通層級之間的交流障礙，完善員工溝通機制。此外，正榮地產還通過開展敬業度調查的方式為員工提供額外的發聲渠道。

Communication with Employees

In order to better understand the demand of employees and protect their right to democratic communication, Zhenro Properties has established various effective communication channels for employees, removed barriers in communication between different levels and improved its employee communication mechanism. In addition, Zhenro Properties also provides employees with additional ways of expressing their voices through engagement surveys.



正榮地產員工溝通機制
Employee Communication Mechanism of Zhenro Properties

員工活動及關懷

報告期內，本集團積極組織員工參加豐富多彩的文體娛樂活動，豐富員工的精神生活，平衡員工工作與生活，攜手員工成就幸福的事業生活。

體育活動
Sports Activities

- 開展體育聯賽
- 徒步活動
- 「榮行者」活動
- Sports events
- Hiking activities
- “Zhenro Runners” activities

除此之外，正榮地產的員工能享受到正榮集團設置的困難救助基金，幫扶困難員工度過艱難時期。同時本集團每年設置一天帶薪公益假，支持員工開展公益活動，回饋社會。

Activities and Care for Employees

During the Reporting Period, the Group actively organized employees to participate in a variety of sports and entertainment activities to enrich their spiritual life and balance their work and life, so as to work with employees to achieve a happy career and life.

職工俱樂部
Employee Clubs

- 近40個文體俱樂部，如瑜伽、足球、健身、籃球俱樂部等
- Approximately 40 recreational and sports clubs, including yoga, football, fitness, and basketball clubs

文化活動
Cultural Activities

- 節假日慶祝活動
- Holiday celebrations

In addition, employees of Zhenro Properties are entitled to the relief fund established by Zhenro Group, so as to help the needy employees get through difficult times. Meanwhile, the Group offers one paid public welfare leave every year to support employees in carrying out public welfare activities and giving back to the society.

供應鏈管理 Supply Chain Management

正榮地產高度重視供應鏈管理，致力於構建合規的供應鏈管理體系，積極推進供應鏈管理的精細化、標準化和線上化。正榮地產嚴格遵守《中華人民共和國招標投標法》、《工程建設項目招標範圍和規模標準規定》等法律法規，不斷完善內部《正榮地產招標採購及供應商管理制度》，以對供應商進行嚴格的管理。報告期內，本集團供應商數量約為5,000家。

攜手合作

為打造正榮地產良好的供應商生態環境，報告期內正榮地產採取供應商資源優勝劣汰的管理模式，實現了供應商評估的標準化和線上化。首先，針對供應商評估環節，正榮地產統一各業務條線、總承包和分包之間的評估標準，推動評估標準的全面標準化。其次，正榮地產對供應商評估流程和環節實現全面的線上化，為建立高效的供應商管理體系打下了良好的基礎。

本集團嚴格把控供應商准入原則，力求與優秀的供應商合作。本集團要求供應商需要在各自行業領域中具備豐富的經驗與強勁的實力，同時本集團不斷對供應商的質量、資質、成本、交付、服務等提出更高的准入要求。

Zhenro Properties attaches great importance to supply chain management and is committed to establishing a compliant supply chain management system, actively promotes the refinement, standardization and online management of the supply chain. Zhenro Properties strictly complies with the Tendering and Bidding Law of the People's Republic of China, and the Provisions on the Scope and Threshold of Construction Projects for Bid Invitation, and other laws and regulations. Zhenro Properties continuously improves the Tendering, Purchase and Supplier Management System of Zhenro Properties to strictly manage suppliers. During the Reporting Period, the Group had approximately 5,000 suppliers.

COLLABORATION

During the Reporting Period, Zhenro Properties adopted a management model of the survival of the fittest for its suppliers, and achieved standardized and online supplier evaluation, in order to create a good supplier ecosystem of Zhenro Properties. Firstly, with regard to the supplier evaluation process, Zhenro Properties unified the evaluation criteria for business lines, general contracting and subcontracting, and promoted the comprehensive standardization of the evaluation criteria. Secondly, Zhenro Properties achieved comprehensive online evaluation of suppliers, laying a good foundation for establishing an efficient supplier management system.

The Group strictly complies with the supplier admission principles, so as to cooperate with excellent suppliers. The Group requires that suppliers should have rich experience and strong strength in their respective industries. Meanwhile, the Group has higher admission requirements for suppliers in terms of quality, qualification, cost, delivery, service, etc.

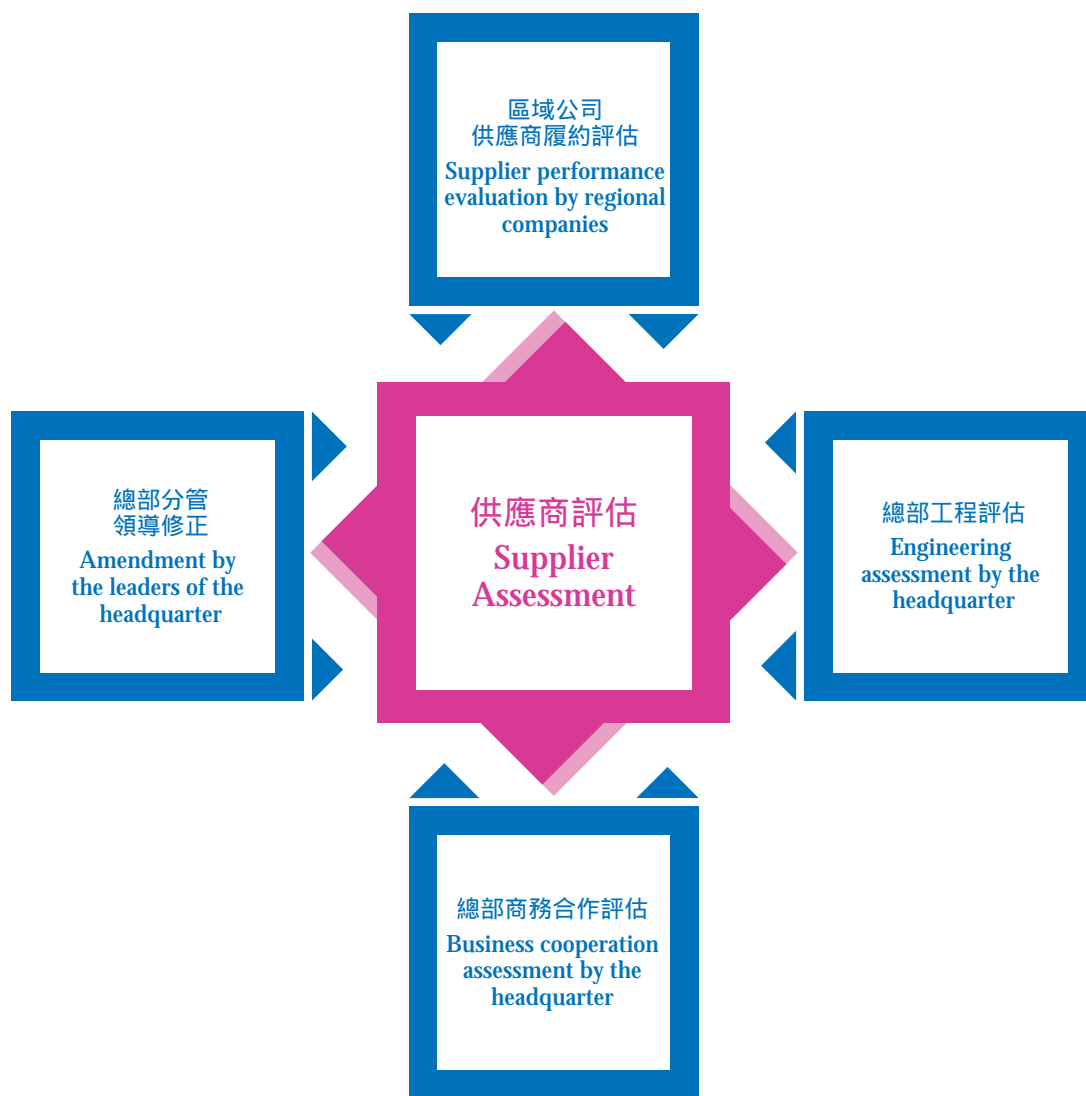


本集團對供應商實行全方位、全過程的評估，以保障供應質量。本集團對供應商採取5類分級制度。通過開展公司履約評估、本集團工程等各方評估，從供應商質量、安全、進度和協調能力等多個維度評估供應商的表現，淘汰表現欠佳或不合格的供應商，建立供應商黑名單制度，實現供應商的動態管理。

The Group carries out a comprehensive and full-process assessment of suppliers to ensure the quality of supply. The Group classifies suppliers into 5 categories. Through performance assessment by companies, project assessment by the Group and other assessments, the Group assesses the performance of suppliers from various aspects including quality, safety, progress and coordination ability of suppliers, and removes underperforming or disqualified suppliers, and establishes a supplier blacklist system, to realize dynamic management of suppliers.



供應商分級管理
Supplier Categorization Management



供應商評估管理
Supplier Assessment Management

除此之外，為了更好的弘揚綠色發展的理念，更準確的識別和管控供應鏈ESG風險，本集團對供應商開展環境及社會風險的識別，對供應商生產車間的環保等級，廢水污水處理等提出明確要求，並督促供應商改善並提高環境及社會表現。

In addition, in order to better promote the philosophy of green development and more accurately identify and control the ESG risks in the supply chain, the Group carries out environmental and social risk identification for suppliers, specifies requirements on the environmental protection level, waste water and sewage treatment and other matters of the production workshops of suppliers, and urges suppliers to improve and enhance their environmental and social performance.

構建公平、公開、透明的採招體系是正榮地產追求的目標。為了保證供應商的行為廉潔，正榮地產在招標時向所有供應商發佈《致供應商和合作單位的廉政倡議書》，並要求所有供應商簽署《廉潔合作協議—公平競爭承諾書》及《廉潔協議書》。報告期內，正榮地產對供應商開展持續的宣傳及培訓工作，內容涵蓋供應商管理制度的更新、廉潔教育等，共同構建合規廉潔的商業世界。

報告期內，本公司為有相同目標的「志同道合」夥伴建立一系列的戰略資源升級規劃。本集團確立分層分類的培育體系與合作目標，擴大優質資源的引入渠道，打造合作夥伴資源庫橄欖型的資源模型，把合作夥伴池打造為優質供應商的聚集地，形成「共榮資源成長庫」。

行業合作

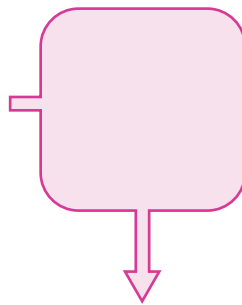
正榮地產持續進行戰略資源升級，逐步實現管理、資源升級、價值提升，提高管理效能，培育與發展深度的合作夥伴，最終實現品質、競爭力提升的戰略目標。

Building a fair, open and transparent purchase and tendering system is the goal pursued by Zhenro Properties. In order to ensure the integrity of suppliers, Zhenro Properties issues an “Integrity Initiative to Suppliers and Partners” to all suppliers at the time of tendering, and requires all of its suppliers to sign the Integrity Undertaking — Letter of Commitment on Fair Competition and the Integrity Agreement. During the Reporting Period, Zhenro Properties carried out continuous publicity and training for its suppliers, covering the updating of its supplier management system, integrity education, etc., so as to jointly build a compliant and honest business environment.

During the Reporting Period, the Company developed a series of strategic resource upgrading plans for “like-minded” partners with the same objectives. The Group has developed a hierarchical training system and cooperation objectives, expanded the channels for the introduction of high-quality resources, created an olive-shaped resource model for the partner pool, so as to develop the partner pool into a gathering place for high-quality suppliers, and form a “resource growth pool for mutual prosperity”.

Industry Cooperation

Zhenro Properties continuously upgrades its strategic resources, gradually realizes management, resource upgrading and value enhancement, improves its management efficiency, cultivates and develops partners for deep cooperation, so as to ultimately achieve the strategic goal of improving quality and competitiveness.



品質服務 Quality Services

正榮地產立足「改善大師」的品牌定位，專注美好生活打造與人居改善。本集團從設計研發、品質保障、客戶權益和社區服務方面均以真、美、育、本為內核，打造面向未來的社區範本，為客戶構築詩意棲居的當代綠洲。

產品設計研發與品牌

秉持着「匠心築家，人居標桿」的理念，正榮地產從項目擇址到產品設計均堅持以客戶需求和喜好為中心，致力打造品質人居住宅產品。本集團在產品研發設計過程中嚴格遵守各地方政府頒發的知識產權條例及相關的法律法規，對自身知識產權的保護極度重視的同時也尊重他人的知識產權，概無侵犯他人或被他人侵犯知識產權的情況發生。

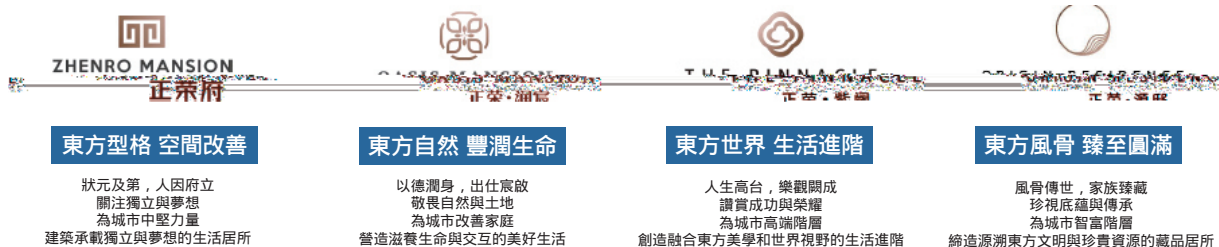
正榮地產的品牌理念從前瞻城市觀、東方文化觀和智慧生活觀三個方面主導品牌發展方向，通過精心打造的「正榮府」、「正榮潤宸」、「正榮紫闕」和「正榮源邸」四大產品線，為不同的客戶需求提供多樣的產品。

Based on the brand positioning of “Home Upgrade Master”, Zhenro Properties focuses on creating a better life and improving habitation. With truth, beauty, education and essence as the core in terms of design, research and development, quality assurance, customers’ rights and interests, and community services, the Group aims to create a future-oriented community model and build a contemporary oasis of poetic habitation for customers.

PRODUCT DESIGN AND DEVELOPMENT AND BRAND

Under the philosophy of “building homes with ingenuity and establishing a habitation benchmark”, Zhenro Properties is committed to creating quality residential products with a focus on customer demands and preferences in terms of project site selection and product design. The Group strictly complies with the intellectual property right regulations, relevant laws and regulations published by local governments in product research and development and design. The Group attaches great importance to the protection of its intellectual property rights while respecting the intellectual property rights of others. The Group has not infringed upon others’ intellectual property rights nor were its intellectual property rights infringed upon by others.

The brand concept of Zhenro Properties guides the development of the brand from three aspects: forward-looking view of cities, view of oriental culture and view of intelligent life. Zhenro Properties provides a variety of products for different customer needs through our four product lines: “Zhenro Mansion”, “Zhenro Oasis Mansion”, “Zhenro Pinnacle” and “Zhenro Origin Residence”.



正榮地產四大產品線

Four Major Product Lines of Zhenro Properties



二零二二年，本集團展開了《質造+》專項行動，全國各地在建項目開展了100餘次線上、線下工地開放活動，透明化呈現產品「質造」過程，接受業主檢閱，並通過逾300封《正榮家書》、工程現場播報等多元形式讓業主及時瞭解項目建設進展。

產品標準化管理

正榮地產產品標準化工作，涵蓋了產品線及IP、平面、立面、示範區、售樓處、建築、精裝、景觀、地庫等方面。本集團繼續執行標準化模塊管理，對產品快速落地進行更有力的把控和支撐，提升了項目的運營效率。

產品價值升級

正榮地產以「未來綠洲」為產品標籤，以「自然」、「健康」、「陪伴」為產品基因，設置了自然居、悅心社、能量場、智享家4個主題。產品設計從建築、精裝和景觀全方位來塑造亮點，營造「綠洲之境」全景生態社區。此外，本集團也加強「正榮雅頌風格示範區」的設計風格研發，結合自身產品戰略升級，突出產品價值和亮點。

In 2022, the Group launched the “Quality Manufacturing +” special action, conducting more than 100 online and offline site open activities for ongoing projects nationwide, transparently presenting the “quality manufacturing” process of products, accepting homeowners’ inspections, and allowed homeowners to understand the project construction progress in a timely manner with over 300 “Zhenro Family Letters”, on-site broadcasting and other forms.

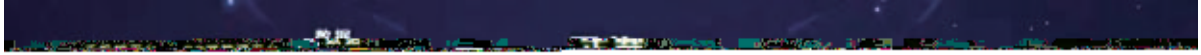
Product Standardization Management

Zhenro Properties’s product standardization work covers product lines and IP, plans/facades, demonstration areas/sales offices, construction, fine decoration, landscape, underground parking, etc. The Group continued to implement the management of standardized modules to provide more effective control and support for the rapid completion of products, thus improving the operation efficiency of projects.

Product Value Upgrade

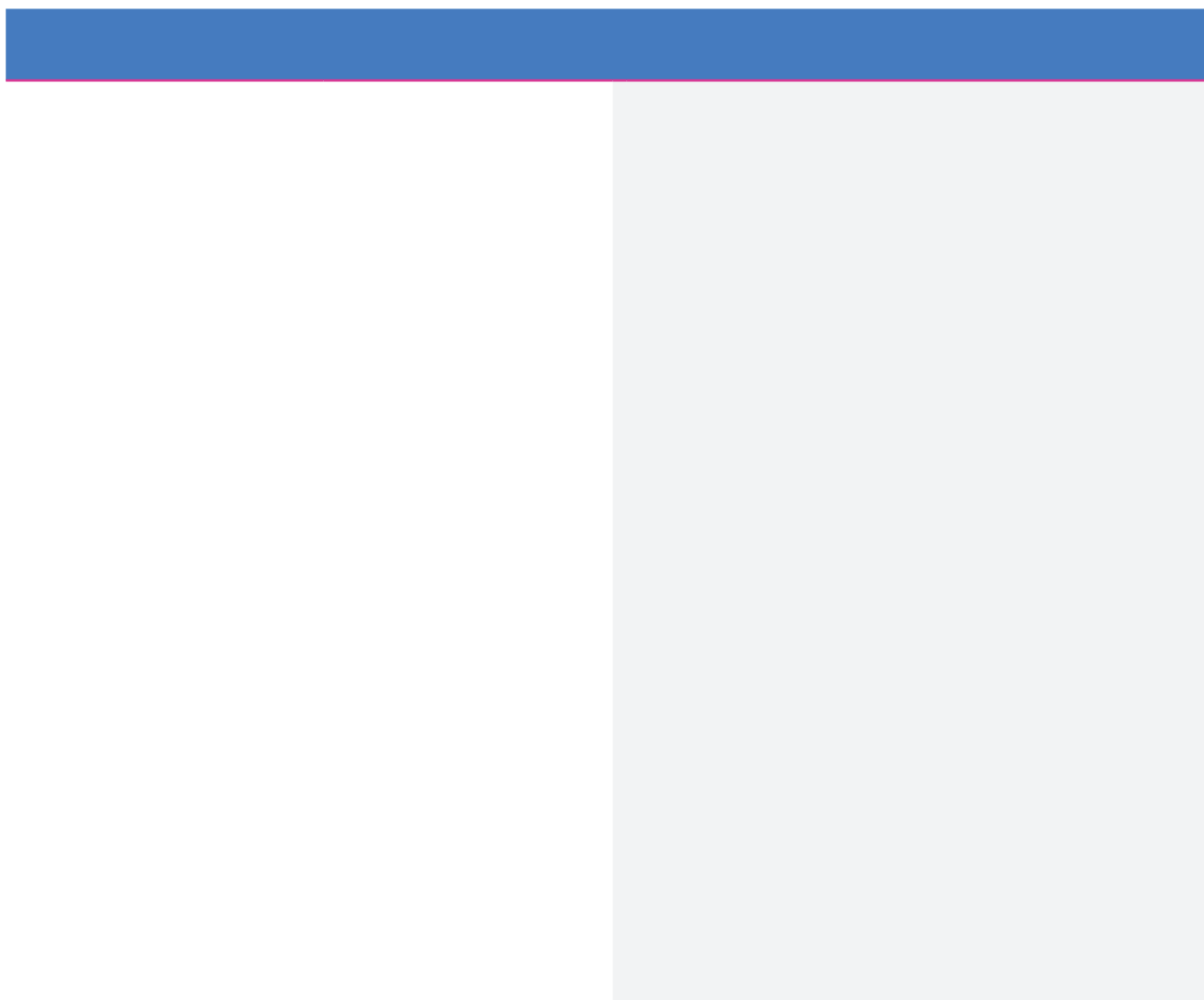
Zhenro Properties developed four themes, namely natural habitation (自然居), amiable community (悅心社), energy source (能量場) and intelligent home (智享家), with “future oasis” as the product label and “nature”, “health” and “company” as the product genes. The product design creates highlights in terms of building, fine decoration and landscape, as well as a panoramic ecological community of “oasis”. In addition, the Group also strengthens the research and development of the design style of “Zhenro Elegant Demonstration Zone” to stress the product value and highlights in consideration of strategic upgrade of products.

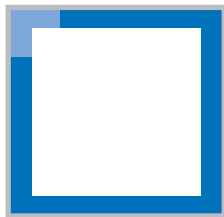




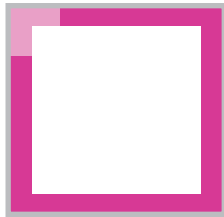
正榮智慧社區體系
Zhenro Intelligent Community System

正榮地產匠心精工的研發設計和不斷完善的產品價值體系受到了業界的高度認可。二零二二年，正榮地產榮獲多項設計研發獎項榮譽：





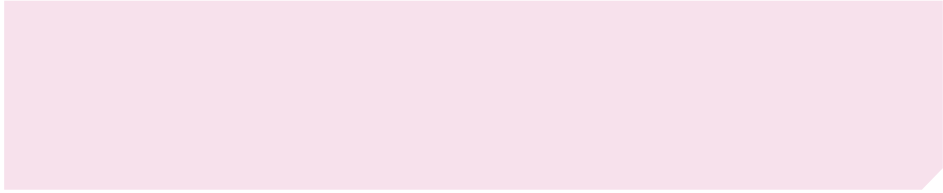
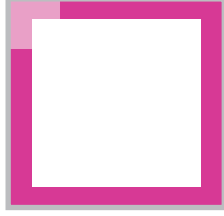
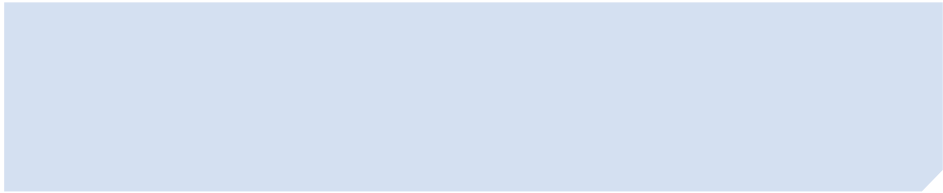
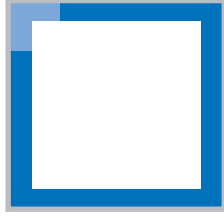
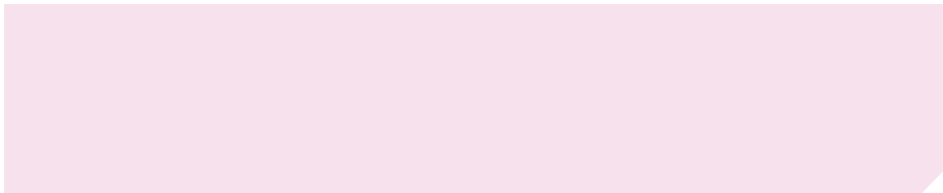
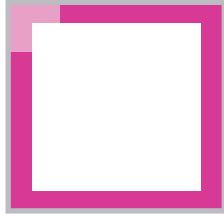
- Indicators are implemented
- The development cycle of a project is defined, and a level-1 plan for each phase and special plans for demonstration areas, model houses, and the buildings launched in the phase I project are developed on a stage-by-stage basis.
- The risk points existing in the project are identified and controlled in advance

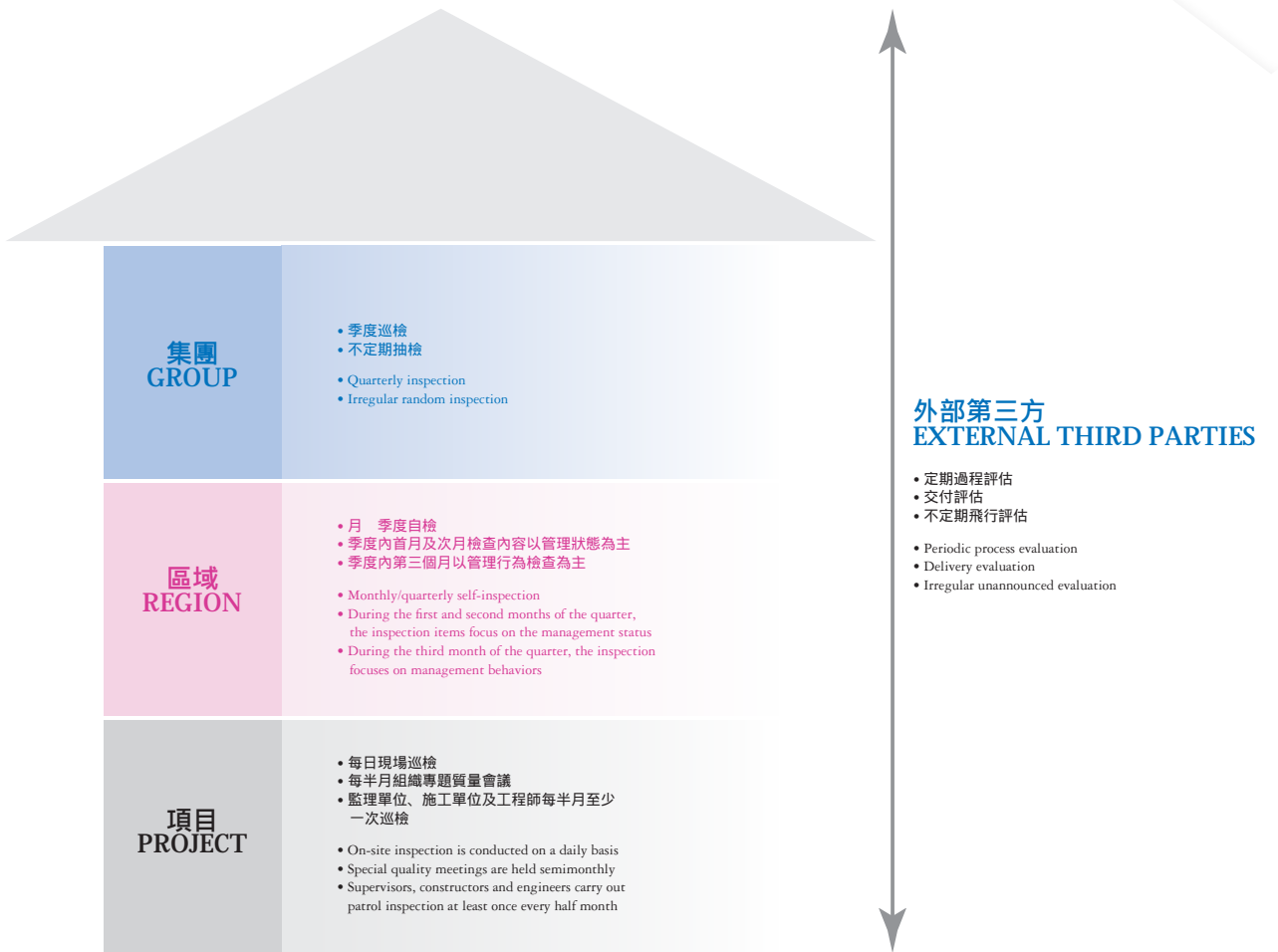


- The cost management department is responsible for collecting and reviewing the qualification documents of suppliers
- The project management department carries out on-site inspection and evaluation of suppliers



- The development and improvement of the procedures of construction application to the
- Site leveling, positioning and survey
- The engineering technology department submits materials before commencement
- The commencement order is issued
- Construction organization designs and construction schemes are prepared and reviewed
- The horizontal control network and the vertical control points for construction are established





正榮地產工程自檢管理體系
Engineering Self-inspection Management System of Zhenro Properties

In order to strengthen the project quality, progress and safety control of projects and prevent operational and other risks, the Group has developed the Management Measures for Accountability for Risks in Projects of Zhenro Properties. The Group supervises the satisfaction of project management and control requirements through process management and control methods, and supervision and assessment mechanisms, so as to ultimately achieve the project quality objectives. The assessment mechanism focuses on three aspects, namely project quality, progress and

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訴求響應

正榮地產相信企業的不斷成長基於對客戶每一個痛點的解決和反思。為此，本集團積極構建客戶投訴管理機制，並制定了《投訴處理及預警機制》、《維修工單處理及升級機制》、《工單管理升級辦法》等內部制度，對客戶投訴的渠道、責任部門、受理分級以及處理流程做了規範。本集團提供多種客戶投訴和反饋渠道，包括「有家生活研習所」小程序、400熱線、房修中心現場報事等。

客戶投訴的處理機制遵循「2157原則」，即「2小時響應」、「1天形成方案」、「5天反饋進展」、「7天投訴閉環」，建立了五大及時性節點考核，並按照「九步法」的流程展開，致力於以最高的效率向客戶提供滿意的答覆。對於集體投訴，本集團建立了常態化的對接預警機制，併發佈了客戶群訴專項處理指引，從響應時效、處理流程、閉環要求標準化落地。此外，超時及反覆投訴將升級至區域平台及總部督辦處理，有效保障客戶投訴的及時關閉。

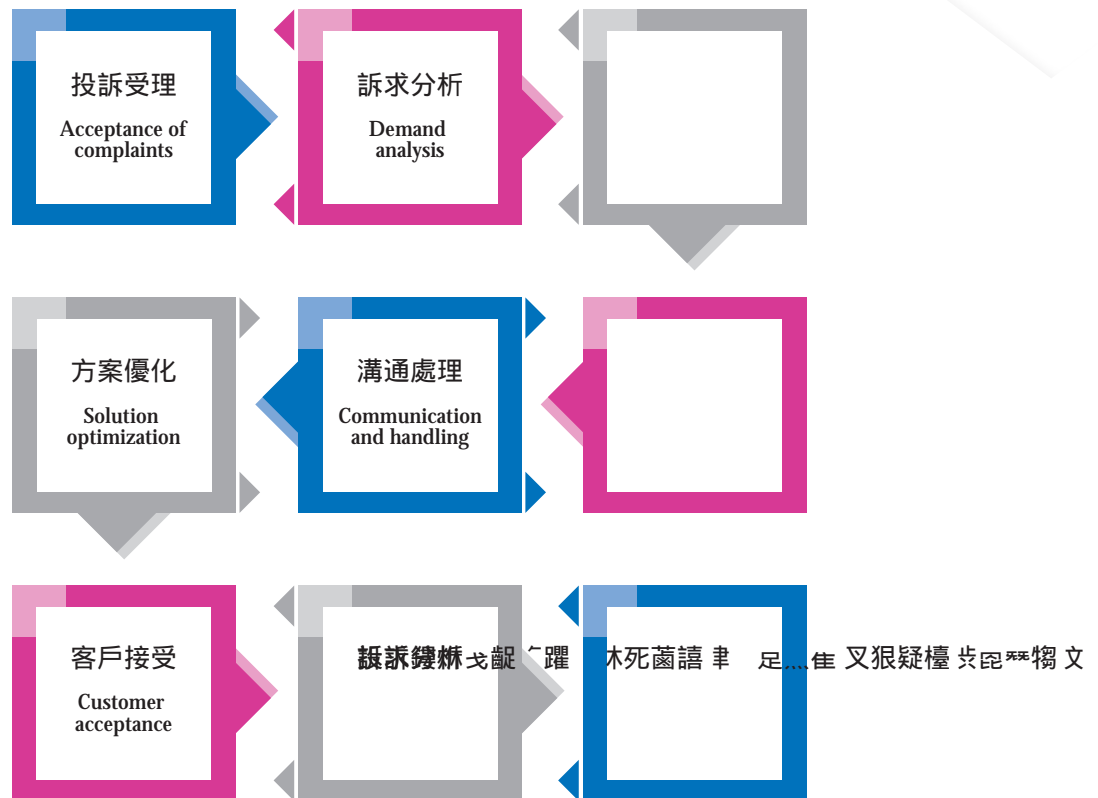
Response to Demands

Zhenro Properties believes that the continuous growth of enterprises is based on the solution and rethinking of every pain point of customers. For this purpose, the Group has actively constructed a customer complaint management mechanism and developed internal systems including the Complaint Handling and Warning Mechanism, the Maintenance Order Processing and Upgrade Mechanism and the Measures on Work Order Management and Escalation, which standardize the channels, responsible departments, acceptance levels and treatment procedures of customer complaints. The Group provides a wide range of customer complaint and feedback channels, including the “Home Life Research Institute (有家生活研習所)” mini program, 400 hotline, on-site reporting at the housing repair center.

The handling mechanism for customer complaints complies with the “2157 principle”, namely “response within 2 hours”, “development of a plan within 1 day”, “notification of the progress within 5 days” and “7-day complaint closed loop”, and has defined five major timeliness assessments, which are carried out according to “9-step” process, so as to satisfactorily reply to customers with the highest efficiency. For collective complaints, the Group has established a regular accountability and early warning mechanism and issued special handling guidelines for collective complaints of customers, which standardizes response timeliness, handling process and closed-loop requirements. In addition, overtime and repeated complaints will be escalated to the regional platform and the headquarters for handling, so as to effectively ensure the timely case closure for the customer complaint.



客戶投訴處理考核的五大及時性節點
Five Timeliness Indicators of Customer Complaint Handling Assessment



報告期內，正榮地產高效處理了2,909起客戶投訴。所有投訴均按照上述流程規範高效處理，投訴關閉率為92.46%。本集團也從中更好地洞察客戶需求，進而提升客戶服務質量。

責任營銷

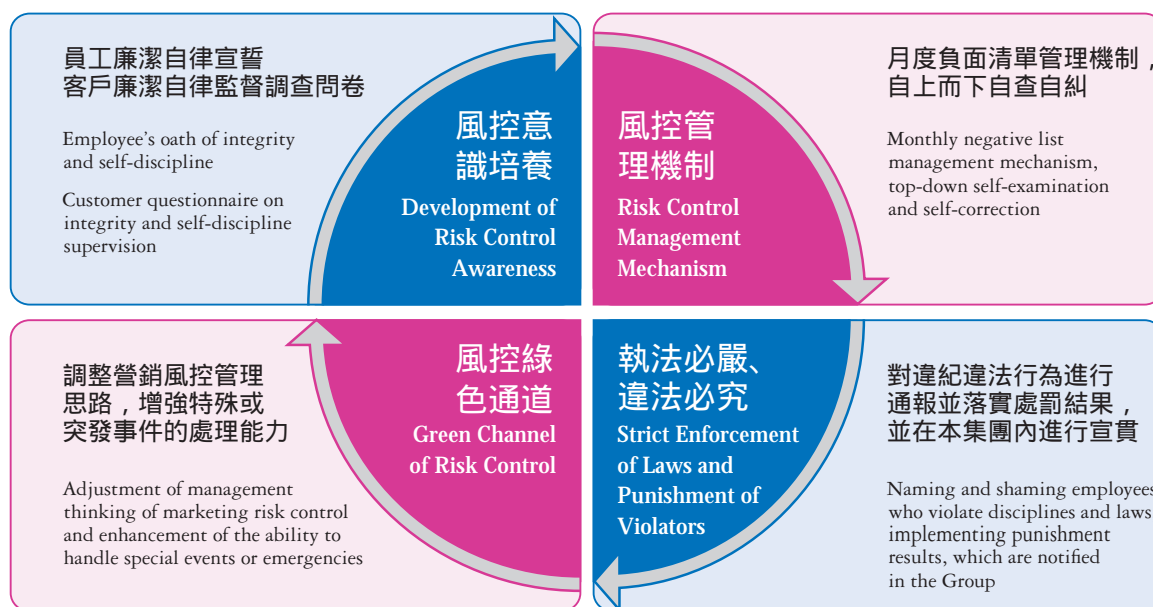
正榮地產倡導堅守營銷底線並貫徹營銷合規。在嚴格遵守《中華人民共和國廣告法》、《商品房銷售管理辦法》等國家法律法規和管理辦法的基礎上，制定並不斷完善內部的營銷制度，包括《營銷案場管理規範》、《銷售優惠管理制度》、《營銷費用管理制度》、《營銷體系供應商及招採管理制度》、《合作方抵房管理制度及大單包銷管理制度》、《營銷節點管控及業績管理規範》等，有效保證了案場精細化、標準化管理。

正榮地產建立了完善的營銷風控機制，通過三道風控防線層層篩查，涉及17個渠道審核節點，以覆蓋渠道風控全流程涉及的風險點。同時，本集團從風險意識培養、風控管理機制、風控綠色通道、執法必嚴、違法必究五大方面進行了內部風控體系的強化，並以信息化為依託，提升了營銷風控品控管控能力，降低了營銷風險。

二零二二年，正榮地產對營銷體系更新及新發佈了7項行銷管理制度及操作規範，重點對行銷節點管控、供應商及招採管理、費用管控、案場管理及抵房操作等制度進行了系統性的內容調整，保障了今後行銷管理部工作有序高效開展。特別是關於客戶事件維穩指引、行銷案場管理規範、行銷費用管理制度、行銷體系供應商及招採管理制度、合作方抵房管理制度及大單包銷管理制度、行銷節點管控及業績管理規範等管理內容的修訂，有效的保證了案場精細化、標準化管理。

Zhenro Properties has established a sound marketing risk control mechanism, which identifies risks through three defenses against risk and involves 17 channel audits, covering risk points in the whole process of channel risk control. Meanwhile, the Group strengthened its internal risk control system from five major aspects, namely risk awareness training, risk control management mechanism, green channels of risk control, strict enforcement of laws and punishment of violators. Relying on informatization, the Group enhanced its marketing risk and quality control capability and reduced marketing risks.

In 2022, Zhenro Properties updated the marketing system and issued 7 new marketing management systems and operation regulations, focusing on the systematic amendments to the rules concerning marketing milestone management, supplier and tendering and purchase management, expense control, site management and mortgage of properties, which ensure the orderly and efficient operation of the marketing management department in the future. In particular, the revision of the Guidelines for Customer Events Maintenance, Marketing Site Management Rules, Marketing Expense Management Rules, Rules on Management of Suppliers under Marketing System, and Tendering and Purchase, System on Management of Mortgage of Properties by Partners and the Large Order Underwriting Management System, Marketing Milestone Management and Performance Management Rules, etc., effectively ensure the refinement and standardization of site management.



營銷風控體系強化重點
Focuses of the Marketing Risk Control System

正榮地產通過規範化的產品手冊鎖定產品配置及交付標準，有效降低了營銷宣傳的風險。本集團統籌營銷所有渠道類佣金審核工作，實現高效渠道佣金的高標準審核，兼顧結算效率的同時加強渠道風控安全。此外，正榮地產聯合了法務、審計、客關、設計、品牌等各部門，針對營銷各業務開展需求組織了數十場營銷培訓，有效提升了營銷團隊整體業務能力和合規意識。

竭誠服務

正榮地產不僅提供居住場所，更多的是提供居住的服務。本集團高度重視客戶服務的質量與客戶滿意度管理，並制定了《客戶價值服務標準化管理藍皮書》、《正榮地產全周期品質管理制度》等內部管理制度，對正榮地產服務客戶的標準做了詳細的要求。

客戶服務理念

結合客戶從不同的維度對服務需求的差異性，正榮地產對服務體系、服務標準、服務能力和服務團隊做了精細化和定製化的提升。通過對不同的客戶群體和不同階段的業主開展客戶調研，本集團梳理了服務標準並建立了「五維服務層次」和「六大核心原則」。

Through standardized product manuals, Zhenro Properties specified the product configuration and delivery standards, effectively reducing the risk of marketing publicity. The Group coordinated all audits of channel commissions, such that audits were efficient and high-standard. The Group enhanced the channel risk control and safety while taking into account the settlement efficiency. In addition, Zhenro Properties, together with legal affairs, audit, custom care, design, brand and other departments, organized dozens of marketing training sessions to meet the need of marketing businesses, effectively enhancing the overall professional proficiency and compliance awareness of the marketing team.

Dedicated Services

Zhenro Properties provides residences and residential services. The Group attaches great importance to the management of customer service quality and customer satisfaction, and has developed internal management systems such as the Blue Paper on Standardized Management of Customer Value Services and the Full-Cycle Quality Management System of Zhenro Properties, which specify requirements on the customer service standards of Zhenro Properties in detail.

Customer Service Philosophy

In consideration of the difference of the demand of customers for services from different aspects, Zhenro Properties carried out a refined and customized upgrade of its service systems, standards, capabilities and teams. Through customer surveys of different customer groups, and property owners at different stages, the Group reviewed service standards and established the “Five Service Levels” and “Six Core Principles”.

服務層次 Service Level	基礎型 Basic		提升型 Good			驚喜型 Excellent	
有形 Tangible	乾淨整潔 Clean and tidy	安全使用 Safe use	典雅且親切 Elegant and amiable	井然有序 Orderly	精緻優雅 Refined and elegant	具文化修養 Literate	
可靠 Reliable	能夠基本問題解決 Able to solve basic problems		人員穩定 Personnel stability	專業技能 Professional skill	管家式服務 Manager service	私人定制 Customized	
響應 Responsive	凡事有回應 Response to any matter	承諾時間內解決問題 Settling problems within a promised time	快速響應 Quick response	高效解決問題 Solving problems efficiently	高質量解決問題 Solving problems in a high-quality manner	提前找出潛在問題 Identifying potential problems in advance	
保證 Guarantee	專業人員形象及溝通表現 Professional image and communication performance	匠人級 Craftsman level	專業技能資質 Professional skill qualification	專家級 Expert level	提供多套解決方案 Providing multiple solutions	大師級 Master level	
用情 Emotional	態度良好 Friendly	便捷 Convenient	理解個性需求 Understanding individual demands	滿足個性需求 Meeting individual demands	滿足潛在需求 Meeting potential demands	創造服務價值 Creating service value	

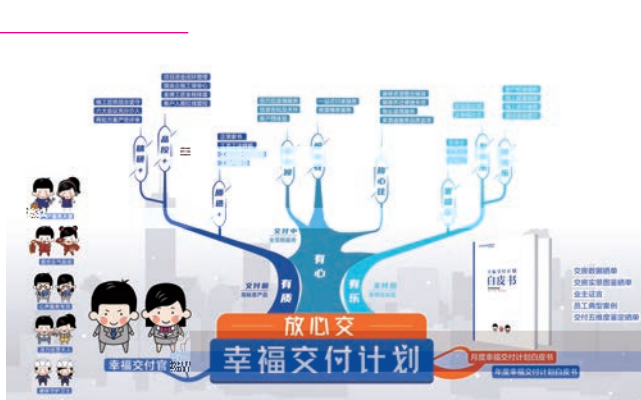
五維服務層次
Five Service Levels

資源精準投入 Targeted Investment of Resources	客戶預期匹配 Matching Customer Expectations	過程良性參與 Benign Participation in Processes	服務品質延續 Continuity of Service Quality	管理有始有終 Whole-process Management	記憶美好傳承 Good Memory and Inheritance
<ul style="list-style-type: none"> 優先滿足多數客戶需求及客戶最迫切的需求 Giving priority to meeting the need of most customers and the most urgent needs of customers 	<ul style="list-style-type: none"> 以客戶需求為主，對症下藥 Taking effective measures with a focus on the demand of customers 	<ul style="list-style-type: none"> 借助客戶的參與來驗證和宣傳產品和服務的口碑 Verifying and promoting word-of-mouth of products and services through customer involvement 	<ul style="list-style-type: none"> 承諾過的務必兌現，服務的品質始終如一 Fulfilling any promises made and maintaining consistent service quality 	<ul style="list-style-type: none"> 做到事事有回應，件件有結果的管理閉環 Achieving a closed loop of management that there are responses and results for any matter 	<ul style="list-style-type: none"> 多角度的運用照片、影像、書刊來記錄客戶的快樂時刻 Using photos, images, books and periodicals to record the happy hours of customers

六大核心原則
Six Core Principles

正榮地產的全周期客戶服務和服務督察工作均圍繞五維服務層次和六大核心原則進行開展，從銷售期、交付期、入住期全方位為客戶保駕護航。二零二二年，正榮地產升級推出「幸福交付計劃」，實現「放心交」。正榮地產強調服務的連貫性，從購房簽約、房屋交付，到入住以後，正榮地產針對不同階段和各重要節點，聚焦「有質、有心、有樂」三大主線，為業主打造高標準產品、提供全週期貼心服務，以幸福禮遇讓每位業主心悅歸家，為交付期客戶的滿意度提供保障。於報告期內，正榮地產榮獲由億翰智庫頒贈之《2022保交樓典範企業》獎項，足以證明正榮地產之交付服務質素為行業典範。

The full-cycle customer service and service supervision work of Zhenro Properties are carried out around the five service levels and six core principles, so as to ensure high-quality services to customers during the sales period, delivery period and occupancy period. In 2022, Zhenro Properties upgraded and launched the “Happiness Delivery Plan” to achieve “worry-free delivery” in real estate. Zhenro Properties emphasizes the continuity of its services, from signing the purchase contract, delivering the property, to post-occupancy. Zhenro Properties focuses on the three main themes of “quality, care, and joy” for different stages and important milestones, creating high-standard products for homeowners and providing caring services throughout the entire cycle. The aim is to create a happy experience for each homeowner and provide satisfaction guarantee for customers during the delivery period. During the Reporting Period, Zhenro Properties was awarded the “2022 Outstanding Developers by Delivery Assurance” award by EH Consulting, which proves that the delivery service quality of Zhenro Properties is an industry benchmark.



客戶活動

正榮地產持續關懷每一位客戶，通過開展多種豐富活動打造一個幼有夥伴、老有所樂、健康生活的宜居氛圍。正榮地產每年都積極舉辦「董事會」、「家庭節」、「老友記」等系列品牌活動。二零二二年舉辦了「春聲LIVE」、「隨手拍春意」、「舞蹈大賽」、「一年一度才藝大賞」、「全家福」等活動，全年累計客戶參與逾50萬人次。同年，正榮地產聚焦業主的四季生活，發放各式貼合實際生活需求的客戶資訊，從面向小業主的「超強大腦」培訓，到貼合實際生活需求的房屋維修煥新等。於報告期內，正榮地產推出售後服務「榮HOME房修」，於線下線上累計



滿意度管理

正榮地產深知產品與服務的口碑建立在客戶滿意度之上，並致力於不斷提升服務質量以提升客戶滿意度。報告期內，本集團優化了客戶滿意度調查方式，包括優化調研對象，調研問卷和得分計算方式。

正榮地產參與二零二二年中國指數研究院全國滿意度調研，調研對象覆蓋四大業主類型，正榮地產總體客戶滿意度得分79.9分，與央企總體滿意度均值之80.1分相約。在福州，正榮地產更入選二零二二年中國城市居民居住滿意度優秀企業及二零二二年中國城市居民居住忠誠度優秀企業。

針對滿意度調研的結果分析，本集團採取了多項提升客戶滿意度的行動。

Satisfaction Management

Zhenro Properties understands that the reputation of products and services is based on customer satisfaction. It is committed to continuously improving service quality to enhance customer satisfaction. During the Reporting Period, the Group optimized the customer satisfaction survey method, including the optimization of survey objects, survey questionnaires and score calculation method.

Zhenro Properties participated in the 2022 national satisfaction survey of the China Index Academy, which covered four major types of property owners, and scored 79.9 on the overall customer satisfaction, which is similar to the average score of 80.1 on the overall satisfaction of central enterprises. In Fuzhou, Zhenro Properties was also selected as one of the outstanding enterprises in China's urban residential satisfaction in 2022 and one of the outstanding enterprises in China's urban residential loyalty in 2022.

Based on the analysis of the results of the satisfaction survey, the Group took many actions to improve customer satisfaction.

區域定點幫扶及經驗分享

Regional Paired Assistance and Experience Sharing

定期對低分區域及項目開展點對點的專項扶持計劃，及時給予預警並召開滿意度指標預警區域專題提升會
The Company regularly carried out point-to-point special assistance plans for regions and projects with low scores, gave early warning in a timely manner, and held special improvement meetings for regions with early warning as to the satisfaction indicator

錨定目標

Setting a Target

設置總體目標值，指標經由總部至區域再至項目層層分解，明確各項目滿意度目標，指標分解到人
An overall target was set. The indicators were decomposed for headquarters and regional companies and then for projects on a level-by-level basis; the satisfaction target for each project was specified, and the indicators were decomposed for employees

釐清規範

Clarification of Standards

總部優化滿意度調研方案，同時加強第三方及行業交流，及時總結滿意度提升方法。組織優秀區域做經驗分享，從工作方法和業務內容兩方面形成滿意度工作提升方法論及案例庫
The headquarters optimized the satisfaction survey plan, strengthened the communication with third parties and the industry peers to summarize the satisfaction improvement methods in a timely manner. It organized excellent regional companies to share experiences, and formed a methodology and a case base for improving satisfaction in terms of work methods and business

跨職能協同

Cross-functional Coordination

成立由客關、設計、工程、營銷、物業、品牌各職能組成的滿意度工作小組，進行滿意度目標管理，督辦滿意度業務執行情況
A satisfaction working group comprising of customer care, design, engineering, marketing, property and brand departments was established to manage satisfaction targets and oversee the implementation of satisfaction business

強化過程考核

Strengthening Process Assessment

強化滿意度工作中的過程考核，月度成績對內公佈
Process assessments in the satisfaction work were strengthened, and the monthly results were published internally

深化業務探索

Deepening Business Exploration

成立滿意度發展小組，結合客戶需求，探索滿意度發展的新方向，通過數據指標的分析，以經營思維提升客戶價值
A satisfaction development team was established to explore the new direction of satisfaction development in consideration of the customer demand, and improve customer value through analysis of data and indicators, and with business thinking

提升客戶滿意度行動

Actions to Improve Customer Satisfaction

道德合規

正榮地產嚴格遵守《中華人民共和國刑法》、《中華人民共和國公司法》、《中華人民共和國反不正當競爭法》、《中華人民共和國反洗錢法》等相關法律法規，依據《正榮集團員工職務行為準則》等制度，對本集團員工涉及違反廉潔紀律、濫用職權、利益衝突等行為進行了明確規範，並明確本公司價值導向，使全體員工盡忠職守、廉正自律，共同維護企業整體利益。

為了推進企業商業道德的建設，本集團在落實《正榮集團獎懲管理制度》、《正榮集團監察管理制度》基礎之上，編製了《正榮地產審計處罰制度》，形成以制度為約束的監督手段。本集團將審計過程中發現的問題，按性質分為舞弊、違規、失職三類。舞弊問題將移送監察機構處理；違規和失職問題根據問題造成的損失及後果，設立不同的處罰標準。另外，該制度明確細化了經濟處罰的細則，對從重、加重處罰及減免處罰的情節做出規定。

舉報機制

構建公開、便捷的舉報體系是企業邁向清正廉潔治理過程中重要的環節。本集團制定了《舉報管理指引》，強化公司內部的舉報管理機制，拓寬了舉報渠道和方式，規範了舉報的受理及處理流程。同時，該指引關注舉報人保護政策，優化了對舉報人的保護和獎勵規定，要求受理方嚴格對舉報人的信息進行保密，最大程度上保障舉報人權益。

ETHICAL COMPLIANCE

In strict compliance with relevant laws and regulations including the Criminal Law of the People's Republic of China, the Company Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China, and the Anti-Money Laundering Law of the People's Republic of China, and the rules including the Code of Conduct of Employees of Zhenro Group, Zhenro Properties specifies the behaviors of employees of the Group including violation of integrity disciplines, abuse of power, conflicts of interests, etc., and defines the value orientation of the Company, so that all employees are dutiful, honest and self-disciplined, and jointly safeguard the overall interests of enterprises.

In order to promote the construction of business ethics, the Group has formulated the Audit Punishment System of Zhenro Properties on the basis of implementing the Rewards and Punishment Management System of Zhenro Group and the Supervision Management System of Zhenro Group, thus forming a system-based supervision method. The Group classifies the problems found during the audit into three categories by nature, namely fraud, non-compliance and dereliction. Fraud will be referred to the regulatory authority; non-compliance and dereliction are subject to different penalties based on the losses and consequences of the case. In addition, the system details the detailed rules for economic penalties and provides for severe punishment, more severe punishment and the circumstances for punishment mitigation or exemption.

WHISTLE-BLOWING MECHANISM

The construction of an open and convenient whistle-blowing system is an important process in the movement of enterprises towards clean and honest governance. The Group formulated the Reporting Management Guide, strengthening internal reporting management mechanisms, broadening the reporting channels and methods, and standardizing the reporting acceptance and handling process. Meanwhile, the guide focuses on the reporter protection policy, optimizes the protection and reward provisions for reporters, and requires the acceptor to strictly keep confidential the information of reporters, so as to protect the rights and interests of reporters to the greatest extent.



反腐倡廉

本集團至少每年一次為其董事及僱員安排反貪腐、反舞弊的培訓講座，加大宣傳反貪腐的力度，樹立員工清正廉潔的意識。於報告期間，本集團所有董事及僱員人均分別接受了約130分鐘的反貪污培訓。培訓內容涵蓋本集團的廉潔制度、過往案例分享等。覆蓋的範圍包括總部和區域公司。此外，本集團亦設有獨立的審計監察內聯網，持續為所有僱員提供行業最新反舞弊動態、過往案例等信息。

FIGHTING AGAINST CORRUPTION AND UPHOLDING THE INTEGRITY

The Group arranges anti-corruption and anti-fraud training seminars for its directors and employees at least once a year to enhance anti-corruption publicity and to create awareness of integrity among its staff. During the Reporting Period, all directors and employees of the Group received approximately 130 minutes of anti-corruption training respectively. The training covered the Group's integrity system, sharing of past cases, etc. The scope of coverage included headquarters and regional companies. In addition, the Group also has independent audit monitoring intranet to continuously provide all employees with the latest information of news about anti-fraud and past cases in the industry.



針對貪污案件，本集團依據相關法律法規對相關事件進行初步調查，必要時將其移送司法機關處理。同時，本集團按照相應的規章制度，對當事人做出相應處罰，包括但不限於解除與當事人的勞動合同，加入本集團黑名單等。正榮地產始終致力於構建一個公平、公開、透明、廉潔的企業。於報告期間，本集團並未發現任何違反有關防止賄賂、勒索、欺詐及洗黑錢的法律法規的重大事宜，亦沒有任何已審結的貪污訴訟案件。

The Group conducts a preliminary investigation into corruption cases in accordance with relevant laws and regulations and refers them to judicial authorities if necessary. Meanwhile, in accordance with the relevant rules and regulations, the Group imposes corresponding penalties on the parties concerned, including but not limited to terminating the labour contract with the parties concerned and including them in its blacklist. Zhenro Properties is always committed to building a fair, open, transparent and clean enterprise. During the Reporting Period, the Group was not aware of any material breach of laws and regulations relating to the prevention of bribery, extortion, fraud and money laundering, nor were there any concluded corruption litigation cases.

社會共榮

正榮地產致力於成就共創、共享、共榮的價值分享平台，持續與合作夥伴建立平等協作、互利共贏的關係，共享發展成果，共擔社會責任，開創共贏發展的新格局。

正榮地產積極履行企業社會責任，致力於推動社區公益發展，積極探索精準扶貧、鄉村振興創新模式，追求並創造經濟、社會、環境等綜合價值，發揮企業資源優勢，與社會共享繁榮發展。報告期內，正榮地產共捐贈人民幣420萬元。

美好社區

「你好，社區」是聚焦提升社區共建共治共享的行動計劃。正榮地產積極參與平台搭建的社區活動，凝聚多方力量，打造健康、互助、幸福的美好社區。

溫暖社會

榮書院免費為業主增加了多項安全健康的體育運動用品以及醫學儀器，包括血壓檢測儀、體重身高儀等，達到自我健康管理的目的。同時，榮書院擁有上千本書籍，可滿足中老年人羣的學習需求。

MUTUAL PROSPERITY WITH SOCIETY

Zhenro Properties is committed to establishing a value sharing platform for co-creation and sharing. It continuously establishes equal, cooperative and win-win relationship with its partners, share the development achievements and social responsibilities, so as to create a new prospect of win-win development.

Zhenro Properties actively performs its corporate social responsibility, makes efforts to promote the public welfare development of communities, actively explores the innovative models of targeted poverty alleviation and rural revitalization, pursues and creates comprehensive economic, social and environmental values, and gives full play to the advantages of corporate resources, so as to achieve mutual prosperity and development with society. During the Reporting Period, Zhenro Properties donated a total of RMB4.2 million.

Good Community

“Hello, Community” is an action plan focusing on enhancing co-construction, co-governance and sharing of communities. Zhenro Properties actively participates in community activities launched by the platform, and works with various entities to build a healthy, mutual and happy community.

Care for Society

Zhenro Academy provided property owners with many free safe and healthy sports equipment and medical instruments, including blood pressure monitors, height and weight scales, to achieve the goal of self-management of health. Meanwhile, Zhenro Academy had thousands of books to meet the learning need of the middle-aged and elderly.

教育振興

正榮地產相信，教育在脫貧攻堅戰中發揮着基礎性及根本性的作用。秉持這份信念，正榮地產始終將支持教育事業作為參與精準扶貧與鄉村振興事業的主要工作。正榮地產員工積極參與到正榮集團「榮光計劃」中，為教育事業發展貢獻了力量，將愛心傳遞到五湖四海，如與員工、業主等人士組成的義工團隊以進行探訪活動、捐建「榮光之家」為學生提供學習所需的文具、書本、以及音樂和體育等各類設施器材等。

與政府合作共同支持教育事業

為了履行社會責任，支持教育事業的發展，進而推進「和諧閔行」建設，正榮地產與上海市閔行區教育局、上海市七寶實驗小學學校展開政企、校企活動。此項目於二零二一年十二月啟動，通過正榮公益基金會與教育局所屬的閔行區春申教育發展基金會合作簽署協定，二零二二年二月正式捐贈人民幣65萬元，用於「慈榮校倡愛在閔行」公益項目。由教育基金會選取上海市七寶實驗小學學校作為試點學校，建設公益校園劇場，培養學生多元的綜合能力，促進其全面發展。二零二二年七月七寶實驗小學「公益校園劇場」完成驗收和交付使用。

Education Revitalization

Zhenro Properties believes that education plays a fundamental role in the fight against poverty. With the belief, Zhenro Properties has always considered supporting the education as its main work in participating in targeted poverty alleviation and rural revitalization. The employees of Zhenro Properties actively participated in the “Glorious Plan” of Zhenro Group, contributing to the educational development and spreading their love to all corners of China. For example, Zhenro Properties have formed volunteer teams with staff and property owners to conduct visits, and donated “Glorious Home” to provide students with stationery, books, music and sports facilities and equipment for their studies.

Cooperation with the Government in Supporting Education

In order to perform social responsibilities, support educational development and further promote the construction of “Harmonious Minhang”, Zhenro Properties has carried out government-enterprise and school-enterprise activities with the Education Bureau of Minhang District, Shanghai, and Shanghai Qibao Experimental Primary School. The project was initiated in December 2021, and an agreement was signed between the Zhenro Charity Foundation and the Education Bureau’s Minhang District Chunshen Education Development Foundation, which officially donated RMB0.65 million in February 2022 for the public welfare project of “promoting the love in Minhang Campus”. Taking Shanghai Qibao Experimental Primary School as a pilot school selected by the education foundation, the Group constructed a public welfare campus theatre to develop the diversified comprehensive abilities of students and promote their integrated development. In July 2022, the “Public Welfare Campus Theater” at Qibao Experimental Primary School was accepted and delivered.

關鍵績效指標總覽

Summary of Key Performance Indicators

總辦公面積 Total office area	單位 Unit	2022
總辦公面積 Total office area	平方米 m ²	27,711.42

A. 環境指標 ENVIRONMENTAL INDICATORS

廢氣排放¹ Air Emissions¹

廢氣種類 Type of exhaust gas	單位 Unit	2022
NO _x	公斤 Kg	87.43
SO _x	公斤 Kg	2.26
PM	公斤 Kg	6.44

排放量密度 Emissions density	單位 Unit	2022
NO _x	公斤 總辦公面積 Kg/total office area	0.00315
SO _x	公斤 總辦公面積 Kg/total office area	0.00008
PM	公斤 總辦公面積 Kg/total office area	0.00023

1. 本集團的廢氣排放主要源於車輛的汽油消耗。為減少對環境的影響，本集團已積極採取廢氣減排措施，如定期保養及維修車輛，預防它們因零件破損等原因而排放過量廢氣。

1. The Group's air emissions are mainly attributable to the consumption of gasoline by its vehicles. To reduce the impacts on the environment, the Group has actively adopted air emissions reduction measures, such as regularly maintain and repair vehicles to prevent them from generating excessive air emissions from broken parts.

關鍵績效指標總覽 Summary of Key Performance Indicators

溫室氣體排放² GHG Emissions²

指標 Indicator	單位 Unit	2022
範圍一：直接溫室氣體排放 Scope 1: Direct greenhouse gas emissions		
車輛燃料消耗 Vehicle fuel consumption	噸二氧化碳當量 tCO ₂ equivalent	362.63
範圍二：能源間接溫室氣體排放 Scope 2: Energy indirect greenhouse gas emissions		
外購電力 Purchased electricity	噸二氧化碳當量 tCO ₂ equivalent	322,390.13
範圍三：其他間接溫室氣體排放 Scope 3: Other indirect greenhouse gas emissions		
出外公幹 Business travel	噸二氧化碳當量 tCO ₂ equivalent	45.00
溫室氣體排放總量(範圍一、二及三) Total greenhouse gas emissions (Scope 1, 2 and 3)		322,797.76
溫室氣體排放總量密度 Total greenhouse gas emissions intensity	噸二氧化碳當量 總辦公面積 tCO ₂ equivalent/total office area	11.65

2. 本集團的溫室氣體排放主要源於車輛的汽油消耗造成的直接溫室氣體排放(範圍一)、外購電力造成的能源間接溫室氣體排放(範圍二)以及員工出外公幹造成的其他間接溫室氣體排放(範圍三)。

2. The Group's greenhouse gas emissions mainly come from the direct greenhouse gas emissions from gasoline consumption of vehicles (Scope 1), indirect greenhouse gas emissions from the energy consumption of purchased electricity (Scope 2), and other indirect greenhouse gas emissions from employees' business travels (Scope 3).

關鍵績效指標總覽 Summary of Key Performance Indicators

能源消耗 Energy Consumption

直接能源消耗 Direct Energy Consumption	單位 Unit	2022
<ul style="list-style-type: none"> 汽油 Gasoline 	兆瓦時 mWh	1,901.28
<ul style="list-style-type: none"> 液化石油氣 Liquefied petroleum gas 	兆瓦時 mWh	2,548.38
直接能源消耗總量 Total direct energy consumption	兆瓦時 mWh	4,449.66
間接能源消耗 Indirect Energy Consumption	單位 Unit	2022
<ul style="list-style-type: none"> 外購電力 Purchased electricity 	兆瓦時 mWh	565,299.19
<ul style="list-style-type: none"> 間接能源消耗總量 Total indirect energy consumption 	兆瓦時 mWh	565,299.19
總能源消耗量 Total energy consumption	兆瓦時 mWh	569,748.85
總能源消耗量密度 Total energy consumption intensity	兆瓦時 總辦公面積 mWh/total office area	20.56

水量消耗 Water Consumption

用水 Water Consumption	單位 Unit	2022
<ul style="list-style-type: none"> 柜 屨 襪 柜 		

B. 社會指標 SOCIAL INDICATORS

僱員 Employee		單位：人 Unit: Person
僱員人數 Number of employees		736
按性別劃分 By gender	男 Male	509
	女 Female	227
按年齡劃分 By age	小於35歲 Aged below 35	336
	35至50歲 Aged 35 to 50	393
	大於50歲 Aged above 50	7
按職別劃分 By grade	初級員工 Junior employees	618
	中級管理層 Middle management	101
	高級管理層 Senior management	17
按地區劃分 By region	總部(含香港) Headquarter (Hong Kong inclusive)	103
	長三角地區 Yangtze River Delta Region	223
	海峽西岸地區 Western Taiwan Straits Region	216
	華中地區 Central China Region	80
	環渤海地區 Bohai Rim Region	45
	華西地區 Western China Region	59
	珠三角地區 Pearl River Delta Region	10
按僱傭類型劃分 By employment type	全職 Full-time	736
	兼職 Part-time	0

員工流失率 Employee turnover rate		單位：百分比 Unit: %
按性別劃分 ³ By gender ³	男 Male	50.1%
	女 Female	49.1%
按年齡組別劃分 ⁴ By age group ⁴	小於35歲 Aged below 35	59.8%
	35至50歲 Aged 35 to 50	36.3%
	大於50歲 Aged above 50	14.3%
按地區劃分 ⁵ By region ⁵	中國內地 Domestic (China Mainland)	50.1%
	中國香港 Overseas (Hong Kong, China)	42.9%

3 按性別劃分的員工流失率 = 按性別劃分的員工流失數 /

僱員培訓 Employee training		
受訓僱員人數 Number of employees receiving training		659
按性別劃分 By gender	男 Male	68.8%
	女 Female	31.2%
按僱員類別劃分 By employment type	初級員工 Junior employees	83.0%
	中級管理層 Middle management	14.4%
	高級管理層 Senior management	2.6%
平均培訓時數 Average training hours		
按性別劃分(小時) By gender (hour)	男 Male	20.9
	女 Female	18.1
按僱員類別劃分(小時) By employment type (hour)	初級員工 Junior employees	19.5
	中級管理層 Middle management	23.4
	高級管理層 Senior management	9.2

供應商 Suppliers	區域 Region	數目(家) Number	比例 Percentage
按地區劃分 By geographical region	長三角 Yangtze River Delta	1,400	28%
	海峽西岸 Western Taiwan Straits	1,050	21%
	華中 Central China	950	19%
	環渤海 Bohai Rim	500	10%
	華西 Western China	600	12%
	珠三角 Pearl River Delta	150	3%
	全國性 Nation-wide	350	7%
	合計 Total	5,000	100%

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A. 環境 A. Environment		
層面A1 Aspect A1	排放物 Emissions	
一般披露 General Disclosure	有關廢氣及溫室氣體排放、向水及土地的排汙、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	環境生態 Environment and Ecology
關鍵績效指標A1.1 KPI A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	關鍵績效指標總覽 Summary of Key Performance Indicators
關鍵績效指標A1.2 KPI A1.2	直接(範圍1)及能源間接(範圍2)溫室氣體排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	關鍵績效指標總覽 Summary of Key Performance Indicators
關鍵績效指標A1.3 KPI A1.3	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	關鍵績效指標總覽 Summary of Key Performance Indicators
關鍵績效指標A1.4 KPI A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	關鍵績效指標總覽 Summary of Key Performance Indicators
關鍵績效指標A1.5 KPI A1.5	描述所訂立的排放量目標及為達到這些目標所採取的步驟。 Description of emissions target(s) set and steps taken to achieve them.	環境生態 Environment and Ecology
關鍵績效指標A1.6 KPI A1.6	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	環境生態 Environment and Ecology

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A. 環境 A. Environment		
層面A2 Aspect A2	資源使用 Use of Resources	
一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策。 註：資源可用於生產、儲存、運輸、樓宇、電子設備等。 Policies on the efficient use of resources, including energy, water and other raw materials. Note: resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	環境生態—綠色建築 Environment and Ecology — Green Buildings
關鍵績效指標A2.1 KPI A2.1	按類型劃分的直接及或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	關鍵績效指標總覽 Summary of Key Performance Indicators
關鍵績效指標A2.2 KPI A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	關鍵績效指標總覽 Summary of Key Performance Indicators
關鍵績效指標A2.3 KPI A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of energy use efficiency target(s) set and steps taken to achieve them.	環境生態 Environment and Ecology
關鍵績效指標A2.4 KPI A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	環境生態 Environment and Ecology
關鍵績效指標A2.5 KPI A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	本集團業務不涉及包裝材料的使用 The business of the Group does not involve the use of packaging materials

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A. 環境 A. Environment		
層面A3 Aspect A3	環境及天然資源 The Environment and Natural Resources	
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impacts on the environment and natural resources.	環境生態—綠色建築 Environment and Ecology — Green Buildings
關鍵績效指標 A3.1 KPI A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	環境生態—綠色建築 Environment and Ecology — Green Buildings
層面A4 Aspect A4	氣候變化 Climate Change	
一般披露 General Disclosure	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	環境生態—環境管理 Environment and Ecology — Environmental Management
關鍵績效指標 A4.1 KPI A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	環境生態—環境管理 Environment and Ecology — Environmental Management

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B. 社會 B. Social		
層面B1 Aspect B1	僱傭 Employment	
一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	人才價值 — 員工僱傭 Talent Value — Employment
關鍵績效指標B1.1 KPI B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type, age group and geographical region.	關鍵績效指標總覽 Summary of Key Performance Indicators
關鍵績效指標B1.2 KPI B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	關鍵績效指標總覽 Summary of Key Performance Indicators
層面B2 Aspect B2	健康與安全 Health and Safety	
一般披露 General Disclosure	有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	人才價值 — 健康與安全 Talent Value — Health and Safety
關鍵績效指標B2.1 KPI B2.1	過去三年(包括匯報年度)每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	人才價值 — 健康與安全 Talent Value — Health and Safety

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B. 社會 B. Social		
關鍵績效指標B2.2 KPI B2.2	因工傷損失工作日數。 Lost days due to work injury.	人才價值—健康與安全 Talent Value — Health and Safety
關鍵績效指標B2.3 KPI B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	人才價值—健康與安全 Talent Value — Health and Safety
層面B3 Aspect B3	發展及培訓 Development and Training	
一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 註：培訓指職業培訓，可包括由僱主付費的內外部課程。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: training refers to vocational training. It may include internal and external courses paid by the employer.	人才價值—人才發展 Talent Value — Talent Development
關鍵績效指標B3.1 KPI B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	關鍵績效指標總覽 Summary of Key Performance Indicators
關鍵績效指標B3.2 KPI B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	關鍵績效指標總覽 Summary of Key Performance Indicators
層面B4 Aspect B4	勞工準則 Labour Standards	
一般披露 General Disclosure	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	人才價值—員工僱傭 Talent Value — Employment

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B. 社會 B. Social		
關鍵績效指標B4.1 KPI B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	人才價值—員工僱傭 Talent Value — Employment
關鍵績效指標B4.2 KPI B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	人才價值—員工僱傭 Talent Value — Employment
層面B5 Aspect B5	供應鏈管理 Supply chain management	
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	供應鏈管理 Supply Chain Management
關鍵績效指標B5.1 KPI B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	關鍵績效指標總覽 Summary of Key Performance Indicators
關鍵績效指標B5.2 KPI B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	供應鏈管理 Supply Chain Management
關鍵績效指標B5.3 KPI B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	供應鏈管理 Supply Chain Management
關鍵績效指標B5.4 KPI B5.4	描述在揀選供貨商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	供應鏈管理 Supply Chain Management

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B. 社會 B. Social		
關鍵績效指標B7.2 KPI B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	共創廉潔 — 舉報 機制 共創廉潔 — 反腐 倡廉 Integrity Co-Creation — Whistle-Blowing Mechanism Integrity Co-Creation — Fighting Against Corruption and Upholding the Integrity
關鍵績效指標B7.3 KPI B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	共創廉潔 — 反腐 倡廉 Integrity Co-Creation — Fighting Against Corruption and Upholding the Integrity
層面B8 Aspect B8	社區投資 Community Investment	
一般披露 General Disclosure	有關以參與來瞭解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	溫暖社會 — 社會 共榮 Care for Society — Mutual Prosperity with Society
關鍵績效指標B8.1 KPI B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	溫暖社會 — 社會 共榮 Care for Society — Mutual Prosperity with Society
關鍵績效指標B8.2 KPI B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	溫暖社會 — 社會 共榮 Care for Society — Mutual Prosperity with Society

