



2024

Environmental, Social and Governance Report

環境、社會及管治報告



GREENTOWN CHINA HOLDINGS LIMITED

綠城中國控股有限公司

(incorporated in the Cayman Islands with limited liability) (Stock Code: 03900)

(於開曼群島註冊成立的有限公司) (股票代碼：03900)

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關於本報告

About the Report

概覽

本報告是綠城中國控股有限公司(簡稱「本公司」)發佈的第九份《環境、社會及管治報告》(簡稱「ESG報告」或「本報告」)，且為本公司發佈的第四份獨立版ESG報告。面向公司各方利益相關方，重點披露本公司及其附屬公司(簡稱「本集團」「綠城中國」或「我們」)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2024年1月1日至2024年12月31日(即「報告期」)，部分內容追溯以往年份或延後至2025年4月。

報告範圍

本報告覆蓋本集團直接控制的業務範圍。其中少部分數據涵蓋範圍少於以上範圍，已另行說明。

編制依據

本報告遵循重要性、量化、一致性等匯報原則，參照香港聯合交易所有限公司(「香港聯交所」或「聯交所」)證券上市規則(「上市規則」)附錄C2《環境、社會及管治報告指引》(「ESG報告指引」)進行編制。

本報告按照識別和排列重要的利益相關方及ESG重要議題、決定ESG報告的界限、收集相關材料和數據、根據資料編制報告和對報告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。

重要性

本報告就公司董事會釐定的對本集團、投資者及其他利益相關方產生重大影響的ESG議題進行匯報。綠城中國2024年ESG重大性議題識別過程及結果請參閱「ESG可持續發展戰略」章節的「(三)重大性議題識別」小節。

Overview

The Report is the ninth Environmental, Social and Governance Report (the “ESG Report” or the “Report”) of Greentown China Holdings Limited (the “Company”) and is the fourth ESG Report separately issued by the Company. Facing all stakeholders of the Company, the Report focuses mainly on the disclosure of management, practice and performance of the Company and its subsidiaries (the “Group”, “Greentown China” or “we”) on ESG-related matters.

Reporting Period

The Report covers the period from 1 January 2024 to 31 December 2024 (the “Reporting Period”) with part of the contents tracing back to prior years or tracing forward until April 2025.

Reporting Scope

The Report covers the scope of business directly controlled by the Group. Among them, a small percentage of data covers less than the above scope, and has been stated separately.

Basis of Preparation

The Report has followed the reporting principles of materiality, quantification and consistency, and has been prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “ESG Reporting Guide”) set out in the Appendix C2 to the Rules Governing the Listing of Securities (the “Listing Rules”) on The Stock Exchange of Hong Kong Limited (the “HKEx” or “Stock Exchange”).

The Report identifies and prioritises our key stakeholders as well as important ESG issues and then determines the boundary of the ESG Report, collects relevant materials and data, compiles the Report based on relevant information, and reviews the information in the Report to ensure its completeness, substantiality, authenticity and balance.

Materiality

The Report reports on the ESG issues determined by the Board of the Company which have a material impact on the Group, investors and other stakeholders. For the identification process and results of material issues on the ESG for Greentown China in 2024, please refer to the section headed “(III) Identification of Material Issues” in the chapter headed “ESG Strategy for Sustainable Development”.

量化

本報告披露了本集團在ESG領域的相關量化數據、統計及計算採用的標準與方法，同時針對量化數據予以文字闡釋。本集團2024年ESG量化數據請參閱附錄二「綠城中國2024年ESG績效指標」及各章節對應部分。

一致性

除非另有說明，本公司將於每一報告期採用一致的披露統計方法。

資料來源

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。

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。如想了解更多關於綠城中國的背景、業務發展和可持續發展理念，歡迎瀏覽綠城中國官方網站 (<https://www.chinagreentown.com>)。

報告編制流程

本報告經過工作小組組建、資料收集、利益相關方訪談、利益相關方問卷調研、框架確定、報告編寫、報告設計、部門與高管審核等環節完成編制。

確認及批准

本報告經管理層確認後，於2025年3月28日獲董事會通過。

獲取及回應本報告

我們十分重視各利益相關方的意見，歡迎讀者通過以下聯絡方式與我們聯繫。您的意見將幫助我們進一步完善本報告以及提升我們的ESG表現。
郵箱：ir@chinagreentown.com

Quantitative

The Report discloses the Group's relevant quantitative data, the standards and methods adopted for statistics and calculations in the field of ESG, and provides textual explanations for the quantitative data. For the quantitative ESG data of the Group for 2024, please refer to the "Greentown China's ESG Performance Indicators in 2024" set out in Appendix II and the corresponding sections in the chapters.

Consistency

Unless otherwise stated, the Company uses consistent methodologies for each reporting period.

Source of Information

The information and data disclosed in this Report are originated from statistics and official documents of the Group, and reviewed by the relevant departments.

Language and Format of the Report

The Report is available in both Chinese and English versions in electronic editions. For more details about the background, business development and sustainable development concept of Greentown China, please refer to our official website (<https://www.chinagreentown.com>).

Preparation Procedure of the Report

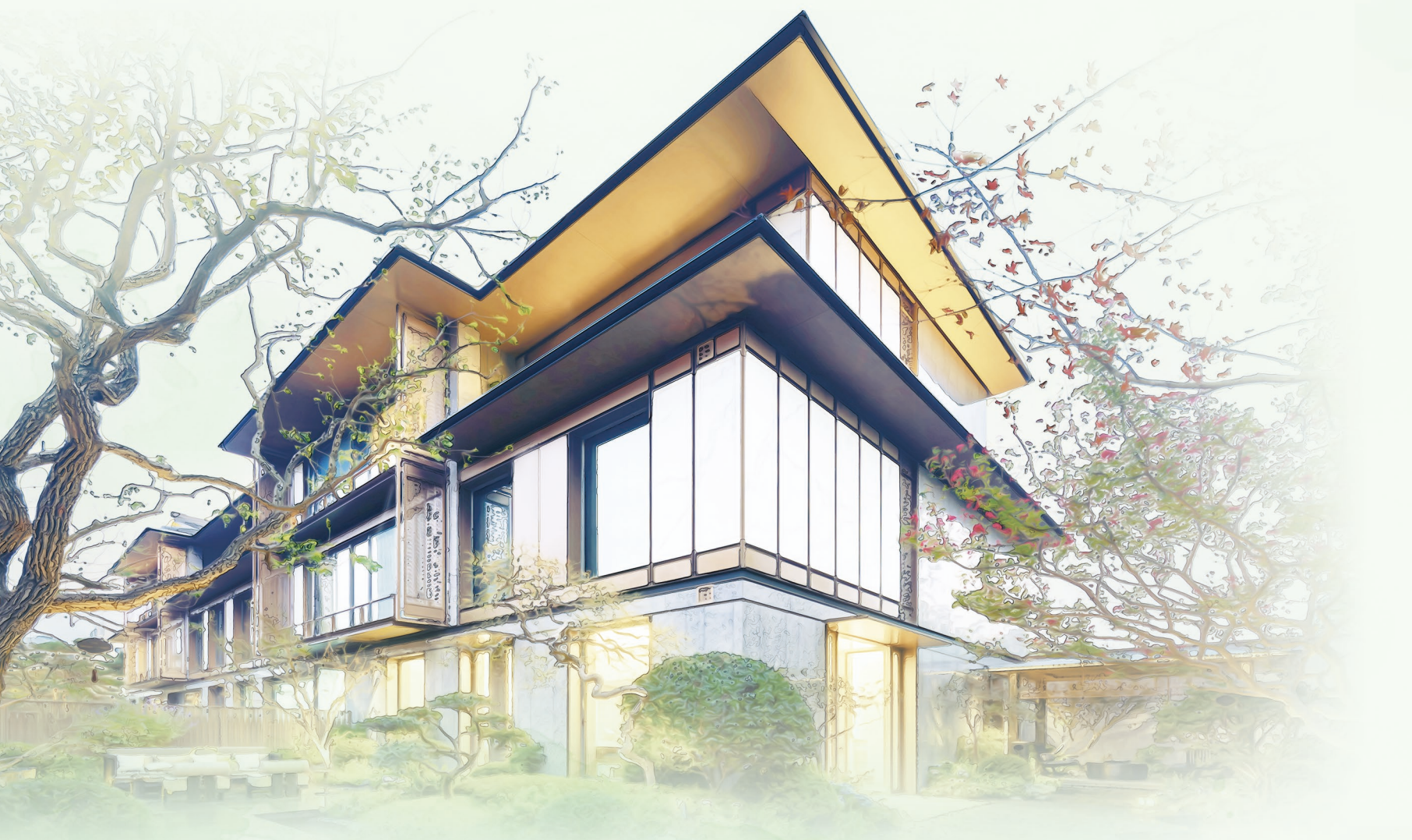
The Report is prepared via various steps, including forming the working group, collecting information, communicating with stakeholders, surveying with stakeholders, confirming the framework, compiling information, designing the layout, and reviewing by related departments and the senior management.

Confirmation and Approval

The Report has been approved by the Board on 28 March 2025 after confirmation by the management.

Access to and Feedback on the Report

We attach great importance to the opinions of each stakeholder, and welcome readers to contact us through the following contact information. Your opinions will help us further refine the Report and enhance our ESG performance.
Email: ir@chinagreentown.com



蘇州逸廬
Suzhou Yilu

The background is a soft, watercolor-style illustration. It features various shades of green, from light mint to deep forest green. The composition includes stylized, misty mountains in the upper half and dense, layered foliage and grasses in the lower half. The overall effect is ethereal and naturalistic.

走進綠城中國

Walking into
Greentown China

走進綠城中國

Walking into Greentown China

(一) 公司簡介

(I) Corporate Profile

綠城中國控股有限公司是中國領先的優質房產品開發及生活綜合服務供應商，以優秀的產品質量、獨特的建築美學、以人為本的服務保持行業引領地位。公司連續二十一年榮獲「中國房地產百強企業綜合實力Top10」¹，所進駐重點城市客戶滿意度連續十四年保持領先，此外，綠城還憑藉其高品質的產品連續三年榮獲產品力測評榜第一²，並獲得「中國房企品牌價值Top5」「中國房地產高質量發展優秀企業」等榮譽。

Greentown China Holdings Limited is a leading quality property developer and an integrated living service provider in China. It maintains a leadership position in the industry by virtue of the quality of its properties, its unique architectural aesthetics, and its customer-centric services. The Company has been awarded the “Top10 among 100 Chinese Real Estate Enterprises by Comprehensive Strength”¹ for 21 consecutive years and maintained a leading position in customer satisfaction in core cities in which it operates for 14 consecutive years. Meanwhile, Greentown ranked first in the product strength assessment lists for three consecutive years² for its quality products as well as received honors such as “Top5 Chinese Real Estate Companies by Brand Value” and “Outstanding Chinese Real Estate Enterprises with High-Quality Development”.

綠城中國控股有限公司於1995年1月在中國杭州成立，2006年7月在香港聯交所上市，並先後引入九龍倉、中交集團作為重要股東。於本報告日期，綠城中國的最大單一股東中交集團持有本公司已發行股本總額約28.94%的權益。

Greentown China Holdings Limited was founded in Hangzhou, China in January 1995 and listed on the Hong Kong Stock Exchange in July 2006. Wharf and CCCG were introduced as substantial shareholders successively. As at the date of this report, CCCG, Greentown China’s single largest shareholder, was interested in approximately 28.94% of the total issued share capital of the Company.

歷經三十年的發展，公司秉持「品質為先」的發展戰略指引，佈局房地產上下游業務，形成重資產、輕資產和「綠城+」三大板塊。重資產板塊聚焦房產開發業務，持續精進產品力，打造綠城「好房子」；輕資產板塊強化代建業務，2020年7月正式分拆綠城管理控股有限公司並於聯交所主板上市（股票代碼：09979），市佔率在行業中遙遙領先；「綠城+」板塊發展和培育不動產產業鏈業務，建立產業生態圈，協同賦能主業。

Throughout 30 years of development, the Company has adhered to the development strategy of “quality first” and developed the upstream and downstream of the real estate business to form three major segments, namely asset-heavy, asset-light and “Greentown+”. The asset-heavy segment focuses on the real estate development business, and continuously enhances product strength to build Greentown “Good Houses”. The asset-light segment strengthens the project management business. In July 2020, Greentown Management Holdings Company Limited was officially spun off and listed separately on the Main Board of the Stock Exchange (stock code: 09979), with a market share ranking far ahead in the industry. The “Greentown+” segment develops and cultivates the industry chain business of real estate and establishes an industrial ecosystem to collaborate and empower its main business.

¹ 中指院
² 中指院、克而瑞及億翰智庫

¹ China Index Academy
² China index Academy, CRIC and EH Consulting

作為中國精品物業營造專家，綠城中國一直堅持創新，不斷探索人居關係，在營造美麗建築的基礎上，致力於為更多人打造美好生活。公司立足於浙江，聚焦核心區域，精耕重點城市及優質地塊。綠城中國憑藉優質的開發品質、高質的土地儲備、高效的組織架構、優秀的管理團隊，在業務所及的城市成功樹立品牌形象，並累積了大量高質量項目的開發經驗和卓越的營運能力，為可持續發展提供了強勁動力。

一直以來，公司堅守「真誠、善意、精緻、完美」的企業價值觀，堅守「內外出品相、過程求品質、工作有品位、結果樹品牌、隊伍講品行、精神顯品格」的「六品理念」，做好企業、造好房子、為好生活，並取得可喜的進步。2024年，公司取得合同銷售額約人民幣2,768億元，位列行業第三，新增貨值位列行業第四，主要經營指標持續向好，保持了較好的發展動能。

面向未來，公司將保持戰略定力，以打造「Top10中的品質標桿」為目標，以「最懂客戶、最懂產品」為戰略支點，持續踐行「以客戶為中心的產品主義」，同時以「高顏值、極賢惠、最聰明，房低碳、全週期、人健康」為目標建設綠城「好房子」，不斷滿足人們對美好生活的追求。

Being a professional developer of premium properties in China, Greentown China has always insisted on innovation and continued to explore the relationship between humans and their living space. Through creating aesthetically pleasing architecture, Greentown China is committed to building a better life for more people. Based in Zhejiang, the Company focuses its attention on core areas as well as cultivating footprints in key cities and quality land parcels. Leveraging its superior development quality, premium land bank, highly effective organizational structure and high-calibre management team, Greentown China has established its brand image in all the cities where it operates. The rich experience that Greentown has accumulated in developing numerous high-quality projects together with its outstanding operational capabilities has served to provide strong momentum for its sustainable development.

The Company has always adhered to its corporate values of “Sincerity, Kindness, Exquisiteness, Perfection”, and insisted on the “6 Development Synergies” of “Image for internal and external development, Quality for process, Refinement for working, Brand for results, Integrity for teams, Character for spirits”, achieved encouraging progress on the path of “being an excellent enterprise, constructing good houses and creating wonderful lives”. In 2024, the Company has achieved contracted sales of approximately RMB276.8 billion, ranking third in the industry, and newly added saleable value ranking fourth in the industry. Its major operating indicators experienced a non-stop positive trend, maintaining good growth momentum.

Looking ahead, the Company will adhere to its strategic principle with the aim of building the “quality benchmark among the Top10” and the strategic pivot points of “best understanding of customers and best understanding of products”, continue to implement its strategy of “customer-oriented product offering”, while building Greentown “Good Houses” with the goal of being “gorgeous, extremely virtuous, the smartest, low-carbon, full-cycle and healthy”, and constantly meet people’s pursuit of better life.



董事會主席及非執行董事

劉成雲先生

Chairman of the Board and Non-Executive Director

Mr LIU Chengyun

義烏鳳起潮鳴
Yiwu Fengqi Chaoming

(二) 主席報告

2024年，面對行業和市場的深度調整，綠城持續「改革、改變、改進」，實現經營品質穩健、行業地位穩進，合同銷售保持行業第三，權益銷售提升至行業第六，新增投資量足質優，發展優勢持續凸顯，產品力不斷精進，發展底盤持續穩健，連續21年榮膺「中國房地產百強企業綜合實力Top10」，連續15年上榜《財富》中國500強，並榮獲「2024房地產上市公司綜合實力榜」第七位、「2024年中國房地產企業品牌價值十強」等榮譽。

(II) Chairman's Statement

In 2024, facing the deep adjustment of the industry and the market, Greentown continued to implement the “reform, rebuilding and refinement” strategy further, achieving sound operation and gradual uplift in the industry position, with contracted sales maintaining the third place in the industry, attributable sales rising to the sixth place in the industry and the new investments featured sufficient quantity and high quality. The development edges have constantly been prominent thanks to continuous product refinement. And the foundation for development remained robust. The Company has been awarded the “Top10 among 100 Chinese Real Estate Enterprises by Comprehensive Strength” for 21 consecutive years, and has been listed on the Fortune China 500 for 15 consecutive years, and ranked the seventh place in the “2024 Comprehensive Strength List of Real Estate Listed Companies” and won the honor of “2024 Top10 Chinese Real Estate Companies by Brand Value”.

在業務穩健發展的同時，綠城中國持續踐行環境責任、社會責任和企業管治責任。作為行業引領者，綠城中國將ESG理念融入戰略，以「真誠、善意、精緻、完美」的價值觀為指引，在合規治理、產品精進、社會價值創造等領域持續深耕，推動公司從規模增長向價值創造躍遷，為行業的可持續發展給出綠城答案。公司MSCI ESG評級「BBB」級別位於行業前列，並榮獲「2024中國房企ESG先鋒企業」「2024年ESG先鋒獎」「2024 ESG治理卓越表現」等榮譽。

做好企業：從合規穩健到行業引領

發展是時間的函數，綠城中國始終秉持「講道義、走正道、得正果」的企業宗旨，將合規與責任視為立身之本，憑藉嚴格的信用管理、良好的企業信用、強烈的責任擔當，獲評「AAA級信用企業」。我們在董事會層面成立了「ESG委員會」，指導和監督ESG工作的管理與實踐，並在委員會下設ESG工作小組，構建起覆蓋戰略決策、風險管控、績效評估的全周期治理體系；在風險管控方面，我們在董事會層面設審核委員會，並建立風控聯席會議機制，開展重要風險評估及防控；我們致力於將企業文化內核深植於行為準則之中，持續傳播「好房子、好生活」的理念與實踐成果，提升品牌影響力和傳播力，為行業與社會提供更多積極力量與堅定信心。截至報告期末，綠城中國品牌價值達人民幣1,188億元，位於行業第三。

While developing its business steadily, Greentown China has continued practicing its environmental responsibility, social responsibility and corporate governance responsibility. As an industry leader, Greentown China has integrated ESG concepts into its strategies. Guided by the values of “sincerity, kindness, exquisiteness and perfection”, the Company has stepped further in the areas of compliance and governance, product refinement and social value creation to promote the transformation from scale growth to value creation, responding to the industrial sustainable development with Greentown’s results. Apart from the “BBB” MSCI ESG rating, which is in the forefront of the industry, the Company has also been awarded the “2024 Chinese Real Estate ESG Pioneer Enterprises”, “2024 ESG Pioneer Award”, the “2024 Outstanding Performance in ESG Governance” and other honors.

Being a good company: from sound compliance to an industry leader

Development is a function of time. Greentown China always adheres to the corporate tenet of “speaking morals, walking the right path, and achieving positive results”, and regards compliance and responsibility as its foundation. With strict credit management, good corporate credit and strong responsibility, the Company was awarded the “AAA Credit Enterprise”. We have established an ESG Committee at the Board level to guide and supervise the management and practice of ESG work, and set up an ESG working group under the committee to build a full-cycle governance system covering strategic decision-making, risk management and control, and performance evaluation. In terms of risk management and control, we have set up the Audit Committee at the Board level and established a mechanism of Joint Conference on Risk Control to carry out assessment, prevention and control for major risks. We are committed to deeply rooting the core of our corporate culture in our code of conduct, continuously popularising the concept and practice achievements of “Good Houses, Good Life”, so as to increase the influence and dissemination of our brand, and inject more positive energy and firm confidence into the industry and society. As at the end of the Reporting Period, Greentown China’s brand value amounted to RMB118.8 billion, ranking third in the industry.

造好房子：從品質人居到低碳典範

好房子是可持續發展的載體，綠城堅持「以客戶為中心的產品主義」，致力於打造全生命周期的綠城好房子。2024年，我們發佈行業首個「好房子」標準，標準共計226項條款，有189項嚴於國家標準及行業標準，以「高顏值、極賢惠、最聰明，房低碳、全周期、人健康」六大要素重新定義品質人居。

2024年，我們交付241個項目，點亮15.36萬戶家庭，交付滿意度91分行業領先，連續三年斬獲三大機構產品力測評第一，連續14年在「中國城市居民居住滿意度」調查中榮獲佳績，2024年在所進駐的16座城市總體滿意度第一，客戶滿意度得分達92.9分，遠超行業均值21.3分，努力打造客戶滿意的好房子。在「雙碳」目標之下，我們推動綠色建築發展，不斷提升綠建品質，持續在綠色建築技術研發與綠色建築營造方面投入力量，逐步提高綠色建築產品的佔比，截至報告期末累計建成綠色建築項目327個，年內新增綠色建築認證面積227.7萬平方米，裝配式技術應用比例約80%，推動建築使用環節的節能減排和綠色低碳發展，努力打造環境友好的好房子，位列「2024中國綠色低碳地產指數Top30」榜首。

Building good houses: from quality living space to low carbon paradigm

Good house is the carrier of sustainable development. Greentown insists on “customer-oriented product offering” and is committed to creating Greentown good houses throughout the entire lifecycle. In 2024, we released the industry’s first standard for “Good Houses”, with a total of 226 articles, 189 of which are stricter than the national standards and industry standards, redefining the quality living space with the six key elements of “gorgeous, extremely virtuous, the smartest, low-carbon, full-cycle and healthy”.

In 2024, we delivered 241 projects to 153,600 households, leading the industry with 91 points in delivery satisfaction, ranking first in product strength evaluation by the three major organizations for three consecutive years. In addition, the Company has achieved good results in “Chinese Urban Residents’ Satisfaction (中國城市居民居住滿意度)” survey for 14 consecutive years, and ranked first in overall satisfaction across 16 cities in which the Company has presence in 2024, with a customer satisfaction score of 92.9, far exceeding the industry average score by 21.3 points, creating, with our best efforts, good houses to the satisfaction of customers. Under the goal of “dual carbon”, we have promoted the development of green buildings, unceasingly improved the quality of green buildings, constantly invested in the research and development of green building technology and the creation of green buildings, and gradually increased the proportion of green building products. As at the end of the Reporting Period, a total of 327 green building projects had been completed, with a newly certified green building area of 2.277 million sqm during the year and the application rate of prefabricated technology achieving approximately 80%, promoting energy conservation, emission reduction, green and low-carbon development in the use of buildings, and endeavouring to build environmentally friendly houses. The Company ranked top of the “2024 Top30 China Green and Low-Carbon Real Estate Index”.

為好生活：從社區溫度到社會價值

在打造美麗建築的同時，綠城也致力於創造美好生活，堅持「小家和大家」的社群主張，建立「共建、共創、共生」的社群理念，與廣大業主及客戶協力打造宜居且富有活力的現代社區。2024年，我們開展近千次品質共建活動，收集1,276條意見與建議，100%得到反饋與落實，從而增進客戶信任，提升客戶生活品質；社群運營方面，我們在全國成立600餘個生活社群，舉辦「綠城生活節」等IP活動，打造「幼有所樂、青有所陶，老有所怡」的全齡友好社區。

綠城也致力於將企業溫度從服務個體的美好生活，升維至推動社會的進步。我們積極投身於社區發展、環境保護、教育支持及關懷弱勢群體等公益事業，聚小愛、成大愛，為社會貢獻積極價值；我們深度參與安置房、共有產權房、公租房等保障房建設，截至報告期末累計交付政府代建項目6,390萬平方米，惠及42.8萬戶家庭；我們持續十年「種春風」行動在甘肅民勤種植梭梭樹，為沙漠注入生命力。

2025年，是綠城的而立之年，也是我們邁向下個征程的新起點，綠城三十年來的可持續發展之路，始於對「美麗建築」的追求，成於對「美好生活」的實踐。未來，綠城願繼續以「品質溫度」守護萬家燈火，以「透明治理」贏得長期信任，持續探索社會價值與企業成長的正向循環，與各方攜手，與時代同頻，與美好共生，在「全品質、高質量、可持續」的發展道路上行穩致遠。

Pursuing for a better life: from community caring to social value

While building aesthetically pleasing architecture, Greentown is also committed to creating a better life. Adhering to the community proposition of “Harmony within the Family and the Larger Community (小家和大家)”, the Company has established a community concept of “Co-construction, Co-creation, Co-existence (共建、共創、共生)”, and built livable and vibrant modern communities together with owners and customers. In 2024, we carried out nearly 1,000 quality co-construction activities and collected 1,276 opinions and suggestions, and turned all feedback into real action, thus enhancing customers’ trust and improving their quality of life. In terms of community operation, we have set up more than 600 community life groups nationwide and organized IP activities such as the “Greentown Life Festival (綠城生活節)”, creating a friendly community for all ages where kids can have fun, youth can have edification and the elderly can have pleasure.

Greentown is also committed to advancing its corporate services from serving the better life of individuals to promoting the progress of the society. We are actively involved in community development, environmental protection, education support and care for the disadvantaged and other public welfare undertakings. By gathering small acts of love to form a great love, we contribute positive values to society. We have been deeply involved in the construction of resettlement housing, shared-ownership housing, public rental housing and other affordable housing. As of the end of the Reporting Period, we had delivered 63.9 million sqm under project management to the government, which had benefited 428,000 households. We have held the “Spreading Spring Breeze (種春風)” campaign in Minqin County, Gansu Province for ten consecutive years, where we planted saxaul trees to bring life to the desert.

The year 2025 marks the 30th anniversary of Greentown, and is also a new starting point for our next journey. Greentown’s sustainable development in the past 30 years began with the pursuit of “aesthetically pleasing architecture” and succeeds with the practice of “a better life”. In the future, Greentown would like to continue to safeguard countless homes with “quality caring”, win long-term trust with “transparent governance”, persist in exploring the positive cycle of social value and corporate growth, join hands with all parties while keeping pace with the times and pursuing a better lifestyle, aiming to walk steadily on the path of “comprehensively high quality and sustainable” development.

(三) 2024綠城品質印記

(III) Greentown's Quality Milestones in 2024

	2024年1月12日 綠城生活科技集團成立	12 January 2024 Greentown Living and Technology Group (綠城生活科技集團) was established
	2024年1月22日 開放西安鳳鳴海棠項目約1萬平方米的全維實景示範區	22 January 2024 Approximately 10,000 sqm of full-dimensional real scenery demonstration area of Xi'an Fengming Begonia Project was opened
	2024年2月 「家好春長在」新春置業活動，海南藍灣小鎮全系產品勁銷人民幣17.6億元	February 2024 The New Year's property purchase activity, "Good Home Keeps Spring Forever (家好春長在)", was held, at which all series of products in Hainan Blue Town recorded sales of RMB1.76 billion
	2024年3月12日 「春風十年綠滿城」十周年活動啟動，6.3萬人次參與「拾得春風 益起助農」直播義賣	12 March 2024 The 10th Anniversary of "Greentown's Spring Breeze Action (春風十年綠滿城)" was launched, and 63,000 people participated in the "Spring Breeze Action Assisting Agriculture (拾得春風 益起助農)" live charity commerce
	2024年4月3日 綠城創新戶型研發成果「關照空間」對外發佈	3 April 2024 Greentown's R&D achievement of innovative floor plan "Caring Space (關照空間)" was launched to the market
	2024年5月27日 受邀參加國務院研究室「好房子」建設發展研討會	27 May 2024 Greentown was invited to participate in the "Good Houses" construction and development seminar held by the Research Office of the State Council
	2024年6月13日 綠城第五座運動村－杭州桂冠東方城全盤交付	13 June 2024 Greentown's Fifth Sports Village – Hangzhou Laurel Oriental Town was delivered in full
	2024年6月25日 《綠城中國好房子產品標準2024》通過評審，成行業首個「好房子」評價標準	25 June 2024 "Greentown China Good Houses Product Standard 2024 (《綠城中國好房子產品標準2024》)" passed the review and became the first "Good Houses" evaluation standard in the industry
	2024年6月27日－29日 綠城「數字家庭」亮相第21屆中國住博會	27–29 June 2024 Greentown's "Digital Home (數字家庭)" was exhibited at the 21st CIEHI
	2024年7月31日－8月1日 「走進標杆，共謀高質量發展－產品力專題研學交流會」舉行	31 July–1 August 2024 "Walking into the Benchmark, seeking Common High-quality Development – Product Strength Thematic Seminar (走進標杆，共謀高質量發展－產品力專題研學交流會)" was held
	2024年8月26日 「減事提效」數字化賦能專項會召開，應用「綠城通」進行減事提效並在全國複製推廣	26 August 2024 A special meeting themed "Simplify Process and Improve Efficiency (減事提效)" on digital empowerment was held, and conduct, as well as replicate nationwide, the process simplification and efficiency enhancement with the application of "Greentown Connect"

	2024年9月7日 第十屆「踢球去」社區足球賽開幕，主題音樂短片發佈	7 September 2024 The 10th “Go to Play Football (踢球去)” Community Football Tournament kicked off with themed music video released
	2024年9月26日 「綠城+」業務板塊的升級品牌—「綠城商用」正式發佈	26 September 2024 “Greentown Commercial (綠城商用)”, the upgraded brand of the “Greentown+” business segment, was officially launched
	2024年10月16日 烏魯木齊住博會：綠城獲評住宅高品質建設第一品牌	16 October 2024 Urumqi CIEHI: Greentown was awarded the “First Brand of High Quality Residential Construction (住宅高品質建設第一品牌)”
	2024年10月19日 住建部論壇：綠城分享「好房子」實踐經驗	19 October 2024 Forum of Ministry of Housing and Urban-Rural Development: Greentown shared practices on “Good Houses”
	2024年11月12日-13日 綠城中國第十二屆「綠式工地觀摩」活動舉辦	12-13 November 2024 The 12th “Greentown-style Construction Sites Observation (綠式工地觀摩)” activity of Greentown China was held
	2024年11月26日 由綠城承辦的「綠水青山•安居原鄉—高品質住房建設與創新運維服務現場經驗交流會」於浙江省安吉縣舉行	26 November 2024 The “Clear Water, Green Mountains, Safe Living in the Countryside – On-site Experience Sharing Meeting for High-quality Housing Construction and Innovative Operation and Maintenance Services (綠水青山•安居原鄉—高品質住房建設與創新運維服務現場經驗交流會)” undertook by Greentown was held in Anji County, Zhejiang Province
	2024年11月29日 綠城商用奢享系首個項目—青島綠城集地廣場開業	29 November 2024 Qingdao GT PLAZA (青島綠城集地廣場), the first project of Greentown’s commercial luxury series, was opened
	2024年12月19日 綠城房地產集團有限公司通過國標《企業知識產權管理規範》(GB/T 29490-2013)2024年度認證審核	19 December 2024 Greentown Real Estate Group Co., Ltd. (綠城房地產集團有限公司) passed the 2024 annual certification review of “National Standard for Enterprise Intellectual Property Management 《企業知識產權管理規範》” (GB/T 29490-2013)
	2024年12月31日 綠城中國2024年銷售金額約人民幣2,768億元，投資新增貨值約人民幣1,088億元。	31 December 2024 Greentown China’s sales amount reached approximately RMB276.8 billion and newly-added saleable value for investment was approximately RMB108.8 billion in 2024

綠城中國堅持「真誠、善意、精緻、完美」的基本價值觀念，致力於築造美麗建築，創造美好生活，積極履行社會責任，與社會攜手共進。報告期內綠城中國亮點績效與主要獎項如下所示：

Adhering to the basic values of “sincerity, kindness, exquisiteness and perfection”, Greentown China is committed to constructing beautiful architecture and creating a better life, and fulfills its social responsibility and works together with the society. Highlights of Greentown China’s performance and main awards during the Reporting Period are listed below:

綜合經營類
Comprehensive Operation

- 2024中國房地產百強企業綜合實力Top10(中指院)
Top10 among Best 100 Chinese Real Estate Enterprises in 2024 by Comprehensive Strength (China Index Academy)
- 2024中國房地產百強企業穩健性Top10(中指院)
Top10 among Best 100 Chinese Real Estate Enterprises in 2024 by Stability (China Index Academy)
- 2024中國房地產百強企業規模性Top10(中指院)
Top10 among Best 100 Chinese Real Estate Enterprises in 2024 by Scale (China Index Academy)
- 2024中國房地產高質量發展優秀企業(中指院)
Outstanding Chinese Real Estate Enterprises for High Quality Development in 2024 (China Index Academy)
- 2024中國房地產經營安全性優秀企業(中指院)
Outstanding Chinese Real Estate Enterprises for Operation Safety in 2024 (China Index Academy)
- 福布斯2024全球企業2000強(福布斯)
2024 Forbes Global 2000 (Forbes)
- 2024《財富》中國500強(財富)
2024 Fortune China 500 (Fortune)
- 2024房地產上市公司綜合實力Top7(克而瑞)
Top7 Real Estate Listed Companies in 2024 by Comprehensive Strength (CRIC)
- 2024中國房企穩健經營十強(億翰智庫)
Top10 Chinese Real Estate Enterprises in 2024 with Steady Operation (EH Consulting)



總資產人民幣**5,078**億元
Total assets RMB**507.8** billion



營業收入人民幣**1,585**億元
Revenue RMB**158.5** billion



派息率**45%**
Dividend payout ratio **45%**

產品品質類
Product Quality

- 2024中國房地產企業產品力Top10第一名(克而瑞)
No. 1 among Top10 Chinese Real Estate Enterprises in 2024 by Product Strength (CRIC)
- 2024中國房地產產品力優秀企業第一名(中指院)
No. 1 Chinese Real Estate Enterprises with Excellent Product Strength in 2024 (China Index Academy)
- 2024中國房企超級產品力Top1(億翰智庫)
2024 Top1 Chinese Real Estate Developers by Super Product Strength (EH Consulting)
- 2024中國房地產交付力優秀品牌第一名(中指院)
No.1 among 2024 Chinese Real Estate Brand by Excellent Delivery Capacity (China Index Academy)
- 2024全國房地產行業十大卓越品質企業(開發)第一名(克而瑞)
No. 1 among 2024 Top10 Outstanding Quality Enterprises in Chinese Real Estate Industry (Development) (CRIC)



銷售總額人民幣**2,768**億元
Total sales RMB**276.8** billion



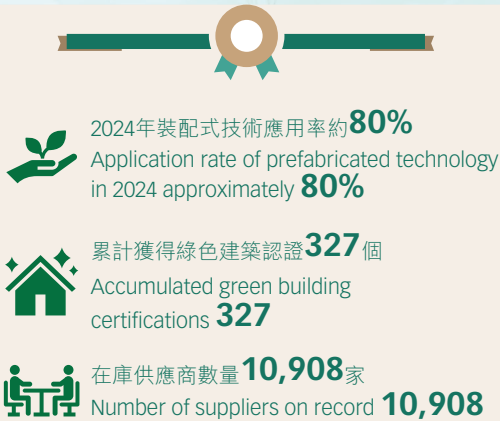
品質交付**15.36**萬戶
Quality delivery of **153,600** units



重要設計大獎**100+**個
Major design awards **100+**

社會責任類
Social Responsibility

- 首席可持續發展官(每日經濟新聞)
Chief Sustainability Officer (National Business Daily)
- 2024中國綠色低碳地產指數Top30(第一名)(標準排名)
No. 1 in 2024 Top30 China Green and Low-Carbon Real Estate Index (Standard Ranking)
- 2024中國房企社會責任十強(億翰智庫)
2024 Top10 Chinese Real Estate Enterprises by Social Responsibility (EH Consulting)
- 2024中國房企ESG先鋒企業(億翰智庫)
2024 Chinese Real Estate ESG Pioneer Enterprises (EH Consulting)
- 2024中國房地產年度社會責任感企業(中指院)
2024 Annual China Real Estate Enterprises with Social Responsibility (China Index Academy)
- 2024年ESG先鋒獎(財聯社)
2024 ESG Pioneer Award (CLS)
- 2024 ESG治理卓越表現(觀點研究院)
2024 Outstanding Performance in ESG Governance (GDIRI)



人才管理類
Talent Management

- 2024中國房地產企業最佳僱主Top30(克而瑞)
Top30 Best Employers among Chinese Real Estate Companies 2024 (CRIC)
- 2024中國房地產企業人力資本價值Top50第七名(克而瑞)
No. 7 in the Top50 Human Capital Value of Chinese Real Estate Companies 2024 (CRIC)
- 第二十屆中國企業教育先進單位百強(中國企業教育百強組委會)
The 20th Top100 Chinese Outstanding Entities in Enterprise Education (Organizing Committee of Top100 Enterprise Education in China)
- 2024最佳業務賦能行動學習實踐(ISFAL國際行動學習協會)
Best Business Empowerment Action Learning Practice 2024 (International Society for Facilitating Action Learning, ISFAL)



品牌影響類
Brand Impact

- 2024中國房地產品牌影響力百強企業Top4(中國房地產報)
Top4 among 100 Chinese Real Estate Enterprises in 2024 By Brand Influence (China Real Estate News)
- 2024中國房地產品質品牌標杆企業(中國房地產報)
Quality Brand Benchmarking Enterprise of Chinese Property Developers in 2024 (China Real Estate News)
- 2024中國房企品牌價值Top10第五名(億翰智庫)
No. 5 in 2024 Top10 Chinese Real Estate Companies by Brand Value (EH Consulting)
- 2024中國房地產行業領導公司品牌(中指院)
2024 Chinese Real Estate Industry Leading Company Brand (China Index Academy)
- 2024中國房地產顧客滿意度領先品牌(中指院)
2024 Chinese Real Estate Leading Brands by Customer Satisfaction (China Index Academy)
- 2024年度中國房地產企業品牌傳播力Top100第一名(克而瑞)
No. 1 in 2024 Top100 Chinese Real Estate Enterprises by Brand Recognition (CRIC)
- 2024年度中國品牌價值500強(品牌金融)
Top500 Chinese Brands by Value in 2024 (Brand Finance)





專題：

讓更多人住上綠城好房子

Special Topic:

Offer Greentown's Good Houses
to More People



天津桂月雲翠
Tianjin Guiyue Yuncui

專題：讓更多人住上綠城好房子

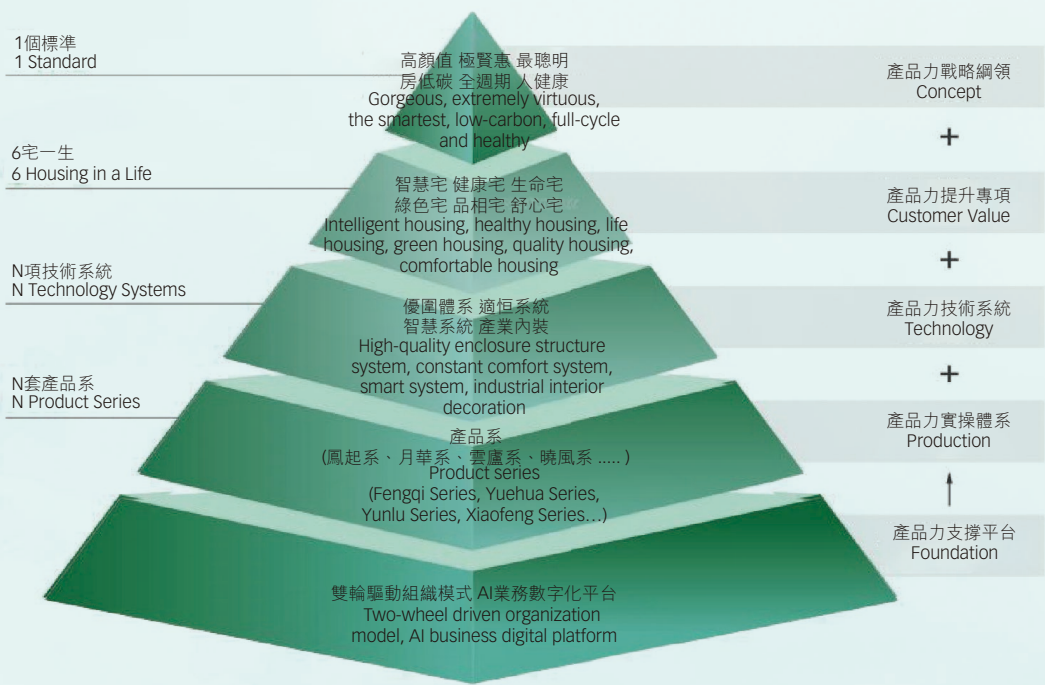
Special Topic: Offer Greentown's Good Houses to More People

2024年，《綠城中國好房子產品標準2024》正式通過中國建築標準設計研究院審查專家組評審，成為行業內首個企業「好房子」標準。專家組對該標準給予了高度評價，認為其達到國內行業領先水平，對於推動優質住房建設、提升行業住房品質具有重要引領作用。

綠城「好房子」體系以「高顏值、極賢惠、最聰明，房低碳、全周期、人健康」六大要素為核心框架，從設計、營造、投資、客研、服務到品牌等多個維度實現高效協同，對內制定嚴格標準，對外樹立鮮明標識，真正將「好房子」理念落到實處。

In 2024, “Greentown China Good Houses Product Standard 2024” officially passed the assessment of the expert group of China Institute of Building Standard Design & Research, becoming the first enterprise’s “Good Houses” standard in the industry. The expert group highly recognized the standard, and considered that it has reached the leading level in the domestic industry and has an important leading role in promoting the construction of high-quality housing and improving the house quality in the industry.

With the six elements of “gorgeous, extremely virtuous, the smartest, low-carbon, full-cycle and healthy” as the core framework, Greentown’s “Good Houses” system created effective synergy in multiple dimensions from design, construction, investment, customer research, service to brand. Internally, it sets strict standards, whereas externally, it establishes distinctive labels, fully implementing the concept of “Good Houses” in its practice.



綠城中國好房子體系
Greentown China's Good Houses System

用更高標準定義品質

「高顏值、極賢惠、最聰明」是綠城中國追求好產品的外部標準。我們關注建築美學，通過精心設計打造具有特色的建築形象和宜居的生活氛圍；我們亦注重對生活細節的周全考量，持續優化空間佈局和功能設計，致力於滿足高端人居對實用與舒適的雙重訴求；此外，我們將智能化融入產品設計，通過智慧社區、智能家居等科技手段，為業主提供高效、便捷、安全的智慧生活體驗。

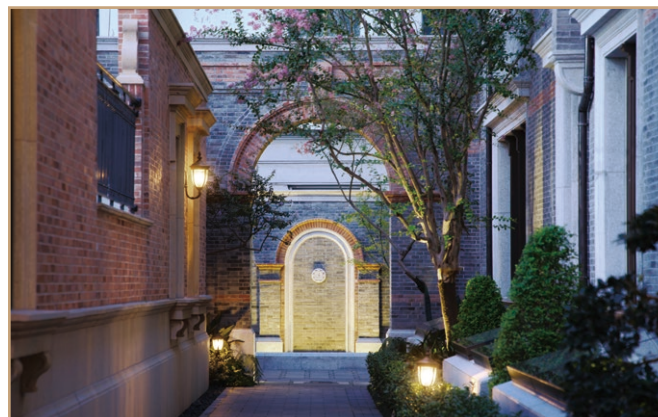
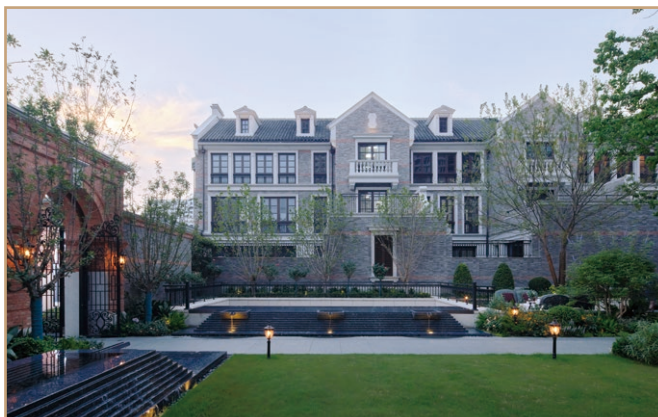
Defining Quality with Higher Standards

"Gorgeous, extremely virtuous, the smartest" are the external standards set by Greentown China for the pursuit of good products. We focus on architectural aesthetics by creating a distinctive architectural image and a livable living atmosphere through sophisticated design. We also attach importance to comprehensive consideration of life details by continuously optimising the spatial layout and functional design to meet the dual requirements of practicality and comfort for high-end living. In addition, we incorporate intelligence into our product design to provide owners with an efficient, convenient, safe and intelligent living experience through intelligent communities, smart homes and other technological means.

高顏值：綠城中國產品屢獲國際設計大獎認可 Gorgeous: Greentown China's Products Constantly Received International Design Awards

上海弘安里項目所在地塊屬於上海市第二批歷史風貌保護街坊。我們以傳統石庫門建築體系為基礎，通過原址保留、原樣恢復等保護性措施，詮釋適應現代生活方式的里弄式社區，讓傳統與現代和諧共生。報告期內，上海弘安里獲得第四屆GHDA (Global Habitat Design Awards) 環球人居設計大獎金獎。

The site of Shanghai Hong'an Lane Project is listed as the second batch of Shanghai's historic landscape protection neighbourhoods. Based on the traditional Shikumen architectural system, we transformed the lane-style neighbourhood in modern lifestyles through preservation and restoration and other protective measures, presenting a harmonious fusion of tradition and modernity. During the Reporting Period, the Shanghai Hong'an Lane won the Gold Award at the 4th GHDA (Global Habitat Design Awards).



上海弘安里
Shanghai Hong'an Lane

極賢惠：寧波北侖通山未來社區，打造繽紛詩意生活 Extremely Virtuous: Ningbo Beilun Tongshan Future Community Creates a Colourful and Poetic Life

寧波北侖通山未來社區以「煥新北侖青年理想之城美好生活」為使命，將匠心設計融入每一處細節。該項目核心地標「通山之門」憑藉風帆形態的主樓造型與波浪形裙房輪廓，榮獲國際設計鉅金獎，以簡約輕盈的建築肌理勾勒出城市優美的天際線。社區內，全樓棟風雨連廊設計不僅提升了居住便利性，更營造出溫馨的歸家氛圍。此外，項目匠心打造北侖首個空中花園平台－觀山閣，為業主提供登高遠望、友鄰聚會的愜意空間。

With the mission of “refreshing a better life of Beilun youth in an ideal city”, Ningbo Beilun Tongshan Future Community integrates aesthetic design into every single detail. The core landmark of the project, “Tongshan Gate”, won an international design platinum award for its sail-shaped main building and wavy podium outline, profiling the beautiful skyline of the city with its simple and light architectural texture. The buildings’ corridors in the community are designed to not only improve the convenience of living, but also create a homey ambience. In addition, the project has created Beilun’s first hanging garden platform – Guanshan Pavilion, which provides owners with a pleasant space to enjoy stunning view with friends and neighbours.



寧波北侖通山未來社區
Ningbo Beilun Tongshan Future Community

寧波北侖通山未來社區不僅是一個居住空間，更是家庭情感與精神歸屬的港灣。全樓棟上下雙架空層會所空間設計，涵蓋健身房、閱讀區、童玩空間、品茗區等多功能場景，成為家的延伸，滿足全年齡段業主的多樣化生活需求。

Ningbo Beilun Tongshan Future Community is not only a living space, but also a harbour for families’ emotional and spiritual belonging. The design of the clubhouse space on the upper and lower stilt floors of the building covers multi-functional areas such as gymnasium, reading area, children’s play space, tea tasting area, etc., serving as an extension of the home and meeting the diversified life needs of owners of all ages.

作為浙江省第二批未來社區試點項目，通山未來社區以匠心設計與多元場景，推動城市品質人居的升級，為業主描繪出一幅美好生活的畫卷，讓每一刻的嚮往都觸手可及。

As the second batch of pilot projects of future community in Zhejiang Province, Tongshan Future Community upgrades the urban quality living with aesthetic design and diversified scenarios, depicting a picture of better life for the owners, and making every moment of yearning within reach.

最聰明：綠城中國攜「數字家庭」亮相住博會 The Smartest: Greentown China Showcased its "Digital Home" at CIEHI

報告期內，綠城中國攜「數字家庭」亮相第21屆中國國際住宅產業暨建築工業化產品與設備博覽會（住博會），生動演繹「好房子」與「好生活」智慧場景，引領智慧人居新時代。

「數字家庭」圍繞「乾淨的空氣、健康的水、舒適的光、陪伴、守護及健康」六大場景，集成智能家居設備，打造功能性與舒適度兼備的智慧生活體驗。通過AI技術與物聯網的深度融合，綠城中國不僅提升了住宅的智能化水平，還為社區公共服務提供了數字化升級方案，讓生活更加舒適自如。

此次住博會的亮相，展現了綠城中國在智慧人居領域的領先實力與創新成果。未來，我們將繼續以科技創新賦能品質人居，為更多人創造智慧、舒適的美好生活。

During the Reporting Period, Greentown China showcased its "digital home" at the 21st China International Exposition of Housing Industry & Products and Equipments of Building Industrialization (CIEHI), which vividly interpreted the intelligent scenarios of "good houses" and "better life", leading a new era of intelligent living.

Centred on six scenarios, namely "clean air, healthy water, comfortable light, companionship, protection and health", the "digital home" integrates smart home devices to create smart living experience that boasts both functionality and comfort. Through the in-depth integration of AI technology and IoT, Greentown China not only improves the level of residential intelligence, but also provides digital upgrading solutions for community public services, making life cosier and easier.

The exhibition at CIEHI demonstrated Greentown China's leading strength and innovative achievements in the field of intelligent living. In the future, we will continue to empower quality living with technological innovations, thereby creating an intelligent, comfortable and better life for more people.



第21屆中國國際住宅產業暨建築工業化產品與設備博覽會（住博會）現場

Site of 21st China International Exposition of Housing Industry & Products and Equipments of Building Industrialization (CIEHI)

「房低碳、全周期、人健康」是綠城中國矢志不渝的內在營造要求。我們將「綠色」和「健康」作為長期發展戰略，積極推動綠色建築和生態環境可持續發展，努力打造全生命周期綠城好房子。我們在綠建技術及綠建建造領域持續投入，擴大綠建產品比例，並承諾2023年後新項目100%達到國家綠色建築標準。

"Low-carbon, full cycle, healthy" are Greentown China's unswerving internal requirements in construction. With "green" and "healthy" as our long-term development strategy, we actively promote the sustainable development of green buildings and the ecological environment, and strive to build Greentown's good houses with full life cycle. As we continue to invest in green building technology and green building construction, we expand the proportion of green buildings and commit to reaching the national green building standards for 100% of new projects since 2023.

北京沁園：全面踐行「高標準」好房子
Beijing Qinyuan: Implementing “High Standards” for Good Houses in All Aspects

綠城中國北京沁園項目全面實施國家級綠色建築三星級標準與健康建築三星級標準，建築裝配率達91%，超低能耗建築面積佔比超過50%，健康建築面積佔比大於65%，並全程應用BIM（Building Information Modeling，建築信息模型）技術，全方位打造北京市首批「高標準」好房子，成為綠城中國「房低碳、全周期、人健康」理念的典範。

Greentown China’s Beijing Qinyuan Project fully implements the National Green 3-star Building standards and the Healthy 3-star Building standards, with the proportion of prefabricated construction of 91%, ultra-low energy consuming building area of more than 50%, and healthy building area of more than 65%. It has also applied BIM (Building Information Modeling) technology throughout the process to build the first batch of “high-standard” good houses in Beijing, concreting a model of Greentown China’s “low-carbon, full cycle, healthy” concept.

房低碳 Low-carbon	全週期 Full Cycle	人健康 Healthy
- 北京沁園秉承國家級綠色建築三星標準，從「安全耐久、健康舒適、生活便利、環境宜居、資源節約」五大維度出發，打造「高標準」建築。 - Beijing Qinyuan was built with “high-standard” buildings based on five major dimensions, namely “security and durability, healthiness and comfortableness, life convenience, livable environment and resource conservation” by adhering to the National Green 3-star Building standards. - 項目採用鋁包木四玻雙中空外窗、空氣源熱泵等硬件與技術以實現超低能耗。同時，裝配式建築技術的應用，如疊合樓板、預製樓梯、集成衛生間等，不僅提升了施工效率與質量，還實現了建築的可循環利用，助力「房低碳」目標的實現。 - The project adopts hardware and technologies such as aluminium-clad wood, four-glass double-hollow windows and air-source heat pumps to achieve ultra-low energy consumption. At the same time, the application of prefabricated building technologies (such as composite floor slabs, prefabricated staircases, integrated bathrooms) not only improved the construction efficiency and quality, but also achieved the recycling of the buildings, furthering the realization of the “low-carbon” goal.	- 北京沁園以「全週期」理念為核心，打造瞰景央座，通過靈活的空間設計與功能轉化，滿足家庭在不同階段的生活需求。無論是孩子的成長、老人的照護，還是家庭結構的變化，北京沁園的房子都能「隨需而變」，為業主提供持續優化的居住體驗，真正實現「好房子會成長」的理念。 - With the “full cycle” concept as the core, Beijing Qinyuan was built with central building blocks with a panoramic view, which meets the needs of families at different stages of their lives through flexible spatial design and functional transformation. Beijing Qinyuan’s houses can “change with the needs” for the growth of children, the care of the elderly, or changes in the family structure, providing owners with a continuously optimized living experience and truly realizing the concept of “a good house will develop”. - 北京沁園靈活使用資產屬性亦體現「全週期」理念，項目包含10棟住宅、3棟寫字樓、1棟商業樓、1棟社區配套服務中心及1棟幼兒園，實現「住、商、教育、服務」功能一體化。 - Beijing Qinyuan’s flexible use of property attributes also reflects the “full cycle” concept. The Project includes 10 residential buildings, 3 office buildings, 1 commercial building, 1 community auxiliary service center and 1 kindergarten, realizing the integration of the functions of “residence, commerce, education and service”.	- 在健康建築三星標準下，北京沁園從「溫度、空氣、濕度、水、聲音、光」六大基本生命元素出發，全面守護業主健康。 - Under the Healthy 3-star Building standards, Beijing Qinyuan protects owners’ health from six basic life elements including “temperature, air, humidity, water, sound and light” in a comprehensive manner. - 項目配備高效空氣淨化系統、直飲水系統、同層排水系統等，有效降低室內PM2.5，確保水質潔淨。同時，環保材料的選用與智能化設計，如晝夜節律照明控制、隔音降噪技術等，為業主營造健康、舒適的生活環境。 - The project is equipped with a high-efficient air purification system, a direct drinking water system, and the same floor drainage system, which effectively reduce indoor PM2.5 and ensure clean water quality. At the same time, environmental friendly materials and intelligent design, such as circadian lighting control, sound insulation and noise reduction technology, were selected and applied to create a healthy and comfortable living environment for owners.

台州鳳起潮鳴：全方位打造綠色健康人居
Taizhou Phoenix Mansion: Creating Green and Healthy Living in All Aspects

報告期內，綠城中國台州鳳起潮鳴項目成功通過國際健康建築研究院(IWBI)的嚴格審查與檢測，獲得WELL金級認證證書，標誌著綠城中國在綠色建築與健康人居領域的卓越實踐。

During the Reporting Period, Greentown China's Taizhou Phoenix Mansion Project successfully passed the rigorous review and inspection by the International WELL Building Institute (IWBI) and was awarded WELL Certification with Gold rating, signifying Greentown China's outstanding practice in the field of green building and healthy living.

空氣健康
Healthy Air

- 採用六效新風系統，顯著降低室內甲醛、CO及TVOC含量，配備PM2.5過濾效率達95%以上的中高效過濾器，持續提供潔淨新鮮空氣，為業主營造健康呼吸環境。
A six-effect fresh air system is adopted, significantly reducing indoor formaldehyde, CO and TVOC content, and medium- and high-efficient filters with a PM2.5 filtration efficiency of more than 95% is equipped with to continuously provide clean and fresh air, creating a healthy breathing environment for owners.

用水健康
Healthy Water

- 安裝末端淨水系統，全面淨化飲用水水質，有效去除水中雜質；
A terminal water purification system is installed for the full purification of drinking water quality and effective removal of impurities in water;
- 衛生間地漏採用自吸式液體密封彎管，精細化設計水槽尺寸，配置皂液分配器、乾手紙巾等設施，降低因水導致的污染。
The bathroom has a floor drain with a self-priming liquid seal elbow, a sink with finely designed size, and is equipped with a soap dispenser, hand drying paper towels and other facilities to reduce pollution resulting from use of water.

環境健康
Healthy Environment

- 建築材料均選自專業綠色供應商庫，塗料、油漆、膠黏劑等均通過嚴格比選，確保健康環保性能優良，為業主提供安全、健康的建築環境。
Building materials are selected from a pool of professional green suppliers. Materials such as coatings, paints and adhesives are selected through strict comparison to ensure healthy, environmental friendly and excellent performance, providing owners with a safe and healthy building environment.

營養健康
Nutrition and Health

- 營造舒適的餐飲環境，配備齊全的餐廚設備，並在公共空間提供營養學圖書和健康食譜；
A comfortable dining environment is created with complete kitchen equipment, and books on nutrition and healthy recipes are provided in public space;
- 定期舉辦健康飲食講座，為業主提供科學的飲食指導，營造健康、營養的餐飲氛圍。
Regular healthy diet lectures are held to provide owners with scientific dietary guidance for a healthy and nutritious dining atmosphere.

運動健康
Sports and Health

- 會所配備大空間健身房、瑜伽室和游泳池，鼓勵業主戶外活動，享受健身體驗；
The clubhouse is equipped with a large space gym, yoga room and swimming pool, encouraging owners to engage in outdoor activities and enjoy the fitness experience;
- 定期舉辦健身指導活動，幫助業主掌握專業健身知識，提升鍛煉效果。
Regular fitness guidance activities are organized to help owners acquire professional fitness knowledge and improve their workout results.

台州鳳起潮鳴通過「空氣、水、光、聲、熱、營養、運動」等多維度的健康設計，不僅為業主提供了舒適的生活空間，更成為綠城中國踐行綠色建築與健康人居理念的典範。未來，綠城中國將繼續以科技與匠心，為更多人創造健康、可持續的居住體驗。

With the multi-dimensional health design of "air, water, light, sound, heat, nutrition and sports", Taizhou Phoenix Mansion not only provides owners with a comfortable living space, but also serves as a model for Greentown China to implement the concepts of green building and healthy living. In the future, Greentown China will continue to create healthy and sustainable living experience for more people with technology and craftsmanship.

讓更多人住上好房子

綠城中國充分發揮「產學研用」優勢，攜手各方夥伴聚勢共贏，以開放共享的姿態分享好房子標準，推動全價值鏈高質量、可持續發展。

Offer Good Houses to More People

By giving full play to the advantages of “Industry, Academia, Research and Application”, Greentown China integrates strengths with all partners to achieve win-win values, and shares the standards of good houses with an open and sharing attitude, so as to promote the high-quality and sustainable development of the whole value chain.

攜手共築「好房子」技術標準
Jointly Developing the “Good Houses” Technology Standards

綠城中國與中國建築標準設計研究院深度合作，編制了《綠城中國工程做法與常用建築構造（高品質住宅系列）》三本圖集，為「好房子」建設提供強有力的技術支撐，推動行業標準的提升與共享。

Greentown China and China Institute of Building Standard Design & Research have carried out extensive cooperation and compiled three atlas of Greentown China’s Engineering Methods and Common Building Construction (High Quality Residential Series) (《綠城中國工程做法與常用建築構造（高品質住宅系列）》), which provide robust technical support for the construction of “Good Houses” and promote the enhancement and sharing of industry standards.

高品質住宅外圍護保溫結構一體化篇

About the Integrated Thermal Insulation Structure of External Enclosures of High-quality Houses

- 總結綠城中國在不同氣候區項目中的實踐經驗，系統梳理四類高品質建築外保溫體系的工藝節點做法，有效解決外圍護保溫結構一體化構造中的面層開裂、保溫脫落、滲漏等問題，為行業提供可複製的技術解決方案。

This section summarizes Greentown China’s practical experience from projects in different climatic zones and systematically sorts out the process node practices for four types of high-quality building external insulation systems, which effectively addresses issues such as surface cracking, detachment of thermal insulation boards, and leakage in the integrated construction of thermal insulation structures of external enclosures and provides replicable technical solutions for the industry.

高品質住宅外圍護門窗篇

About the Windows and Doors of External Enclosures of High-quality Houses

- 結合綠城中國在超低能耗建築領域的探索，詳細匯總了超低能耗建築用門窗技術、建築一體化遮陽門窗技術及封陽台技術的工藝節點做法，為綠色低碳建築的落地提供技術規範，助力行業標準化發展。

By incorporating Greentown China’s explorations in the field of ultra-low energy consumption buildings, this section comprehensively summarizes the process node practices for technologies used in windows and doors for ultra-low energy consumption buildings, integrated sun-shading window and door technologies, and balcony sealing techniques, which provides technical specifications for the implementation of green, low-carbon buildings and aids in the standardized development of the industry.

高品質住宅裝配式內裝修篇

About the Pre-fabricated Interior Decoration of High-quality Houses

- 整合綠城中國與多家裝配式內裝修廠家的實踐經驗，形成了涵蓋隔牆、樓地面、吊頂、廚房、衛生間等裝配式系統的工藝節點做法，規範了裝配式內裝修工藝，顯著提升精裝修品質，為行業提供可借鑑的高標準內裝解決方案。

By integrating the practical experience of Greentown China and multiple prefabricated interior decoration manufacturers, this section details the process node practices for prefabricated systems including partitions, floors, ceilings, kitchens, bathrooms, and etc, which standardizes prefabricated interior decoration processes, significantly enhances the quality of finished interiors and offers the industry high-standard interior decoration solutions for reference.

綠城中國第十二季「綠式工地觀摩」活動

The 12th "Greentown-style Construction Sites Observation (綠式工地觀摩)" Event of Greentown China

報告期內，我們在南京金陵月華、蘇州玫瑰園、蘇州逸廬舉行以「綠城好房子，匠心誠可鑒」為主題的綠城中國第十二季「綠式工地觀摩」活動。來自中國房地產協會、中國建築標準設計研究院、投資合作方、媒體、綠城工程系統等百餘名代表出席活動。

活動期間，綠城中國分享了在「好房子」標準與實踐方面的成果，並與各方夥伴就行業發展趨勢、技術創新和合作機會等話題展開深入探討，為打造更多高品質產品、促進行業健康發展貢獻智慧與力量。

During the Reporting Period, we held the 12th "Greentown-style Construction Sites Observation" event of Greentown China with the theme of "Greentown Good Houses, Craftsmanship Truly Visible (綠城好房子，匠心誠可鑒)" at Nanjing Jinling Yuehua, Suzhou Rose Garden and Suzhou Yilu. Over a hundred representatives from the China Real Estate Association, China Institute of Building Standard Design & Research, investment partners, media, Greentown China's engineering system, and other entities attended the event.

During the event, Greentown China shared its achievements in the standards and practices for "Good Houses". In-depth discussions were held with various partners on topics such as industry development trends, technological innovations and cooperation opportunities, contributing wisdom and efforts towards creating more high-quality products and promoting the healthy development of the industry.



綠城中國第十二季「綠式工地觀摩」活動現場

Site of the 12th "Greentown-style Construction Sites Observation" Event of Greentown China

展望未來，綠城中國將繼續以「高顏值、極賢惠、最聰明，房低碳、全周期、人健康」為目標持續升級產品，詮釋美好生活方式，引領行業健康發展，讓更多人住上綠城「好房子」。

Looking ahead, with the goals of "gorgeous, extremely virtuous, the smartest, low-carbon, full-cycle and healthy", Greentown China will continue to upgrade its product, depict ideal lifestyle, and lead the healthy development of the industry, allowing more people to live in the "Good Houses" offered by Greentown.



南京金陵月華
Nanjing Jinling Yuehua



ESG可持續發展戰略

ESG Strategy for
Sustainable Development

ESG可持續發展戰略

ESG Strategy for Sustainable Development

綠城中國矢志踐行「全品質、高質量、可持續」的發展理念，持續為美好人居貢獻力量。我們深化與利益相關方的溝通，精準識別並提煉2024年度綠城中國ESG關鍵議題，並結合聯合國17項可持續發展目標(SDGs)，精心規劃實施路徑，為「營造綠色品質生活，實現理想生活綜合服務商」的願景提供堅實戰略支撐。同時，我們已構建起完善的ESG管理體系與實踐框架，確保戰略目標穩步實現。

Greentown China is committed to the philosophy of “comprehensively high quality and sustainable” development, and will continue to contribute to a better living for people. We have deepened our communications with stakeholders, accurately identified and refined key ESG issues of Greentown China for 2024, and meticulously planned the implementation path in combination with United Nations’ 17 Sustainable Development Goals (SDGs), so as to provide solid strategic support for our vision of “creating a quality green lifestyle and becoming an integrated service provider for an ideal life”. At the same time, we have established a sound ESG management system and practice framework to ensure the gradual realization of our strategic goals.

(一) 可持續發展戰略規劃

(I) Strategic Plan for Sustainable Development



綠城中國可持續發展戰略規劃模型

Model of Strategic Plan for Sustainable Development of Greentown China

戰略目標：綠城中國結合自身戰略定位及宏觀市場條件和發展水平，制定可持續發展戰略目標為「營造綠色品質生活，實現理想生活綜合服務商」。

戰略橫樑：各利益相關方對我們可持續發展戰略制定及推進產生重要影響，因此我們以重點利益相關方：客戶、員工、股東及投資人、合作夥伴、小區及社會為戰略橫樑，通過常態化、多元化、多渠道的溝通機制，及時了解和響應各方關注的重點議題。

戰略支柱：我們結合利益相關方所關注重點議題及自身的經營狀況，明確了契合SDGs的五大戰略支柱：品質居住、品質經營、品質生態、品質職場及品質責任。每個支柱均制定了可持續發展路線，為戰略目標的實現提供了更為有力的支撐。

戰略基石：為了實現可持續發展戰略目標，以及有效運轉可持續發展戰略模型，我們設定了可持續發展三大戰略基石：完善ESG治理體系、提升ESG運營水平及加強ESG監督能力，從管理、實踐及監督三大層面為保障集團可持續發展工作打下堅實基礎。

Strategic objective: Based on the Company's strategic positioning and macro market conditions and development level, Greentown China has formulated the sustainable development strategic objective of "creating a quality green lifestyle and becoming an integrated service provider for an ideal life".

Strategic beams: Stakeholders of the Company have a significant impact on the formulation and promotion of our sustainable development strategy. Therefore, we regard key stakeholders, namely customers, employees, shareholders and investors, partners, community and society as our strategic beams. Through a normalised, diversified and multi-channel communication mechanism, we timely understand and respond to key issues of concern to all parties.

Strategic pillars: We have defined the five strategic pillars in line with SDGs, namely quality living, quality management, quality ecosystem, quality workplace and quality responsibility, taking into account the key issues of concern to stakeholders and our operation. Each pillar is formulated with a sustainable development path, which provides stronger support for achieving strategic goals.

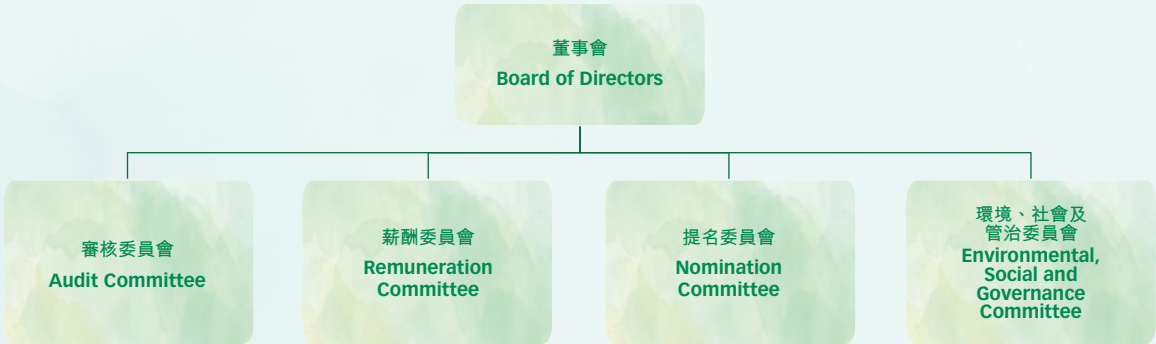
Strategic cornerstones: To achieve the strategic objective of sustainable development and effectively operate the model of sustainable development strategy, we have identified three strategic cornerstones for sustainable development: improving the ESG governance system, improving the level of ESG operation and strengthening the ability of ESG supervision, laying a solid foundation for the sustainable development of the Group from the three aspects of management, practice and supervision.

(二) 健全ESG治理

綠城中國董事會下設審核委員會、薪酬委員會、提名委員會與環境、社會及管治委員會（簡稱「ESG委員會」），這一全面的內部治理架構為提升企業治理效能提供堅實支撐，有力推動企業實現長遠發展。

(II) Sound ESG Governance

The Board of Directors of Greentown China has established the Audit Committee, the Remuneration Committee, the Nomination Committee and the Environmental, Social and Governance Committee (the “ESG Committee”). The comprehensive internal governance structure provides solid support for better corporate governance, which strongly facilitates the Company to achieve long-term development.



ESG管治架構

為全面引領和監督公司可持續發展管理與實踐，綠城中國已構建起「決策—管理—執行」三級ESG管治架構。在董事會層面，我們設置ESG委員會，該委員會負責ESG的整體戰略規劃與管理。在執行層面，我們成立了ESG工作小組，該小組定期向ESG委員會及董事會匯報工作，以確保集團ESG相關政策、目標及行動計劃得以有效實施。綠城中國2024年的ESG治理架構概述如下：

ESG Governance Structure

To comprehensively guide and supervise the management and practice of the Company’s sustainable development, Greentown China has formed a three-level ESG governance structure of “decision-making – management – implementation”. We have established an ESG Committee at the Board level, which is responsible for ESG overall strategic planning and management, and set up an ESG working group at the executive level, which reports to the ESG Committee and the Board on a regular basis to ensure the effective implementation of the Group’s ESG related policies, objectives and action plans. The ESG governance structure of Greentown China for 2024 is as follows:



董事會聲明 Board Statement

董事會總體責任 Overall Responsibility of the Board

董事會對綠城中國ESG工作的表現負有最終責任，下設ESG委員會負責制定並檢討公司的環境、社會及管治的責任、願景、目標、策略、框架、原則、政策和重要風險等。ESG委員會定期召開會議，監督、管理公司ESG工作，並向董事會提出建議。

The Board is ultimately responsible for Greentown China's ESG performance and has established an ESG Committee to formulate and review the Company's ESG responsibilities, vision, objectives, strategies, frameworks, principles, policies, and material risks, etc. The ESG Committee holds regular meetings, supervises and manages the Company's work on ESG issues, and makes recommendations to the Board.

ESG 工作執行 Execution of ESG Work

ESG工作的實施與落實主要由ESG工作小組負責。ESG工作小組負責確保董事會通過的環境、社會及管治目標、制度、政策得到執行和落實，將可持續發展融入日常運營。ESG工作小組定期向ESG委員會匯報工作，為董事會定期審閱和制定ESG整體戰略提供支持。

The ESG working group is mainly responsible for the execution and implementation of ESG works. The ESG working group is responsible for ensuring the implementation of the environmental, social and governance objectives, systems and policies approved by the Board, and that sustainable development is integrated into daily operations. The ESG working group regularly reports to the ESG Committee, supporting the Board in regular review and development of the overall ESG strategy.

ESG 風險管理 ESG Risk Management

董事會負責評估和釐定公司在環境、社會及管治工作方面的風險。ESG委員會負責根據公司業務內部和外部情況來識別與評估業務風險和機遇，由董事會審閱並決策風險應對和減緩戰略以及風險框架，確保公司設立合適且有效的可持續發展管理和內部控制系統。

The Board is responsible for assessing and determining the Company's environmental, social and governance risks. The ESG Committee is responsible for identifying and evaluating business risks and opportunities based on the internal and external conditions of the Company's business, and the Board reviews and decides on risk response, mitigation strategies and risk frameworks to ensure that the Company establishes appropriate and effective sustainable development management and internal control systems.

重要的 ESG 議題 Important ESG Issues

ESG委員會負責監察公司與其利益相關方的溝通渠道及方式，並確保設有相關政策有效促進公司與其利益相關方之間的關係。同時，基於各利益相關方關切的問題，識別重要的ESG議題，建議ESG具體行動或決策以供董事會考慮。

The ESG Committee is responsible for monitoring the communication channels and methods between the Company and its stakeholders and ensuring that relevant policies are in place to effectively promote the relationship between the Company and its stakeholders. At the same time, based on the concerns of various stakeholders, the ESG Committee identifies important ESG issues, and recommends specific ESG actions or decisions for the Board to consider.

綠城中國持續關注影響公司長遠發展的關鍵議題，為此制定包括《多元化發展政策》《環境管理政策》《應對氣候變化政策》《職業健康與安全管理政策》《廉潔從業政策》《產品質量與安全控制政策》《負責任營銷政策》《可持續採購政策》及《反賄賂與反腐敗政策》等管理政策，旨在深化可持續發展工作責任制的落實，並為可持續發展管理與執行提供清晰指導。

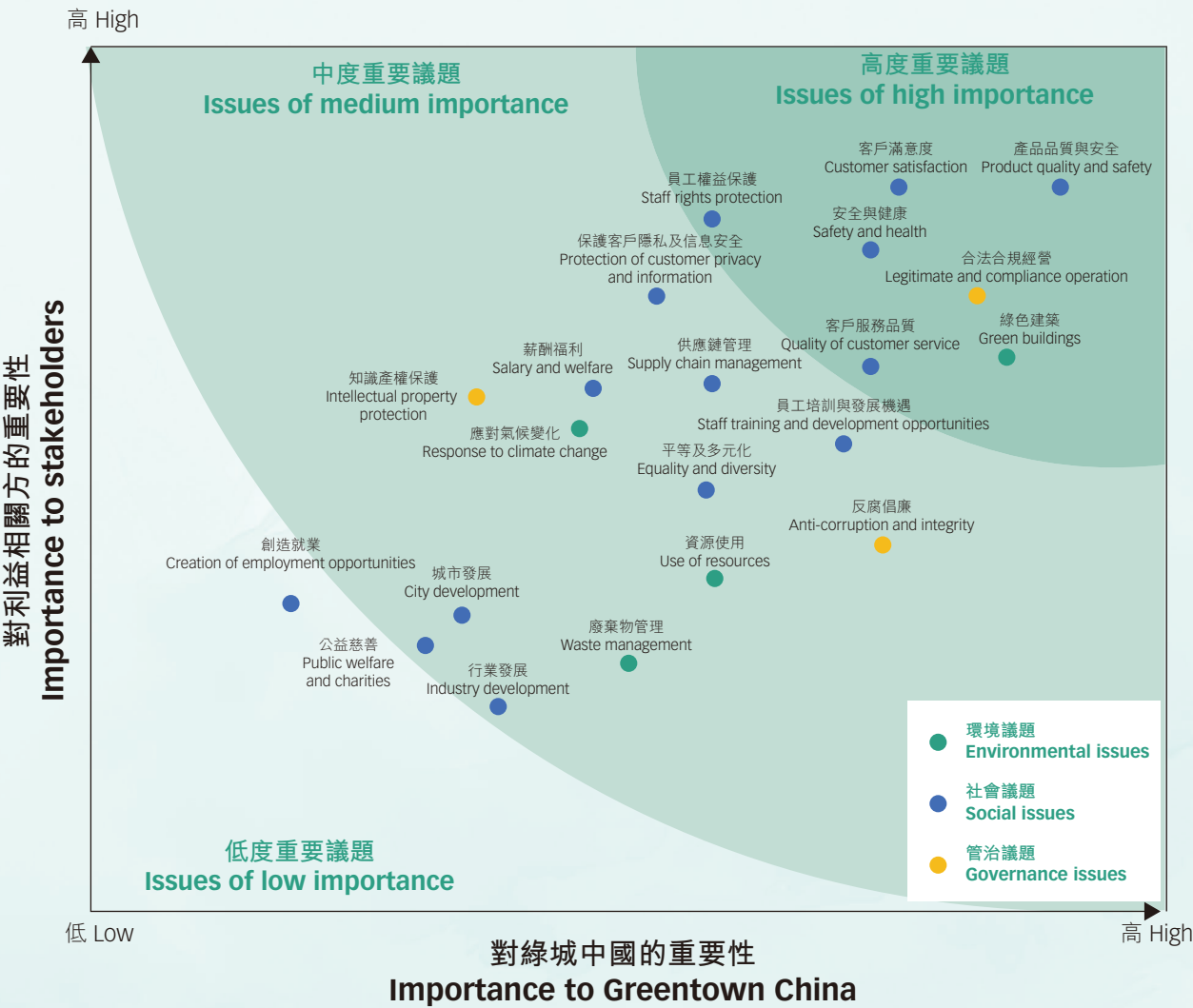
Greentown China continuously focuses on important issues that influence the Company's long-term development. In this regard, it has formulated various management policies, such as the Diversity Development Policy (《多元化發展政策》), the Environmental Management Policy (《環境管理政策》), the Policy on Response to Climate Change (《應對氣候變化政策》), the Policy on Occupational Health and Safety Management (《職業健康與安全管理政策》), the Policy on Integrity (《廉潔從業政策》), the Policy on Product Quality and Safety Control (《產品質量與安全控制政策》), the Policy on Responsible Marketing (《負責任營銷政策》), the Policy on Sustainable Procurement (《可持續採購政策》) and the Policy on Anti-Bribery and Anti-Corruption (《反賄賂與反腐敗政策》), aiming to deepen the implementation of responsibility system for sustainable development and provide clear guidance for sustainable development management and implementation.

(三) 重大性議題識別

報告期內，綠城中國依託多元化、常態化的利益相關方溝通機制，深入開展重大議題識別工作。我們參照香港聯交所ESG報告指引、資本市場評級機構關注的房地產行業ESG議題以及業內同行的重大議題披露，綜合考量內部及社會各界對綠城中國在ESG三方面的績效表現與信息披露的期望。經過細緻的匯總、分析與歸納，最終形成了2024年度綠城中國ESG重大議題矩陣。

(III) Identification of Material Issues

During the Reporting Period, based on the mechanism of diversified and normalised communication with stakeholders, Greentown China carried out in-depth identification of material issues. We made reference to ESG Reporting Guide of HKEx, the real estate industry related ESG issues that the rating agencies of the capital market are concerned about, and material issues disclosed by the peers, took into comprehensive consideration the expectations of internal and social parties on Greentown China’s ESG performance and information disclosure, and finally formed a matrix of material issues of Greentown China for 2024 through detailed summary, analysis and conclusion.



(四) 利益相關方溝通

綠城中國建立多元化的溝通渠道，與利相關方進行常態化雙向溝通，深入認識各方所了解的集團潛在運營風險，準確響應各方對集團可持續發展的期望，助力實現可持續發展戰略目標。本年度，我們所識別的利益相關方包括客戶、員工、股東及投資人、合作夥伴、小區及社會。報告期內不同利益相關方重點關注的議題和溝通途徑列於下表。

(IV) Communication with Stakeholders

Greentown China has established diversified communication channels to conduct regular two-way communication with stakeholders, gained an in-depth understanding of the potential operational risks of the Group, accurately responded to the expectations of all parties for the sustainable development of the Group, and facilitated the achievement of the strategic objective of sustainable development. During the Year, our identified stakeholders include customers, employees, shareholders and investors, partners, community and society. The key issues of concern from and communication channels with different stakeholders during the Reporting Period are listed in the table below.

利益相關方 Stakeholders	重點關注議題 Key Issues of Concern	溝通途徑 Communication Channels
客戶 Customers	產品質量與安全 Product quality and safety 客戶服務品質 Customer service quality 保障客戶隱私及信息安全 Protection of customer privacy and information	公司網頁 Company website 客戶活動 Customer activities 客戶滿意度調查 Customer satisfaction surveys 微信公眾號 WeChat official accounts
員工 Employees	員工權益保護 Staff rights protection 員工薪酬福利 Employee salary and welfare 員工培訓與發展 Employee training and development 平等與多元化 Equality and diversity 健康與安全 Health and safety	部門會議 Department meetings 年度總結表彰大會 Annual awards ceremony 發佈公告信息 Publication of announcements 工會活動 Labour union activities

利益相關方 Stakeholders	重點關注議題 Key Issues of Concern	溝通途徑 Communication Channels
股東及投資人 Shareholders and investors	風險控制與合規經營 Risk control and compliance operation 經濟效益 Economic benefits 綠色建築機遇 Opportunities in green buildings 應對氣候變化 Response to climate change	股東大會 General meetings 投資者會議 Investor meetings 業績公告 Results announcements 年度報告、中期報告 Annual reports, interim reports 公司網頁 Company website 微信公眾號 WeChat official accounts
合作夥伴 Partners	合法合規經營 Legitimate and compliance operation 行業發展 Industry development 供應商管理 Supplier management 知識產權保護 Intellectual property protection	公開招標 Public tendering 實地考察 Site visits 供應商大會 Supplier conferences
社區及社會 Community and society	創造就業與經濟發展 Creation of employment opportunities and economic development 社會關愛與志願服務 Social care and voluntary services 資源使用 Use of resources 合法合規經營 Legitimate and compliance operation 反腐倡廉 Anti-corruption and Integrity 廢棄物管理 Waste management 應對氣候變化 Response to climate change	公益慈善活動 Public welfare and charity activities 社區建設 Community construction 定期溝通 Regular communication 合規報告 Compliance reports

深化投資者溝通，提升市場信心
Deepening Communication with Investors to Boost Market Confidence

綠城中國持續加強投資者關係管理，提升市場透明度。我們於2024年3月25日和8月26日分別召開年度及中期業績發佈會，通過線上、線下渠道吸引超1.26萬人次觀看，本公司管理層圍繞經營、財務狀況及市場策略進行深入交流，並積極回應投資者關切，獲得廣泛認可。

此外，報告期內我們於北京、上海、深圳、杭州、香港、澳門及線上舉辦逾100場投資者交流活動，包括券商策略會、公司來訪及專場會議等，活動場次較去年大幅提升。2024年9月以來，市場關注度上升，我們加大路演力度，並組織分析師及投資人實地考察項目，以增強市場對本公司業務及戰略的理解，進一步鞏固投資者信心。

Greentown China continued to strengthen investor relations management and enhance market transparency. We held annual and interim results presentations on 25 March and 26 August 2024 respectively, which attracted more than 12,600 viewers through online and offline channels. The management of the Company conducted in-depth exchanges on its operations, financial position and market strategies and actively responded to investors' concerns, which were widely recognized.

In addition, we organized over 100 investor exchange activities in Beijing, Shanghai, Shenzhen, Hangzhou, Hong Kong, Macau and online during the Reporting Period, including strategy conferences held by security firms, company visits and special sessions. The number of such activities increased significantly compared to last year. As the market's attention has increased since September 2024, we placed more efforts in roadshows and invited analysts and investors for on-site visits to projects, in order to enhance the market's understanding of the Company's business and strategies, further consolidating investors' confidence.



2024年度業績發佈會
2024 Annual Results Presentation

深化客戶溝通，提升服務體驗 Deepening Communications with Customers to Improve Service Experience

近年來，綠城中國在加強客戶溝通方面邁出了堅實步伐，對客戶建言機制進行了優化。原本的「客戶質量監督小組」更名為「品質共建小組」，其成員也被稱為「品質體驗官」，這一更名彰顯了綠城中國進一步吸納客戶參與質量把控的決心。

報告期內，綠城華中區域舉辦的品質共建小組大會尤為引人注目。大會上，綠城中國管理層與客戶面對面交流，共同探討產品與服務提升之道。

此外，綠城中國在全國範圍內開展了近千次品質共建活動，收集到1,276條意見與建議，且已全部得到反饋與落實。這些舉措充分展現了綠城中國致力於與客戶開展開放溝通，確保客戶意見被傾聽並得到響應，從而增進客戶信任，提升他們的生活品質。中指研究院開展的客戶滿意度調查顯示，綠城中國總體滿意度得分高達92.9分。

In recent years, Greentown China has taken solid steps to strengthen communications with customers and optimize the customer feedback mechanism. The former “Customer Quality Supervision Group” was renamed as “Quality Co-construction Group”, and its members are now called “Quality Experience Specialist”, underscoring Greentown China’s determination to further involve its customers in quality control.

During the Reporting Period, the Quality Co-construction Group conference organized by Greentown China’s Central region company was particularly impressive. At the conference, the management of Greentown China had face-to-face communication with customers to jointly discuss ways to improve products and services.

In addition, Greentown China has conducted nearly 1,000 quality co-construction activities nationwide and collected 1,276 opinions and suggestions, all of which have received feedback and been implemented. These initiatives fully demonstrate Greentown China’s commitment to open communication with its customers, ensuring that their views are listened to and responded to, thereby increasing their trust and improving their quality of life. According to a customer satisfaction survey conducted by China Index Academy, Greentown China scored 92.9 points in overall satisfaction.



「綠城華東公司2024年3·15品質共建小組活動」
“3.15 Quality Co-construction Group Activity of Greentown Eastern Company in 2024”



品質居住
匠造好房新標杆

Quality Living
A New Benchmark for Building Good Houses



杭州玉瀾月華
Hangzhou Yulan Yuehua

一、品質居住：匠造好房新標杆

I. Quality Living: A New Benchmark for Building Good Houses

1.1 產品品質

產品品質是綠城中國的「一號工程」。我們以「全品質、高質量、可持續」的發展理念為引領，夯實體系建設，加強品質管控，打造創新生態，持續賦能產品力提升，樹立品質標杆。

1.1.1 質量體系

綠城中國嚴格遵循《中華人民共和國建築法》《建設工程質量管理條例》等法律法規，制定並發佈《產品質量與安全政策》，明確我們在保障產品質量與安全方面的立場及要求。該政策適用於綠城中國全體員工（包括全職員工、兼職員工及臨時工），並鼓勵所有商業夥伴（包括承包商、供應商及合作夥伴）遵守。同時，我們以《綠式精工工程標準體系》為綱領，建立了適用於本集團所有開發項目在建工程的管理標準與技術規範，形成「綠式」管理體系。報告期內，我們對《材料、室內環境品控管理標準》《第三方工程品質評估管理標準》等質量管理制度與標準進行修訂，持續提升質量管理水平。2024年，我們已獲得ISO 9001質量管理體系認證。

1.1 Product Quality

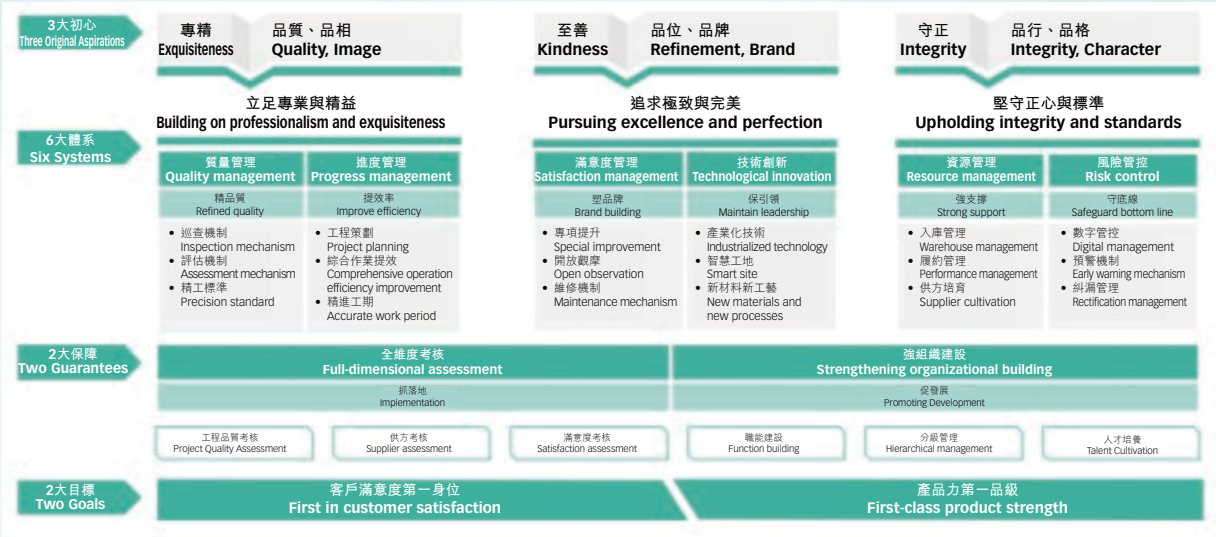
Product quality is the “No. 1 Project” of Greentown China. Led by the philosophy of “comprehensively high quality and sustainable” development, we have strengthened system construction and enhanced quality control to create an innovative ecosystem, such that product strength can be continuously improved and quality benchmarks are set.

1.1.1 Quality System

Greentown China strictly complies with laws and regulations such as the Construction Law of the People’s Republic of China (《中華人民共和國建築法》), and the Regulations on the Quality Management of Construction Projects (《建設工程質量管理條例》), and has formulated and issued the Policy on Product Quality and Safety (《產品質量與安全政策》), which clearly defines our stance and requirements in ensuring product quality and safety. The Policy applies to all employees of Greentown China (including full-time employees, part-time employees and temporary workers) and encourages all business partners (including contractors, suppliers and partners) to follow. At the same time, we have established management standards and technical specifications applicable to all development projects undertaken by the Group under the guiding principles of the Greentown-style Precision Engineering Standard System (《綠式精工工程標準體系》), forming the “Greentown-style” management system. During the Reporting Period, we revised our quality management system and standards, including the Management Standards for Materials, Indoor Environment Quality Control (《材料、室內環境品控管理標準》) and the Management Standards for Third-party Project Quality Assessment (《第三方工程品質評估管理標準》), in order to continuously improve our quality management level. In 2024, we have obtained ISO 9001 quality management system certification.

一、 品質居住：匠造好房新標杆

I. Quality Living: A New Benchmark for Building Good Houses



「綠式」工程管理體系

“Greentown-style” Construction Management System

我們制定了「零不安全產品」的質量安全目標，建立完善的質量管理架構，以監督和保障質量目標的達成。本公司董事會為產品質量與安全的最高領導機構，負責監督產品質量安全管理體系的合規性及有效性。同時，我們設有質量委員會及獨立的質量部門，負責產品質量安全管理體系的落地與運行，明確各級質量管理職責，並將質量管控水平納入各級管理者績效考核。我們定期回顧、檢討產品質量與安全目標及達成情況，以監督質量績效，實現持續改進。

We have set a quality and safety goal of “zero unsafe products” and have established a comprehensive quality management structure to monitor and ensure the achievement of the quality goal. The Board of Directors of the Company is the highest governing body for product quality and safety and is responsible for overseeing the compliance and effectiveness of our product quality and safety management system. Meanwhile, we have set up a quality committee and an independent quality department, which are responsible for the implementation and operation of the product quality and safety management system, clarifying the responsibilities of quality management and incorporating the level of quality control into the performance assessment of managers at all levels. We regularly review and examine product quality and safety goals and achievements to monitor quality performance and achieve continuous improvement.

一、品質居住：匠造好房新標杆

I. Quality Living: A New Benchmark for Building Good Houses

1.1.2 品質管控

綠城中國持續開展覆蓋項目全生命周期的品質管控。我們秉承「源頭預防」的理念，定期開展產品質量與安全風險評估及管控。在材料管控方面，我們已成立「綠品」實驗室，依據《材料、室內環境品控管理標準》，開展材料檢測工作，以有效防控原材料質量風險。報告期內，我們共計抽檢130個項目，檢測完成1,958組材料，整體合格率達93.3%。此外，我們依據風險評估結果，針對重點、難點項目開展質量與安全巡查，動態跟蹤項目情況，保障項目如期高品質交付。

綠城中國每年對所有在建項目進行第三方品質評估，包含「過程評估、專項評估、交付評估」三個維度，確保所有項目符合我們的質量管理標準。針對品質評估中識別的問題點，我們開展專項技控課題，持續提升集團整體工藝標準化水平。報告期內，我們針對外牆塗料、衛生間排水管、低位轉角吊頂等開展的技控課題入圍全國技控大賽100強課題清單，彰顯我們出色的質量與技術水平。

我們致力於構建「全員參與」的質量文化，每年依據質量風險評估及審計結果，制定全年質量培訓計劃，通過線下培訓、網絡課堂、實地觀摩等形式，深入開展各類質量培訓項目。我們要求全體員工融入集團質量文化，接受年度質量培訓，持續提升質量意識。同時，我們面向工程相關崗位的所有員工，持續開展「材料、室內環境、精裝修工程、智能化」等品質提升專項培訓，進一步保障產品質量與安全體系的規範、高效運行。報告期內，綠城中國員工質量培訓開展情況如下：

1.1.2 Quality Control

Greentown China continues to carry out quality control throughout the life cycle of projects. Adhering to the concept of “prevention at source”, we regularly carry out product quality and safety risk assessment and control. As to material control, we have established the “Green Product” laboratory, and conducted material testing in accordance with the Management Standards for Materials, Indoor Environment Quality Control (《材料、室內環境品控管理標準》) to effectively prevent and control the quality risks of raw materials. During the Reporting Period, a total of 130 projects were conducted with spot checks and 1,958 sets of materials were tested on a sampling basis, with an overall passing rate of 93.3%. In addition, based on the results of risk assessment, we carried out quality and safety inspections for key and difficult projects, and dynamically tracked the project situation to ensure that the projects would be delivered on schedule with high quality.

Each year, Greentown China conducts a third-party quality assessment for all projects under construction, which includes three dimensions, namely “process assessment, special assessment and delivery assessment”, to ensure that all projects meet our quality management standards. In response to the issues identified in the quality assessment, we carried out special tech-driven topics to continuously increase the overall standardization of the Group’s processes. During the Reporting Period, the tech-driven topics we conducted for coating materials of external walls, bathroom drains, and low-corner suspended ceilings were shortlisted in the top 100 topics in the National Tech-Driven Code, demonstrating our outstanding quality and technical level.

We are committed to building a quality culture of “full participation”. Each year, we design an annual high-quality training plan based on the results of quality risk assessment and audit, and carry out various forms of quality training programmes in depth through offline training, online classroom and on-site observation. All employees are required to integrate into the Group’s quality culture and receive annual quality training for continuous enhancement in their quality awareness. Meanwhile, we continued to provide special training on quality improvement in “materials, indoor environment, refined decoration construction and intelligentization” for all employees in engineering-related positions, so as to further ensure the standardized and efficient operation of the product quality and safety system. The implementation of the quality training for Greentown China’s employees during the Reporting Period is as follows:

100%
員工質量培訓覆蓋率
100%
Coverage rate of
quality training
for employees

407次
員工質量培訓
407
Quality trainings
for employees

3,072.5小時
員工質量培訓總時長
3,072.5 hours
Total length of quality
training for employees

一、 品質居住：匠造好房新標杆
I. Quality Living: A New Benchmark for Building Good Houses

1.1.3 品質產品

綠城中國堅持「以客戶為中心的產品主義」，致力於打造全生命周期的綠城好房子。我們以經營為導向，構建「雙輪驅動」的創新研發體系，全力優化產品設計並提升產品品質。在集團總部層面，我們形成了由規劃設計委員會領導、研發設計中心執行的創新研發架構，專注於宏觀及前瞻性行業、市場和產品研究，引入先進理念，建立產品體系。在區域公司層面，各區域創新研發組織因地制宜，打造適應市場的屬地化產品，滿足客戶需求，助力集團業務全面創新發展。

報告期內，我們構建了涵蓋「優園體系、適恒系統、智慧系統、產業內裝」在內的綠城「好房子」四大核心技術系統，產出保溫結構一體化技術、超低能耗門窗、建築外遮陽、可開合陽台封閉技術、產業內裝技術等一系列創新研發成果，全方位優化產品品質。

1.1.3 Quality Products

By adhering to the “customer-oriented product offering”, Greentown China strives to build the Greentown good houses throughout the entire life cycle. Oriented by operation, we built a “two-wheel-driven” innovation and R&D system to optimize product design and improve product quality with our best efforts. At the group headquarters level, we have formed an innovative R&D structure led by the planning and design committee and executed by the R&D and design center, with focus on the macro and forward-looking industry, market and product research by introducing advanced concepts and establishing product systems. At the regional company level, each regional innovation and R&D organization created localized products adapted to the market and satisfy customers’ needs by adjusting measures to the local conditions, thus facilitating the Group’s business to develop in an innovative way in all aspects.

During the Reporting Period, we developed four core technology systems of Greentown’s “Good Houses”, including the “high-quality enclosure structure system, constant comfort system, smart system and industrial interior decoration”. A series of innovative R&D achievements, such as thermal insulation structure integration technology, ultra-low energy consuming windows and doors, external sun shading, open balcony enclosure technology, and industrial interior decoration technology have been produced, optimising the quality of the products in an all-round way.

一、 品質居住：匠造好房新標杆
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優圍體系
High-quality Enclosure
Structure System

「優圍體系」包含外圍護結構與外門窗兩大體系。

The “high-quality enclosure structure system” includes two major systems, namely the external enclosure structure and external doors and windows.

外圍護體系重點研究保溫結構一體化技術，旨在改善傳統外牆構造存在的外保溫脫落、外牆滲透等問題。

The external enclosure system focuses on the research of thermal insulation structure integration technology, aiming to reduce the problems existing in the traditional external wall structure, such as external insulation peeling and external wall infiltration.

外門窗體系重點研究超低能耗建築門窗技術、居住外遮陽技術、陽台封閉技術，旨在有效解決外門窗滲漏、門窗部件易損壞等問題。

The external doors and windows system focuses on the research of door and window technology for ultra-low energy consuming buildings, external sun shading technology for residential buildings, balcony enclosure technology, aiming to effectively solve the problems such as leakage from external doors and windows and vulnerability of door and window components.

適恒系統
Constant Comfort
System

「適恒系統」是一套滿足超低能耗建築要求的空調系統，主要包括「全空氣系統、兩聯供+新風系統、毛细輻射+新風系統」三種技術路徑，可通過調整「溫度、濕度、空氣潔淨度」三大空氣環境要素，為客戶提供適宜的居住環境。

The “constant comfort system” is an air conditioning system designed to meet the requirements of ultra-low energy consuming buildings. It primarily includes three technical approaches: “all-air system (全空氣系統), dual-supply and fresh air system (兩聯供+新風系統), capillary radiation and fresh air system (毛细輻射+新風系統)”. By adjusting the three key air environment elements of “temperature, humidity and air cleanliness”, the system provides customers with a comfortable living environment.

智慧系統
Smart System

「智慧系統」包括智慧園區和智慧家居兩大系統，通過提升業主通行便利性、解決人行管理漏洞、加強物業平台功能集成、提升智能家居控制面板集成及產品集成等，為業主提供安全、便捷、智慧的園區空間及家居生活。

The “smart system” includes two major systems, namely the intelligent park and the smart home. By enhancing the accessibility of owners, addressing loopholes in pedestrian management, strengthening the integration of the functions of the property platform, and improving the integration of smart home control panels and products, this system provides owners with a secure, convenient, and intelligent park environment and home living experience.

產業內裝
Industrial Interior
Decoration

「產業內裝」涵蓋平面標準模塊、部品部件體系、裝配式工藝三大板塊，通過系統化、機械化、智慧化生產形成新型裝修模式，營造溫馨的環境氛圍和綠色健康、安全耐用、智慧便捷的戶內可變空間，滿足客戶對於美好生活的追求。

The “industrial interior decoration” includes three major areas, namely standard flat modules, component systems and prefabricated process. It creates a new model of interior decoration through systematic, mechanized and intelligent production methods. It fosters a warm environment and provides green, healthy, safe, durable, smart and convenient indoor variable spaces, meeting customers’ pursuit for a better life.

綠城中國「好房子」四大核心技術系統

Four Core Technology Systems of Greentown’s “Good Houses”

1.2 客戶權益

綠城中國承諾以高質量標準，為廣大客戶提供優質的產品與服務體驗。我們深入踐行負責任營銷，高效響應客戶訴求，切實保護客戶隱私，全方位維護客戶權益。

1.2.1 負責任營銷

綠城中國始終秉承合規、公平的原則，制定並公開《負責任營銷政策》，保障綠城中國與利益相關方溝通、推廣和營銷服務時，落實符合法律法規要求和商業道德規範的銷售和營銷實踐。該政策適用於綠城中國全體員工(包括全職員工、兼職員工及臨時員工)，並鼓勵所有商業夥伴(包括承包商、供應商及合作夥伴)遵守。

同時，我們建立了以《項目運營手冊營銷弦》為核心的「1+5+N」營銷、廣告和銷售制度體系，明確規範銷售說辭、文件合同、不利因素展示等營銷行為，全流程保證對客戶的承諾真實有效。我們每半年審閱、更新負責任營銷相關工作標準與制度，持續完善管理體系，強化誠信經營。

1.2 Customer Rights and Interests

Greentown China is committed to providing customers with high-quality products and services by adhering to stringent quality standards. We safeguard the rights and interests of customers in all aspects through actively practicing responsible marketing, efficiently responding to customer demand and genuinely protecting customer privacy.

1.2.1 Responsible Marketing

Greentown China always adheres to the principles of compliance and fairness, establishing and releasing the Policy on Responsible Marketing (《負責任營銷政策》) to ensure that the sales and marketing practice are conducted in accordance with the requirements of laws and regulations and business ethics in our communication with stakeholders, promotion and marketing services. The policy is applicable to all Greentown China employees (including full-time employees, part-time employees and temporary workers), and all business partners (including contractors, suppliers and partners) are encouraged to follow.

At the same time, we have established a “1+5+N” marketing, advertising and sales system with Marketing Manual for Project Operation (《項目運營手冊營銷弦》) as the core, which clearly regulates marketing behaviors such as sales pitch, documents and contracts, description of adverse factors, so as to ensure the authenticity and effectiveness of our commitments to customers throughout the entire service process. We review and update the standards and systems related to responsible marketing every six months to continuously improve our management system and strengthen our integrity.

1	• 《項目運營手冊營銷弦》 Marketing Manual for Project Operation
5	• 《營銷服務費用管理標準》 Management Standards for Marketing Services Costs • 《營銷服務團隊薪酬績效標準》 Remuneration and Performance Standards of Marketing Service Team • 《營銷設施管理費用標準》 Management Fees Standard for Marketing Facilities • 《渠道管控制度》 Channel Management and Control System • 《數字營銷建設與運營工作標準》 Digital Marketing Construction and Operation Work Standards
N	• 銷售說辭、文件合同、不利因素展示等營銷各階段合規管理規定 Compliance management regulations for each stage of marketing such as sales pitch, documents and contracts, description of adverse factors, etc.

「1+5+N」營銷、廣告和銷售制度體系

“1+5+N” Marketing, Advertising and Sales System

一、品質居住：匠造好房新標杆

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我們已構建全面的風險管控機制，持續開展集團及區域風險巡查、銷售滿意度風控、品質紅線管理等常態化負責任營銷審計與監察工作，嚴防各類合規風險。報告期內，我們開展了全集團負責任營銷專項審計，針對銷售管理、渠道管理、費用管理等六大維度進行嚴格審查。我們針對審計中識別的違規問題和高風險事項進行通報和處罰，並要求被審計對象限期整改，促進業務健康發展。

We have set up the comprehensive risk management and control mechanisms and continued to carry out regular responsible marketing audits and inspections, such as group- and regional-level risk inspections, sales satisfaction risk control and quality red line management, in order to effectively prevent all kinds of compliance risks. During the Reporting Period, we conducted a special audit of responsible marketing across the Group and conducted a strict review in six major areas, including sales management, channel management and expense management. Violations and high-risk issues identified in the audit were reported and penalized, and audited parties were required to rectify them within a specified timeframe, thus fostering healthy business growth.

集團及區域風險巡查 Group- and regional-level risk inspections

- 每半年開展全集團風險巡查，覆蓋費用管理、銷售管理、業務流程規範等多個層面，針對發現項進行處罰與跟蹤整改；
Conduct group-level risk inspections every six months, covering various aspects such as expense management, sales management, business process standardization, etc., and carry out punishment and follow-up rectification for identified issues;
- 每季度制定區域巡查計劃並開展常態化合規巡查，重點檢查區域薄弱或頻發問題，嚴防各類合規風險。
Formulate regional-level inspection plans and carry out regular compliance inspections every quarter, focusing on addressing regional weaknesses or frequently occurring issues to effectively prevent various types of compliance risks.

銷售滿意度風控 Sales satisfaction risk control

- 每月開展覆蓋全體準業主的電話調研，及時了解客戶滿意度及銷售行為合規性；
Conduct monthly telephone surveys with all potential owners to understand customer satisfaction in a timely manner and ensure the compliance of sales behaviours;
- 開展神秘客戶調研，針對營銷人員銷售承諾、案場公示文件等進行標準檢查。
Conduct secretive customer visits to check whether marketers' sales promises and publicly displayed documents on the sales sites meet our standards.

品質紅線管理 Quality red line management

- 依據《品質紅線管理標準》及《負面行為清單》中明確的可能導致質量、安全及經營風險的違規行為開展不定期檢查，針對違規違紀行為進行責任追究及整改工作。
Carry out spot inspections based on non-compliant behaviours that may lead to quality, safety and business risks defined in the Quality Red Line Management Standards 《品質紅線管理標準》 and the List of Negative Behaviours 《負面行為清單》 and take accountability and rectification actions for any violations or misconduct.

反腐公約 Anti-corruption convention

- 要求所有案場擺放反腐公約，公示集團24小時開通的舉報電話，堅決抵制炒賣、倒號等負面行為。
The anti-corruption convention and the Group's 24-hour reporting line number are required to be publicly displayed in every sales site to resist negative behaviours such as speculation and scalping.

全方位負責任營銷審計 All-round Responsible Marketing Audit

一、 品質居住：匠造好房新標杆
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針對審計中識別的風險和問題項，我們定期更新合規和負責任營銷培訓計劃，並要求所有員工完成相關培訓。報告期內，我們在負責任營銷方面累計開展了35次專項培訓及10場工作坊，負責任營銷培訓員工覆蓋率達到100%。

In response to the risks and issues identified in the audit, we regularly update our compliance and responsible marketing training programs and require all employees to complete the relevant training. During the Reporting Period, we conducted a total of 35 special training sessions and 10 workshops on responsible marketing, achieving 100% employee participation in responsible marketing training.

負責任營銷意識提升培訓

Responsible Marketing Awareness Enhancement Training

- 要求綠城中國全體員工每年至少接受一次培訓；
Require all Greentown China employees to receive training at least once a year;
- 宣貫負責任營銷相關法律法規及內部制度，要求員工不在任何營銷活動中進行誇大或虛假宣傳，不虛報產品、服務和價格，不就競爭對手的產品和服務做出虛假或誤導性陳述，確保全體員工了解並遵守我們的負責任營銷原則。
Promote and follow relevant laws, regulations and internal policies regarding responsible marketing. Employees are required to avoid exaggeration or false advertising in all marketing activities, refrain from misrepresenting products, services and prices, and not to make false or misleading statements about competitors' products and services, ensuring that all employees understand and comply with our responsible marketing principles.

營銷服務體系負責任營銷專項培訓

Special Training on Responsible Marketing for the Marketing Service System

- 要求營銷服務體系全體員工參加並接受通關考試，合格後方可上崗；
All employees of the marketing service system are required to participate in and pass a certification exam before they start work;
- 報告期內，我們針對營銷費用管理、數字營銷、價值營銷、業務流程標準化、數據分析等主題開展豐富的負責任營銷專項培訓。同時，我們組織開展負責任營銷管理工作坊，研討與規範作業模式與執行標準。
During the Reporting Period, we conducted a wealth of special training of responsible marketing on topics such as marketing expense management, digital marketing, value marketing, business process standardization and data analysis. At the same time, we carried out responsible marketing management workshops to discuss and standardize operational models and implementation standards.

各類負責任營銷培訓

Various Responsible Marketing Training Sessions

一、品質居住：匠造好房新標杆

I. Quality Living: A New Benchmark for Building Good Houses

1.2.2 客戶訴求響應

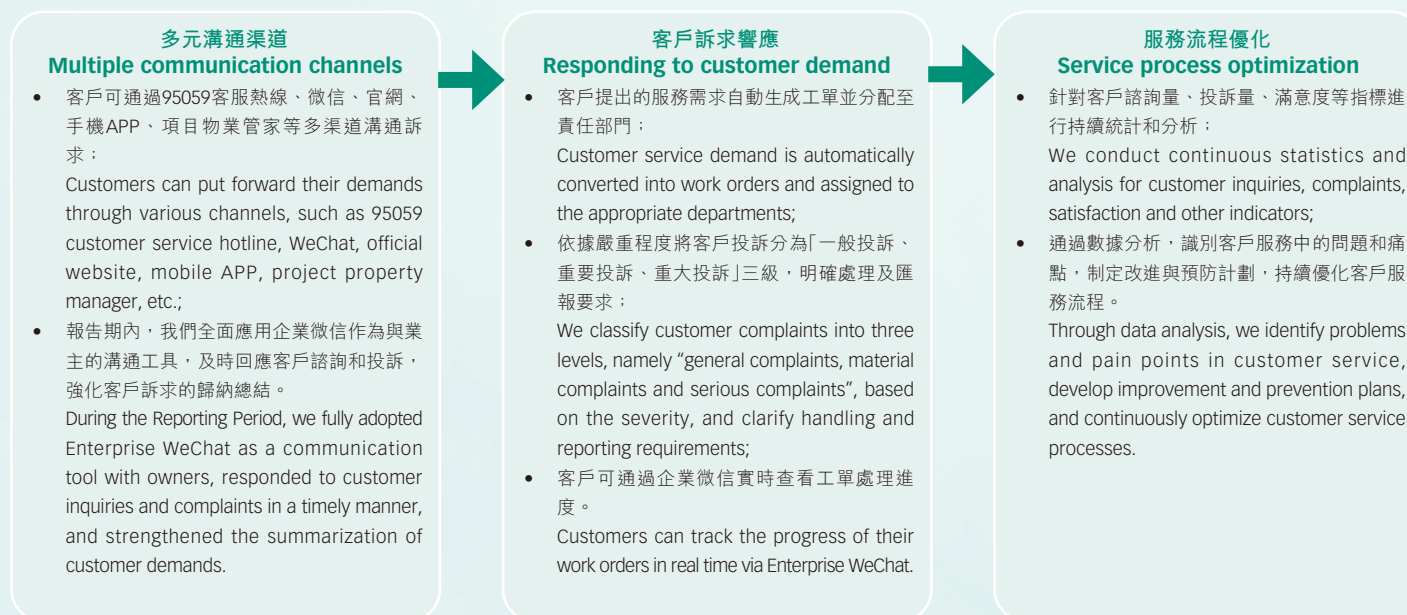
綠城中國秉承「以客戶為中心」的理念，認真聆聽客戶聲音，及時響應客戶訴求。我們制定了《客戶投訴管理基礎規範》等管理標準，對客訴分類、處理周期、關閉申請、追責機制等方面進行規範，持續提升客戶投訴處理的及時性與有效性。

報告期內，綠城中國共計收到客戶投訴921起，其中因產品質量導致的投訴390起，因服務問題導致的投訴526起，已經響應客戶並妥善解決投訴比例為98.93%。

1.2.2 Responding to Customer Demand

Greentown China adheres to the concept of “customer orientation”, listens to customers’ opinions and responds to customers’ demands in a timely manner. We have formulated management standards such as the Basic Standards for Customer Complaint Management (《客戶投訴管理基礎規範》), which regulate the classification of complaints, handling cycle, application of closure, accountability mechanism, etc., so as to continuously improve the timeliness and effectiveness of customer complaint handling.

During the Reporting Period, Greentown China received a total of 921 customer complaints, including 390 complaints due to product quality and 526 complaints due to service issues, 98.93% of which have been responded to and properly resolved.



客戶訴求處理流程
Customer Demand Handling Process

一、 品質居住：匠造好房新標杆
I. Quality Living: A New Benchmark for Building Good Houses

1.2.3 客戶隱私保護

綠城中國嚴格遵循《中華人民共和國消費者權益保護法》《中華人民共和國網絡安全法》等法律法規，制定了《保密管理制度》《計算機信息安全管理標準》等內部管理制度，對客戶信息的獲取、儲存、使用及交換進行嚴格的管理與保護。截至報告期末，綠城中國已獲得信息安全等保二級認證，彰顯我們出色的信息安全管理能力。

1.2.3 Customer Privacy Protection

Greentown China strictly abides by the Law of the People's Republic of China on the Protection of Consumer Rights and Interests (《中華人民共和國消費者權益保護法》), the Internet Security Law of the People's Republic of China (《中華人民共和國網絡安全法》), and other laws and regulations. We have formulated internal management systems, including the Confidentiality Management System (《保密管理制度》) and Standards for the Management of Computer Information Security (《計算機信息安全管理標準》), to strictly manage and protect the acquisition, storage, use and exchange of customer information. As of the end of the Reporting Period, Greentown China has obtained the Level 2 Information Security Certification (信息安全等保二級認證), highlighting our outstanding information security management capability.

確保在客戶授權下，合法合規採集並儲存客戶信息

Ensure that customer information is collected and stored with customer authorization in accordance with laws and regulations

營銷系統應用權限控制、關鍵字段脫敏、數據加密等多重技術保障用戶數據最小化公開，防止客戶隱私信息洩露

The marketing system applies multiple technologies such as access control, key field desensitization, data encryption to minimize the exposure of user data and prevent the leakage of customers' private information

客戶隱私保護舉措
Customer Privacy Protection Measures

嚴格按照《小程序隱私保護指引》處理用戶個人信息，最小化信息儲存時間，超範圍使用信息前必須徵得用戶同意

We handle users' personal information in strict accordance with the Guidelines for Privacy Protection of Mini Programs (《小程序隱私保護指引》), minimize the storage time of information, and obtain users' consent before using information beyond its scope

一、品質居住：匠造好房新標杆

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我們定期開展信息安全審計，加強公司系統安全。報告期內，我們開展了1次網絡安全攻防演練、10次滲透測試、2次代碼審計和215次漏洞掃描，覆蓋「系統、應用、安全基線、業務和代碼漏洞」等風險點。我們將信息安全審計中發現的問題和提出的修復建議整合形成多項評估報告，確保所有問題均完成修復和驗證，確保系統的安全性和穩定性。

同時，我們通過培訓課程、訂閱號、電子海報等形式，定期開展覆蓋全體員工的信息安全及客戶隱私保護培訓與宣貫。報告期內，我們圍繞「網絡安全」和「數據安全」兩大主題開展兩場專項培訓，提升員工安全意识與能力，保障客戶信息安全。

報告期內，綠城中國未發生客戶信息洩露（導致投訴或其他重大影響）事件。

We conduct regular information security audits to strengthen the security of the Company's systems. During the Reporting Period, we conducted 1 network security attack and defense drill, 10 penetration tests, 2 code audits and 215 vulnerability scans, covering risk points such as "system, application, security baseline, business and code vulnerabilities". We consolidate the issues identified in the information security audits and respective remedial suggestions into multiple assessment reports to ensure that all issues are remediated and verified, ensuring the security and stability of our systems.

At the same time, we regularly provide all employees with training and publicity activities related to information security and customer privacy protection through training courses, subscription accounts and e-posters. During the Reporting Period, we conducted two special training sessions on the two major themes of "network security" and "data security" to enhance the security awareness and capability of our employees and ensure customer information security.

During the Reporting Period, Greentown China did not experience any customer information leakage which resulted in complaints or other significant impacts.

1.3 客戶服務

綠城中國以「最懂客戶、最懂產品」為兩大戰略支點，堅持打造以客戶滿意度為中心的客戶關係管理體系，持續提升產品和服務品質。

1.3.1 服務品質提升

綠城中國致力於提升客戶服務品質，深入了解客戶需求，攜手客戶共同推動服務品質升級。長期以來，我們堅持「因愛在此」的品牌主張，通過綠城會³社群關係平台，與廣大業主及客戶協力打造宜居且富有活力的現代社區。綠城會通過佈局社區營造生態藍圖，打造「產品、品牌、營銷、服務、運營」五大客戶共創體系，逐步形成「一體多面」的社群可持續運營體系。

³ 綠城會是綠城中國業主、客戶及朋友們一起共創共建的美好生活關係平台，致力於社區營造的理念和方法論，促進企業與客戶之間、以及企業與社會之間美好關係的可持續發展。

1.3 Customer Service

With two strategic pivot points of "best understanding of customers and best understanding of products", Greentown China insists on building a customer relationship management system centered on customer satisfaction, and continuously improves the quality of products and services.

1.3.1 Improving Service Quality

Greentown China is committed to improving the quality of customer service, understanding customers' needs, and working with them to promote the upgrade of service quality. We have long been adhering to the brand philosophy of "Live for Love (因愛在此)". Through Greentown Association³, the community relationship platform, we collaborate with owners and customers to create livable and vibrant modern communities. Through the ecological blueprint for community building, Greentown Association has co-created five major systems with customers, namely "product, brand, marketing, service and operation", and gradually formed an "integrated and all-around (一體多面)" sustainable operation system for the community.

³ Greentown Association is a platform for owners, customers and friends of Greentown China to co-create and build a better life. It is dedicated to the concepts and methodologies of community building, and promotes the sustainable development of a better relationship between the company and its customers, as well as between the company and the society.

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產品共創 Product Co-creation	服務共創 Service Co-creation	運營共創 Operation Co-creation
報告期內，綠城會舉辦了「參與式設計工作坊」，邀請了來自設計、客研、營銷和物業等部門的專家，以及20餘位來自健身社群的業主共同參與。通過問題討論、頭腦風暴、運營開放麥等環節，與會者深入探討了綠城中國各地健身空間在設計和運營中存在的問題，並提出了許多寶貴的意見和建議，對於優化健身空間、實現產品共創具有重要意義。 During the Reporting Period, Greentown Association hosted a “Participatory Design Workshop (參與式設計工作坊)”, inviting experts from design, customer research, marketing and property departments, as well as more than 20 owners from the fitness community to participate. Through discussion, brainstorming and open operation talk (運營開放麥), the participants discussed the problems in the design and operation of fitness spaces across Greentown China and put forward many valuable opinions and suggestions, which were of great significance for optimizing fitness spaces and realizing product co-creation.	杭州月映星語園項目充分運用品質共建小組工作機制，通過月度工地巡查及季度座談會，助力業主對產品質量及施工安全的全面監督。此外，該項目結合業主需求，建立了「星語心悅社」「親子研學社」「籃球社」等豐富的社群組織，打造「共創、共樂、共行、共享」的美好生活。 Hangzhou Yueying Xingyuyuan Project fully utilizes the quality co-creation group mechanism, facilitating comprehensive supervision by owners on product quality and construction safety through monthly site inspections and quarterly symposiums. In addition, the project has established a variety of community organizations such as the “Xingyu Heart-delight Club (星語心悅社)”, “Parent-Child Study Group (親子研學社)” and “Basketball Club (籃球社)” in accordance with the needs of owners to create a better life of “co-creating, enjoying, acting and sharing (共創·共樂·共行·共享)”.	青島理想之城幸福里共享中心是綠城團隊與業主共同打造的社區服務項目，通過改善園區會所基礎設施，創建了一個多功能的社區治理和服務共享平台。綠城團隊通過業主投票調研，定制了包括安全普及、溫馨提醒、用電檢查和關愛服務等在內的多元化公益服務。該中心在滿足業主「家門口」服務需求的同時，促進了社區互動、增強了鄰里關係，成為業主交流信息和參與活動的重要公共空間。 Qingdao Ideal City Xingfuli Sharing Center (青島理想之城幸福里共享中心) is a community service project jointly created by the Greentown team with owners. It creates a multi-functional community governance and service sharing platform by improving the infrastructure of the clubhouse in the estate. The Greentown team customized a variety of public services including safety promotion, warm reminders, electricity checking and caring services through the owners’ voting and survey. This center not only meets the “right at your doorstep (家門口)” service needs of owners, but also promotes community interaction, improves neighborhood relationships, and serves as an important public space for owners to exchange information and participate in activities.

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1.3.2 客戶心聲傾聽

綠城中國切實貫徹「最懂客戶、最懂產品」兩大核心戰略支點，悉心傾聽客戶心聲，滿足客戶的多元需求。我們已組建客研委員會及專業的客研中心，深入探索當下客戶的需求變化。報告期內，我們持續創新客研委員會工作機制，一方面聚焦客戶生活模式變遷及居住痛點，為客戶創造更美好的居住體驗；另一方面佈局綠色健康、智能家居等未來趨勢，推動實現產品創新與客戶需求同頻共振。自客研委員會成立以來：

1.3.2 Listening to Customers' Voices

With “best understanding of customers and best understanding of products” as its two core strategic pivot points, Greentown China listens to customers' voices and strives hard to meet their diverse needs. We have established a customer research committee and a professional customer research department to deeply explore current changes in customer needs. During the Reporting Period, we continued to innovate the working mechanism of the customer research committee. On one hand, we focused on the changes in customers' lifestyles and pain points in living to create a better living experience for them, and on the other hand, we positioned ourselves to address future trends such as green health and smart home, so as to promote product innovation in sync with customers' needs. Since the establishment of the customer research committee:

綠城中國足跡遍及
5,000多個家庭
Greentown China has reached
out to more than 5,000 families

調研業主、客戶
56,980人次
Conducted 56,980 surveys with
owners and customers

收穫73項研究成果
Produced 73 survey results

在79個項目的轉型升級中
發揮了關鍵作用
Played a key role in the
transformation and upgrading of
79 projects

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2002年，綠城中國成立第一屆客戶質量監督小組。自此，我們每年邀請業主代表擔任客戶質量監督員，攜手營造美麗建築、創造美好生活。報告期內，我們全面升級客戶質量監督小組為品質共建小組，與廣大業主代表共同探討產品和服務的提升之路，持續優化產品與服務品質。

In 2002, Greentown China established the first customer quality supervision group. Since then, we have invited representatives of owners to serve as customer quality supervisors every year, working together to create aesthetically pleasing architecture and a better life. During the Reporting Period, we upgraded the customer quality supervision group to quality co-construction group, discussed with the representatives of owners about the improvement of products and services, and continuously optimized the quality of products and services.



品質共建小組活動現場
Activity Site of Quality Co-construction Group

針對客戶在物業、維修等維度反饋的需求與痛點，我們組織開展專項工作坊，全面覆盤維修管理全流程，對於服務短板進行針對性部署，並最終形成《維修管理標準》更新、「一房五驗」管理要點等成果，以實際行動提升客戶體驗。

In response to customers' feedback on the needs and pain points related to property and maintenance, we organized special workshops to comprehensively review the entire process of maintenance management and implemented targeted measures to address service deficiencies, ultimately producing, among others, the updated Maintenance Management Standards (《維修管理標準》) and the management points of "Five Inspections per Unit (一房五驗)", thereby improving customers' experience through actions.

一、 品質居住：匠造好房新標杆
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1.3.3 客戶滿意度管理

綠城中國將客戶滿意度作為「一號標準」。我們已建立客戶滿意度管理小組，依據《第三方客戶滿意度調查管理標準》，定期收集、匯總客戶的意見與建議，落實相關整改與優化舉措，持續提升客戶滿意度。

住宅業務

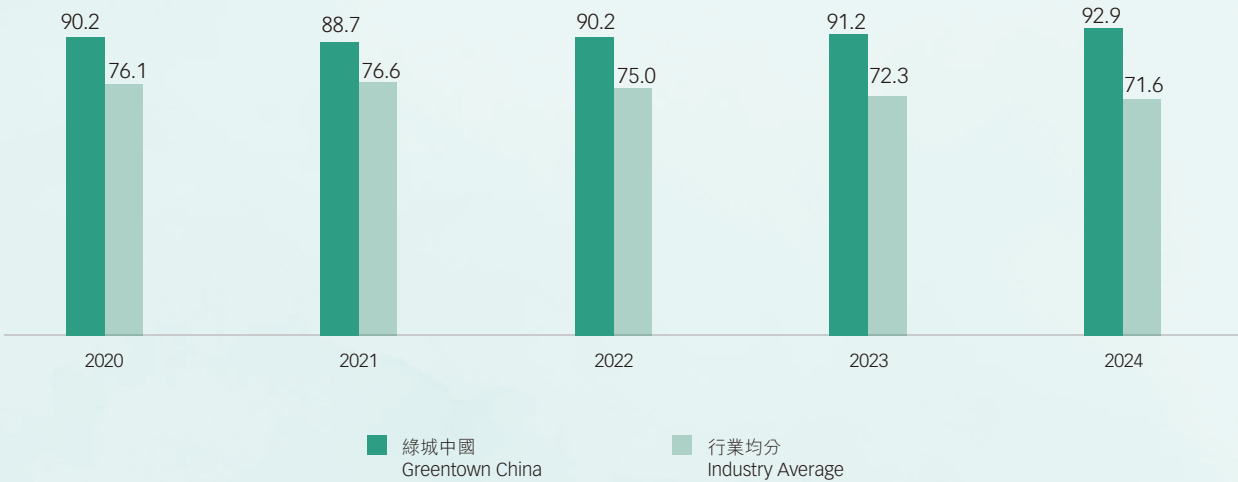
綠城中國在中指研究院發佈的《2024年中國城市居民居住滿意度調查報告》中，客戶滿意度得分為92.9分，超出行業均值21.3分，較2023年進一步提升。

1.3.3 Customer Satisfaction Management

Greentown China takes customer satisfaction as the “No. 1 Standard”. We have established a customer satisfaction management team, which collects and summarises customers’ opinions and suggestions on a regular basis in accordance with the Management Standards on Third-party Customer Satisfaction Survey (《第三方客戶滿意度調查管理標準》), and implements relevant rectification and optimization measures to continuously improve customer satisfaction.

Residential business

In the 2024 Chinese Urban Residents’ Satisfaction Survey Report (《2024年中國城市居民居住滿意度調查報告》) issued by China Index Academy, Greentown China scored 92.9 points in customer satisfaction, which was 21.3 points higher than the industry average, representing a further increase as compared to 2023.



綠城中國客戶滿意度得分情況
Greentown China's Customer Satisfaction Performance

一、 品質居住：匠造好房新標杆

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我們在「杭州、蘇州、合肥、西安、大連、烏魯木齊、重慶、天津、濟南、青島、寧波、紹興、台州、嘉興、衢州、金華」16座城市客戶滿意度位列第一位，在「杭州、南京、西安、烏魯木齊、蘇州、青島、寧波、台州、金華、嘉興、湖州、衢州」等12座城市總體忠誠度位列第一位。截至報告期末，綠城中國已連續14年在「中國城市居民居住滿意度」調查中榮獲佳績，並連續13次榮膺「顧客滿意度領先品牌」，助力房地產行業實現高質量發展，為居民「住有優居」貢獻綠城力量。

酒店業務

為持續提升酒店業務的客戶體驗，我們引入了「慧評第三方滿意度管理平台」，該平台整合了國內外主流OTA評價渠道，涵蓋「酒店整體、衛生條件、服務水平、設施完善度、餐飲服務、價格合理性及地理位置」七大核心方面，對酒店服務進行全面、細緻的評估。2024年，綠城中國酒店業務客戶滿意度得分為95.7分，較上一年度提升3%，並創歷史新高。

商業業務

2024年，我們通過全面的消費者問卷調查，從「滿意度、顧客畫像、消費習慣、活動反饋及品牌期待」五個維度了解客戶心聲，共收集了9,803份有效樣本，商業業務客戶滿意度得分為92.9分，較上一年度提升2%。基於調查結果，我們深入分析了顧客畫像、客戶需求與消費習慣，制定並落實了階段性改善計劃，已實現商業業務的全方位提升。

We ranked first in terms of customer satisfaction across 16 cities, including Hangzhou, Suzhou, Hefei, Xi'an, Dalian, Urumqi, Chongqing, Tianjin, Jinan, Qingdao, Ningbo, Shaoxing, Taizhou, Jiaxing, Quzhou and Jinhua, and ranked first in terms of overall loyalty across 12 cities, including Hangzhou, Nanjing, Xi'an, Urumqi, Suzhou, Qingdao, Ningbo, Taizhou, Jinhua, Jiaxing, Huzhou and Quzhou. As of the end of the Reporting Period, Greentown China has been honored with excellent results in the Chinese Urban Residents' Satisfaction Survey (中國城市居民居住滿意度調查) for 14 consecutive years and has won the honorary title of "Leading Brands by Customer Satisfaction (顧客滿意度領先品牌)" for 13 consecutive times. It helps the real estate industry realize high-quality development and contributes Greentown's strength to "living in excellent housing (住有優居)".

Hotel business

In order to continuously improve the customer experience of hotel business, we have introduced the third-party satisfaction management platform of Brand Wisdom, which integrates domestic and international mainstream OTA evaluation channels and provides a comprehensive and detailed evaluation of hotel services from seven core aspects, namely "overall hotel experience, hygiene conditions, service level, facility completeness, catering services, price reasonableness and location". In 2024, the customer satisfaction score of Greentown China's hotel business was 95.7 points, representing a 3% increase as compared to the previous year, hitting a record high.

Commercial business

In 2024, we conducted a comprehensive consumer questionnaire survey to understand the voice of our customers in five dimensions, namely "satisfaction, customer profiles, consumption habits, activity feedback and brand expectation". 9,803 valid samples were collected, and the customer satisfaction score of our commercial business was 92.9 points, representing an increase of 2% as compared to the previous year. Based on the results of the survey, we thoroughly analysed customer profiles, customer needs and consumption habits, and formulated and implemented a phased improvement plan, achieving an all-round improvement of our commercial business.



杭州桂月雲翠
Hangzhou Guiyue Yuncui

品質經營
正道基因新典範

Quality Management
A New Model for Upright Practice

二、品質經營：正道基因新典範

II. Quality Management: A New Model for Upright Practice

2.1 合規經營

綠城中國始終秉持「講道義、走正道、得正果」的企業宗旨，堅定不移地貫徹「精緻品質，穩健運營」的經營理念。我們堅信，合規經營不僅是企業履行社會責任的關鍵，更是推動企業穩健成長與持續發展的基石，並致力於打造陽光、透明、公平、誠信的商業環境。憑藉嚴格的信用管理、良好的企業信用、強烈的責任擔當，綠城中國成功入選2022年第三批信用企業名單，並獲評「AAA級信用企業⁴」。

2.1.1 踐行責任經營

綠城中國嚴格遵循《中華人民共和國公司法》《企業內部控制基本規範》及配套指引、香港聯交所《上市規則》等條例與規範，保障經營活動依法合規。

我們已制定《組織管理手冊》《違法違紀案例警示教育手冊》等內部管理制度，並於報告期內審視現行《責任追究管理辦法》及其附件《負面行為清單》的可行性和配適度，及時評估、複盤內控制度執行情況，起草內控管理風險工作實施報告，為未來內控制度革新進行儲備。同時，我們通過公文發佈系統及本體門戶改造，實現「追究決定—公文通報—責任落地」流程自動化。

2.1 Compliance Operation

Greentown China adheres to the corporate tenet of “speaking morals, walking the right path, and achieving positive results” and insists on the business philosophy of “exquisite quality, stable operation”. We firmly believe that compliance operation serves not only as an important foundation for fulfilling corporate responsibility, but also a cornerstone to achieve stable and sustainable development, and are committed to creating a transparent, fair and honest business environment. With strict credit management, good corporate credit and strong responsibility, Greentown China was included in the third batch of creditworthy enterprises in 2022 and was awarded the “AAA Credit Enterprise”⁴.

2.1.1 Practising Responsible Operation

Greentown China strictly complies with the Company Law of the People’s Republic of China (《中華人民共和國公司法》), the Basic Standard for Corporate Internal Control (《企業內部控制基本規範》) and its supporting guidelines, the Listing Rules of HKEx and other regulations and norms, which are in place to ensure the legal and compliant operation.

We have formulated internal management systems such as the Organization Management Manual (《組織管理手冊》) and the Alert Education Manual for Cases of Violation of Laws and Regulations (《違法違紀案例警示教育手冊》), and reviewed the feasibility and adequacy of the current Administrative Measures for Responsibility Investigation (《責任追究管理辦法》) and its annex, the List of Negative Behaviours (《負面行為清單》) during the Reporting Period, evaluated and reviewed the implementation of the internal control systems in a timely manner, prepared the implementation report on the risk of internal control management, which laid the foundation for the future revamp of the internal control system. At the same time, by revamping the official documents distribution system and the human resource portal, we promoted the automation of the “accountability and decision-making – notification by official documents – implementation of the responsibility” process.

⁴ 由中國企業聯合會、中國企業家協會發佈，有效期三年

⁴ issued by China Enterprise Confederation and China Enterprise Directors Association, with a validity period of three years

2.1.2 加強風險管控

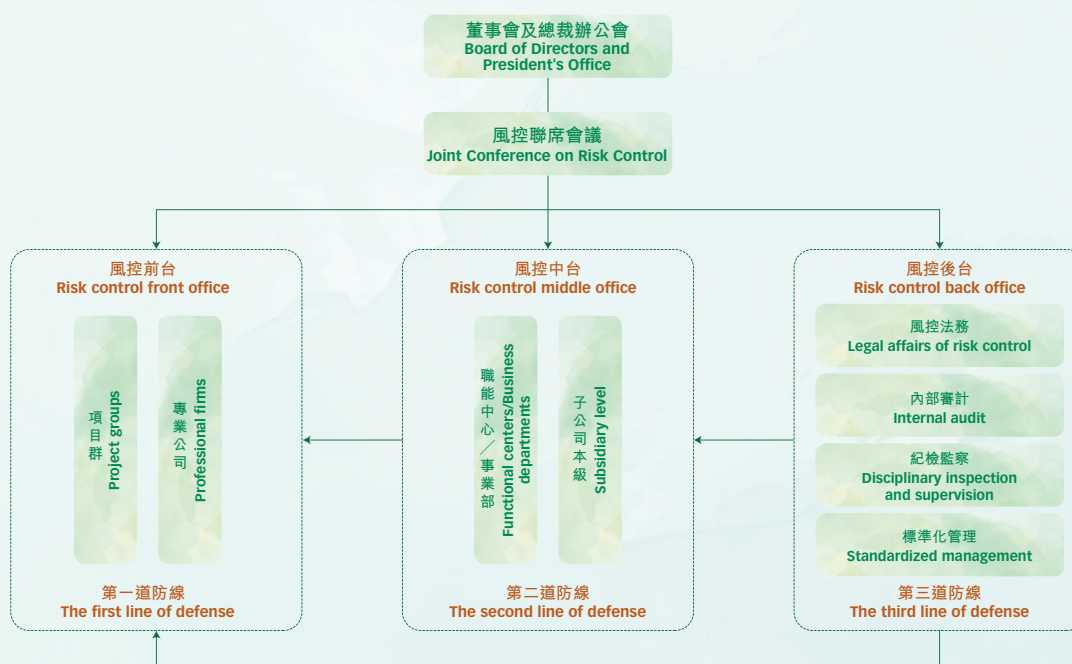
綠城中國將風險控制制度與全面風險管理體系作為本集團風控基石。我們構建了以《全面風險管理辦法》為核心的風控制度體系，為本集團風控提供了清晰的指引和堅實的支撐。

為確保風險管理的有效性和合規性，本公司董事會下設審核委員會，負責對我們的內部監控和風險管理制度進行嚴格的監督和評估。我們亦建立風控聯席會議機制，以推動綠城中國風險管理的體系化、規範化，並指導開展全面風險管理工作。此外，我們已建立由風控前台、風控中台、風控後台組成的風險管理「三道防線」，形成了全方位、多層次的風險管理及控制體系。

2.1.2 Enhancing Risk Control

The risk control system and the comprehensive risk management system serve as the cornerstone of Greentown China's risk control work. We have established a risk control system mainly based on the Measures for Comprehensive Risk Management (《全面風險管理辦法》), which provides clear guidelines and solid supports for the Company's risk control.

To ensure the effectiveness and compliance of risk management, the Audit Committee under the Board of the Company is responsible for rigorously monitoring and evaluating our internal control and risk management systems. We also established a joint conference system on risk control, to promote the systematization and standardization of risk management in Greentown China and to provide guidance on the comprehensive risk management. In addition, we have established a "three lines of defense" for risk management consisting of the front office, middle office and back office, forming a comprehensive and multi-level risk management and control system.



二、品質經營：正道基因新典範

II. Quality Management: A New Model for Upright Practice

2024年，綠城中國風控聯席會議及董事會辦公室重點圍繞保密管理、內控管理、品牌管理、合同管理等事項開展風控工作，於報告期內召開11次風控專項工作會議。

我們致力於將內控管理能力從體系化、理論化的層面轉化為子公司的實際執行力。綠城中國各子公司已成功制定並實施了覆蓋項目全周期的風險管理方案，並在各自業務領域全面推廣執行，顯著提升了風險防範的效果。同時，我們已形成符合業務發展情況的風險管理數據庫，並在使用過程中對風險管理數據庫持續進行適用性評估，以保障其與業務需求的高度貼合。

綠城中國要求審計工作每三年全面覆蓋所有運營活動，審計內容包括經營管理合規性與規範性、商業道德與反貪腐、環境管理等。報告期內，綠城中國審計部門共計開展審計項目116項，其中外部第三方協助開展13項。我們針對審計發現的問題提出審計建議及改進方案，要求被審計單位限期整改，並對相關人員進行追責處分。同時，對於制度及執行方面存在的問題，我們要求責任單位完善制度管理，並加強制度教育與宣貫，避免同類問題重複發生。

In 2024, Greentown China's Joint Conference on Risk Control and the Board Office conducted risk control work, focusing on matters such as confidentiality management, internal control management, brand management and contract management. 11 risk control special meetings were held during the Reporting Period.

We are committed to transforming the internal control management ability from the systematic and theoretical level into practical execution ability of subsidiaries. Each subsidiary of Greentown China has successfully developed and implemented a risk management plan covering the whole project cycle, which has been comprehensively promoted and implemented in their respective business fields, significantly improving the risk prevention effect. Furthermore, we have formed a risk management database in line with the business development, and have been constantly evaluating the applicability of such database to ensure that it caters to the business needs as much as possible.

Greentown China requires that the audit work comprehensively covers all operations every three years, including operation management compliance and standardization, business ethics and anti-corruption, and environmental management. During the Reporting Period, the audit department of Greentown China conducted 116 audits, of which 13 were assisted by external third parties. We made audit recommendations and improvement plans for issues identified in the audit, required the audited units to carry out rectification within a specified timeframe, and imposed punishments and sanctions on relevant personnel. Meanwhile, for issues found in the system and its implementation, we required the responsible units to improve the management system, and strengthen the education and publicity of the systems to avoid the recurrence of similar issues.

二、品質經營：正道基因新典範

II. Quality Management: A New Model for Upright Practice

2.2 品牌與文化建設

文化價值觀是綠城中國始終恪守的「一號準則」。在應對市場波動與行業挑戰的過程中，我們始終致力於將企業文化內核深植於行為準則之中，充分展現品牌形象，為綠城中國的全品質、高質量、可持續發展注入持久動力。

2.2.1 夯實文化基底

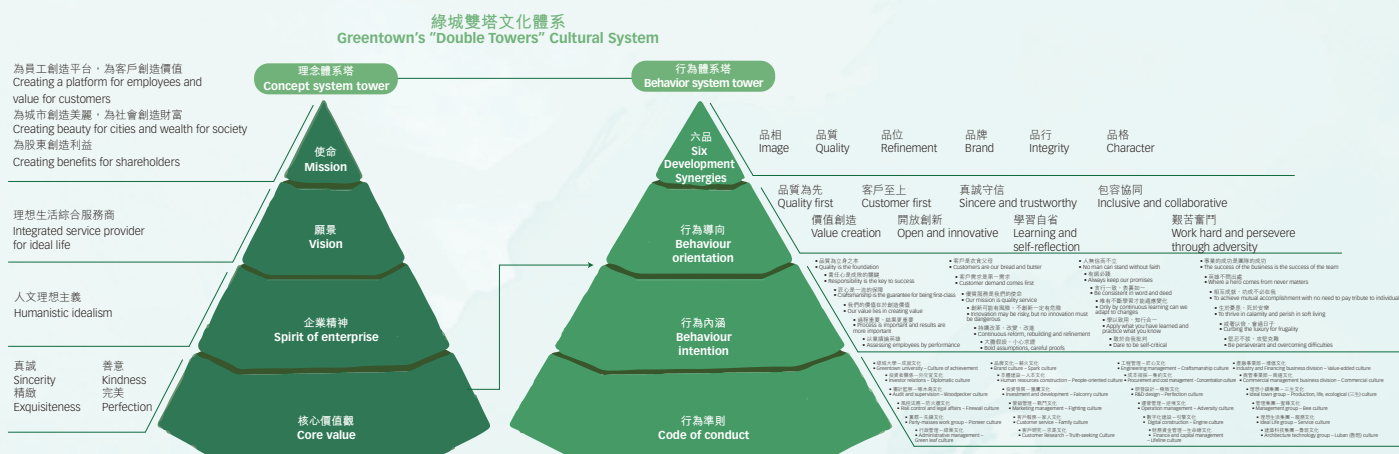
我們已建立綠城「雙塔」文化體系，持續深化文化標語的覆蓋範圍，加強文化理念的宣傳力度，推動企業文化理念在全體員工中內化於心、外化於行，為綠城中國高質量發展築牢深厚的文化根基。

2.2 Brand and Culture Construction

Cultural values are the “No. 1 Principle” that Greentown China has long been adhering to. Amid changing market conditions and industry challenges, we endeavor to ensure the corporate culture is deeply embedded in the code of conduct, fully demonstrating the brand image and injecting lasting impetus into the comprehensively high-quality and sustainable development of Greentown China.

2.2.1 Bolstering Cultural Base

We have established Greentown's "double towers" cultural system, and have been continuously strengthening the coverage of the corporate slogans and promoting cultural values, so that the corporate culture is manifested internally in all employees' heart and externally in their conducts, laying a solid and profound cultural foundation for the high-quality development of Greentown China.



二、品質經營：正道基因新典範

II. Quality Management: A New Model for Upright Practice

2.2.2 提升品牌影響

綠城中國始終以文化體系為根基，倡導「美麗建築，美好生活」的品牌理念，將產品力打造作為核心驅動力，持續推廣「好房子、好生活」的理念與實踐成果，提升品牌影響力和傳播力，為行業與社會提供更多積極力量與堅定信心。截至報告期末，綠城中國品牌價值達人民幣1,188億元。

綠城中國持續打造內含「價值感、忠誠度、影響力、創新性」的地產標杆品牌。2024年，我們聚焦品牌授權使用、品牌內容和品牌選取規則，開展品牌管理優化。

2.2.2 Enhancing Brand Engagement

Greentown China, always rooted in the cultural system, advocating the brand concept of “Beautiful Building, Wonderful Life” and regarding product strength building as its core driver, has constantly popularised its concept and achievements of “Good Houses, Better Life”, so as to increase brand influence and communication power, and boost the positive energy and confidence in the industry and society. At the end of the Reporting Period, Greentown China’s brand value reached RMB118.8 billion.

Greentown China continued to build a real estate benchmark brand that is “valuable, loyal, influential and innovative”. In 2024, we focused on brand licensing, brand content and brand selection rules to optimize brand management.

品牌授權使用 Brand licensing

基於對過往品牌使用問題的總結，我們於報告期內制定《關於實施分類分策品牌管理並進一步加強品牌管控要求的通知》，明確投資項目、代建項目、參股平台和「綠城+」項目分類管控品牌的要點以及終止授權的情形。

Based on the summary of brand use issues in the past, we formulated the Notice on Implementing Brand Management by Category and Strategy and Further Strengthening Brand Control Requirements (《關於實施分類分策品牌管理並進一步加強品牌管控要求的通知》) during the Reporting Period, which clarified the key points of brand management by category for investment projects, projects under project management, shareholding platforms and “Greentown +” projects and the circumstances of termination of authorization.

品牌內容 Brand content

我們優化調整產品系，明確各產品系的品牌理念、產品IP模塊及價值落位等內容，並形成《綠城中國創新產品系手冊1.0》。

We optimized and adjusted product series, clarified the brand concept, product IP module and value position of each product series, and formulated the Greentown China Innovative Product Series Manual 1.0 (《綠城中國創新產品系手冊1.0》).

品牌選取規則 Brand selection rules

我們提煉《典型產品系穩定元素指南》，形成各產品系的標籤，在產品系之間形成價值區分和品牌區隔，有效防控品牌對標風險。

We extracted the labels for each of the product series based on the Stable Elements Guidance of Typical Product Series (《典型產品系穩定元素指南》), forming value differentiation and brand differentiation among product series, effectively preventing and controlling brand benchmarking risks.

二、品質經營：正道基因新典範

II. Quality Management: A New Model for Upright Practice

2024年6月，《綠城好房子產品標準2024》通過中國建築標準設計研究院的嚴格評審，成為行業首個企業「好房子」標準。我們隨後開展系列對外分享和現場觀摩活動，報告期內共組織12場品牌活動。我們亦開設《好房子在綠城》專欄，於報告期內發佈29篇原創稿件，加強品牌宣傳，全方位、多維度地展示綠城中國「好房子」。綠城中國「綠城好房子」企業標準推廣獲評「2024中國地產年度品牌優秀案例」。同時，2024年，綠城中國獲得多項品牌影響力相關獎項，具體獲獎情況請參閱本報告「2024綠城品質印記」章節。

2.3 反腐倡廉

綠城中國始終堅守廉潔底線，對任何形式的貪污腐敗行為持「零容忍」態度。我們秉持「知敬畏、守底線、強監督、重問責」的廉潔管理方針，全面強化內部風險管控，扎實推進廉潔文化的教育與宣貫，致力於打造清正廉潔的工作環境，為本集團的穩健發展提供堅實保障。

In June 2024, the Product Standards for Greentown Good Houses 2024 (《綠城好房子產品標準2024》) passed the strict approval process of China Institute of Building Standard Design & Research, becoming the first enterprise standard for “Good Houses” in the industry. We then carried out a range of external sharing and on-site visit activities, and organized a total of 12 brand activities during the Reporting Period. We also set up the Good Houses in Greentown special column, where 29 original articles were published during the Reporting Period, strengthening brand publicity, and showcasing Greentown China’s “Good Houses” in an all-round and multi-dimensional way. The promotion of “Greentown Good Houses” enterprise standard by Greentown China was awarded as the “2024 Excellent Case of the China Real Estate Brand of the Year”. At the same time, Greentown China won a number of awards related to brand influence in 2024. For details of the awards, please refer to the section headed “Greentown’s Quality Milestones in 2024” in this Report.

2.3 Anti-corruption and Integrity

Greentown China always adheres to the bottom line of integrity, and takes a “zero tolerance” attitude towards all acts of corruption. We uphold the integrity management principle of “staying awed, safeguarding bottom line, strengthening supervision and emphasising accountability (知敬畏、守底線、強監督、重問責)”. We comprehensively strengthen internal risk control, concretely promote the education and publicity on integrity culture, and are determined to the creation of an upright working atmosphere to provide a solid guarantee for the steady development of the Group.

2.3.1 廉潔管理

綠城中國始終恪守《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》《關於禁止商業賄賂行為的暫行規定》等法律法規，制定並落實《紀檢工作管理標準》《員工廉潔自律管理標準》《廉潔從業政策》《反賄賂與反腐敗政策》等內部管理制度，明確規定了本集團對於各項違反商業道德行為的管理辦法。報告期內，我們對《反賄賂與反腐敗政策》進行優化，明確政策對全體員工、全體供應商與承包商的適用性，並進一步完善疏通費定義與可接受行為準則條款。我們不僅保障本集團廉潔管理體系的有效運行及相關責任追究的嚴格落實，亦向各利益相關方傳遞廉潔理念，要求所有供應商和承包商建立並落實反賄賂與反腐敗政策制度，並制定反腐敗管理流程以核實反腐敗工作合規性。

本公司董事會下設ESG委員會，負責全面監督商業道德問題。同時，我們在集團總部和各子公司建立紀審監工作領導小組，負責制定和完善本集團管控範圍內紀檢、審計、監察相關政策制度；紀審監工作領導小組在各子公司下設辦公室，並配置專職與兼職紀審監人員，根據實際情況自主開展紀審監工作及廉潔教育活動，確保廉潔管理貫穿於日常運營的各個環節。

為進一步規範員工及相關方的商業行為，本公司部分附屬公司與員工及合作夥伴簽署了廉潔協議，強化廉潔意識，共同營造風清氣正的商業環境。

2.3.1 Integrity Management

Greentown China always strictly abides by laws and regulations such as the Anti-Unfair Competition Law of the People's Republic of China (《中華人民共和國反不正當競爭法》), the Anti-Money Laundering Law of the People's Republic of China (《中華人民共和國反洗錢法》), and the Interim Provisions on Banning Commercial Bribery (《關於禁止商業賄賂行為的暫行規定》), and has formulated and implemented internal management systems such as the Disciplinary Inspection Management Standards (《紀檢工作管理標準》), the Integrity and Self-discipline Standards for Staff (《員工廉潔自律管理標準》), the Policy on Integrity (《廉潔從業政策》) and the Policy on Anti-Bribery and Anti-Corruption (《反賄賂與反腐敗政策》), which set out the detailed administrative measures of the Group regarding violations of business ethics. During the Reporting Period, we enhanced the Policy on Anti-Bribery and Anti-Corruption to clarify its applicability for all employees, suppliers and contractors, refine the definition of facilitation payments, and strengthen the code of conduct with explicit acceptable behavior guidelines. Not only do such measures ensure the effective operation of the Group's integrity management system and the strict implementation of relevant accountability, but they convey the integrity concept to all stakeholders, requiring all suppliers and contractors to establish and implement anti-bribery and anti-corruption policies and systems. We have also developed anti-corruption management processes to verify the compliance of anti-corruption efforts.

The ESG Committee under the Board of the Company is responsible for the supervision of business ethics issues. In addition, we have set up a leading group on disciplinary inspection, audit and supervision at our headquarters and subsidiaries, responsible for formulating and improving systems and policies relating to disciplinary inspection, audit and supervision within the Group. The group sets up offices under each subsidiary with full-time and part-time disciplinary inspection, audit and supervisory personnel who autonomously carry out disciplinary inspection, audit and supervisory work, as well as integrity education according to actual circumstances, so as to ensure that integrity management is implemented in all aspects of daily operations.

In order to further regulate the business conduct of employees and related parties, certain subsidiaries of the Company have entered into integrity agreements with employees and partners to strengthen the awareness of integrity and jointly create an upright working atmosphere.

2.3.2 廉潔教育

綠城中國致力於營造廉潔文化，組織開展年度紀審監專題會暨培訓、施工現場廉潔教育宣貫、反腐倡廉教育基地參觀等多樣化的廉潔教育培訓，不斷強化員工的廉潔自律意識。我們的商業道德培訓覆蓋全體員工（包括全職和兼職）、供應商和承包商。報告期內，我們面向全體員工、供應商及承包商開展反貪腐及商業道德培訓共計88次，面向董事會開展廉潔培訓6次，覆蓋36人次。

2.3.2 Integrity Education

Greentown China is committed to building an integrity culture through diversified integrity education and training to constantly enhance employees' awareness of integrity and self-discipline, which includes organising and carrying out annual disciplinary inspection, audit and supervision symposium and training, integrity education publicity at the construction sites, visiting anti-corruption education base. The business ethics training covered all employees (both full-time and part-time), suppliers and contractors. During the Reporting Period, 88 training sessions on anti-corruption and business ethics were provided for all staff, suppliers and contractors, among which, 6 sessions were held for the Board, covering a total of 36 attendances.

年度紀審監專題會暨培訓

The Annual Disciplinary Inspection, Audit and Supervision Symposium and Training

2024年12月，綠城中國舉辦年度紀審監專題會暨培訓，特邀紀檢專家講授《增強廉潔自律意識，遠離職務犯罪紅線》課程，深入剖析典型案例，提高相關人員的專業知識。綠城中國紀委書記尚書臣提出，要繼續深化問題查處力度，充分發揮紀審監相關部門的職能。綠城中國紀委、黨群辦、審計部、子公司紀審監工作領導小組及辦公室共50餘人通過現場或線上的方式參加培訓。

In December 2024, Greentown China held its annual disciplinary inspection, audit and supervision symposium and training, where experts in disciplinary inspection were invited to give a lecture on "Enhancing the awareness of integrity and self-discipline, staying away from the red line of duty crimes (《增強廉潔自律意識，遠離職務犯罪紅線》)", and in-depth analysis was conducted in respect of typical cases, so as to improve the professional knowledge of relevant personnel. Mr SHANG Shuchen, secretary of disciplinary committee of Greentown China, suggested continuously intensifying investigation efforts and giving full play to the functions of relevant departments of inspection, audit and supervision. More than 50 people from the disciplinary committee, the Party & the Masses office, the audit department of Greentown China as well as the leading group and its offices on disciplinary inspection, audit and supervision of subsidiaries attended the lecture on-site or online.

附屬公司專項廉潔教育活動 Special Integrity Education Activities of Subsidiaries

綠城中國各附屬公司結合實際情況創新性地開展各類廉潔教育活動，提高員工、供應商及承包商廉潔意識和管理水平。報告期內，浙江區域集團與杭州雲詠明月、合肥詠溪雲廬等項目施工現場進行廉潔教育宣貫，將審監工作和廉潔教育前置，有效防範貪腐問題；西北區域公司新疆項目召開廉潔教育黨課，號召全體黨員嚴守黨的紀律和規矩，爭做廉潔自律表率；華中區域公司開展廉潔教育「微課堂」，並通過線下讀書會、分享會的形式，集中交流與分享心得體會，將廉潔教育滲透在日常的生活和工作中；華南區域公司組織參觀廣東省反腐倡廉教育基地，學習反腐歷史鬥爭及相關典型案例，對員工進行法紀案例警示教育。

Taking into account the actual situation, subsidiaries of Greentown China carried out various innovative integrity education activities to improve the integrity awareness and management level of employees, suppliers and contractors. During the Reporting Period, Zhejiang region group promoted integrity education at the construction sites of Hangzhou Yunyong Mingyue, Hefei Yongxi Yunlu and other projects, prioritised the audit and supervision work and integrity education so as to effectively prevent corruption. Northwest region company held Party classes on integrity education for Xinjiang Project, calling on all Party members to strictly follow Party discipline and rules and strive to be a model of integrity and self-discipline. Central region company carried out “Micro Classes” for integrity education and exchanged and shared views and experiences in the forms of offline reading clubs and sharing meetings, penetrating integrity education into daily life and work. Southern region company organized visits to the anti-corruption education base in Guangdong Province to study the historical struggle against corruption and related typical cases, and conduct alert education for cases of violation of laws and regulations for employees.

2.3.3 監察舉報

綠城中國已制定《廉政舉報獎勵制度》《監察管理標準》《監察工作標準》《監察舉報渠道維護與指引》《停職檢查措施》等一系列內部管理制度，為本集團紀檢監察工作的有序管理與高效執行奠定了堅實的制度基礎。

我們已搭建完善、多元的監察舉報渠道，並在所有對外簽訂的合同及招標文件中設置廉潔條款及舉報方式，在所有銷售案場、辦公區域及工地開放區域對監察舉報方式進行公示。

2.3.3 Supervision and Reporting

Greentown China has formulated the Anti-corruption Reporting and Reward System (《廉政舉報獎勵制度》), the Supervision Management Standards (《監察管理標準》), the Supervision Work Standards (《監察工作標準》), the Maintenance and Guidelines on Supervision and Reporting Channels (《監察舉報渠道維護與指引》), the Suspension Inspection Measures (《停職檢查措施》) and other internal management rules and regulations to lay a solid institutional foundation for the orderly management and efficient implementation of the Group’s disciplinary inspection and supervision.

We have established comprehensive and multiple supervision and reporting channels, and stipulated the terms of integrity and reporting methods in all external contracts and bidding documents, and publicised the supervision and reporting methods in all sales sites, office areas and open areas of construction sites.

二、品質經營：正道基因新典範

II. Quality Management: A New Model for Upright Practice

監察舉報渠道 Supervision and Reporting Channels

綠城中國將商業道德作為重要維度融入定期開展的審查活動與日常開展的審計工作，並實施主動巡查、專項監察及舉報調查等舉措，對相關工作出具詳實的檢查報告。我們嚴厲懲處違法違紀行為，並對被調查單位及個人的限期整改情況進行持續跟蹤，確保問題得到有效解決，維護企業廉潔合規的經營環境。報告期內，本集團共查辦處理舉報線索35件，並已全部甄別處理完畢，處罰、處分違規失職人員45人。報告期內，本集團未發生貪污訴訟案件。

我們在《責任追究管理辦法》和《廉正舉報獎勵制度》中，明確建立了舉報人保護與獎勵機制。我們對所有舉報事件中的舉報人個人信息及舉報內容進行嚴格保密，確保相關信息不會洩露給被舉報人或無關人員。我們堅決維護舉報人的合法權益，嚴禁任何形式的打擊報復行為，並對提供經核實屬實的實名舉報人員給予適當獎勵，以鼓勵更多人積極參與廉潔監督。

舉報地址：杭州市西湖區杭大路1號黃龍世紀廣場A座12樓
Reporting Address: 12/F, Block A, Huanglong Century Plaza,
No. 1 Hangda Road, Xihu District, Hangzhou
舉報電話：0571-87903911
Reporting Hotline: 0571-87903911
舉報郵箱：lcjianchabu@163.com
Reporting Email: lcjianchabu@163.com

Greentown China takes business ethics as an important aspect in the Company's regular inspection activities and daily audit work, implements initiatives such as active inspections, special supervision and reporting investigations, and issues detailed inspection reports on relevant work. We impose severe punishment for any violations of law and discipline, and continuously follow up on the rectification of the investigated units and individuals within a time limit to ensure that the problems are effectively solved and maintain an upright and compliant business environment. During the Reporting Period, the Group investigated and handled a total of 35 reported leads, all of which were screened and processed, and 45 people involved in dereliction of duty and non-compliance were punished accordingly. During the Reporting Period, the Group was not involved in any litigation relating to corruption.

We have clarified the protection and reward system for whistleblowers in the Administrative Measures for Responsibility Investigation (《責任追究管理辦法》) and the Anti-corruption Reporting and Reward System (《廉政舉報獎勵制度》). We keep the personal information of the whistleblower and the reported content of all reported incidents strictly confidential, and ensure that relevant information shall not be disclosed to the person being reported or to unrelated persons. We strictly protect the legitimate interests of whistleblowers, prohibit any retaliation, while giving appropriate incentives to the real-name whistleblowers who provide substantiated reports, so as to encourage more people to actively participate in integrity supervision.

2.4 知識產權保護

綠城中國嚴格遵循《中華人民共和國著作權法》《中華人民共和國商標法》《中華人民共和國專利法》等法律法規，並於報告期內修訂《知識產權管理辦法》，強化知識產權管理要求。我們系統化規範知識產權申請、獲取和維護等全流程管理，有效預防並避免任何形式的侵權行為，確保創新成果得到有效保護與合理運用。

綠城中國依託內部「品牌中央廚房」信息化平台品牌維權上報系統，高效處理商標侵權事件，有效保護品牌資產。為持續強化本集團知識產權保護能力，我們在報告期內組織相關人員參與了4次內外部知識產權專項培訓，內容涵蓋商標保護等專業知識。

此外，綠城中國近年來受任浙江省知識產權協會副會長單位、杭州商標協會會長單位，獲評「浙江省商標品牌示範企業」，彰顯本集團在知識產權規範化管理方面的領先地位。

2.4 Intellectual Property Protection

Greentown China strictly abides by the Copyright Law of the People's Republic of China (《中華人民共和國著作權法》), the Trademark Law of the People's Republic of China (《中華人民共和國商標法》), the Patent Law of the People's Republic of China (《中華人民共和國專利法》) and other laws and regulations, and revised the Intellectual Property Management Measures (《知識產權管理辦法》) during the Reporting Period to strengthen the requirements for intellectual property management. We systematically regulate the whole process management of intellectual property application, acquisition and maintenance, effectively prevent and avoid any form of infringement, and ensure the effective protection and proper use of innovative achievements.

Relying on "Brand Central Kitchen", its brand rights protection and reporting system of the internal information platform, Greentown China efficiently deals with trademark infringements and effectively protects brand assets. In order to continuously strengthen the Group's ability to protect intellectual property, we organized relevant personnel to participate in four special internal and external training sessions on intellectual property during the Reporting Period, which covered professional knowledge such as trademark protection.

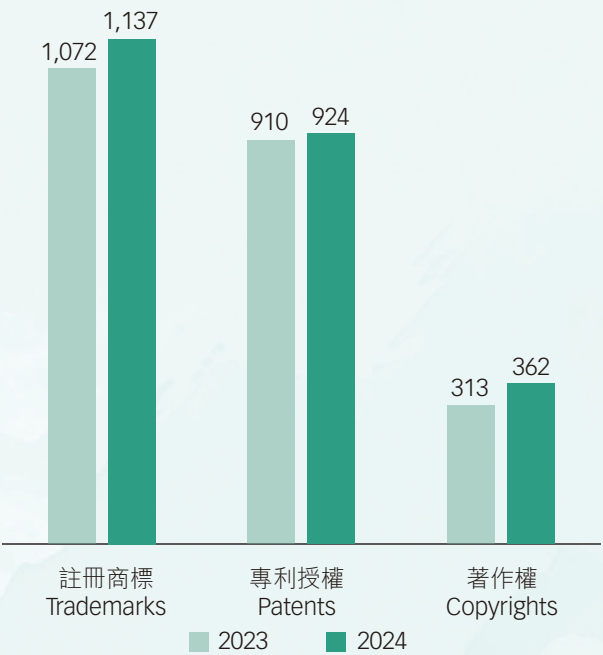
In addition, in recent years, Greentown China has been appointed as the vice-chairman unit of Zhejiang Intellectual Property Association (浙江省知識產權協會) and the chairman unit of Hangzhou Trademark Association (杭州市商標協會), and awarded as the Trademark Brand Demonstrative Enterprise of Zhejiang Province (浙江省商標品牌示範企業), which demonstrated the Group's leading position in standardized management of intellectual property.

二、品質經營：正道基因新典範
II. Quality Management: A New Model for Upright Practice

2024年，本集團共有4家單位獲得GB/T 29490-2013知識產權管理體系認證或通過年審。綠城中國的知識產權獲取情況如下：

In 2024, a total of 4 units of the Group obtained the GB/T 29490-2013 National Intellectual Property Management System Certification or passed the annual audit. The acquisition of intellectual property of Greentown China is as follows:

綠城中國2023-2024年度知識產權數量一覽
Overview of Greentown China’s Intellectual Property Rights in 2023-2024





品質生態
低碳實踐新高度

Quality Ecosystem
A New Height in Low-carbon Practices



西安錦海棠
Xi'an Jin Begonia

三、品質生態：低碳實踐新高度

III. Quality Ecosystem: A New Height in Low-carbon Practices

3.1 綠色建築

秉持「綠色」與「健康」的綠色建築長期發展理念，綠城中國已構建自身綠色建築標準，並緊跟國際前沿的方案，致力於不斷推陳出新，打造更加綠色、健康的居住產品。

我們積極獲取權威綠色建築認證，展現我們在綠色建築方面的堅定努力與卓越成果。2024年，綠城中國新增綠色建築認證項目34個、新增綠色建築認證面積227.7萬平方米。於2024年12月31日，本集團總土地儲備中綠色建築認證項目及面積佔比分別為50.0%、43.3%，詳細成果如下表所示：

3.1 Green Building

Taking “green” and “health” as its long-term development concept for green building, Greentown China has formed its own green building standards while striving to develop more green and healthy residential products through keeping up with the international high-level programmes and constant innovations.

We have made proactive efforts in obtaining authoritative green building certifications, which demonstrated our determination and outstanding achievements in green building. In 2024, Greentown China added 34 new green building certification projects and 2.277 million sqm of newly certified green building area. As at 31 December 2024, the proportion of green-building-certified projects and space in the Group’s total land reserve accounted for 50.0% and 43.3% respectively. The detailed results are shown in the table below:

綠色建築認證類別	單位	截至報告期末 累計數量 Cumulative Number as of the End of the Reporting Period
Category of Green Building Certifications	Unit	
綠色三星建築 ⁵	個	30
Green 3-star Buildings ⁵	unit	
綠色二星建築 ⁵	個	185
Green 2-star Buildings ⁵	unit	
綠色一星建築 ⁵	個	100
Green 1-star Buildings ⁵	unit	
LEED ⁶	個	7
LEED ⁶	unit	
WELL ⁷	個	5
WELL ⁷	unit	
綠色建築認證 ⁸ 合計數量	個	327
Total of Green Building Certifications ⁸	unit	

5 該認證為中國綠色建築設計標識

6 LEED能源與環境設計先鋒評級

7 WELL建築認證計劃

8 綠色建築認證包括在建和已竣工的自投項目

5 This certification is a China Green Building Design Label

6 LEED (Leadership in Energy & Environmental Design) Rating

7 WELL Building Certification Programme

8 Green building certifications include self-investment projects under construction and been completed

3.1.1 綠色建築管理

為推進落實「高顏值、極賢惠、最聰明，房低碳、全周期、人健康」的六大產品主張，綠城中國堅定踐行綠色建築承諾與目標，持續構築高品質、環境友好的綠色建築。

3.1.1 Green Building Management

In order to promote the implementation of the six major product propositions of “gorgeous, extremely virtuous, the smartest, low-carbon, full-cycle and healthy”, Greentown China firmly fulfils the green building commitments and targets, and continues to build high-quality and environmentally friendly green buildings.

綠色建築承諾和目標

Green building commitments and targets



- 加強綠建管理能力，持續投入綠建技術及綠建築造，加大綠建產品比例，2023年後所有新獲項目均以綠建一星為基線，並追求更高標準；
Strengthening the management ability of green buildings, continuing to invest in green building technology and green building construction, increasing the proportion of green buildings and achieving higher green building standards on the baseline of Green 1-star Building for all new projects acquired since 2023;
- 提升綠建全生命週期管理能力，不斷探索新型綠建技術，裝配式技術應用比例持續不低於65%。
Improving the full life cycle management capability of green buildings, constantly exploring new green building technologies. The proportion of prefabricated technology application continues to be no less than 65%.

三、 品質生態：低碳實踐新高度 III. Quality Ecosystem: A New Height in Low-carbon Practices

秉持綠色建築承諾與目標，綠城中國嚴格遵循國家綠色建築相關法律法規及行業規範，制定並落實《綠色地產綠色健康建築設計技術導則》《項目運營手冊設計弦之綠色健康設計分弦》《綠城中國綠色健康住宅技術標準工作指引》《綠色建築配置標準》《綠色建築實施手冊》等一系列內部政策制度，規範化執行和管理本集團綠色建築研發設計、標準配置、施工建造等工作。

3.1.2 綠色建築實踐

綠城中國積極履行綠色建築承諾，持續強化綠建技術及綠建築造，致力於實現綠色建築目標。我們已開展一系列綠色建築實踐，積極運用裝配式建築、可再生能源、超低和近零能耗等技術，有力推動建築的綠色轉型進程，打造綠色、健康、舒適的生活環境。

Upholding the green building commitments and targets, Greentown China has strictly complied with relevant national laws and regulations as well as industry standards on green building, formulated and implemented a series of internal policies and systems, such as the Technological Guidelines on Green Real Estate and Green and Healthy Building Design (《綠色地產綠色健康建築設計技術導則》), the Green and Healthy Designing Manual for Project Operation (《項目運營手冊設計弦之綠色健康設計分弦》), the Working Guidelines of Greentown China on Green and Healthy Residential Technology Standards (《綠城中國綠色健康住宅技術標準工作指引》), Green Building Configuration Standards (《綠色建築配置標準》) and the Green Building Implementation Manual (《綠色建築實施手冊》), to standardize the implementation and management of research and development, design, standard configuration, construction and other aspects of green building of the Group.

3.1.2 Practising Green Building

Greentown China actively fulfills its green building commitment, continues to strengthen green building technology and green building construction, and is committed to achieving its green building targets. We have carried out a range of green building practices, actively applied technologies of prefabricated construction, renewable energy, ultra-low and near-zero energy consumption to vigorously promote the green transformation of buildings, creating a green, healthy and comfortable living environment.

綠色建築重點項目 — 台州鳳起潮鳴 Green Building Highlight Project – Taizhou Phoenix Mansion

台州鳳起潮鳴項目按照IWBI所制定的WELL體系進行設計、施工和驗收，從「空氣、水、營養、光照、健身、舒適度、聲音、材料、精神和社區」十大維度優化建築性能，關注建築使用者的健康。報告期內，台州鳳起潮鳴榮獲「WELL金級認證」，展現出其作為綠色建築在健康環境營造方面的突出優勢：

- 採用六效新風系統，顯著降低室內空氣污染含量，確保室內空氣清新潔淨
- 安裝末端淨水系統，保障飲用水水質安全
- 注重自然採光與人工照明的結合，通過下凹式庭院、大面積落地窗與智能化燈光控制，營造健康光環境
- 配置中央空調與新風系統，實現溫濕度自動控制，創造舒適熱環境
- 嚴格選用環保建材，並強化建築外圍護結構隔聲降噪，提供安靜聲環境
- 配備健身房、瑜伽室等運動設施，提供齊全的餐廚設備和舒適的餐飲環境，並定期舉辦健康講座，全方位促進業主身心健康，同時促進業主交流互動

Taizhou Phoenix Mansion Project was designed, built, inspected and accepted based on the WELL system established by IWBI, as it optimized building performance in ten dimensions of “air, water, nutrition, light, fitness, comfort, sound, material, spirit and community”, with concerns on the health of building users. During the Reporting Period, Taizhou Phoenix Mansion was awarded the “WELL Certified Gold”, demonstrating its premium advantages as a green building in the construction of a healthy environment:

- applying six-function fresh air systems to significantly reduce the air pollutant content indoors to ensure fresh and clean air indoors
- adopting the terminal water purification system to ensure the safety of drinking water
- focusing on the combination of natural lighting and artificial lighting, creating a healthy light environment through the earth-sheltered courtyard, large area of floor-to-ceiling windows and intelligent lighting control
- applying central air conditioning and fresh air systems to realize automatic temperature and humidity control and create a comfortable warm environment
- strictly selecting environmentally friendly building materials, and enhancing the enclosure structure outside the buildings for the purpose of sound insulation and noise reduction so as to provide a quiet environment
- being equipped with gym, yoga room and other sports facilities, providing sound kitchen equipment and comfortable dining environment, and holding regular health lectures to promote the physical and mental health of the owners in an all-round way, and promote the communication and interaction of the owners



台州鳳起潮鳴WELL金級認證證書
Taizhou Phoenix Mansion – Well Certified Gold

三、 品質生態：低碳實踐新高度 III. Quality Ecosystem: A New Height in Low-carbon Practices

綠城中國不斷推廣裝配式建築技術在各項目中的應用，充分利用裝配式建築的技術優勢，通過標準化設計和模塊化施工，有效縮短建設周期，保障產品質量和生產精度，同時減少材料浪費和能源消耗。截至報告期末，綠城中國在建項目整體裝配式應用率約為80%。

Greentown China continued to promote the application of prefabricated building technologies in various projects, fully leveraged the technical advantages of prefabricated buildings, and effectively shortened the construction period through standardized design and modular construction, ensuring product quality and production accuracy as well as reducing material waste and energy consumption. As at the end of the Reporting Period, the overall prefabricated technology application rate of projects under construction in Greentown China is approximately 80%.

裝配式建築重點項目 — 慈溪沁百合 Prefabricated Building Highlight Project – Cixi Qinbaihe

慈溪沁百合項目深入解讀寧波市裝配式建築相關政策規範，制定和落實切實可行的裝配式建築方案。該項目採用預製混凝土疊合板、鋼筋桁架樓承板、預製混凝土窗台等裝配式構件，實現裝配率超50%、預製率超40%、預製外牆外表面積超50%。

Based on the in-depth interpretation of relevant policies and regulations regarding prefabricated buildings in Ningbo City, Cixi Qinbaihe Project has formulated and implemented a feasible prefabricated building program, which used prefabricated components such as precast concrete composite slabs, steel truss floor plate with lattice girders, prefabricated concrete windowsill, achieving an assembly rate over 50%, prefabricated rate over 40%, and prefabricated facade area over 50%.



慈溪沁百合
Cixi Qinbaihe

我們持續打造超低能耗、近零能耗建築，探索和利用多樣化的可再生能源，深化能源使用的高效性和可持續性，推動建築使用環節的節能減排和綠色低碳發展。

We continue to build ultra-low and near-zero energy consuming buildings, explore and utilize diverse renewable energy sources, enhance the efficiency and sustainability of energy use, and promote energy conservation, emission reduction as well as green and low-carbon development in building use.

太陽能光伏
Solar Photovoltaic

- 上海沁香園項目計劃安裝1,007.54平方米光伏晶硅太陽能板，約佔項目總屋面面積的34%，裝機容量234.99 kWp，鋪設面積和裝機容量符合超低能耗要求。
- Shanghai Qinxiangyuan Project plans to install 1,007.54 sqm of photovoltaic crystalline silicon solar panels, accounting for approximately 34% of the total roof area of the project, with an installed capacity of 234.99 kWp. The pavement area and installed capacity are in line with the requirements for ultra-low energy consumption.

太陽能熱水
Solar Hot Water

- 蘇州逸廬項目採用分體承壓式太陽能熱水系統，水箱安裝於設備間或設備平台，集熱器安裝於屋面。該項目針對建築不同的屋面型式進行設計優化，使集熱器和屋面有機結合，實現太陽能熱水設施和建築一體化，有效減少傳統熱水供應方式中的能源消耗。
- Suzhou Yilu Project adopts a split pressure solar hot water system, where the water tank is installed in the equipment room or equipment platform and the collector is installed on the roof. The project design is optimized based on different roof types of the building to achieve organic combination of the collector and roof, realizing the integration of solar hot water facilities and the building, and effectively reducing energy consumption in the traditional method of hot water supply.

空氣能熱水
Air Energy Hot Water

- 北京曉月和風項目的超低能耗住宅高效的戶式空氣源熱泵系統提供冷、熱源，非超低能耗住宅採用集中式空氣源熱泵耦合市政熱力聯合供能系統，確保冬季集中採暖熱源，為應對極寒天氣提供穩定和可靠的供暖保障，同時大幅減少對化石能源的依賴，有效降低溫室氣體排放量。
- The ultra-low energy consuming residential buildings of Beijing Xiaoyue Hefeng Project are equipped with high-efficiency household air-source heat pump system for cooling and heating purposes; while non-ultra-low energy consuming residential buildings are connected to a centralized air-source heat pump coupled with municipal heat combined energy supply system to ensure a centralized heating source during winter season, providing a stable and reliable guarantee of heating to cope with extreme cold weather, while significantly diminishing the reliance on fossil energy, and effectively reducing greenhouse gas emissions.

地源熱泵
Ground Source Heat Pump

- 南京金陵月華項目末端運用毛細輻射空調系統，將專用毛細管埋設於結構樓板下抹灰層內或牆面裝飾層內，確保夏季管內循環17-20℃冷水，冬季管內循環28-32℃熱水，通過輻射的方式調節室內溫度。
- Nanjing Jinling Yuehua Project adopts capillary radiation air-conditioning system with special capillary tubes installed under the structural floor in the plaster layer or the wall decoration layer, to regulate the indoor temperature in a radiant way with 17-20℃ cold water circulation in summer and 28-32℃ hot water circulation in winter.

超低能耗重點項目 — 杭州溪映明月 Ultra-low Energy Consuming Highlight Project – Hangzhou Xiying Mingyue

杭州溪映明月項目採用高性能外圍護結構與斷熱橋設計，外窗選用三玻兩腔Low-E (Low Emissivity) 中空玻璃，顯著降低熱損失。該項目配備高效全熱型新風系統，在保障室內空氣流通的同時回收熱能，減少供暖和製冷能耗。此外，該項目還設置屋頂分佈式光伏系統，為建築提供清潔能源，有效減少碳排放。憑藉超低能耗技術措施，杭州溪映明月項目預計建築本體節能率44.63%，建築綜合節能率59.35%，全年室內舒適恒溫，不僅為居民提供高品質的綠色生活環境，還為城市的可持續發展貢獻力量。

Hangzhou Xiying Mingyue Project adopts a high-performance external enclosure structure with bridge breaking design, and the external windows are equipped with triple-glazed double-cavity Low-E insulated glass, which significantly reduces the heat loss. The project is equipped with a high-efficiency holothermal fresh air system, which ensures indoor air circulation while recovering heat energy to reduce energy consumption for heating and cooling. In addition, the project is installed with a rooftop distributed photovoltaic system to provide clean energy for the building and effectively reduce carbon emissions. With the ultra-low energy consumption technical solutions, Hangzhou Xiying Mingyue Project is expected to achieve an architectural energy saving rate of 44.63% and a comprehensive energy saving rate of 59.35%, with comfortable and constant indoor temperatures throughout the year, which not only provides a high-quality green living environment for the residents, but also contributes to the sustainable development of the city.



杭州溪映明月
Hangzhou Xiying Mingyue

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精裝修交付房具備較高的環保價值，對比毛坯房，可減少90%以上建築垃圾，可節約19.34%水耗和2.9%用電。因此，綠城中國持續提升精裝修交付產品比例，2024年綠城中國精裝修交付佔比為70.5%，同比提升約13個百分點。

綠城中國在積極提升建築綠色屬性的同時，也主動投身於棕地重建、城市更新等項目。我們融入生態景觀設計理念，並實施土地污染治理措施，成功將棕地轉變為生態友好的社區與公共空間。例如，我們的杭州海潮雅園項目建於原杭州橡膠廠原址，對土地環境進行評估並開展治理措施，打造高品質住宅與配套設施，助力提升社區環境和城市公共形象；上海弘安里項目在保護歷史建築的基礎上進行改建，於報告期內榮獲上海市城市更新優秀示範項目（保護類建築）二等獎。我們亦盡量避免進行綠地開發，若有計劃開發綠地，我們確保僅在符合國家綠建標準的項目進行開發。

Properties with refined decoration have higher environmental protection value, with construction waste reduced by more than 90%, water consumption and electricity consumption reduced by approximately 19.34% and 2.9%, respectively, compared with the bare shell properties. Therefore, Greentown China has continued to increase the proportion of products delivered with fine decoration. In 2024, 70.5% of the delivered projects were with fine decoration, representing a year-on-year increase of approximately 13 percent points.

While enhancing green attributes of buildings, Greentown China is actively involved in brownfields redevelopment and urban renewal projects, successfully transforming brownfields into eco-friendly communities and public space through the integration of ecological landscape design concepts and implementation of land pollution remediation measures. For example, our Hangzhou Haichao Yayuan Project was built on the original site of Hangzhou Rubber Factory (杭州橡膠廠), where we conducted environmental assessment on this land and implemented remediation measures to build high-quality residential buildings and supporting facilities, helping to enhance the community environment and the city's public image. Shanghai Hong'an Lane Project, which is renovated with a view to preserving historical buildings, won the Second Prize for Excellent Demonstration of Urban Renewal Project (Protective Buildings) in Shanghai during the Reporting Period. We also make efforts to avoid greenfield development, and ensure to develop only in green-certified eligible properties if it is planned.

3.1.3 綠色金融實踐

綠城中國於2021年8月簽訂了符合國際資本市場協會(ICMA)發佈的2021綠色債券原則(GBP)的綠色金融框架，並由獨立第三方評級機構Vigeo Eiris(現穆迪ESG)對框架提供綠色認證並出具第二意見書。根據此框架，綠城中國通過發行綠色債券所籌集的資金用於支持本集團投資符合資格的綠色項目，涉及綠色建築、可持續水資源管理、可再生能源、清潔運輸以及氣候變化應對措施等。

報告期內，綠城中國發行兩期綠色中票，分別為2024年8月發行的人民幣10億元綠色中票(第一期)及11月發行的人民幣10億元綠色中票(第二期)。兩期綠色中票的募集資金均用於綠色項目的開發建設，綠色項目均達到綠色建築二星標準。

3.1.3 Practising Green Financing

In August 2021, Greentown China entered into the Green Financing Framework which was aligned with the 2021 Green Bond Principles (GBP) issued by the International Capital Markets Association (ICMA), and Vigeo Eiris (now Moody's ESG), an independent third-party rating agency, provided green certification for the framework and issued a second party opinion. Under this framework, Greentown China raised funds through the issuance of green bonds to support the Group's investment in eligible green projects, including green buildings, sustainable water resources management, renewable energy, clean transportation and climate change countermeasures.

During the Reporting Period, Greentown China issued two series of green medium-term notes in 2024, namely RMB1 billion green medium-term notes issued in August (Tranche I), and RMB1 billion green medium-term notes issued in November (Tranche II). The funds raised from the two series of green medium-term notes were all used for the development and construction of green projects, all of which achieved the Green 2-star Building standards.

第一期綠色中票募集資金使用計劃

Plan for the Use of Proceeds from Green Medium-term Notes (Tranche I)

類別	項目名稱	綠色債券募集 資金分配 Allocation of Proceeds from Green Medium- term Notes	資金分配佔比 Proportion of Capital Allocation
Category	Project Name		
綠色建築 Green Building	上海沁蘭園	人民幣5.00億元	50%
	Shanghai Qinlanyuan	RMB500,000,000	
	天津桂語聽蘭	人民幣2.50億元	25%
	Tianjin Guiyu Tinglan	RMB250,000,000	
	杭州月詠和風	人民幣2.50億元	25%
	Hangzhou Yueyong Hefeng	RMB250,000,000	
合計分配資金		人民幣10.00億元	100%
Total funds allocated		RMB1,000,000,000	

第二期綠色中票募集資金使用計劃

Plan for the Use of Proceeds from Green Medium-term Notes (Tranche II)

類別	項目名稱	綠色債券募集 資金分配 Allocation of Proceeds from Green Medium- term Notes	資金分配佔比 Proportion of Capital Allocation
Category	Project Name		
綠色建築 Green Building	上海沁蘭園	人民幣4.50億元	45%
	Shanghai Qinlanyuan	RMB450,000,000	
	杭州月依星河軒	人民幣1.00億元	10%
	Hangzhou Yueyi Xinghexuan	RMB100,000,000	
	深圳桂語蘭庭	人民幣4.50億元	45%
	Shenzhen Guiyu Lanting	RMB450,000,000	
合計分配資金		人民幣10.00億元	100%
Total funds allocated		RMB1,000,000,000	

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第三方評估機構對兩期綠色中票募集資金所投放的綠色建築項目建設完成並投入運營後可實現的環境效益進行評估，評估結果如下：

A third-party appraisal institution has assessed the environmental benefits that can be achieved upon the completion of the construction and commenced operation of the green building projects invested with the proceeds from the two series of green medium-term notes, and the results thereof are set out as follows:

	第一期綠色中票 Green Medium-term Notes (Tranche I)	第二期綠色中票 Green Medium-term Notes (Tranche II)
每年節約標準煤	548.62噸	1,112.91噸
Annual Savings in Standard Coal	548.62 tonnes	1,112.91 tonnes
每年減少二氧化碳排放量	1,204.51噸	2,459.54噸
Annual Reduction in Carbon Dioxide Emissions	1,204.51 tonnes	2,459.54 tonnes

3.1.4 綠色租賃管理

綠城中國商業項目始終將ESG理念和綠色租賃實踐貫穿於商業經營活動中。我們與租戶簽訂綠色租賃合同，包含綠色裝修與改造、能源資源管理、廢棄物管理、綠色採購等方面條款，以激勵租戶提升建築環境表現。同時，我們向租戶開展綠色運營日常宣貫，積極倡導綠色租賃實踐。此外，我們積極協助租戶進行環保管理，合作推動商業業態的可持續發展。報告期內，綠城中國旗下商業項目諸暨青悅城榮登2024年浙江省綠色商場名單。

3.1.4 Green Lease Management

Greentown China’s commercial projects are always committed to ESG concepts and green leasing practices throughout the business operations. We enter into green lease contracts with our tenants, which consist of clauses on aspects such as green decoration and renovation, energy and resource management, waste management and green procurement, so as to incentivize tenants to improve the environmental performance of properties. Meanwhile, we conduct daily promotion of green operations among tenants to actively advocate green leasing practices. In addition, we actively assist our tenants in environmental protection management and work together to promote the sustainable development on commercial business. During the Reporting Period, Greentown China’s commercial project, Zhuji Young Joy City, was honored on the List of Green Shopping Malls in Zhejiang Province of 2024.

綠色裝修與改造 Green decoration and renovation	租戶在進行裝修或改造工作時，應確保符合相關法規與標準，優先選擇可持續設計方案及環保材料，儘量減少裝修產生的廢棄物，並妥善處理。 Tenants should ensure that their decoration or renovation work complies with relevant laws and standards, prioritize sustainable design solutions and eco-friendly materials, minimize the waste generated during renovation, and dispose of it properly.
能源與水資源管理 Energy and water resource management	租戶應當採取可持續的方式使用能源和水資源，包括但不限於使用節能設施設備和節水裝置、控制店內空調溫度及燈光照度、積極參與節能節水活動。 Tenants should use energy and water resources in a sustainable manner, including but not limited to using energy-saving facilities and water-saving devices, controlling the temperature of air-conditioners and the illuminance of lights in the stores, and actively participating in energy- and water-saving activities.
廢棄物管理 Waste management	租戶應儘量減少廢棄物的產生，妥善處理電子廢棄物和其他特殊廢棄物，並積極配合廢棄物分類及回收計劃，優先選擇可回收或可重複使用的產品，推進無紙化辦公。 Tenants should minimize the generation of waste, properly handle electronic waste and other special waste, and actively cooperate with waste classification and recycling programs. They should give priority to recyclable or reusable products and promote paperless office work.
綠色採購 Green procurement	租戶應當優先採購環保、可持續的產品和材料，在裝修、日常運營和設備採購過程中，應儘量選擇符合綠色標準的供應商和產品，並確保在運營中持續使用環保材料和設備。 Tenants should prioritize the procurement of environmentally friendly and sustainable products and materials. During decoration, daily operations, and equipment procurement, they should strive to select suppliers and products that meet green standards, and ensure the continued use of eco-friendly materials and equipment in their operations.

綠城中國綠色租賃合同內容節選
Excerpts from the Green Lease Contract of Greentown China

3.2 應對氣候變化

綠城中國深刻認識到氣候變化對環境、社會、房地產行業及企業自身可持續發展的重要影響，積極響應國家「碳達峰、碳中和」及「十四五規劃」的相關要求，制定並落實由ESG委員會審批通過的《應對氣候變化政策》。我們高度重視氣候變化風險與機遇的識別與管理，並將應對氣候變化納入企業管理，在項目投資、設計、開發和運營等環節中考慮氣候變化因素，採取多樣化的應對舉措以減緩和適應氣候變化對本集團的影響。

3.2.1 氣候相關信息披露

綠城中國參考氣候相關財務信息披露工作组(TCFD)和香港聯交所的氣候信息披露指引建議，從管治、策略、風險管理、指標和目標四個方面披露本集團應對氣候變化工作的相關信息。

3.2 Response to Climate Change

Greentown China is deeply aware of the significant impact of climate change on the environment, society, the real estate industry and the sustainable development of the Company itself, and has actively responded to the national requirements of the “carbon peaking and carbon neutrality” and the “14th Five-Year Plan” by formulating and implementing the Policy on Response to Climate Change (《應對氣候變化政策》), which was approved by the ESG Committee. We attach great importance to the identification and management of climate change risks and opportunities, and incorporate climate change response into our corporate management, taking into account the climate change factors in project investment, design, development and operation. We implement diversified response measures to mitigate and adapt to the impact of climate change on the Group.

3.2.1 Climate-related Information Disclosures

With reference to the guidelines and recommendations on climate information of the Task Force on Climate-Related Financial Disclosures (TCFD) and HKEx, Greentown China discloses relevant information on its work in response to climate change in four aspects, namely governance, strategies, risk management, metrics and targets.



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• 管治

綠城中國已建立完善的「董事會－ESG委員會－ESG工作小組」應對氣候變化三級管治架構，保障本集團應對氣候變化工作的監督管理和有效落實。



• 策略

我們遵循TCFD指引建議，通過分析RCP2.6與RCP8.5兩種典型溫室氣體濃度途徑下的對比情景，識別出將影響本集團的轉型風險與實體風險參數。我們將「技術風險－低排放技術要求、政策及法規風險－強化排放量報告義務及合規要求、市場風險－原材料成本上漲、市場風險－消費者對綠色產品的青睞、急性風險－颱風五類風險」列為綠城中國2024年重大氣候變化風險。為應對氣候變化風險與機遇，綠城中國制定了詳盡的應對工作計劃，旨在增強本集團氣候變化減緩與適應能力，提升氣候韌性，降低氣候變化對本集團的影響。我們還將動態調整和更新對重大氣候變化風險的識別與重大性排序，確保及時識別和管控重大氣候風險。

• Governance

Greentown China has established a comprehensive three-tier governance structure of “Board of Directors – ESG Committee – ESG Working Group” to address climate change, which ensures the supervision and management of the Group’s work on addressing climate change and its effective implementation.

• Strategies

We followed the recommendations of the TCFD Guidelines and identified the parameters of transition risks and physical risks that will impact the Group by analysing the scenarios comparing two typical greenhouse gas concentration pathways (RCP2.6 and RCP8.5). We have listed five types of risks as material climate change risks of Greentown China in 2024, including “technical risks – low-emission technology requirements, policy and law risks – strengthening emission reporting obligations and compliance requirements, market risks – rising raw material costs, market risks – consumers’ preference for green products, and acute risks – typhoons”. In order to address the risks and opportunities of climate change, Greentown China has formulated a detailed response plan, aiming to enhance the Group’s climate change mitigation and adaptation capabilities, improve climate resilience and reduce the impact of climate change on the Group. We will dynamically adjust and update the identification and ranking of material climate change risks to ensure timely identify and control material climate risks.



風險類型 Risk Type		風險參數 Risk Parameters
轉型風險 Transition risks	政策與法律 Policy and Law	• 溫室氣體排放定價升高 Higher pricing of greenhouse gas emissions
		• 強化排放量報告義務及合規要求 Strengthen emission reporting obligations and compliance requirements
		• 產品監管要求及標準變化 Changes in product regulatory requirements and standards
	技術 Technology	• 低排放技術要求 Low emission technical requirements
	市場 Market	• 消費者對綠色產品的青睞 Consumers' preference for green products
		• 市場信號不確定 Uncertainty in market signals
		• 原材料成本上漲 Increase in cost of raw materials
實體風險 Physical risks	聲譽 Reputation	• 消費者對企業責任的重視 Consumers' emphasis on corporate responsibility
		• 利益相關方對負面反饋日益關切 Growing concern about negative feedback from stakeholders
	急性 Acute	• 颱風、洪水、極熱 Typhoon, flood, extreme heat
	慢性 Chronic	• 降雨量變化、天氣模式極端波動、平均氣溫上升、海平面上升 Changes in rainfall, extreme fluctuations in weather patterns, rising average temperatures, rising sea levels

政策與法律 Policy and Law

- 產品開發階段中將低碳、節能及綠色納入考量，評估項目是否具備應用可再生能源或其他超低能耗技術、低碳技術的條件；
Take low-carbon, energy-saving and green into account in the product development stage, and evaluate whether the project has the conditions for the application of renewable energies or other ultra-low energy consumption technologies and low-carbon technologies;
- 將減排要求納入供應商及合作商的選用標準，控制供應鏈的碳排放量並制定相應減排策略，推動綠色供應鏈榜單上的企業優先入圍；
Incorporate the emission reduction requirements into the selection standards of suppliers and partners, control the carbon emissions of the supply chain and formulate corresponding emission reduction strategies, and promote the enterprises on the green supply chain list to be shortlisted first;
- 追蹤並了解監管及投資機構對碳排放的披露標準，根據聯交所《ESG報告指引》規範信息披露；
Track and understand the disclosure standards of regulatory and investment institutions on carbon emissions, and standardize information disclosure in accordance with the ESG Reporting Guide of the Stock Exchange;
- 完善綠城中國現有數據收集體系和流程，制定具有挑戰性且合理的企業碳目標；
Improve the existing data collection system and process of Greentown China, and formulate challenging and reasonable corporate carbon targets;
- 在產品中廣泛採取提升能效、減少排放的舉措，例如運用太陽能、地熱能等可再生能源、超低能耗構造等技術；
Widely adopt measures to improve energy efficiency and reduce emissions in products, such as the use of renewable energies including solar energy and geothermal energy, ultra-low energy consumption structure and other technologies;
- 持續更新和完善企業的產品標準和原材料採購標準，參考國家綠色建築標準，形成本集團的「綠色健康住宅產品技術標準體系」和綠城「好房子」體系，規範設計管理和工程建造；
Continuously update and improve the product standards and raw material procurement standards of the Company, refer to the national green building standards, form the “Green and Healthy Residential Product Technical Standard System” and Greentown “Good Houses” System of the Group, and standardize design management and engineering construction;
- 積極取得綠色建築評定，不斷提高綠色建築佔比；
Actively obtain green building evaluation and continuously raise the proportion of green buildings;
- 及時了解和遵守相關監管法律法規，並聯合供應鏈共同滿足產品及原材料的監管要求。
Timely understand and comply with relevant regulatory laws and regulations, and cooperate with the supply chain to jointly meet the regulatory requirements of products and raw materials.

技術 Technology

- 在「人與自然」的設計理念中將「雙碳」目標考量在內，尋求綠色環保與居住體驗兩者的平衡；
In the design concept of “Human and Nature”, take into account the “dual carbon” goal to seek the balance between green environmental protection and living experience;
- 在設計前期評估項目運用可再生能源或低碳技術的可能性，根據評估結果展開針對性設計；
In the early stage of design, evaluate the possibility of adopting renewable energy or low-carbon technology, and carry out targeted design according to the evaluation results;
- 持續將節能減排理念納入產品設計及研發的過程中；
Continue to incorporate the concept of energy conservation and emission reduction into the process of product design and research and development;
- 制定符合企業現狀的節能減排目標並定期監控完成情況；
Formulate energy conservation and emission reduction targets in line with the current situation of the Company and regularly monitor the completion progress;
- 整合供應鏈資源，尋找低排放產品的原材料及供應商，控制上游成本增加的風險；
Integrate supply chain resources, seek raw materials and suppliers with low emission products, and control the risk of increased upstream costs;
- 及時了解政府和資本市場對低碳技術的激勵政策，相應地抵銷新產品開發成本；
Timely understand the incentive policies of the government and capital market for low-carbon technology, and offset the cost of new product development accordingly;
- 通過評估項目使用低排放技術的可行性，減少投資失敗及效果不穩定等風險。
Evaluate the feasibility of using low emission technology in the project to reduce the risks of investment failure and unstable effect.

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市場 Market

- 探索綠色產品及低碳產品的開發與上市，滿足消費者需求；
Explore the development and launch of green products and low-carbon products to cater for the needs of consumers;
- 持續公開披露產品的綠色及低碳屬性，形成良好的市場印象；
Continue to publicly disclose the green and low-carbon attributes of products to establish a good impression for the market;
- 調整對綠色產品的轉型進度，從而最大程度減少市場風險；
Adjust the transformation progress of green products to minimise market risks to the greatest extent;
- 持續關注政府對綠色產品的扶持項目，以抵銷成本增加的風險；
Continue to follow the government's support projects for green products to offset the risk of increased costs;
- 及時了解和遵守相關監管法律法規；
Timely understand and comply with relevant regulatory laws and regulations;
- 在產品開發及項目管理的過程中將低碳納入考量；
Take low-carbon into account in the process of product development and project management;
- 持續更新和完善企業的產品標準和原材料採購標準；
Continuously update and improve the enterprise's product standards and raw material procurement standards;
- 通過供應鏈交流與資源整合建立戰略合作關係，降低採購風險；
Establish strategic cooperation relationships through supply chain communication and resource integration to reduce procurement risk;
- 評估材料價格敏感度並制定採購應急預案；
Evaluate the price sensitivity of materials and formulate procurement emergency plan;
- 全面分析綠色產品原材料的價格差異與趨勢，降低成本增加的風險。
Comprehensively analyse the price difference and trend of raw materials for green products to reduce the risk of cost increase.

聲譽 Reputation

- 持續完善可持續發展及氣候變化相關披露，優化企業社會責任的對外傳播渠道，例如，在官方微信號上開通「未來綠境」專欄，重點向消費者宣傳ESG相關內容，包括公益活動、綠色建築成果等；
Continuously improve the disclosure related to sustainable development and climate change, and optimize the external communication channels of corporate social responsibility, such as focusing on publishing ESG-related contents to consumers through the column "The Future Green Mirror" on the official WeChat account, including public welfare activities and green building achievements;
- 將節能環保作為產品的重要品質屬性，開展相關方面的研發設計和落地推廣，並加大此方面的價值解讀和宣傳力度；
Take energy conservation and environmental protection as an important quality attribute of products, carry out relevant research and development, design and implementation promotion, and strengthen the value interpretation and publicity;
- 加強關注可持續發展及氣候變化相關披露要求以確保合規；
Put more focus on disclosure requirements related to sustainable development and climate change to ensure compliance;
- 將降低環境影響和氣候變化風險納入企業戰略和措施制定的考量；
Incorporate the reduction of environmental impact and climate change risks into the formulation of enterprise strategies and measures;
- 持續關注並參與市場認可度高或適用性強的國際和國內綠色認證和倡議，提升行業競爭力；
Continue to follow and participate in international and domestic green certification and initiatives with high market recognition or strong applicability to improve the competitiveness in the industry;
- 持續關注並提升資本市場評級結果的競爭力。
Continue to follow and improve the competitiveness of capital market rating results.

急性 Acute
- 推行應對極端降水的遮蔽保護設施，例如風雨連廊、加長型出入口雨棚等，保護基礎設施和業主安全； Implement shelter and protection facilities to deal with extreme precipitation, such as the rainy corridor, extended entrance and exit canopy, so as to protect infrastructure and the safety of home-owners; - 通過合理的室內外地坪高差、加強型排水暗溝等工程做法使建築具有防洪功能； By setting the difference between indoor and outdoor floor heights and strengthening the drainage trench and other engineering practices to equip the buildings with flood control function; - 全面評估項目受極端氣候事件影響的潛在風險，制定極端天氣(強颱風、暴雨洪澇、冰凍雨雪等)應急預案，發佈應對極端天氣的工作通知，做好應急準備； Comprehensively assess the potential risks of the projects affected by extreme weather events, formulate emergency plans for extreme weather (strong typhoon, rainstorm and flood, ice, rain and snow, etc.), issue work notices to deal with extreme weather, and make emergency preparations; - 緊密關注高溫天氣預警，制定防暑工作預案，落實防暑舉措，合理調整作業時間，發放降溫物品藥品等； Pay close attention to the warning of high temperature, formulate heatstroke prevention plan, implement heatstroke prevention measures, reasonably adjust operation time, and distribute cooling goods and drugs; - 規劃安全庫存，與供應商保持溝通，提前制定面臨供應鏈中斷風險的應對計劃。 Project the safety stock, keep communication with suppliers, and prepare the response plan for the risk of supply chain interruption in advance.
慢性 Chronic
- 通過查閱區域的水文地質資料及勘察實測水位資料，並將相關風險納入產品設計參數的考量，減少極端降雨及洪澇相關風險，例如風雨歸家長廊、加長型出入口雨棚、合理的室內外地坪高差、加強型排水暗溝等； By consulting the regional hydrogeological data and the measured water level data, and considering the relevant risks into the product design parameters, reduce the risks related to extreme rainfall and flood, such as the rain corridor, the extended entrance and exit canopy, the reasonable indoor and outdoor floor height difference and the reinforced drainage ditch; - 制定極端天氣(強颱風、暴雨洪澇、冰凍雨雪等)應急預案，發佈應對極端天氣的工作通知，做好應急準備，保障員工安全； Formulate emergency plans for extreme weather (strong typhoon, rainstorm and flood, ice, rain and snow, etc.), issue work notices to deal with extreme weather, make emergency preparations and ensure the safety of employees; - 完善運營管理流程並確保提供必要的備用系統，例如備用電力系統等； Improve the operation management process and ensure the provision of necessary back-up systems, such as back-up power system; - 持續關注運營所在地的氣候變化趨勢引發的慢性風險及未來地區規劃，並將其納入資產開發的考量； Continue to follow the chronic risks caused by the climate change trend where the operation is located and future regional planning, and take them into account in assets development; - 將供應商對氣候變化相關風險的應對和管理能力納入准入標準，以提升供應鏈抵禦氣候變化風險的能力。 Include the suppliers' ability to respond to and manage climate change related risks in the access criteria to improve the ability of the supply chain to resist climate change risks.

三、品質生態：低碳實踐新高度
III. Quality Ecosystem: A New Height in Low-carbon Practices

綠城中國亦積極探索氣候變化相關機遇，識別出資源效率、能源來源、產品和服務三項機遇，並開展針對性的措施以把握氣候變化相關機遇，在提升氣候變化應對能力的同時，為企業的策略制定和可持續發展提供有力支撐。

Greentown China actively explores opportunities related to climate change and has identified opportunities in resource efficiency, energy source, and product and service. It also carries out targeted measures to capture climate change related opportunities, which will provide strong support for the Company's strategy formulation and sustainable development while enhancing its climate change response capability.

資源效率 Resource Efficiency	能源來源 Energy Source	產品和服務 Product and Service
採用資源循環設計和技術，如雨水回收利用系統，將雨水用於綠化澆灑、道路沖洗、車庫沖洗等，提高水資源使用效率。 Use resource recycling design and technology, such as rainwater recycling system, to use rainwater for irrigating, road washing, garage washing, etc., to improve the utilisation efficiency of water resources.	充分利用可再生能源，例如太陽能、地源熱泵、空氣源熱泵技術，賦能建築綠色轉型，實現低碳環境效益。 Make full use of renewable energy, such as the technology of solar energy, ground source heat pump and air source heat pump, to empower the buildings towards green transformation and achieve low-carbon environmental benefits.	創新綠色建築建造方式和技術，如自創的鋼－混凝土結構的裝配式建築方法，提高綠色建築建造效率和品質，為客戶帶來符合環保理念的創新綠色產品。 Innovate construction methods and technologies for green buildings, such as the prefabricated construction method of the self-innovated steel-concrete structure, to improve the efficiency and quality of green construction, and bring customers with innovative green products that are in line with environmental protection concept.

- 風險管理
為保障氣候變化相關風險得到有效管控，我們將氣候變化風險和隱患納入企業風險管理體系，執行嚴格的氣候風險判定和管理流程，制定和落實氣候風險應對方案，並定期檢討和監察氣候變化風險管理工作。

- Risk Management
In order to ensure that climate change related risks are effectively controlled and managed, we have incorporated climate change risks and hazards into our corporate risk management system, implemented a strict climate risk determination and management process, formulated and implemented a climate risk response plan, and regularly reviewed and monitored climate change risk management efforts.

篩選風險點 Risk identification	由內部相關職能人員和外部專家合作，結合企業內部現狀和外部環境，共同篩選出房地產行業相關的氣候變化風險點 Through cooperation between internal staff and external experts, consider the internal and external environment to jointly identify climate change risks specific to the real estate industry
分析風險影響 Analysis on the impact of risks	針對篩選出的風險點，評估其對業務的影響範圍和影響性質，評估維度包括定性和定量 Evaluate the extent and nature of the impact of identified risks on the business, including qualitative and quantitative factors
判定重大性 Determination of materiality	根據風險影響結論，以風險發生的可能性和重要性兩個考量因素對風險重大性進行排序 Based on the conclusion of risk impact, rank the materiality of the risks by two factors, namely the possibility of occurrence and the importance of the risk
規劃風險應對工作 Planning of risk response	對識別出的風險提出可行且有效的應對方案，針對重大氣候風險，緊密監督風險應對工作的進程和效果 Propose feasible and effective solutions to address the identified risks, and closely monitor the progress and effectiveness of response work performed to address the material climate change risks

- 指標和目標**

綠城中國已設定能源使用效益目標和溫室氣體減排目標，持續監控和核算能源消耗量及溫室氣體排放量，定期對相關數據及其變化趨勢進行分析，以驅動氣候變化應對工作和環境管理策略的持續優化。關於我們的能源管理和溫室氣體排放的具體指標和目標，詳見章節「3.3.1能源管理」與「3.2.3溫室氣體減排」。

- Metrics and Targets**

Greentown China has set energy use efficiency targets and greenhouse gas emission reduction targets, continuously monitored and accounted for energy consumption and greenhouse gas emissions, and regularly analysed the relevant data and its trends to drive the continuous optimisation of climate change response and environmental management strategies. Please refer to the sections “3.3.1 Energy Management” and “3.2.3 Greenhouse Gas Emission Reduction” for our specific metrics and targets regarding energy management and greenhouse gas emissions.

3.2.2 應對氣候變化風險實踐

綠城中國將氣候風險應對工作規劃前置，在設計環節考量項目所處地域特徵及項目實際情況，精心制定前瞻性的風險應對措施，有效規避氣候變化可能對本集團發展造成的不利影響，從而增強綠城中國及其產品面對氣候變化挑戰的適應力與韌性。

3.2.2 Practices in Response to Climate Change Risks

Greentown China is proactive in planning its response to climate risks, and carefully formulates forward-looking response measures with the consideration of the geographical characteristics and actual situation of the projects during its design process to effectively avoid the possible adverse impacts of climate change on the Group's development, so as to enhance the adaptability and resilience of Greentown China and its products in the face of the challenges of climate change.

颱風
Typhoon

- 綠城中國在青島的所有在建項目中，封窗玻璃欄板採用內鋼角碼，外用整體加強槓，更加安全牢固，能有效抵禦颱風等極端天氣。
In all of Greentown China's projects under construction in Qingdao, internal steel angle brackets and external holistic reinforcement levers are adopted for the window sealing glass railing panel, which is safer and more solid, effectively safeguarding against extreme weather such as typhoon.

鹽霧
Salt Spray

- 綠城中國在青島的所有在建項目中，考慮到沿海氣候因素，外立面鋁合金採用氟碳噴塗工藝，防腐防潮。
In all of Greentown China's projects under construction in Qingdao, considering the coastal climate factors, fluorocarbon spraying technology is applied to the exterior facade aluminum alloy for anti-corrosion and moisture-proof purposes.

降雨
Rainfall

- 我們多個項目中應用「海綿城市」技術和設施，疏解瞬時雨水流量，緩解城市積水。其中，杭州綠汀春曉項目採用透水性鋪裝、下凹式綠地、雨水收集池等措施降低場地徑流，年徑流總量控制率不小於77%，綜合雨量徑流係數0.519，年徑流污染削減率62.7%。
We have adopted "sponge city" technologies and facilities across multiple projects to discharge instantaneous rainwater flow and remove stagnant water. Among them, for Hangzhou Lvting Chunxiao Project, site runoff is reduced by adopting measures such as permeable pavement, sunken green space, rainwater collection pond, etc., with the total annual runoff control rate no less than 77%, the comprehensive rainfall runoff coefficient of 0.519 and the annual runoff pollution reduction rate of 62.7%.

大氣污染
Air Pollution

- 我們根據不同城市的霧霾氣候統計及影響程度，採取相應的新風淨化措施。其中，嘉興湖境雲廬項目選用綠色、環保、可再生的建築材料，控制室內空氣污染物濃度；採用新風系統、空氣淨化器等，優化室內空氣品質。
Based on the statistical data and the severity of smog climates in different cities, we have accordingly taken fresh air purification measures. Among them, for Jiaxing Hujing Yunlu Project, green, environmentally friendly and renewable building materials are utilised to control indoor air pollutant concentration level; fresh air systems and air cleaners are adopted to improve indoor air quality.

3.2.3 溫室氣體減排

綠城中國嚴格遵循《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》《國務院關於落實科學發展觀加強環境保護的決定》等環境管理和溫室氣體排放相關法律法規，制定《關於規範公司管理的通知》《關於加強辦公區域管理的通知》等一系列內部管理制度，對開展節能減排工作進行規劃和指導。綠城中國亦設定溫室氣體減排目標，以目標為引領、法規及制度為規範，不斷精進本集團的溫室氣體排放管理工作，確保減排進度穩步推進，助力低碳發展。

3.2.3 Greenhouse Gas Emission Reduction

Greentown China strictly follows the Environmental Protection Law of the People's Republic of China (《中華人民共和國環境保護法》), the Law of the People's Republic of China on Environmental Impact Assessment (《中華人民共和國環境影響評價法》), and the Decisions of the State Council on Implementing the Scientific Outlook on Development and Strengthening Environmental Protection (《國務院關於落實科學發展觀加強環境保護的決定》) and other laws and regulations related to environmental management and greenhouse gas emissions, and has formulated a series of internal management systems such as the Notice on the Standardized Management of the Company (《關於規範公司管理的通知》) and the Notice on Strengthening the Management of Office Area (《關於加強辦公區域管理的通知》), which provides planning and guidelines for energy conservation and emission reduction. Greentown China has also set greenhouse gas emission reduction targets, and continued to refine its greenhouse gas emission management work with the guidance of targets and the governance of laws and regulations, so as to ensure steady progress of emission reduction, and contribute to low-carbon development.

溫室氣體減排目標

Greenhouse Gas Emission Reduction Targets



- 我們積極響應國家碳達峰碳中和目標，通過各類碳減排舉措降低自身和產業鏈的碳排放量，以2022年為基準年，制定到2025年溫室氣體排放密度降低5%的目標；
We actively respond to the national targets of carbon peaking and carbon neutrality, and reduce the carbon emissions from our Company as well as from the industrial chain through various carbon emission reduction measures. Taking 2022 as the base year, we set a goal of reducing greenhouse gas emission density by 5% by 2025;
- 建立科學、完善的碳排放歷史數據管理及分析工作，增強碳排放量數據管理能力；
Establish scientific and sound historical data management and analysis of carbon emissions to enhance the ability of carbon emission data management;
- 在自身運營碳排放管理上，加大對低碳技術的應用，擴大低碳理念的產品設計佔比。
Increase the use of low-carbon technology in carbon emission management during its own operation, and increase the proportion of production design with low-carbon concept.

三、 品質生態：低碳實踐新高度
III. Quality Ecosystem: A New Height in Low-carbon Practices

綠城中國的自有公務車輛是本集團能耗和溫室氣體排放的重要源頭之一，因此我們持續優化公務用車及駕駛員配置標準，並與新能源車企簽訂戰略協議，確保所有新購置車輛均為新能源車，以進一步落實節能減排。報告期內，我們開展了兩次車輛改革，共縮減123輛公務車和7輛專車。同時，我們與新能源車企簽訂員工購買協議，推出員工專屬購車福利政策，倡導員工購買新能源汽車，旨在通過推廣綠色出行方式減少通勤過程中產生的溫室氣體排放。

報告期內，綠城中國溫室氣體排放情況如下⁹：

Greentown China’s self-owned official vehicles are one of the important sources of energy consumption and greenhouse gas emissions of the Group. Therefore, we have continued to optimize the configuration standards of official vehicles and drivers, and signed strategic agreements with new energy vehicle companies to ensure that all newly purchased vehicles are new energy vehicles, thereby furthering implement energy conservation and emission reduction. During the Reporting Period, we carried out two rounds of vehicle reforms, reducing an aggregate of 123 official vehicles and 7 dedicated cars. At the same time, we entered into employee purchase agreements with new energy vehicle companies to launch exclusive employee benefits for car purchases and advocate the purchase of new energy vehicles by employees, with the aim of reducing greenhouse gas emissions during commuting by promoting green travel.

During the Reporting Period, Greentown China’s greenhouse gas emissions were as follows⁹:

指標名稱 Name of Indicators	單位 Unit	2024年 2024
溫室氣體排放(範圍一) ¹⁰ GHG Emission (Scope 1) ¹⁰	噸二氧化碳當量 tonnes CO ₂ equivalent	595.78
溫室氣體排放(範圍二) ¹¹ GHG Emission (Scope 2) ¹¹	噸二氧化碳當量 tonnes CO ₂ equivalent	18,115.29
溫室氣體總排放量 Total GHG Emission	噸二氧化碳當量 tonnes CO ₂ equivalent	18,711.07
溫室氣體排放密度 Density of GHG Emission	噸二氧化碳當量／平方米建築面積 tonnes CO ₂ equivalent/sqm GFA	0.17

⁹ 溫室氣體排放量參照《工業其他行業企業溫室氣體排放核算方法與報告指南(試行)》進行計算。

¹⁰ 溫室氣體排放(範圍一)的主要為汽車使用的汽油、柴油以及食堂使用的天然氣燃燒產生的溫室氣體排放。

¹¹ 溫室氣體排放(範圍二)的主要為外購電力產生的溫室氣體排放。

⁹ Greenhouse gas emissions is calculated with reference to the Guidelines for Calculation Methods and Reporting of Greenhouse Gas Emissions from Industrial and Other Industries Enterprises (Trial) (《工業其他行業企業溫室氣體排放核算方法與報告指南(試行)》).

¹⁰ The main source of greenhouse gas emission (Scope 1) is the greenhouse gas emissions generated by gasoline and diesel from vehicles and natural gas from canteens.

¹¹ The main source of greenhouse gas emission (Scope 2) is the greenhouse gas emissions generated by purchased electricity.

三、品質生態：低碳實踐新高度

III. Quality Ecosystem: A New Height in Low-carbon Practices

報告期內，綠城中國自有車輛產生的空氣
污染物排放情況如下¹²：

During the Reporting Period, the air pollutant emissions from the self-
owned vehicles generated by Greentown China were as follows¹²:

指標名稱 Name of Indicators	單位 Unit	2024年 2024
氮氧化物排放 NO _x emission	千克 kg	37.03
硫氧化物排放 SO _x emission	千克 kg	15.39
一氧化碳排放 CO emission	千克 kg	760.41
碳氫化合物排放 HC emission	千克 kg	433.15

3.3 資源使用

綠城中國充分理解資源節約利用的重要性，持續探索各運營環節的資源高效與重複利用，避免資源浪費，推動實現能源使用效益目標和水資源使用效益目標。

3.3 Use of Resources

Greentown China fully understands the importance of resource conservation and utilisation, and constantly explores the efficient utilization and recycling of resources in various operation segments, so as to avoid wastage of resources and facilitate the achievement of efficiency targets of energy and water resources usage.

3.3.1 能源管理

綠城中國高度重視能源管理，設定能源使用效益目標，精細化管理本集團運營各環節的能源使用，避免非必要的能源消耗，提高能源利用效率，從而減少能源消耗。

3.3.1 Energy Management

Greentown China attaches great importance to the management of energy and has set energy use efficiency targets to refine the management of energy usage in all aspects in the Group’s operations, avoiding unnecessary energy consumption and enhancing the energy use efficiency, thereby reducing energy consumption.

能源使用效益目標

Energy use efficiency targets



- 加強能耗管理，提升能源使用效率，致力於持續降低能耗強度，以2022年為基準年，制定到2025年綜合能源消耗密度降低5%的目標；
Strengthen energy consumption management, improve energy use efficiency, and strive to continuously reduce energy consumption intensity. Taking 2022 as the base year, we set a goal of reducing comprehensive energy consumption density by 5% by 2025;
- 在自身運營方面，積極採用能耗較低電器，倡導綠色辦公；同時持續探索低能耗產品設計。
In terms of our own operation, we actively adopt low-energy consumption electric appliances and advocate green office; at the same time, we continue to explore low-energy consumption product design.

¹² 計算方法參照中華人民共和國生態環境部發佈的《道路
機動車大氣污染物排放列表編制技術指南（試行）》。

¹² The calculation method refers to the Technical Guide of Air Pollutant Emission Inventory for
On-road Vehicles (Trial) (《道路機動車大氣污染物排放列表編制技術指南（試行）》) issued by the
Ministry of Ecology and Environment of the People’s Republic of China.

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三、品質生態：低碳實踐新高度 III. Quality Ecosystem: A New Height in Low-carbon Practices

綠城中國致力於推動建築設計、項目建造、行政辦公、物業管理等環節的能源節約，系統性評估和管理各環節能源消耗，與各相關方攜手落實節能減排舉措。

Greentown China is committed to promoting energy conservation in architectural design, project construction, administration and office as well as property management, systematically assessing and managing energy consumption in all segments, and implementing energy conservation and emission reduction initiatives with all relevant parties.

建築設計

Architectural Design

- 關注建築全生命週期能耗，由第三方對部分綠色建築項目開展能耗量及碳排放量測算；
Attach importance to the energy consumption of buildings throughout their life cycle, with third parties carrying out energy consumption and carbon emission measurements for some green building projects;
- 引入清潔能源作為建築能耗來源，例如太陽能、地熱能、空氣能等；
Introduce clean energies as sources of building energy consumption, such as solar energy, geothermal energy and air energy;
- 考慮選用環保建材和節能空調、智能照明等高效節能設備；
Give consideration to the selection of environmental-friendly construction materials and energy-efficient equipments such as energy-saving air-conditioners and intelligent lighting;
- 合理設計建築朝向、佈局和外圍護結構，優化自然採光和保溫隔熱系統；
Design building orientation, layout and external enclosure structure in an appropriate manner, and optimize natural lighting and heat preservation and insulation systems;
- 在建築設計過程中廣泛使用BIM，降低建築設計過程中能耗。
Extensively apply BIM in the architectural design process to reduce energy consumption thereof.

項目建造

Project Construction

- 在項目生活區，採用空氣能熱水器，減少耗電量；
In the living areas of the projects, air energy water heaters are used to reduce electricity consumption;
- 項目生活區採用集裝箱和板房結合模式進行搭設，減少搭建能耗並降低生活區搬遷成本；
The living areas of the projects are built in the mode of combining containers and prefabricated cubicles, reducing energy consumption for construction and the cost of relocating the living areas;
- 在施工現場，叉車、灑水車等均採用新能源驅動模式，減少汽油、柴油耗量。
On the construction sites, forklifts and sprinklers are driven by new energy, reducing gasoline and diesel consumption.

行政辦公

Office

- 開展「世界地球日熄燈一小時」「春日ESG行動」等環保主題活動，並在冰箱等位置設置節電溫馨提示，通過宣傳強化節能意識；
Carry out environmental protection themed activities such as “Lights out for one hour on Earth Day” and “Spring ESG Action”, and set friendly reminders for electricity saving at refrigerators and other places, strengthen the awareness of energy saving through promotion;
- 充分利用晴天自然光線，減少白天照明燈使用，避免關閉窗簾開燈情況的出現；
Make full use of natural light in sunny days to reduce the use of daytime lighting and avoid the situation of drawing curtains and turning on lights at the same time;
- 定期清潔燈泡、空調等電器設備，確保其有效運作；
Regularly clean electrical appliances such as lamp bulbs and air conditioners to ensure their effective operation;
- 確保高效率使用空調，辦公室無人時應及時關閉空調；
Ensure efficient use of air conditioning, and turn off air conditioners in time when no one is in office;
- 減少自有公務車，新購置車輛均為新能源車，鼓勵綠色出行。
Reduce the number of self-owned official vehicles, and all newly purchased vehicles are new energy vehicles to encourage green commuting.

物業管理

Property Management

- 與第三方開展能源管理合作，開展酒店節能系統改造，例如增加空調冷站智能控制系統、引入空氣源熱泵技術、進行節能照明改造等；報告期內，共有9家酒店進行了生活熱水熱泵改造；
Cooperate with third parties for energy management to carry out energy-saving system renovation in hotels, such as adding intelligent control systems for air-conditioning refrigeration stations, introducing air-source heat pump technology, and conducting energy-saving lighting renovation. During the Reporting Period, a total of 9 hotels underwent renovation of heat pumps for domestic hot water;
- 定期開展設備檢修與保養，以保障設備的運行效率並優化能耗水平；
Periodically inspect and maintain equipments to ensure operational efficiency and optimize energy consumption;
- 建立能源使用巡視檢查制度，強化節能巡查顆粒度；
Establish an inspection system for energy usage to strengthen the inspection precision on energy-saving;
- 舉辦環保主題婚禮沙龍、環保時裝秀、環保市集等一系列「綠享服務月」活動，積極宣傳環保理念，提高酒店員工和客人的環保意識。
Hold a series of “Green Service Month” activities such as environmental protection themed wedding salon, fashion show, bazaar, etc., to actively promote the concept of environmental protection and enhance the environmental protection awareness of hotel staff and guests.

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報告期內，綠城中國能源消耗情況如下： During the Reporting Period, the energy consumption of Greentown China is as follows:

指標名稱 Name of Indicators	單位 Unit	2024年 2024
電力消耗總量 Total electricity consumption	千瓦時 kWh	25,490,719.70
汽油消耗總量 Total gasoline consumption	公升 litre	212,331.81
柴油消耗總量 Total diesel consumption	公升 litre	2,526.18
液化石油氣消耗總量 Total LPG Consumption	噸 tonnes	19.23
天然氣消耗總量 Total natural gas consumption	立方米 cubic meters	9,510.03
直接能源消耗總量 ¹³ Total direct energy consumption ¹³	噸標準煤 tonnes of standard coal	274.11
間接能源消耗總量 ¹³ Total indirect energy consumption ¹³	噸標準煤 tonnes of standard coal	3,132.81
綜合能源消耗總量 ¹³ Total comprehensive energy consumption ¹³	噸標準煤 tonnes of standard coal	3,406.92
綜合能源消耗密度 Comprehensive energy consumption density	噸標準煤／平方米建築面積 tonnes of standard coal/sqm GFA	0.032

¹³ 能源消耗量參考《GB/T 2589-2020綜合能耗計算通則》進行標準煤折算。¹³ The energy consumption is calculated with reference to the GB/T 2589-2020 General Principles of Comprehensive Energy Consumption Calculation (《GB/T 2589-2020綜合能耗計算通則》) for standard coal conversion.

3.3.2 水資源管理

綠城中國以水資源使用效益目標為指引，持續開展各環節節水實踐，避免不必要的水資源使用，提高用水效益。同時，我們採取多樣化的回收利用措施，提高水資源重複利用率，進一步減少耗水量。

3.3.2 Water Resource Management

Guided by the water use efficiency targets, Greentown China consistently implements water conservation practices in all segments to avoid unnecessary water use and improve water use efficiency. At the same time, we adopt diversified recycling measures to improve water reuse and further reduce water consumption.

水資源使用效益目標

Water use efficiency targets



- 逐步加大節水工藝及技術的投入，提高用水效益，降低水耗強度，以2022年為基準年，制定到2025年總耗水密度降低5%的目標；
Gradually increase investment in water saving process and technology to improve water use efficiency and reduce water consumption intensity. Taking 2022 as the base year, we set a goal of reducing total water consumption density by 5% by 2025;
- 在自身運營方面，積極探索引用節水型設施及水處理技術，在產品設計方面，提高節水設計產品的佔比。
In terms of our own operation, we actively explore the application of water-saving equipment and water treatment technology, and increase the proportion of products with water-saving design in terms of product design.

在辦公環節，我們實施了一系列善用水資源行動。

In the office, we have implemented a number of water conservation initiatives.



回收雨水作為灌溉用水，採用節水型灌溉設備澆灌綠植，如散射噴頭。
Rainwater is recycled as irrigation water, and water-saving irrigation equipment is used to water green plants, such as scattering sprinklers.



定期檢查衛生間、洗手台等用水區域是否漏水，避免不必要水資源浪費。
Regularly check toilets, handwashing basins and other water-using areas for leakage to avoid unnecessary waste of water.



採用節水設備，如感應式水龍頭。
Use water-saving devices such as sensor-activated faucets.



加強員工節水意識，張貼節水標語，並利用郵件、辦公OA系統發送節水貼士。
Strengthen employees' awareness of water conservation, post water-saving slogans, and send water-saving tips by email and OA system.

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在建築設計環節，綠城中國積極採用非傳統水源利用及智能化用水等技術，致力於打造節水型建築。

In terms of building design, Greentown China is committed to developing water-saving buildings by the active use of non-traditional water sources and the technologies such as intelligent water consumption.

非傳統水源利用 Use of non-traditional water sources	用水智能化 Intelligent water consumption
- 運用「海綿城市」的雨洪管理概念體系，將雨水回收並再利用至園區，如水景用水、綠化灌溉、地下車庫沖洗和道路沖洗等； Using the storm-water management concept of “sponge city”, rainwater is recycled and reused in the garden area, such as waterscape water, green irrigation, underground garage washing and road washing; - 充分利用屋頂空間位置，進行屋面雨水收集。 Making full use of the roof space to collect rainwater.	- 在園區澆灌地段加裝土壤濕度感應裝置、小型氣像站等智能化設備，實現定時、遠程、氣像情況自動調節功能，合理控制澆灌用水量； In the watering areas of the garden area, installing intelligent equipment such as soil moisture sensor-activated devices and small-scale weather stations to realize the functions of timing, remote and automatic adjustment for meteorological conditions, and reasonably control the water consumption for irrigation; - 在建築中採用感應水龍頭等智能節水器具。 Using intelligent water-saving appliances such as sensor-activated faucets in the buildings.

在項目建造環節，我們實施水資源回收利用措施，部分混凝土養護、場地清洗用水由場內收集並處理後二次利用於抑制揚塵的噴淋、生活辦公區綠化澆灌等。

During project construction, we implement water recycling measures. Some of the water used for concrete maintenance and site cleaning is collected and processed on-site for secondary use in spraying to restrain dust rising, and irrigation for greening in the living and office areas.

海綿城市重點項目 — 天津水西雲廬 "Sponge City" Highlight Project – Tianjin Shuixi Yunlu

天津水西雲廬項目採用「海綿城市」設計理念，建造透水鋪裝、雨水花園、下凹綠地、控污雨水口等設施，有效控制城市降雨徑流。該項目將雨水控制與景觀相結合，在達成海綿城市設計指標的同時，實現自然積存、自然滲透、自然淨化的發展方式，年徑流總量控制率超75%，提高水生態系統的自然修復能力，維護與改善城市水環境的生態功能。

Tianjin Shuixi Yunlu Project adopts the design concept of "sponge city", constructing permeable pavement, rainwater garden, sunken green space, rainfall outlets for pollution control and other facilities to effectively control urban rainfall runoff. The project integrates rainwater control and landscape to meet the design targets of 'sponge city' while achieving a development approach based on natural accumulation, natural infiltration and natural purification, with the total annual runoff control rate exceeding 75%, which enhances the natural restorative capacity of the water ecosystem, and maintains and improves the ecological function of the urban water environment.



天津水西雲廬
Tianjin Shuixi Yunlu

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報告期內，綠城中國水資源消耗情況如下： During the Reporting Period, the water consumption of Greentown China is as follows:

指標名稱 Name of Indicators	單位 Unit	2024年 2024
總耗水量 Total water consumption	噸 tonnes	93,728.05
總耗水密度 Total water consumption density	噸／平方米建築面積 tonnes/sqm GFA	0.87
總節水量 Total water saving	噸 tonnes	1,691.69
廢水排放總量 Total wastewater discharge	噸 tonnes	74,982.44

3.4 廢棄物管理

綠城中國在確保廢棄物合規處置的同時，制定減廢目標並開展減廢舉措，努力減少各環節廢棄物產生量。我們亦遵循循環經濟理念，積極推進廢棄物回收與資源化利用。報告期內，綠城中國未發生違規排放等環境污染事件。

3.4 Waste Management

In addition to ensuring compliant waste disposal, Greentown China endeavours to reduce waste generation in all segments by setting waste reduction targets and implementing waste reduction measures. We also adhere to the concept of circular economy and actively promote waste recycling and resourceful utilisation. During the Reporting Period, Greentown China was not involved in any environmental pollution incidents such as illegal discharges.

減廢目標
Waste reduction targets



- 加大各類減廢舉措力度，持續降低廢棄物排放密度；
Increase efforts in various waste reduction measures to continuously reduce waste emission density;
- 在自身運營方面持續探索並積極執行減廢舉措，同時加強對承建商廢棄物的管理力度。
Continue to explore and actively implement waste reduction measures in our own operations, and strengthen the management of contractors' waste.

3.4.1 無害廢棄物管理

綠城中國的無害廢棄物主要為辦公環節產生的廢棄辦公用品，部分無害廢棄物為建造施工環節產生的建築垃圾。針對不同來源的無害廢棄物，我們已實施針對性的管理措施，以減少廢棄物產生量及提高廢棄物回收利用率，並確保各環節產生的廢棄物得到有效處置。

3.4.1 Non-hazardous Waste Management

Greentown China’s non-hazardous wastes consist mainly of discarded office supplies generated in the offices. Some of the non-hazardous wastes are construction wastes generated in the construction process. For non-hazardous wastes from different sources, we have implemented targeted management measures to reduce waste generation and increase waste recycling and utilisation, as well as to ensure effective disposal of wastes generated in all segments.

日常辦公 Daily office work  • 宣導文件雙面打印、減少不必要的紙張浪費 Advocate double-sided printing of documents to reduce unnecessary paper waste • 鼓勵員工自帶水杯、午餐盒等可循環使用物品 Encourage employees to bring their own mugs, lunch boxes and other recyclable items • 開展行政集採工作，嚴格挑選行政集採供應商，採購環保、高質量、性價比高的產品 Conduct centralised administrative procurement, strictly select suppliers for centralised administrative procurement, and procure environmentally friendly, high quality and cost-effective office supplies • 優化出差管理，減少出差人數，確保按需出差 Optimize the management on business travel and reduce the number of staff on business travel to ensure that it is based on need • 提倡「光盤行動」，提醒員工按需取用，減少食物浪費 Promote “clean your plate” campaign to remind employees to get food on demand and reduce food waste • 回收廢舊紙、廢紙箱，最大化利用資源 Recycle waste paper and waste cartons to maximise the use of resources • 建設固定資產公物倉，加強公司電腦等資產的內部統一調配和共享公用，減少辦公設備重複採購 Build a fixed-asset storehouse to enhance the unified internal allocation and shared use of the company's computers and other assets, and reduce repeated purchases of office equipment • 倡導「垃圾分類、全民行動」，辦公場所內明確垃圾桶分類，督促全員垃圾分類 Advocate “garbage classification with participation by all staff”, specify the classification of garbage cans in office premises, and urge all staff to participate in garbage classification	建造施工 Construction process  • 小型構件加工：項目通過設置小型構架加工車間內設備，對可利用廢料進行粉碎及攪拌，二次利用，澆築成為砌體預製塊、預製過樑等預製構件，減少材料浪費和垃圾產生 Small component processing: reduce material waste and garbage generation by setting up equipment in the small component processing workshop to crush and mix the useful waste, reuse and pour it into precast masonry blocks, precast beams and other prefabricated components • 全砼外牆：全砼外牆施工工藝可使鋁模一次結構成型，減少外牆砌體施工、外牆抹灰施工，減量建築垃圾 All-concrete exterior wall: all-concrete exterior wall construction process can make the aluminum mold form the structure at one time, reduce the masonry construction and plastering of external wall, and reduce construction waste • 場內垃圾分類管理：可回收垃圾包含鋼筋、木方、不含有機物的建築垃圾，均由特定第三方進行回收並再利用；保護膜、泡沫等不可回收垃圾集中收集後由第三方專業公司進行無害化處理 On-site waste classification and management: recyclable wastes, including steel bars, wood and non-organic construction waste, are collected and reused by designated third parties. Protective film, foam and other non-recyclable wastes are collected together and then harmlessly disposed of by third-party professional companies	物業管理 Property management  • 酒店鼓勵減少使用一次性日用品，不主動提供一次性牙刷等六小件 Encourage hotels to reduce the use of disposable daily necessities and do not proactively provide the six small pieces of toiletries such as disposable toothbrushes • 杭州綠城尊藍錢江豪華精選酒店為客人提供再生牙刷，再生牙刷及其包裝均為可回收材料 Hangzhou Greentown Zunlan Qianjiang Luxury Collection Hotel provides guests with regenerated toothbrushes, with both the regenerated toothbrushes and their packaging made from recyclable materials • 通過酒店大屏等多種途徑宣傳綠色環保理念，堅守可持續的長期主義 Promote green concepts through hotel screens and other channels, and uphold long-term development
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報告期內，綠城中國無害廢棄物回收量和產生量情況如下：

During the Reporting Period, non-hazardous waste recycling and generation of Greentown China was as follows:

指標名稱 Name of Indicators	單位 Unit	2024年 2024
紙張回收量 Paper recycling	噸 tonnes	5.31
金屬回收量 Metal recycling	噸 tonnes	0.42
塑料回收量 Plastic recycling	噸 tonnes	1.30
玻璃回收量 Glass recycling	噸 tonnes	0.15
無害廢棄物回收總量 Total non-hazardous waste recycling	噸 tonnes	7.18
紙張使用量 Paper usage	噸 tonnes	37.12
金屬使用量 Metal usage	噸 tonnes	0.69
塑料使用量 Plastic usage	噸 tonnes	3.72
玻璃使用量 Glass usage	噸 tonnes	0.38
廚餘垃圾 Kitchen waste	噸 tonnes	2,330.32
建築垃圾 Construction waste	噸 tonnes	113.58
無害廢棄物產生總量 Total non-hazardous waste generation	噸 tonnes	2,485.81
無害廢棄物產生密度 Density of non-hazardous waste generation	噸／平方米建築面積 tonnes/sqm GFA	0.02

3.4.2 有害廢棄物管理

我們的有害廢棄物主要來源於辦公環節，包括電池、墨盒、熒光燈管等，我們嚴格確保有害廢棄物得到合規處置。我們一方面致力於減少有害廢棄物的產生，另一方面則實施有害廢棄物的專門回收與處理措施，努力降低有害廢棄物的負面環境影響，具體舉措如下：

3.4.2 Hazardous Waste Management

Our hazardous wastes mainly consist of batteries, ink cartridges, fluorescent tubes, etc. generated in the offices. We strictly ensure that hazardous waste is disposed of in a compliant manner. We reduce the generation of hazardous wastes on the one hand, and specially recycle and dispose of hazardous wastes on the other hand, to mitigate the negative environmental impacts of hazardous wastes. The specific measures are as follow:

減少 Reduction
● 採用可充電循環使用電池代替一次性電池，減少電池廢棄量 Using rechargeable and recyclable batteries instead of disposable batteries to reduce battery waste ● 所有打印默認為「節約」模式（雙面和黑白），減少彩色墨盒使用量，減少無效打印、重複打印等現象 All printing defaulting to “Save” mode (double-sided and black & white), which reduces the use of color ink cartridges and ineffective printing, duplicate printing, etc.
回收 Recycle
● 專人回收處理廢棄熒光燈管 Recycling waste fluorescent tubes by dedicated person ● 硒鼓至少二次加粉使用，並由專人回收處理 Using toner cartridges at least twice with powder and recycling by dedicated person

報告期內，我們的有害廢棄物產生量情況如下：

During the Reporting Period, our hazardous waste generation was as follows:

指標名稱 Name of Indicators	單位 Unit	2024年 2024
熒光燈管產生量 Fluorescent tube generation	噸 tonnes	0.29
廢電池產生量 Waste battery generation	噸 tonnes	0.81
墨盒產生量 Ink cartridge generation	噸 tonnes	0.89
設備維護廢液產生量 Waste liquid generation from equipment maintenance	噸 tonnes	0.02
有害廢棄物產生總量 Total hazardous waste generation	噸 tonnes	2.01
有害廢棄物產生密度 Density of hazardous waste generation	噸／平方米建築面積 tonnes/sqm GFA	0.000019



蘇州玫瑰園
Suzhou Rose Garden

品質職場
人才發展新生態

Quality Workplace
A New Ecology of Talent Development

四、品質職場：人才發展新生態

IV. Quality Workplace: A New Ecology of Talent Development

4.1 權益保障

在構建和諧勞動關係的征程中，綠城中國秉持以人為本理念，堅守合規僱傭底線，全力捍衛員工權益。我們不斷開拓招聘渠道，廣納多元人才，為企業發展注入源源活力，共同創造美好未來。

4.1.1 招聘管理

綠城中國遵循《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國工會法》《浙江省集體合同條例》《集體合同規定》等運營所在地法律法規，結合本集團實際情況，我們制定並執行《崗位配置管理標準》《招聘管理標準》《崗位聘任管理標準》《員工調配管理標準》《職位體系管理標準》等內部招聘相關制度，不斷優化招聘崗位設置與人才發展規劃，提升人才梯隊建設效率。

4.1 Rights Protection

In the journey of building harmonious labour relationship, Greentown China upholds its people-oriented concept, adheres to the bottom line of employment compliance and fully defends the rights and interests of employees. We continue to develop recruitment channels and recruit diversified talents to inject vitality into the development of the enterprise and create a bright future together.

4.1.1 Recruitment Management

Greentown China follows the Labor Law of the People's Republic of China 《中華人民共和國勞動法》, Labor Contract Law of the People's Republic of China 《中華人民共和國勞動合同法》, the Trade Union Law of the People's Republic of China 《中華人民共和國工會法》, the Regulations of Zhejiang Province on Collective Contracts 《浙江省集體合同條例》, Provisions on Collective Contracts 《集體合同規定》 and other laws and regulations of the places where it operates. Combining with the actual situation of the Group, Greentown China has formulated and implemented Post Allocation Management Standards 《崗位配置管理標準》, Recruitment Management Standards 《招聘管理標準》, Post Employment Management Standards 《崗位聘任管理標準》, Staff Deployment Management Standards 《員工調配管理標準》, Position System Management Standards 《職位體系管理標準》 and other internal recruitment-related systems, to continuously optimize the recruitment position setting and talent development planning for higher efficiency in talent echelon construction.

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我們持續遵循「五大原則」與「三大重點方向」開展年度員工招聘工作，精準匹配崗位需求，並通過「校招」和「社招」雙軌，為本集團引入高質量人才，實現社會就業市場活力提升及本集團人才多元雙贏局面。

We insisted on the “Five Principles” and “Three Key Directions” in our annual staff recruitment. We have accurately matched the demand for positions and brought in high-quality talents to the Group through the dual track of “campus recruitment” and “social recruitment”, so as to realize a win-win situation in terms of enhancing the vitality of the employment market in society and diversification of the Group’s talents.

綠城中國招聘「五大原則」 Greentown China's "Five Principles" of Recruitment				
合理規劃 Rational planning	先內後外 Internal deployment before external hiring	德才兼備 Meritocracy	親屬迴避 Avoidance of nepotism	科學測評 Scientific assessment
綠城中國招聘「三大重點方向」 Greentown China's "Three Key Directions" of Recruitment				
進一步強化內部活水 Further strengthen internal vitality		進一步加強隊伍年輕化 Further strengthen team youthification	進一步加強招聘質量 Further strengthen recruitment quality	

綠城中國招聘原則與重點方向
Recruitment Principles and Key Directions of Greentown China

報告期內，我們繼續優化招聘工作模式，強化招聘共享機制，實現「縱向聯動」與「橫向協同」，構建高效完整的集團信息網絡，提升資源共享效率。2024年，我們推出了行業首檔校招綜藝，以四名校招生品牌代表的視角，生動展示綠城中國核心業務板塊，以創新形式宣傳公司品牌文化。

During the Reporting Period, we continued to optimize the recruitment mode, strengthened the recruitment sharing mechanism and realized “vertical linkage” and “horizontal synergy”, constructing an efficient and complete information network of the Group to enhance the efficiency of resource sharing. In 2024, we launched the industry’s first campus recruitment variety show, which vividly demonstrated Greentown China’s core business segments from the perspective of four representatives for campus recruitment brands, and promoted the Company’s brand culture in an innovative way.

綠城中國校招綜藝《尋找六邊形戰士》

“In Search of Hexagonal Warriors”, a Campus Recruitment Variety Show of Greentown China

2024年，綠城中國打造了校招專題系列視頻《尋找六邊形戰士》。在形式上，我們以在校生活聞樂見的綜藝形式，以六段片段化視頻，通過四名校招生品牌代表的視角深度探索綠城中國。在內容上，該綜藝圍繞綠城中國各業務模塊展開，介紹了重資產、輕資產及綠城+等不同核心板塊，將四大校招生品牌、綠城中國核心業務、文化、產品融入充滿趣味性的遊戲互動中。在成效上，該綜藝推動綠城中國視頻號全網曝光總量同比增長163%，進一步推動綠城中國與在校生的「雙向奔赴」。

In 2024, Greentown China created a video series, “In Search of Hexagonal Warriors”, with a theme of campus recruitment. In terms of format, via six short videos, we used variety show, which is popular among school students, to explore Greentown China in depth from the perspective of four representatives for campus recruitment brands. In terms of content, the variety show is centred around the business segments of Greentown China, introducing different core segments such as heavy assets, light assets and Greentown+, and integrating the four major campus recruitment brands, Greentown China’s core business, culture and products into fun-filled interactive games. In terms of effectiveness, the variety show drove a 163% year-on-year increase in online exposure of Greentown China’s video account, further promoting the “mutual efforts towards each other” between Greentown China and school students.



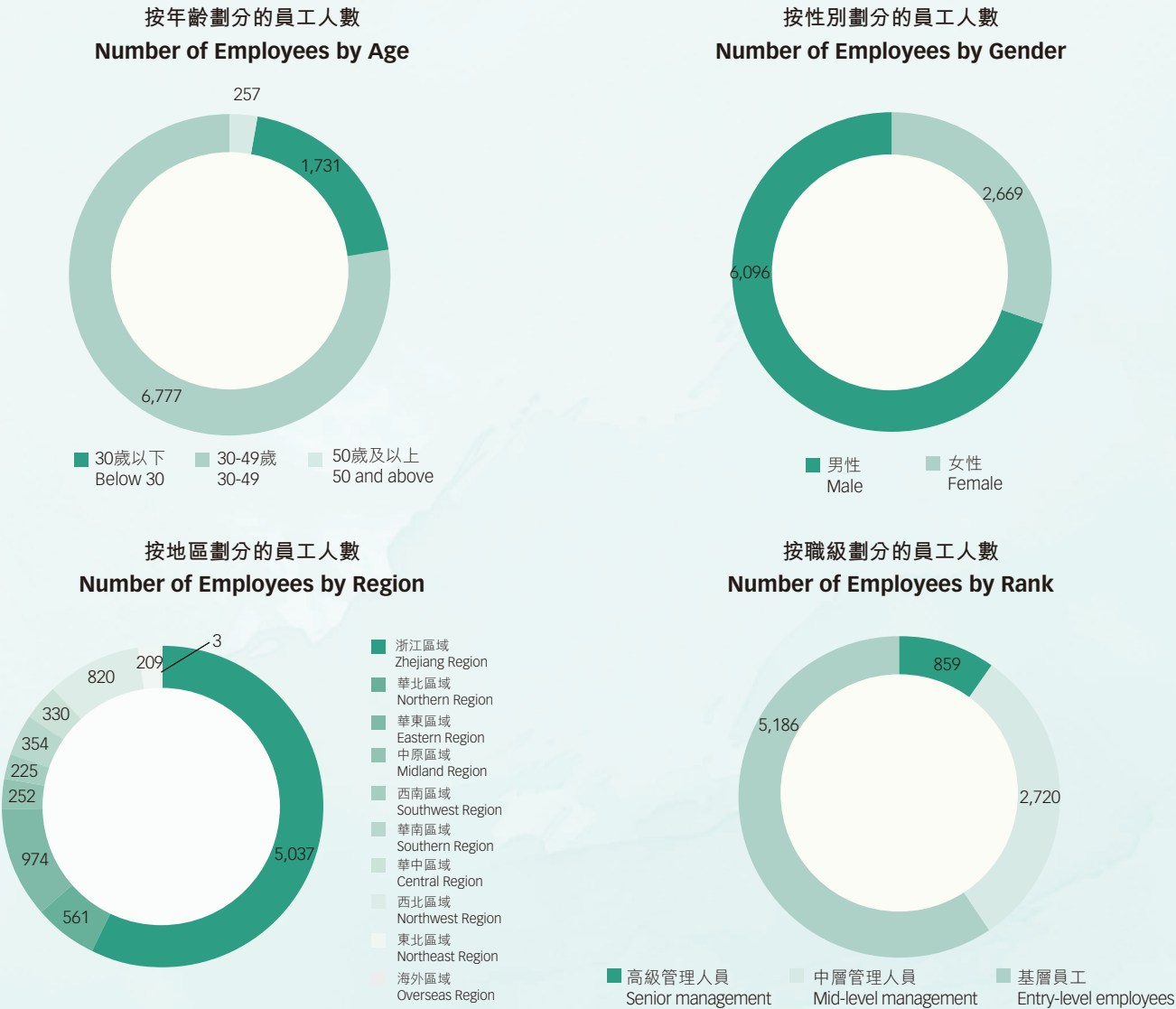
「尋找六邊形戰士」系列綜藝

The Variety Show of “In Search of Hexagonal Warriors” Series

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報告期內，綠城中國被評為中國房地產企業最佳僱主Top30。截至報告期末，本集團的僱員總數為8,765人，通過校招渠道招聘員工數量達788人。按類別劃分的僱員人數詳見下圖：

During the Reporting Period, Greentown China was recognised as Top30 Best Employers of Chinese Real Estate Enterprises. As of the end of the Reporting Period, the total number of employees of the Group was 8,765, and the number of employees recruited through the campus recruitment channels amounted to 788. Details of the number of employees by category are shown in the chart below:



4.1.2 勞工權益

綠城中國嚴格遵守《中華人民共和國工會法》《浙江省集體合同條例》《集體合同規定》等法律法規和相關規定，制定《勞動關係管理標準》等內部制度，規定在招聘過程中禁止基於性別、年齡、宗教、民族、家庭背景及健康狀況等因素進行差別對待，招聘過程中經候選人同意後嚴格核驗身份信息及年齡資質，杜絕童工現象；用工過程中依法保障勞動者權益，尊重員工意願，嚴禁任何形式的強制勞動。若發現違規用工行為，我們將啟動調查機制並及時予以糾正。

2024年，綠城中國組織開展了全集團職工代表大會，共169人參會，集體審議共贏共擔機制、法律援助、員工關愛、離職休假等制度標準。此外，我們全年組織了5次全集團職工代表線上表決，涉及績效管理、職位體系等12項制度，積極落實民主程序，保障員工權益。

在保障員工權益的同時，我們致力於減少人才流失。報告期內，我們修訂了《員工離職管理細則》，進一步完善員工離職管理標準與流程，融入更多人文關懷。此外，我們對離職員工進行定期電話回訪，並按季度向管理層提交離職訪談分析報告，定期評估並改進人力資源管理策略，以降低員工流失率。

4.1.2 Labour Rights

Greentown China strictly abides by the Trade Union Law of the People's Republic of China (《中華人民共和國工會法》), the Regulations of Zhejiang Province on Collective Contracts (《浙江省集體合同條例》), the Provisions on Collective Contracts (《集體合同規定》) and other laws and regulations and relevant provisions. Internal systems such as the Labor Relations Management Standards (《勞動關係管理標準》) have been formulated to ensure that there is no differentiation in the hiring process based on factors such as gender, age, religion, ethnicity, family and health status. During recruitment, with the candidates' consent, their identification and age are verified to ensure compliance with the statutory minimum working age, preventing the employment of child labor. During employment, we ensure that our employees' interests are legally protected and they are engaging in work activities voluntarily without any forced labor. If any violations of employment regulations are discovered, immediate investigation will be launched, and corrective measures will be taken.

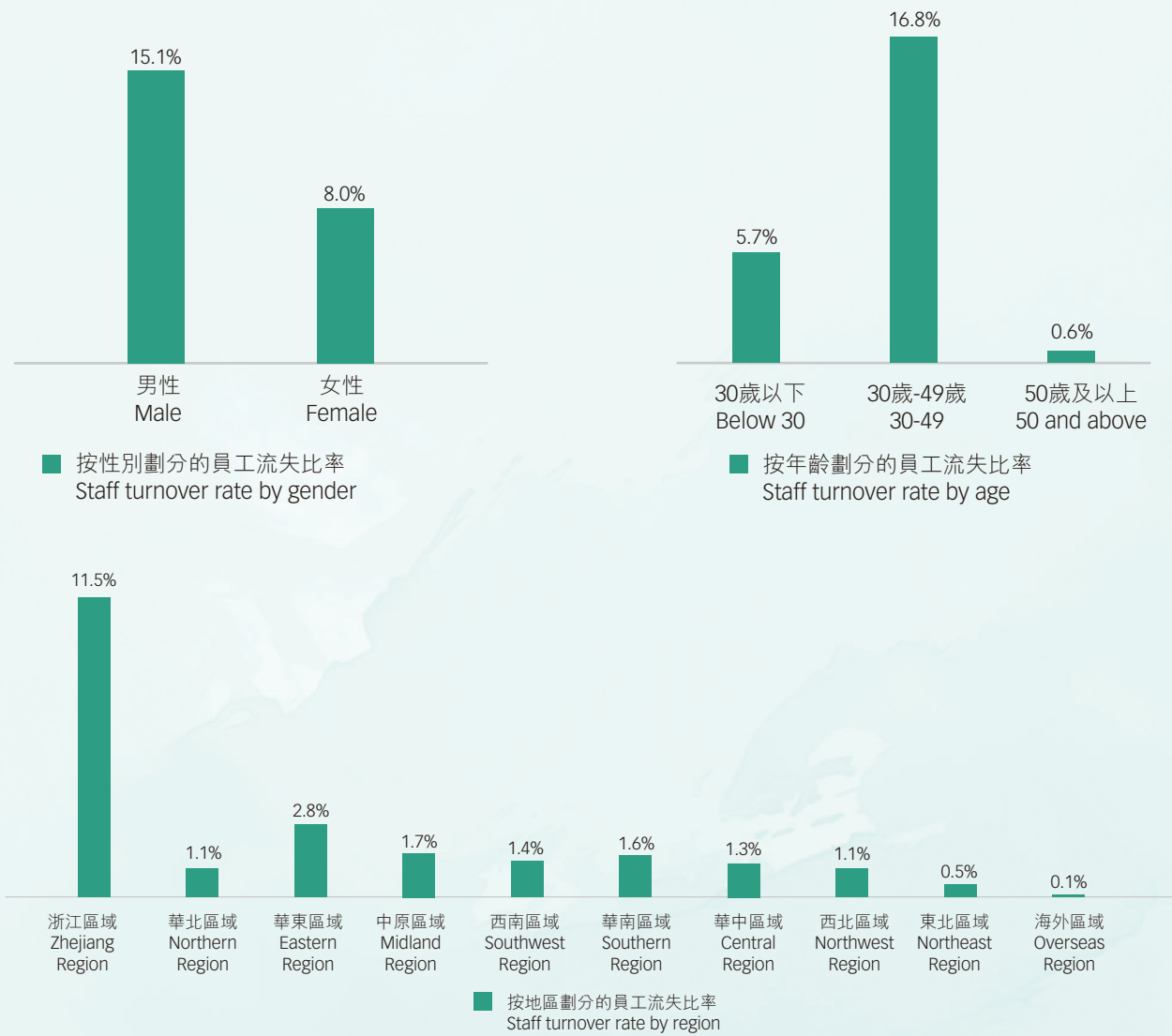
In 2024, Greentown China organized a Group-wide employee representative meeting with a total of 169 participants. At the meeting, system standards such as win-win and co-responsibility mechanism, legal assistance, employee care as well as resignation and leave were collectively considered. In addition, we organized five Group-wide online voting sessions for employee representatives during the year, involving 12 systems such as performance management and position system, to actively implement democratic procedures and safeguard employees' rights and interests.

While protecting the rights and interests of our employees, we are committed to reducing the loss of talents. During the Reporting Period, we revised the Employee Resignation Management Rules (《員工離職管理細則》) to further improve the standards and procedures of employee's resignation management and incorporate more humanistic care. In addition, we regularly make follow-up calls to resigned employees, and submit resignation interview analysis reports to the management on a quarterly basis for regular evaluation and improvement of human resources management strategies, so as to lower the staff turnover rate.

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報告期內，綠城中國的員工總流失率為23.10%，主動離職率9.00%，較上一報告期下降1.6個百分點，按類別劃分的員工流失率詳見下圖：

During the Reporting Period, Greentown China’s total staff turnover rate was 23.10%, with a voluntary employee turnover rate of 9.00%, representing a decrease of 1.6 percentage points as compared with the previous reporting period. The breakdown of employee turnover rate by category is as follows:



4.2 薪酬福利

綠城中國秉持公平與激勵原則，打造富有競爭力的薪酬福利體系。我們向員工提供公平的薪酬福利保障與豐富的福利待遇，並積極與員工開展溝通，通過多元渠道了解員工訴求，打造穩定且富有活力的職業發展平台。

4.2.1 員工薪酬

綠城中國持續完善薪酬激勵體系，於報告期內修訂《薪酬福利管理標準》《營銷服務團隊薪酬績效標準》等內部薪酬管理制度，通過優化薪酬結構、明確績效目標、強化激勵機制，進一步提升員工工作積極性和企業運營效率，為人才留存築牢制度根基。

我們為員工建立由基本養老保險、基本醫療保險、失業保險、工傷保險、生育保險、住房公積金等構成的基本保障體系，並為全體員工提供補充醫療保險、商業保險、節日禮金等多項額外薪酬福利，切實保障員工生活質量，提升員工的歸屬感和滿意度。

4.2 Compensation and Benefits

Greentown China adheres to the principles of fairness and incentives to create a competitive compensation and welfare system. We offer our employees with fair compensation and welfare protection and comprehensive benefits, and actively engage in communication to understand their needs through multiple channels, with an aim to create a stable and dynamic career development platform.

4.2.1 Employees' Compensation

Greentown China continues to improve its compensation incentive system by revising its internal compensation management system such as the Compensation and Welfare Management Standards (《薪酬福利管理標準》) and Remuneration and Performance Standards for Marketing and Service Teams (《營銷服務團隊薪酬績效標準》) during the Reporting Period, which further enhance employees' motivation and operational efficiency by optimising the compensation structure, clarifying the performance objectives and strengthening the incentive mechanism, so as to build a solid foundation for the talent retention system.

We have established a basic welfare security system for our employees, comprising basic endowment insurance, basic medical insurance, unemployment insurance, employment injury insurance, maternity insurance, housing provident fund, etc., and provided all employees with a number of additional compensation benefits such as supplementary medical insurance, commercial insurance and holiday cash gifts, which effectively protected the quality of life of our employees and enhanced their sense of belonging and satisfaction.

4.2.2 員工福利

除《薪酬福利管理標準》外，綠城中國於報告期內修訂了《考勤休假管理標準》，繼續深化考勤與休假管理制度的優化，進一步融入多元化管理理念，確保不同背景員工的權益得到充分保障。

報告期內，在持續開展豐富多彩員工節日節慶活動、單身員工聯誼活動、退休員工慰問活動的同時，我們持續優化彈性福利計劃，打造「線上、線下」員工福利雙軌機制。我們創新推出「綠城中國福利社」系列活動，包括「福利社中秋專場」「五一•最美勞動者」攝影大賽和「福利社年底專場」等，以趣味性活動提升員工歸屬感與認同感。同時，我們拓展彈性福利平台應用場景，以精準滿足各類員工的個性化需求。

4.2.2 Employees' Benefits

In addition to the Compensation and Welfare Management Standards 《薪酬福利管理標準》, Greentown China revised the Attendance and Leave Management Standards 《考勤休假管理標準》 during the Reporting Period, and continued to deepen the optimisation of the attendance and leave management system to further incorporate the concept of diversified management, ensuring that the rights and interests of employees of different backgrounds are fully protected.

During the Reporting Period, while organizing a variety of festive activities for employees, social gatherings for single employee and visits for retired employees, we continued to optimize our flexible welfare plan and create a dual-track mechanism for "online and offline" employee welfare. We innovatively held a series of activities under "Greentown China's Welfare Club", including the "Welfare Club Mid-Autumn Festival Special Event", the "May 1st • The Most Beautiful Worker" photography contest and the "Welfare Club Year-End Special Event", to enhance the sense of belonging and recognition of our employees through fun activities. At the same time, we expanded the application scenario of our flexible welfare platform to accurately meet the personalized needs of various employees.



「綠城中國福利社」系列活動現場
Scenes of the Series of Activities of the "Greentown China's Welfare Club"

拓展彈性福利平台特色板塊

Expanding the featured segments of the flexible welfare platform

- 將酒店板塊產品納入彈性福利平台，使員工既能夠享受內部特惠價格，也可選擇使用積分購買
Incorporate hotel segment products into the flexible welfare platform, enabling employees to enjoy special internal rates as well as the option of purchasing with points

食堂餐卡與彈性福利平台無縫對接

Seamless integration of canteen meal cards with flexible welfare platform

- 實現員工餐卡餘額的跨渠道使用
Enabling cross-channel usage of employee meal card balances

引入彈性積分兌換自助販賣機

Introduction of flexible points redemption at vending machines

- 員工可使用積分兌換自助販賣機上的多樣化產品，實現福利的多渠道獲取
Employees can use their points to redeem diversified products from self-service vending machines, enabling multi-channel access to benefits

2024年綠城中國彈性福利平台應用場景拓展

Expanded Application Scenario of Greentown China's Flexible Welfare Platform in 2024

在為員工打造豐富的福利體系的同時，我們亦關懷員工的家庭，讓綠城中國的關愛惠及更多人，讓員工能更安心投入工作中。報告期內，我們按照制度和綠城中國傳統繼續開展員工及家屬傷病慰問、婚育恭賀、「家庭日」親子活動、員工子女「海豚計劃」等員工家庭關愛活動，並持續通過「家人基金」為受困員工家庭提供幫助。

While building a diverse welfare system for our employees, we also care for their families, so that the care of Greentown China can benefit more people and employees can be worry-free at work. During the Reporting Period, we continued to hold family care activities in accordance with our policy and Greentown China's traditions, such as consolation for employees and their families in case of injury or illness, congratulations on marriage and parenthood, "Family Day" activity and the "Dolphin Project" for employees' kids, and continued to provide assistance to families of employees in distress through the "Family Fund".

「家人基金」幫扶項目

"Family Fund" support programme

- 2024年，我們持續推進「家人基金」幫扶項目，為家庭受困員工提供經濟與心理支持，該項目已運行超7年。報告期內，該基金項目共救助9組員工家庭，累計救助員工家庭55組，救助金額達人民幣52.61萬元，累計支出人民幣349.64萬元。
In 2024, we continued to promote the "Family Fund" support programme, which has been in operation for more than seven years, to provide financial and psychological support to employees whose families are in distress. During the Reporting Period, the Fund aided 9 groups of employees' families, with a cumulative total of 55 groups of employees' families, and the total amount of support reached RMB526,100, with a cumulative expenditure of RMB3,496,400.

4.2.3 員工溝通

綠城中國倡導員工與集團各層級建立緊密聯繫，通過延續「五一」員工座談會、管理者在線等溝通渠道，廣泛吸納員工意見，並回應員工需求。

4.2.3 Employee Communication

Greentown China advocates the establishment of a close relationship between employees and all levels of the Group. Through the maintenance of communication channels such as the “May 1st” Employee Symposium and the Management Online, the Group has widely absorbed employees’ opinions and responded to their needs.

「五一」員工座談會
“May 1st” Employee Symposium

- 報告期內，綠城中國梳理2019年以來「五一」員工座談會改革五年成果，總提案數約10,645條，提案落實整體滿意度達97%以上。
During the Reporting Period, Greentown China sorted out the five-year achievements of the “May 1st” Employee Symposium reform since 2019, with a total of approximately 10,645 proposals and an overall satisfaction rate of over 97% in the implementation of the proposals.
- 2024年，綠城中國召開第26屆「五一」員工座談會，舉行座談會285餘場次，收集「添光彩」提案541條，「辦實事」提案669條，各級單位積極答覆並落實。
In 2024, Greentown China convened the 26th “May 1st” Employee Symposium, held more than 285 symposiums, and collected 541 proposals on “adding lustre” and 669 proposals on “doing practical things”. The units at all levels actively replied and implemented the proposals.

管理者在線
Management Online

- 報告期內，綠城中國梳理2019年以來「管理者在線」開展成果，共收到原始意見建議1,058條，經梳理後均反饋集團決策層和相關職能中心，並得到認真回覆落實，推動管理改進。
During the Reporting Period, Greentown China reviewed the outcomes of the “Management Online” since 2019, and received a total of 1,058 original comments and suggestions, which were all fed back to the group’s decision-making level and relevant functional centers, and were seriously replied and implemented to promote management improvement.
- 2024年，收到5級及以上管理者改進舉措共30條，「心聲社區」「管理者在線」員工日常問題意見和改進建議19條，「管理者在線」專屬郵箱接收舉報投訴郵件4封，均分類分級定向反饋、溝通、解決。
In 2024, Greentown China received a total of 30 improvement initiatives from managers at level 5 and above, 19 opinions and improvement suggestions on daily issues from employees in the “Voice Community” and “Management Online”, and 4 emails from the dedicated mailbox of “Management Online” for reporting complaints. All of them were categorized and classified for feedback, communication and resolution.

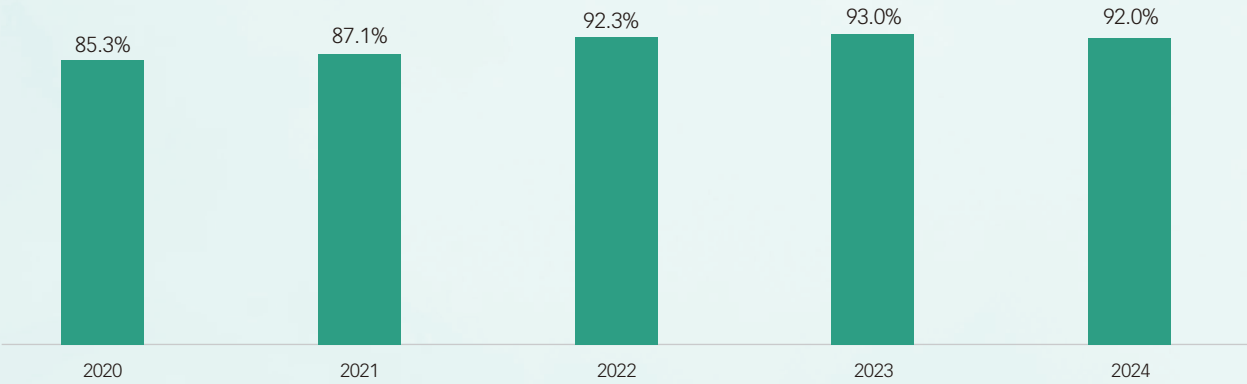
員工溝通渠道及執行情況

Employee Communication Channels and Enforcement

四、品質職場：人才發展新生態
IV. Quality Workplace: A New Ecology of Talent Development

2024年，綠城中國面向全體員工開展了以業務實際為核心的員工敬業度在線調研，調研涵蓋了戰略前景、個人發展前景、管理公平性、管理效率以及員工關愛五個關鍵維度。結果顯示，綠城中國2024年員工敬業度為92%。與此同時，我們還針對綠城大學辦學和食堂服務等內容進行員工滿意度調查。結果顯示，報告期內綠城中國員工滿意度為99.7%，連續多年高位企穩。

In 2024, Greentown China conducted an online employee engagement survey centred on business realities for all employees, covering five key dimensions: strategic prospects, personal development outlook, management fairness, management efficiency and employee care. The results showed that employee engagement level of Greentown China in 2024 was 92%. At the same time, we also conducted employee satisfaction surveys on the Greentown University education and canteen services. The results showed that Greentown China’s employee satisfaction rate was 99.7% during the Reporting Period, which has stabilized at high levels for many consecutive years.



綠城中國五年內敬業度得分情況
Greentown China’s Engagement Performance in the Past Five Years

4.3 培訓發展

綠城中國以培訓體系為基，以晉升與績效評估為翼，以激勵舉措為驅，全方位打造人才培育生態，助力員工穩步成長，成就企業與人才共同飛躍。

4.3 Training and Development

Taking training system as the foundation, with promotion and performance evaluation as the wings, and incentives measures as the driver, Greentown China has built an all-round talent cultivation ecosystem to help employees grow steadily and achieve a mutual leap for both enterprise and talents.

四、品質職場：人才發展新生態

IV. Quality Workplace: A New Ecology of Talent Development

4.3.1 培訓體系

綠城中國圍繞「員工複合發展、業務問題解決」兩大導向，立足於「集成實戰解決方案」及「綠城雲大學」兩大核心支撐，深化員工職業全生命周期培養體系建設。為拓寬人才發展空間，滿足多元化經營需求，我們實施《員工培訓管理標準》《專業等級評定與崗位資格認證管理標準》等制度，持續開展全職級培訓項目，助力全員能力提升。

4.3.1 Training System

Based on the two core supports of “integrated practical solutions” and “Greentown Cloud University”, Greentown China focuses on the two directions of “employee compound development and business problem solutions”, and deepens the construction of a full career life cycle training system for employees. In order to broaden the space for talent development and meet the development needs of diversified operation, we have implemented the Employee Training Management Standards 《員工培訓管理標準》, the Professional Grade Assessment and Qualification Certification Management Standards 《專業等級評定與崗位資格認證管理標準》 and other systems, and continued to carry out training programs for full level of employees to help enhance the capability of all employees.



四、品質職場：人才發展新生態
IV. Quality Workplace: A New Ecology of Talent Development

報告期內，綠城中國針對員工培養計劃執行情況制定了辦學質量、課題收益、培訓滿意度、梯隊出苗率等績效管理目標，均超挑戰值完成。

During the Reporting Period, Greentown China set performance management targets for the execution of the staff development programme in terms of education quality, topic benefits, training satisfaction and the emergence rate of the talent pipeline, all of which exceeded the challenge target.

4.3.2 培訓項目

報告期內，綠城中國圍繞產品管理賦能、業務拓展、順應AI時代、持續亮點培訓開展等方面打造一系列員工培訓與賽事項目，致力於培育專業產品管理團隊、數字化人才在內的綠城中國人才隊伍。

4.3.2 Training programmes

During the Reporting Period, Greentown China created a series of employee training and tournament programmes focusing on product management empowerment, business expansion, adapting to the AI era, and continuous highlight training, etc. It is committed to fostering Greentown China’s talent team, including professional product management teams and digital talents.

綠城中國《項目管理工作坊》和第四期「品相管控」系列培訓
Greentown China’s “Project Management Seminar” and Fourth “Quality Control” Series Training

為助力員工掌握系統的项目管理流程與方法，提升產品審美與創新認知，報告期內綠城中國開展了共2期《項目管理工作坊》公開課培訓和綠城中國第四期「品相管控」系列（綠城好房子）培訓，為綠城中國「全品質、高質量、可持續」發展打造強有力的產品管理團隊。

In order to help employees master systematic project management processes and methods, and to enhance product aesthetics and innovation awareness, Greentown China conducted two public trainings on “Project Management Seminar” and the fourth session on “Quality Control” series (Greentown’s good houses) training during the Reporting Period, with an aim to build a strong product management team for Greentown China’s “comprehensively high-quality and sustainable” development.



《項目管理工作坊》公開課培訓
Public Training on “Project Management Seminar”

綠城中國「第二期輕重並舉」專題培訓
Greentown China's Special Trainings Themed on the
"Second Phase of Improvement of both Light and Heavy Assets"

針對重資產區域公司投資負責人和關鍵骨幹，以及重資產板塊城市公司、項目群、片區、代建子公司負責人和關鍵骨幹，通過授課、參訪、研討等形式，我們幫助學員深入理解政府代建拓展邏輯，掌握拓展要點，同時熟悉代建項目運營邏輯，完善輕重並舉管理機制，助推發展戰略落地。

For the investment leaders and backbone personnel of heavy asset regional companies, as well as the leaders and backbone personnel of city companies, project groups and districts of heavy asset sectors, and also the project management subsidiaries, through lectures, visits and seminars, we help the trainees to deeply understand the logic of the expansion of the government project management business and grasp the key points of expansion, and at the same time, become familiar with the operation logic of the management projects, improve the management mechanism of light and heavy assets, and facilitate the implementation of development strategies.



「第二期輕重並舉」專題培訓
Special Training themed on the "Second Phase of Improvement of both Light and Heavy Assets"

AI辦公提效創作大賽
AI Office Efficiency Creative Contest

報告期內，我們舉辦了為期2個月的AI辦公提效創作大賽，共吸引1,000餘人參與。大賽通過課程學習、專家指導和實戰練習，結合社群運營與宣傳推廣，滿足學員碎片化學習需求，助力員工成長為內容創作者和AI分享者，為公司數字化轉型注入新動力。

During the Reporting Period, we organized a 2-month AI Office Efficiency Creative Contest, which attracted more than 1,000 participants. Through course learning, expert guidance and practical exercises, combined with community operation and promotional activities, the contest met the diverse learning needs of participants, helped employees grow into content creators and AI sharers, and injected new momentum into the Company's digital transformation.

領航計劃

Pilot Programme

- 2024年領航計劃的核心議題為如何進一步助推「最懂產品」戰略支點高質量落地。通過遊學參訪、行動學習研討，系統提升核心幹部領導能力並解決集團戰略難題。

The core topic of the 2024 Pilot Programme was how to further promote the high-quality implementation of the strategic pivot point of “best understanding of products”. Through study tours and action learning seminars, we systematically improved the leadership capabilities of core cadres and solved the Group's strategic issues.

彩虹+計劃

Rainbow + Program

- 2024年在具備客戶視角的情況下，圍繞「最懂產品」，開展案例學習與實戰研討，累計產出30+項重要舉措成果，助力產品力顯著提升。

In 2024, from the customer's perspective, we conducted case studies and practical seminars around the “best understanding of products”, and produced 30+ important initiatives that helped improve the product strength significantly.

同道人加速艙計劃

Fellow Accelerating Training

- 在「多維導師」帶教機制保障下，開展「同道人加速艙計劃」，聚焦管理溝通技能提升，牽引高潛校招生加速發展。

With the support of the “Multi-dimensional Mentor” teaching mechanism, the “Fellow Accelerating Training” was carried out, focusing on the enhancement of management and communication skills to accelerate the development of high-potential talents from campus recruitment.

綠城中國亮點培訓項目

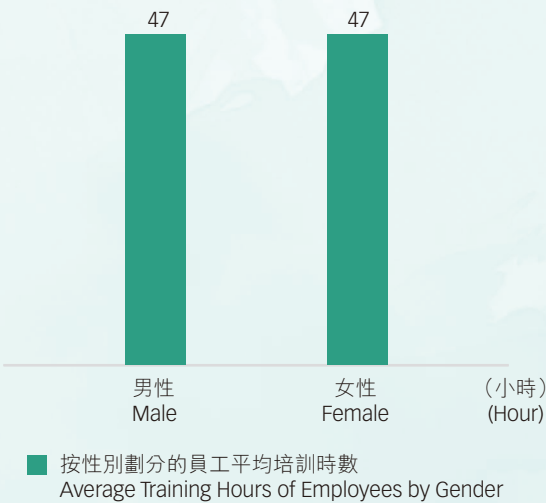
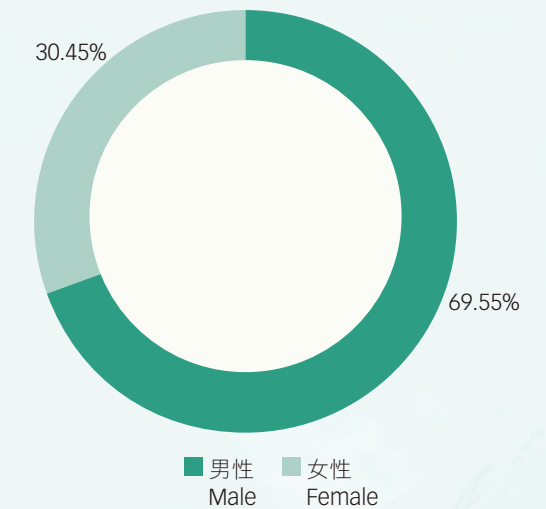
Highlight Training Programmes of Greentown China

四、品質職場：人才發展新生態
IV. Quality Workplace: A New Ecology of Talent Development

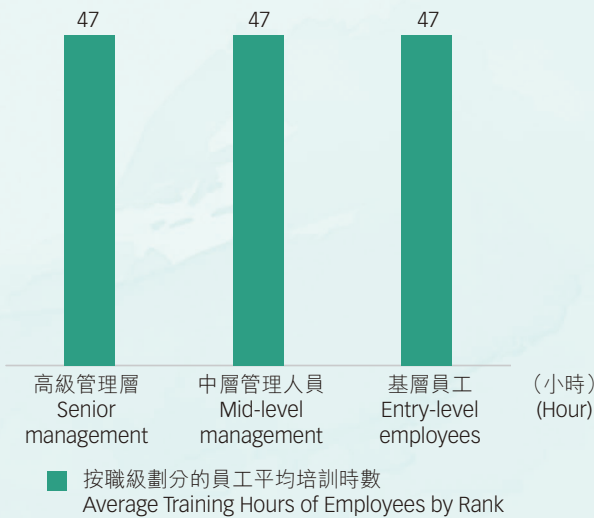
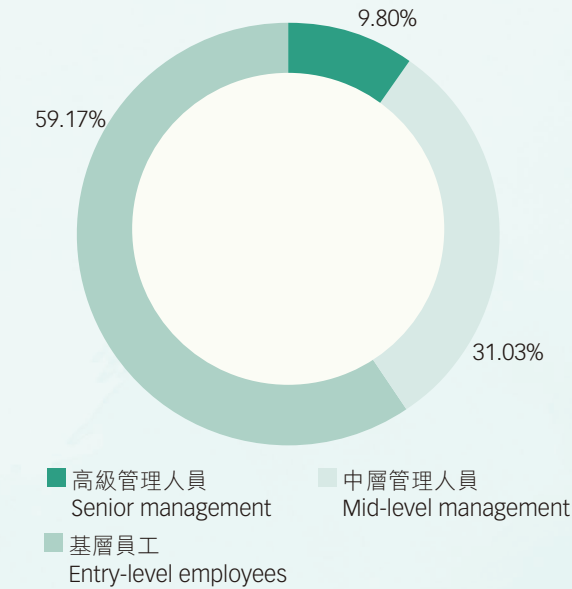
報告期內，本集團培訓覆蓋員工8,765人，
受訓比例100%，具體受訓情況如下：

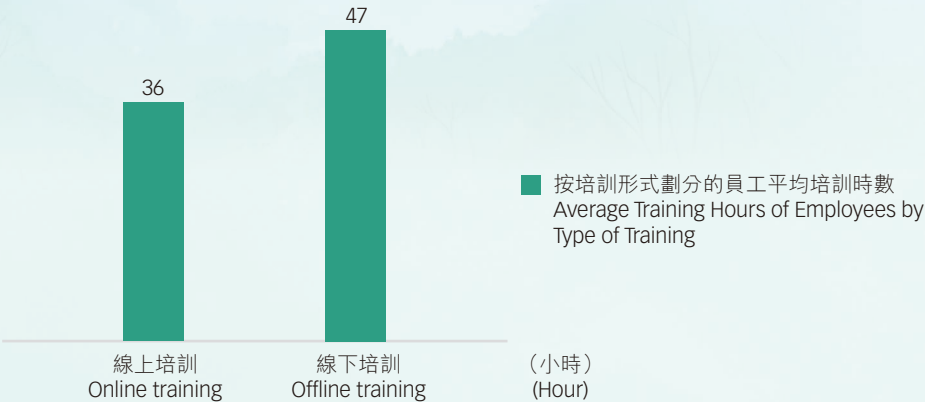
During the Reporting Period, the Group’s training covered 8,765 employees, with a training coverage ratio of 100%. The details of training are as follows:

按性別劃分的受訓員工百分比
Percentage of Employees Trained by Gender



按職級劃分的受訓員工百分比
Percentage of Employees Trained by Rank





2024年本集團員工受訓情況
Details of Staff Training of the Group in 2024

4.3.3 員工晉升

為契合業務發展需求，綠城中國制定了《員工績效管理標準》《幹部管理手冊》《關於深化幹部交流加強一線賦能的通知》《人員晉升與調薪操作細則》等績效與晉升相關內部制度，並於報告期內修訂了《職位體系管理標準》，清晰規劃員工職業發展路徑。

4.3.3 Employee Promotion

In order to meet the needs of business development, Greentown China has formulated internal systems related to performance and promotion, such as the Employee Performance Management Standards (《員工績效管理標準》), the Cadre Management Manual (《幹部管理手冊》), the Notice on Deepening Communications among Cadres and Strengthening Front-line Empowerment (《關於深化幹部交流加強一線賦能的通知》), the Operational Articles on Personnel Promotion and Salary Adjustment (《人員晉升與調薪操作細則》), etc. During the Reporting Period, Greentown China also revised the Position System Management Standards (《職位體系管理標準》), so as to clearly outline employees' career development paths.

特戰隊計劃

The Special Forces Programme

- 報告期內，本集團啟動「特戰隊計劃」，選拔「有能力、有意願」的高潛人才，通過實戰歷練提升其業務與管理能力，並配套「優先任用、傾斜激勵」政策。最終，21名特戰隊員中12人獲得新崗位任用，實現零流失。
During the Reporting Period, the Group kicked off the “Special Forces Programme” to select high potential talents with “ability and willingness” and enhance their business and management capability through practical experiences, backed by the policy of “priority recruitment and preferential incentives”. In the end, 12 of the 21 special forces members were appointed to new positions, achieving zero turnover.

「多維導師」帶教機制

“Multi-dimensional Mentor” teaching mechanism

- 我們持續優化校招生培養體系，基於「五年三階段」思路和「721」法則，構建「歷練、賦能、檢驗、體驗」多線培養體系，推動一線實踐與多崗輪動。通過「多維導師」帶教機制保障培養效果，並以「加速艙計劃」助力高潛校招生快速發展。2024年底調研顯示，校招生滿意度達92.45%。
We continue to optimize the training system for campus recruitment. Based on the “five-year, three-stage” concept and the “721” rule, we built a multi-line training system of “training, empowerment, testing and experience”, promoting frontline practice and cross-functional rotations. The “Multi-dimensional Mentor” teaching mechanism ensures effective training, while the “Accelerating Training” supports the rapid development of high-potential campus recruits. The research at the end of 2024 showed that the satisfaction rate of campus recruitment reached 92.45%.

高管師徒結對活動

Senior management mentorship pairing programme

- 2024年，我們順利開展高管師徒結對活動，各級單位組織高潛人才與高管結對。徒弟在導師指導下，按「1+1+N」模式制定收成計劃，即跟崗學習1周、完成1項專項任務，以及N項導師安排的其他任務。通過此項活動，高潛人才的成長路徑更加清晰，職業發展得到有力推動。
In 2024, we successfully launched the senior management mentorship pairing programme, where units at all levels organized the pairing of high potential talents with senior management. Under the guidance of the mentors, the apprentices formulated a harvest plan in accordance with the “1+1+N” model, i.e., one week of on-the-job learning, completion of one special task, and a number of other tasks arranged by the mentors. Through this programme, the growth path of high potential talents became clearer and their career development is effectively promoted.

綠城中國員工晉升與發展項目

Greentown China's Employee Promotion and Development Programme

綠城中國2024年人才盤點 Greentown China's Talent Review for 2024

2024年7月，綠城中國開展了全面人才盤點工作，共覆蓋一萬餘名員工及管理幹部，核心盤點歷時3周，確保了盤點工作的全面性和準確性。

本次人才盤點創新地將盤點校準會與半年度考核溝通合併開展，不僅提高了溝通效率，還強化了管理者對人才的評估深度。此舉有效幫助管理者盤清了人才家底，為後續的人才任用提供了有力支持。

In July 2024, Greentown China conducted a comprehensive talent review covering more than 10,000 employees and management cadres, with the core review lasted for 3 weeks to ensure the comprehensiveness and accuracy of such review.

The talent review innovatively combined the review calibration meeting with the semi-annual assessment communication, which not only improved the communication efficiency, but also deepened the managers' evaluation on talents. This move effectively helped managers to make a clear review of talents and provided strong support for the subsequent talents appointments.

4.3.4 員工平等與多元化

綠城中國致力於維護員工多元與平等以實現可持續發展，嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》等相關法律法規並制定《綠城中國多元化政策》。2024年，我們在招聘錄用、職位晉升、薪資調整等維度平等對待不同性別的員工，並向殘障人士及少數民族人士提供平等的就業機會。

綠城中國在管理層遴選過程中，堅持以候選人的管理能力為核心評價標準，同時注重管理團隊的專業背景、行業經驗及性別多元化，積極推動男女同工同酬，致力於打造一支高效、包容、多元化的管理團隊。

4.3.4 Employee Equality and Diversity

Greentown China is committed to maintaining employee diversity and equality to achieve sustainable development, strictly complies with the Labor Law of the People's Republic of China (《中華人民共和國勞動法》), the Labor Contract Law of the People's Republic of China (《中華人民共和國勞動合同法》) and other relevant laws and regulations, and has formulated the Diversity Policy of Greentown China (《綠城中國多元化政策》). In 2024, the Group treated employees of different genders equally in terms of recruitment, promotion, salary adjustment and other dimensions, and provided equal employment opportunities to people with disabilities and ethnic minorities.

In the management selection process, Greentown China insists on the core evaluation criteria of candidates' management capability, while focusing on the professional background, industry experience and gender diversity of the management team, actively promoting equal pay for equal work regardless of employees' gender, and is committed to building an efficient, inclusive and diverse management team.

四、品質職場：人才發展新生態
IV. Quality Workplace: A New Ecology of Talent Development

我們高度重視女性員工的全面發展與福祉，為女性員工舉辦豐富多彩的活動，包括踏春研學、手工製燈體驗、國際家庭日講座等，旨在提升女性員工文化素養與家庭關係管理能力。

We attach great importance to the all-round development and well-being of our female employees and organize a wide variety of activities for female employees, including a spring study tour, lantern making experience, and special lecture on the International Day of Families, aiming to enhance their cultural literacy and family relationship management skills.

母親節暨國際家庭日專項講座
Special Lecture on Mother's Day and International Day of Families

2024年，綠城中國舉辦了《改善緩解親子關係》母親節暨國際家庭日專項講座，由國家二級心理諮詢師白娟老師授課，吸引了100人現場及線上參與，助力員工提升親子關係管理能力，增強家庭幸福感。

In 2024, Greentown China held a special lecture on Mother's Day and International Day of Families, titled "Improving and Building Better Parent-Child Relationships", and invited Ms. Bai Juan (白娟), a national second-grade psychological counsellor, as speaker. The lecture attracted 100 on-site and online participants, helping employees improve their parent-child relationship management skills and enhance their sense of family well-being.



《改善緩解親子關係》專項講座
Special Lecture of "Improving and Building Better Parent-Child Relationships"

4.4 健康安全

在員工健康與安全的守護之路上，綠城中國憑藉完善的制度築牢根基，借助精準的控制舉措穩步推進，通過系統的培訓賦能增效，全方位構建堅實的安全保障體系，守護每一位員工的安康與福祉。

綠城中國始終把員工健康安全保障工作作為關鍵考量，不斷優化《職業健康與安全管理政策》等安全管理制度，切實履行職業健康與安全承諾。本公司各附屬公司均需以集團層面所制定的健康與安全相關政策制度為基線開展健康與安全管理與實踐工作。同時，我們在相應高管薪酬績效評估中納入安全生產績效作為考核因素，安全生產事故的發生將直接影響相應高管年度薪酬。此外，我們通過開展安全巡查和安全意識宣貫活動，強化職業健康安全管理和施工安全管理，確保實現安全目標。

4.4 Health and Safety

On the path of guarding employees' health and safety, Greentown China, by leveraging its established system with strong foundation and steady advancement with precise control measures, empowers and enhances efficiency through systematic training to build a robust safety assurance system, thereby protecting the health and well-being of every employee.

Greentown China always regards the health and safety protection of its employees as a key consideration. It never ceases from optimising the Policy on Occupational Health and Safety Management (《職業健康與安全管理政策》) and other safety management systems to effectively fulfil its occupational health and safety commitments. Each subsidiary of the Company is required to carry out its health and safety management and practices based on the health and safety related policies and systems formulated at the group level. Meanwhile, we have incorporated work safety performance as an evaluation factor into relevant senior management compensation assessment. The occurrence of work safety accidents will directly affect the annual compensation of relevant senior management. In addition, we strengthen our occupational health and safety management and construction safety management through safety inspections and safety awareness campaigns, so as to ensure the realization of safety goals.

年度安全目標：

- ✓ 每千名員工少於0.5起嚴重安全生產事故¹⁴。
- ✓ 零起安全生產死亡事故。

Annual Safety goal:

- ✓ Less than 0.5 serious safety production accident¹⁴ per thousand employees.
- ✓ Zero safety production accidents resulting in fatalities of employees.

達成情況：過去三年未有因工傷而導致的死亡事件。

報告期內，本集團未發生工傷事件，因工傷損失工作天數為零。

Achievements: The Group had no work-related fatalities in the past three years.

During the Reporting Period, the Group did not have any work-related injuries, and the number of working days lost due to work-related injuries was zero.

¹⁴ 嚴重安全生產事故：根據《企業職工傷亡事故分類》(GB 6441)定義為需歇工≥105個工作日，或導致肢體殘缺、器官功能永久性喪失(如失明、耳聾)的傷害。

¹⁴ Definition of serious work safety accidents: According to the Classification of Casualty Accidents of Enterprise Employees (GB 6441) (《企業職工傷亡事故分類》(GB 6441)), it refers to injuries that require employees to take leave for ≥105 working days, or result in limb disabilities and permanent loss of organ functions (such as blindness and deafness).

四、品質職場：人才發展新生態

IV. Quality Workplace: A New Ecology of Talent Development

我們搭建了科學高效的安全管理架構，由ESG委員會下設的ESG工作小組負責健康安全管理工作，明確健康與安全目標，並督促日常安全管理措施的落實。2024年，我們持續提升安全標準，旗下綠城管理集團、綠城裝飾工程集團有限公司、綠城房屋4S公司以及浙江綠城理想生活商業運營服務有限公司等多家附屬公司均獲得了ISO 45001職業健康安全管理、ISO 14001環境管理和ISO 9001質量管理三體系認證。

4.4.1 員工健康與安全

綠城中國嚴格遵守《中華人民共和國消防法》《中華人民共和國職業病防治法》等法律法規，並制定《綠城中國員工關愛工作指引》，全面落實員工健康與安全管理舉措，保障員工身心健康與安全。

We have established a scientific and efficient safety management structure, with the ESG working group under the ESG Committee responsible for health and safety management, defining health and safety objectives and supervising the implementation of daily safety management measures. In 2024, we continued to enhance our safety standards, and several subsidiaries, including Greentown Management Group, Greentown Decoration Engineering Group Co., Ltd., Greentown Housing 4S Company, and Zhejiang Greentown Ideal Life Commercial Operation Service Co., Ltd., have obtained ISO 45001 occupational health and safety management system, ISO 14001 environmental management system and ISO 9001 quality management system.

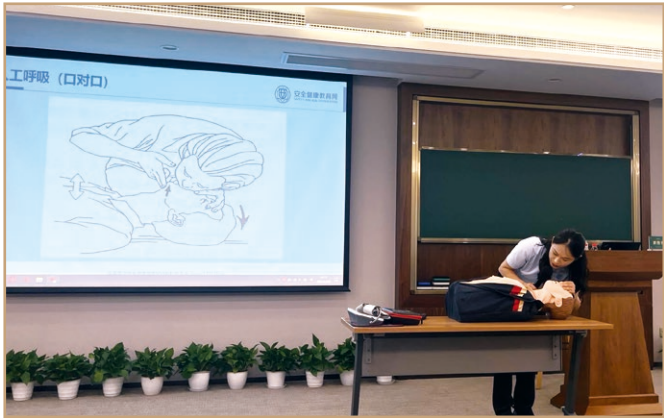
4.4.1 Employee Health and Safety

Greentown China strictly abides by the Fire Control Law of the People's Republic of China (《中華人民共和國消防法》), the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases (《中華人民共和國職業病防治法》) and other laws and regulations, and has formulated the Guidelines of Greentown China on Employee Care (《綠城中國員工關愛工作指引》), to comprehensively implement employee health and safety management initiatives for safeguarding the physical and mental health and safety of our employees.

員工安全 — 應急講座與應急演練
Employee Safety – Emergency Talks and Drills

綠城中國持續關注並守護員工的職業健康與安全。我們面向全體員工開展了綠城中國2024年行政小課堂《人人講安全，個個會應急》，並參與全國職工職業健康知識宣講，開展急救知識及慢性病防治培訓和員工康養保健講座，旨在全面提升員工的安全意識和健康素養，為員工的身心健康保駕護航。

Greentown China continuously pays attention to and safeguards the occupational health and safety of its employees. We launched the Greentown China 2024 Administrative Mini-Class: “Everyone Talks about Safety, Everyone Knows Emergency Response”, for all employees. Additionally, we participated in national occupational health knowledge promotion for employees, providing training on first aid and chronic disease prevention, along with recreation and healthcare lectures, so as to enhance employees’ safety awareness and health literacy, ensuring comprehensive support for their physical and mental well-being.



行政小課堂《人人講安全，個個會應急》現場
Scene of Administrative Mini-Class: “Everyone Talks about Safety, Everyone Knows Emergency Response”

此外，報告期內，我們聯合物業及消防隊開展了消防安全演習活動，進一步增強員工的安全意識和應急能力。

In addition, during the Reporting Period, we conducted fire safety drills in conjunction with our properties management and fire brigade to further enhance the safety awareness and emergency response capability of our employees.

員工健康 — 健身倡導、健康服務與硬件升級 Employee Health – Fitness Advocacy, Health Services and Hardware Upgrades

為鼓勵員工積極參與健身，綠城中國總部為員工辦理了免費健身卡，並持續開展「新我計劃」全民健身行動。報告期內，我們舉辦了2024年員工足球賽和趣味運動會，並常態化組織瑜伽、籃球、騎行等俱樂部活動。此外，我們組隊參加了杭州市西湖區第五屆業餘乒乓球賽，榮獲企業組第六名，並在杭州市西湖區第十一屆全民運動會上獲得體育道德風尚獎，展現了員工的積極風貌和團隊精神。

為提升員工的辦公體驗和工作效率，我們不僅為員工提供人體工學辦公桌椅，還對辦公場地進行了全面升級，進一步提高辦公的舒適度。

同時，我們繼續為員工及家屬提供優質體檢服務及日常健康360°（即日常保健「家庭醫生」）服務，並通過日常運營「員工健康驛站」持續為員工提供體檢報告解讀、肩頸理療、口腔保健、三伏貼、中醫駐點服務和推拿駐點服務等貼心服務，全方位守護員工健康。

In order to encourage employees to actively participate in fitness, Greentown China's headquarters provided free fitness memberships for employees and continued to carry out the "New Me Project" fitness action across the Group. During the Reporting Period, we held the 2024 Staff Football Match and Fun Sports Games, and regularly organized club activities such as yoga, basketball and cycling. In addition, we formed a team to participate in the Fifth Amateur Table Tennis Tournament of Hangzhou Xihu District, and won the sixth place in the enterprise group, and the Sports Ethics Award at the 11th National Sports Games of Hangzhou Xihu District, demonstrating the positive attitude and team spirit of our employees.

To enhance the office experience and work efficiency of our employees, we not only provide ergonomic desks and chairs, but also fully upgrade the office space to further improve the comfort in the workplace.

At the same time, we continue to provide employees and their families with high-quality physical examination services and health 360° services (i.e. "Family Doctor" for daily health care). Through the daily operation of the "Employee Health Station", we continuously provide employees with considerate services such as interpretation of physical examination reports, shoulder and neck physiotherapy, oral care, Tri-heat treatment (三伏貼), on-site traditional Chinese medicine service and on-site massage service, so as to safeguard the health of employees in all aspects.



集團總部四庫全書改造新貌
The New Look of the Siku Quanshu
of the Group Headquarters



浙江區域集團接待洽談室／會議室優化
Refurbishment of Reception Room/
Conference Room of Zhejiang Region Group

心理健康 — 心理健康培訓與心理健康白皮書 Mental Health – Mental Health Training and Mental Health Whitepaper

綠城中國始終將員工心理健康教育與支持作為企業關懷的核心內容。2024年，我們舉辦了《員工心理問題識別與健康關愛》培訓活動，綠城中國各級黨政管理者及黨員代表共50人現場參訓，500餘人視頻參訓，旨在提升管理者對員工心理健康的關注度和干預能力，營造健康和諧的工作環境。

我們持續推動「陽光心」員工心理關愛計劃，報告期內累計1,250名員工完成心理健康測評，形成2份《員工心理健康狀況白皮書》。同時，我們舉辦了2場心理健康測評解讀與日常關愛講座，120人接受「陽光心」老師線上心理諮詢服務，全方位守護員工心理健康。

Greentown China has always regarded employees' mental health education and organized support as the core element of the Company's care support. In 2024, we organized the training activity of "Employee Psychological Problem Identification and Health Care", which was attended by a total of 50 representatives from various levels of party and administrative managers in Greentown China on-site and over 500 people via video, aiming at enhancing the managers' attention and intervention ability in the mental health of the employees, and creating a healthy and harmonious working environment.

We continued to promote "Sunshine Heart" employee psychological care programme. During the Reporting Period, a total of 1,250 employees completed the psychological health assessment, producing two Whitepapers on Employee Mental Health (《員工心理健康狀況白皮書》). At the same time, we organized two seminars on the interpretation of mental health assessment and daily care, at which 120 people received online psychological counselling services from "Sunshine Heart" mentors, protecting the mental health of employees in all aspects.

針對旗下酒店與商業業務板塊，我們制定《綠城資產集團酒店安全運營管理標準》《綠城資產集團商業安全運營管理標準》，要求定期開展安全生產月、119消防日等安全宣傳活動，利用中庭、大堂、電梯等公共區域的顯示屏循環播放安全教育視頻，並確保全體員工每季度至少參與一次消防安全培訓。此外，我們每月度召開安全會議並進行重點部位檢查，實施安全隱患排查與整改措施，同時結合每季度事業部門安全巡查，全面保障安全環境。

For our hotel and commercial business segments, we have formulated the "Hotel Safety Operation and Management Standards for Greentown Asset Group" (《綠城資產集團酒店安全運營管理標準》) and the "Commercial Safety Operation and Management Standards for Greentown Asset Group" (《綠城資產集團商業安全運營管理標準》), which require us to regularly conduct safety publicity activities such as Work Safety Month and 119 Fire Prevention Day, make use of the display screens in the atriums, lobbies, lifts and other public areas for the circulation of safety education videos, and ensure that all employees participate in fire safety training at least once a quarter. In addition, we hold monthly safety meetings and carry out inspections at key locations to implement safety hazard investigation and rectification measures, as well as integrating quarterly safety inspections across business departments to comprehensively ensure a safe environment.

綠城中國商業項目安全管理榮譽獎項
Awards Received by Greentown China for Safety Management of its Commercial Projects

- (1)

諸暨青悅城項目被評為2024年度「全省消防宣傳『五進』工作先進單位」
- (1)

Zhuji Young Joy City Project won the honour of “Outstanding Unit in the ‘Five Advances’ Fire Safety Publicity Work in the Province” in 2024 (2024年度「全省消防宣傳『五進』工作先進單位」)



- (2)

衢州青悅里項目在「柯橋區第九屆微型消防站比武」中獲得第二名
- (2)

Quzhou Young Joy Lane Project won the second place in the “9th Micro Fire Station Competition in Keqiao District”



四、品質職場：人才發展新生態

IV. Quality Workplace: A New Ecology of Talent Development

報告期內，本集團的百萬工時總可記錄傷害率(TRIR)、百萬工時損工事故率(LTIR)指標均為0。

4.4.2 施工健康與安全

綠城中國制定並執行《建築工程安全文明施工管理實施標準》，明確各參建單位需要重點落實的相關安全管理措施，如工程安全施工及安全運營管理制度制定、安全巡查檢查、安全教育、安全著裝，並對安全防護設施及場地標識作了標準化要求。另外，我們制定《安全應急預案》及針對洪澇、寒潮等極端天氣在內的施工安全應急預案，提升施工安全風險應對能力。

在工程安全施工第三方評估體系中，我們設置了涵蓋過程評估、專項評估及交付評估的安全文明檢查要求，對運營過程中關鍵風險點進行分析與評估，並於2024年強化了大型機械、臨邊圍護等關鍵領域的評估權重。我們定期開展線下施工安全檢查工作，監理公司每周對工地現場進行施工安全檢查、施工單位總公司不定期對項目部進行安全檢查，以確保施工規範。

During the Reporting Period, the indicators of the Group's Total Recordable Injury Rate (TRIR) per million man-hours and Lost Time Injury Rate (LTIR) per million man-hours were zero.

4.4.2 Construction Health and Safety

Greentown China has formulated and implemented the Management and Implementation Standards for Safe and Civilised Construction of Architecture Engineering (《建築工程安全文明施工管理實施標準》), which specifies the relevant safety management measures that need to be focused on by each construction unit, such as the formulation of management system for safe construction and safe operation for project, safety inspection and checking, safety education and safe dress code, together with the standardization of the requirements for safety protection facilities and site labelling. In addition, we have formulated the Safety Emergency Plan (《安全應急預案》) and construction safety contingency plans for extreme weather, including flooding and cold wave, to enhance our ability in encountering construction safety risks.

In our third-party assessment system for construction safety, we have set up safety and civilization inspection requirements covering process assessment, special assessment and delivery assessment, analytically evaluated the key risks among all operations, and have strengthened the weighting of assessment in key areas such as large-scale machinery and edge protection in 2024. We carry out offline construction safety inspections on a regular basis, with weekly construction safety inspections on site by the supervisory company and irregular safety inspections on the project department by the head office of the construction unit to ensure that construction standards are met.

綠城中國施工安全相關舉措 Greentown China's Initiatives Relating to Construction Safety

本集團高度重視員工在施工作業中的健康與安全風險，針對實際作業環境，系統化實施一系列安全管理舉措，全面優化施工全流程的風險防控機制：

The Group attaches great importance to the health and safety risks of its employees during construction operations, and has systematically implemented a series of safety management initiatives to optimize the risk prevention and control mechanism throughout the entire construction process in light of the actual operating environment:

- 定型化防護：南通桂語朝陽項目採用爬架+鋁模設施，場區、樓層及屋面均採用定型化防護，其中場區人員通道採用定型化防護棚以隔離車輛；針對樓層、外架、電箱等關鍵部位實行定時定期巡檢，塔吊及施工電梯嚴格按期維保，並執行每周巡檢制度，明確責任分工，確保施工現場安全可控。
- Shape-fixed protection: With the use of climbing frame and aluminium mould facilities, field, floor and rooftop of Nantong Guiyu Chaoyang Project all adopt shaped protection, in which the passageways at the site adopts a shaped protection shed to isolate the vehicles; for the key parts such as floors, external frames and electric boxes, regular inspections are carried out at fixed intervals, the tower cranes and construction lifts are strictly maintained in accordance with the schedule and a weekly inspection system is implemented to ensure safety control at the construction site and to clearly define the division of responsibilities and ensure that the construction site is safe and controllable.
- 井道式電梯：西安地區項目普遍採用井道式施工電梯，通過將施工電梯安裝在樓棟電梯井道內，為電梯運行提供一個相對獨立和封閉的運行空間，有效防止人員和物體意外進入電梯運行區域，減少外部因素對電梯運行的干擾，增強運行安全。
- Shaft-type lifts: Shaft-type construction lifts are widely used in projects in Xi'an. Installing the construction lift in the lift shaft of the building can provide a relatively independent and closed operating space for the lift operation, effectively preventing people and objects from accidentally entering the lift operation area, reducing the interference of external factors on the lift operation, and enhancing the safety of operation.
- 施工洞口防護：洞口四周設置定型化、標準化的防護欄杆，洞口下張設安全平網，安全平網兜至洞口結構邊，有效防止人員墜落。
- Construction hole protection: stereotyped and standardized protection railings are set up around the hole, alongside safety flat nets under the hole, which are pocketed to the structural side of the hole to effectively prevent workers from falling.

四、品質職場：人才發展新生態

IV. Quality Workplace: A New Ecology of Talent Development

我們要求合格施工類供方單位及其項目經理必須持有安全生產證書，以確保施工安全。對於因安全風險受到行政處罰或發生安全事故的供方，我們按照降級或移除合格供方庫的措施處理。同時，我們面向第三方承包單位和供貨單位開展進場作業前的安全培訓和安全技術交底，並簽訂安全協議，進一步築牢安全防線。

本集團要求工程項目公司需遵循施工組織設計，靈活安排安全應急演習；此外，各項目公司均須定期開展覆蓋全項目的三級安全教育，以保障施工與運營過程中的安全風險得到有效管控。截至報告期末，綠城中國過去三年未有承包商因工亡故事件。

We require qualified construction category suppliers and their project managers to hold safety certificates to ensure construction safety. For suppliers that have been subject to administrative penalties or have suffered safety accidents due to safety risks, we downgrade or remove them from the pool of qualified suppliers in accordance with the Group's policy. At the same time, we provide safety training and safety technology briefing to third-party contractors and suppliers before they enter the site, and sign safety agreements to further strengthen safety defences.

The Group requires project companies to follow the construction organization design and flexibly arrange safety emergency drills. In addition, each project company is required to regularly carry out three levels of safety education covering the entire project, so as to ensure that the safety risks during the construction and operation process are effectively controlled. As of the end of the Reporting Period, Greentown China had no contractors' work-related fatalities in the past three years.



品質責任
利他共贏新格局

Quality Responsibility
A New Win-win Situation for All



成都錦海棠
Chengdu Jin Begonia

五、品質責任：利他共贏新格局

V. Quality Responsibility: A New Win-win Situation for All

5.1 供應鏈管理

綠城中國致力於建立規範、穩定、負責任、可持續的供應商管理體系，以完善的合規管理制度體系為基礎，深化供應商社會與環境風險管控。同時，我們通過優化供應商溝通機制，推廣多元培訓項目，全面提升供應鏈的穩定性和競爭力。

5.1.1 供應商合規管理

我們遵循《中華人民共和國招標投標法》等法律法規，持續健全綠城中國「大招採」體系建設，制定並執行《綠城中國採購管理標準》《綠城中國供方管理制度》等招標採購及供方管理規章制度，不斷優化供貨商准入、評估及退出的全生命周期管理流程。2024年，我們更新發佈《材料、室內環境品控管理標準》和《第三方工程品質評估管理標準》，進一步規範材料和產品選用及施工質量管理要求，確保項目交付符合高標準要求。

5.1 Supply Chain Management

Greentown China is committed to building a standardized, stable, responsible and sustainable supplier management system. This is built on a comprehensive compliance management framework to deepen the control of social and environmental risks among suppliers. Meanwhile, by optimizing the supplier communication mechanism and promoting diverse training programmes, we endeavour to make our supply chain more stable and competitive in an all-round manner.

5.1.1 Supplier Compliance Management

We comply with the Tendering and Bidding Law of the People's Republic of China (《中華人民共和國招標投標法》) and other laws and regulations in improving the construction of Greentown China "Great Tendering and Procurement" system. We also develop and follow our rules and regulations on tendering and procurement as well as supplier management, such as Greentown China Procurement Management Standards (《綠城中國採購管理標準》) and Greentown China Supplier Management System (《綠城中國供方管理制度》) to further optimize the full lifecycle management process of suppliers covering their introduction, evaluation and withdrawal. In 2024, we released the updated Management Standards for Materials and Indoor Environment Quality Control (《材料、室內環境品控管理標準》) and Implementation Standards for Third-party Project Quality Assessment (《第三方工程品質評估實施標準》), further specifying the selection and use of materials and products as well as the quality management of construction, to ensure that the projects delivered meet our high standards.

五、品質責任：利他共贏新格局
V. Quality Responsibility: A New Win-win Situation for All

供應商入庫

綠城中國建立了嚴格且全面的供應商入庫標準，我們根據不同品類的供應商設置不同的入庫標準，從合作意願、產品品質、供應能力、服務水平、行業地位、合作經歷、代表業績等方面對待入庫供應商進行全方位考察評估，合格者進入正式供應商庫。向全體入庫供應商以培訓課件、宣貫視頻的方式開展質量培訓。

Supplier selection

Greentown China has established strict and comprehensive supplier selection criteria. According to different supplier selection criteria for different types of suppliers, we conduct comprehensive investigations and evaluations of the suppliers to be included in the list in terms of cooperative willingness, product quality, deliverability, service level, industry status, cooperation history, representative performance, etc., and qualified suppliers are included in the list of official suppliers. All listed suppliers are provided with materials and educational videos for quality trainings.

供應商審核

綠城中國建立了嚴苛的供應商審核體系，我們根據不同品類供應商的重要程度、覆蓋範圍設置有針對性的審核機制。在集團和子公司層面明確不同層級供應商管理責任歸口，並按照相應授權完成審核流程。

Supplier audit

Greentown China has established a rigorous supplier audit system which sets targeted audit mechanisms based on the importance and coverage scope of suppliers in different categories. By distinguishing between the Group level and subsidiary level, we clarify the responsibilities for supplier management at different levels, and complete the audit process in accordance with the corresponding authorizations.

供應商分級分類管理

為了實現高精細度的常態化供應商管理，綠城中國設立供應商分級分類管理機制。通過對供應商前期配合、送樣能力、供貨進度、價格水平、售後服務、管理人員及項目協調能力等全方位評估，區分A、B、C、D級供應商，構建了供應商分級管理模式，對不合格供應商進行及時替換，以保證庫內供應商均能滿足集團要求。

Supplier hierarchical and categorized management

In order to achieve normalised supplier management with high precision, Greentown China has established a hierarchical and categorised management system for suppliers. Suppliers are evaluated in terms of their preliminary coordination, sample delivery ability, supply progress, pricing level, after-sales services, coordination ability of managers and projects, etc. and divided into A, B, C and D categories, which forms a supplier categorized management model to conduct timely replacement against unqualified suppliers, so as to ensure that all suppliers in the list can meet the requirements of the Group.

綠城中國供應商全生命周期管理流程

Greentown China's Full Lifecycle Management Process of Suppliers

我們定期開展供應商審查工作，包括集團巡查和區域／項目自糾自查，全面審視供應商庫建設、考察入庫、投標入圍、定標簽約等環節的合規性。同時，通過約定品牌範圍或採購渠道、組織實地考察等方式，我們對二級供應商進行嚴格篩選與評估。

報告期內，我們將材料設備類供應商履約評估由年底一次性評估調整為過程動態評估，並依託數字化平台及時掌握供方履約狀態，降低合作風險。

We conduct regular supplier reviews, including group-level inspections and regional/project self-checks and self-rectification, to review the compliance in all segments including the setup of supplier list, evaluation and selection of suppliers, shortlisting of bids, finalization and signing of bidders. At the same time, we carefully screen and evaluate our secondary suppliers by multiple methods, including specifying brand scopes or procurement channels and carrying out on-site inspections.

During the Reporting Period, to lower the risks arising from cooperation, we changed our performance evaluation on raw material and equipment suppliers from annually at the end of each year end to dynamic assessment throughout the process, and leveraged digital platforms to keep abreast of their performance status in a timely manner.

五、品質責任：利他共贏新格局
V. Quality Responsibility: A New Win-win Situation for All

針對問題供貨商，我們實施包括但不限於勒令整改、退換貨、暫停合作等管理舉措，每年主動開展供應商質量培訓工作，結合我們豐富的行業經驗針對問題事項提出改進意見，旨在打造規範高效的供應商管理體系，保障合作質量與公司穩健運營。

同時，我們完善材料品控管理體系，更新發佈《綠城中國材料品控對象必檢項清單》，並明確各工程階段材料品控對象及飛檢頻率要求，確定第三方材料檢測單位，成立材料品控對接小組，確保每周跟蹤檢測工作落實，及時響應品控問題。報告期內，我們面向130個項目開展供方質量抽檢，完成1,968批次材料檢測，整體合格率達93.30%，並督促5家供貨商整改5項問題。

此外，我們採用多元化的招標採購策略，避免對單一供應商的過度依賴，這一策略不僅降低了供應鏈風險，還維護了市場的公平競爭。

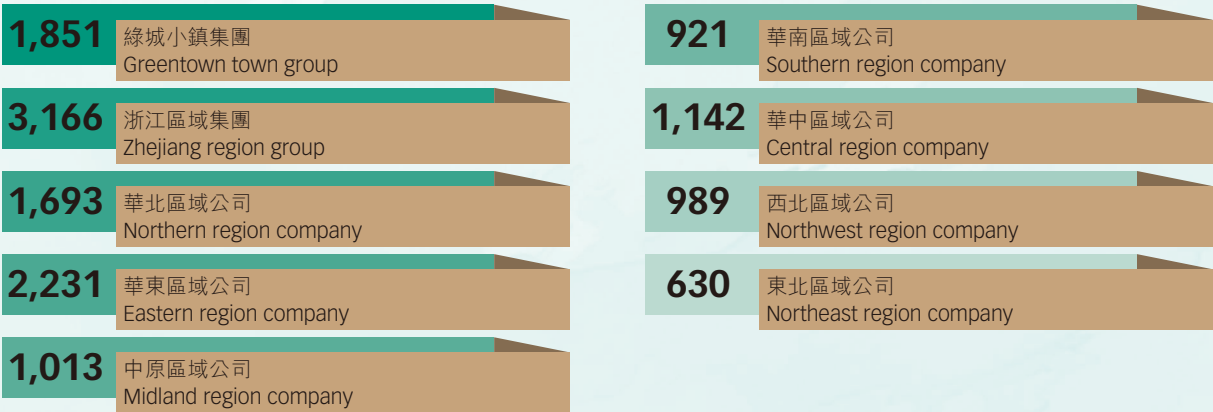
截至報告期末，綠城中國納入供應商庫的供應商數量達10,908家¹⁵，按地區劃分的供應商數目如下圖所示：

For substandard suppliers, we implement management measures including but not limited to ordering rectification, returning or exchanging goods and suspending cooperation. We proactively provide them with quality-related training every year, and provide suggestions for improvement for the issues based on our extensive industry experience, aiming to build a standardized and efficient supplier management system to ensure cooperation quality and the Company's stable operation.

Meanwhile, we have refined our control and management system for material quality by releasing the updated "Greentown China's List of Items for Material Quality Control" (《綠城中國材料品控對象必檢項清單》), which clarifies the requirements for quality control targets and ad hoc inspection frequency for particular material in each stage of projects. We have also established a material quality control team to work with third-party testing units we appoint, in a bid to ensure weekly tracking of inspection and thus a timely response to quality control issues. During the Reporting Period, we commenced quality inspection on our suppliers in 130 projects on a sampling basis, completed 1,968 sets of material inspections, with an overall passing rate of 93.30%, and urged 5 suppliers to rectify 5 issues.

In addition, we have adopted diversified bidding and procurement strategies to avoid over-reliance on a single supplier, so as to reduce supply chain risks and maintain fair competition in the market.

As at the end of the Reporting Period, 10,908¹⁵ suppliers had been included on the list of suppliers of Greentown China. The number of suppliers by region is shown in the following chart:



綠城中國2024年按地區劃分的供應商¹⁶
Greentown China's Suppliers by Region in 2024¹⁶

¹⁵ 2024年供應商數量統計口径進一步完善，覆蓋範圍由建造類供應商拓展至非建造類供應商，造成年度供應商數量增加。
¹⁶ 上述所列各區域存在共用供應商資源的情況，相應供應商會被重複計算。

¹⁵ The increase in the annual number of suppliers is due to the further improvement of the statistical criteria for the number of suppliers in 2024. The coverage has been expanded from construction-related suppliers to non-construction-related suppliers.
¹⁶ The regions listed above may share suppliers resources and the corresponding suppliers will be double-counted.

5.1.2 負責任供應鏈

我們秉持對貪污腐敗行為「零容忍」的原則，將商業道德要求傳達供應商，持續加強供應鏈社會風險管控。為確保供應鏈的透明與合規，我們制定《廉潔從業政策》並要求所有供應商簽署《廉潔協議書》，並在對外簽訂的合同及招標文件中明確賄賂行為的檢查與舉報機制，堅決杜絕任何形式的商業賄賂。同時，經監察部門核實存在商業賄賂行為的供應商將被列入「黑名單」，永久取消其綠城中國合格供應商資格，並禁止參與任何招標活動。

此外，我們對供應商的勞工標準提出要求，並在實地考察中評估工作環境是否威脅工人身體健康，保障供應商僱員的健康與安全。

綠城中國高度重視供應鏈環保水平，積極倡導綠色供應鏈建設。在供應商選擇上，我們優先與低能耗、低維護產品生產廠家合作，從源頭推動綠色採購。同時，我們不斷強化供應商環境風險管理，通過《供方考察評價表》對供應商環境因素進行細緻考察，嚴格把控供應商在生產過程中的環境影響，確保其符合環保標準。

5.1.2 Responsible Supply Chain

We adhere to the principle of “zero tolerance” for corruption, hence we pass on our business ethics demands to the suppliers and continue to enhance risk management across the supply chain. To ensure our supply chain is transparent and in compliance, we formulated the Policy on Integrity 《廉潔從業政策》 and require all suppliers to sign the Integrity Agreement 《廉潔協議書》, and set out clear inspection and reporting mechanism for bribery in external contracts and bidding documents, so as to prohibit any form of commercial bribery. In the meantime, a supplier verified as involving commercial bribery by supervision department will be “blacklisted” and be banned from any bidding as the supplier is deemed by Greentown China as permanently disqualified supplier.

Besides, we set requirements on labour standards of suppliers, and conduct on-site inspections to check if the working environment has posed any threats to workers’ physical health and ensure their health and safety.

Greentown China attaches great importance to the environmental impact of its supply chain and actively advocates the building of a green supply chain. When selecting suppliers, we would prefer manufacturers who provide products featuring low energy consumption and low maintenance cost to promote green procurement from the source. Meanwhile, we continuously strengthen the environmental risk management of suppliers by conducting meticulous inspections on environmental factors through the Supplier Inspection and Evaluation Form (《供方考察評價表》). This will limit the environmental impact of suppliers during the production process and ensure they comply with environmental protection standards.

5.1.3 供應商交流與培訓

報告期內，我們持續落實與關鍵供應商的「總對總」溝通機制，與多家總承包單位開展高層團隊互訪，針對項目進度、銷售破局等經營問題達成共識，推動項目順利開展。同時，我們每半年與供應商開展業務交流，積極探索並引入新產品、新工藝、新技術，推動供應鏈革新。

2024年，我們制定廣泛的培訓計劃，以多種形式覆蓋全體供應商，涵蓋質量評估、績效提升、專業技能、技術規範和項目交付等關鍵領域，有效增強供應鏈的整體質量和服務水平。

5.1.3 Exchanges with and Trainings for Suppliers

During the Reporting Period, we continued to implement the “head-to-head” communication mechanism with key suppliers, and paid visits to the senior management of various contractors for a consensus on project progress, sales breakthrough and other operational issues, to smooth out the projects. Meanwhile, we conducted business exchanges with suppliers semiannually, actively exploring and introducing new products, new processes and new technologies to drive supply-chain innovation.

In 2024, we implemented an extensive training program that covers all suppliers through various formats, covering key areas such as quality assessment, performance enhancement, professional skills, technical specifications and project delivery, effectively enhancing the overall quality and services of the supply chain.

「鯤鵬計劃」供方賦能培訓
“Kunpeng Program” Supplier Empowerment Training

為承接綠城中國發展戰略，促進產品系統合格供方管理人員對綠城中國產品品質、工藝工法及標準制度的全方位認知，提升專業能力及項目管理能力，2024年我們面向關鍵工程類供應商組織5期「鯤鵬計劃」供方培訓，重點圍繞建安工程、精裝修、景觀供方進行供應商專項賦能，共覆蓋329人，在傳遞綠城文化價值理念的同時，實現對供應商項目執行質量的精準提升。

In line with Greentown China’s development strategy, and with an aim to help the product system management personnel of qualified suppliers fully understand the product quality, process and craft and the standard system of Greentown China and strengthen their professional skills and project management ability, we organized five phases of “Kunpeng Program” Supplier Empowerment Training for key project suppliers in 2024, focusing on safety-building, refined decoration, landscape and other fields. The program was attended by 329 personnels. It precisely enhanced suppliers’ project implementation quality while conveying the cultural values of Greentown China.



「鯤鵬計劃」供方賦能培訓
“Kunpeng Program” Supplier Empowerment Training

5.2 公益慈善

綠城中國積極投身於社區發展、環境保護、教育支持及關懷弱勢群體等公益事業，不斷利用自身的資源和專業經驗，為社會貢獻積極價值。

5.2.1 熱心公益
社區投資

2024年，我們繼續通過綠城愛心基金會，向杭州市「春風行動」「無鬱中國行」等重要慈善項目提供資金支持。報告期內，綠城愛心基金會進一步擴大援助區域，向上海市「藍天下的至愛」慈善活動、上海市三林鎮2024年度「慈善公益聯合捐」活動、上海市徐匯區斜土社區基金會進行愛心捐贈，用於推動全國範圍的扶貧幫困工作。

5.2 Public Welfare and Charity

Greentown China devotes itself to public welfare including community development, environmental protection, support for education and caring for the underprivileged to draw on its resources and professional experience for contributing positive value for the society.

5.2.1 Enthusiasm for Public Welfare
Community Investment

In 2024, we continued to lend financial support to the “Spring Breeze Action (春風行動)”, “No Depression in China Action (無鬱中國行)” and other significant charity programs in Hangzhou through the Greentown Charity Foundation. During the Reporting Period, the Greentown Charity Foundation lengthened its supporting list to include the “Love under the Blue Sky (藍天下的至愛)” in Shanghai, the 2024 “Joint Donation for Public Welfare and Charity (慈善公益聯合捐)” action in Sanlin Town, Shanghai, and the Xietu Community Foundation in the Xuhui District, Shanghai, with an aim to promoting poverty alleviation nationwide.

綠城愛心基金會捐贈
Greentown Charity Foundation Donations

- 春風行動：2024年，綠城中國通過綠城愛心基金會向杭州市「春風行動」捐贈100萬元，啟動「綠城•春風心理關愛」項目，旨在為杭州市符合條件的精神障礙患者提供心理健康關愛和幫扶，推動杭州市心理健康事業發展。報告期內，我們為杭州市職工先後舉辦300餘場公益直播，30萬餘人次收聽收看。此外，我們組織繪畫、音樂、讀書、健步等線下療愈活動近100場，近1,200人參與。
- 無鬱中國行：2024年，綠城中國通過綠城愛心基金會向「無鬱中國行」項目捐贈50萬元，繼續支持全國性心理健康項目。報告期內，我們開展全國9大城市大型抑鬱科普講座及聯動活動130餘場，特色療愈活動350餘場，組織抗抑鬱家長學校線下活動278場、線上活動5,000餘場，累計參與及受益人數約65,000人次。此外，2024年我們發佈抗抑鬱文章1,100餘篇，佈及25個自媒體平台，點擊超過110萬人次。
- Spring Breeze Action: In 2024, Greentown China donated RMB1,000,000 to Hangzhou “Spring Breeze Action” through the Greentown Charity Foundation and initiated the “Greentown • Spring Breeze Psychological Care (綠城•春風心理關愛)” project, with an aim to provide mental health care and assistance for eligible patients with mental disabilities in Hangzhou, thereby promoting the mental health market development of this city. During the Reporting Period, we organized more than 300 public welfare broadcasts for Hangzhou workers, with more than 300,000 people listened and watched. In addition, we held nearly 100 offline therapeutic activities under the themes of painting, music, reading, walking, etc., with nearly 1,200 participants.
- No Depression in China Action: In 2024, Greentown China donated RMB500,000 to the “No Depression in China Action” through the Greentown Charity Foundation, continuing to support national mental health programs. During the Reporting Period, we organized more than 130 large-scale seminars on depression and related activities in 9 major cities across China, more than 350 special therapeutic activities, and 278 offline activities and more than 5,000 online parent-school activities for anti-depression, with a total of about 65,000 participants and beneficiaries. In addition, in 2024, we published more than 1,100 articles relating to anti-depression on 25 self-media platforms with more than 1.1 million views.

公益環保

綠城中國始終致力於環境保護，積極履行社會責任。2024年是綠城中國「種春風」活動十周年。綠城中國各子分公司積極響應集團號召，組織開展淨山、淨灘、種樹等活動，推廣與踐行環保理念。在員工、業主等愛心人士的參與下，截至2024年底，已在甘肅民勤捐種下153,711株梭梭樹，打造面積達2,195畝的「綠城林」，是目前民勤沙漠中面積最大的企業公益林。

Public Welfare and Environmental Protection

Greentown China is committed to the environmental protection and fulfills its social responsibilities. 2024 marks the 10th anniversary of its “Spreading Spring Breeze (種春風)” campaign. All of its subsidiaries actively responded to the Group’s call to carry out activities such as mountains cleanup, beaches cleanup and tree-planting, so as to promote and practice the concept of environmental protection. With the participation of employees, home owners and other volunteers, 153,711 saxaul trees were planted in Minqin County, Gansu Province by the end of 2024, creating the “Greentown Forest” covering an area of 2,195 mu, which is so far the largest public welfare forest in the Minqin Desert donated by corporates.

「種春風」公益行動
The “Spreading Spring Breeze” Philanthropic Activity

2024年，綠城中國繼續向甘肅省武威市民勤縣捐贈梭梭樹，支援當地的生態保護工作。此外，本集團派遣春風使者參與當地「種春風」活動，在線上支持「種春風」十周年義賣直播，同時動員全國各地的員工和業主購買助農產品，將愛心捐贈用於種植梭梭樹，在傳遞綠色公益之心的同時，提升社會對生態保護的關注度和參與度。

In 2024, Greentown China continued to donate saxaul trees to Minqin County, Wuwei City, Gansu Province, to support local ecological protection. In addition, the Group dispatched Spring Breeze Messengers to participate in the local “Spreading Spring Breeze” activities, supported online charity sales livestream of the 10th Anniversary of “Spreading Spring Breeze” campaign and invited employees and home owners nationwide to purchase agricultural products. Charitable donations on planting saxaul trees conveyed our commitment to green public welfare and raised the society’s concern and participation in ecological protection as well.



「種春風」公益行動
The “Spreading Spring Breeze” Philanthropic Activity

教育扶貧

教育扶貧是打破貧困代際傳遞的關鍵途徑。報告期內，綠城中國開展了多項助學、教育物資捐贈、公益遊學等活動，包括向綠城項目配建小學捐贈圖書一千餘冊、向民工子女學校捐贈美術室畫具用品、向貧困大學生提供資金助學、開展「杏壇遊學」公益活動，充分展現綠城中國對教育扶貧事業的支持。

Poverty Alleviation through Education

Poverty alleviation through education is a key way to break the intergenerational transmission of poverty. During the Reporting Period, Greentown China launched a number of activities including education support, donation of education materials and public welfare study tours. Specifically, it donated more than 1,000 books to the elementary schools built under the Greentown projects, offered painting tools for art rooms to children of migrant workers, provided financial assistance for impoverished undergraduates and held the public welfare activity of “Apricot Forum Study Tour (杏壇遊學)”. All these fully demonstrated the support of Greentown China to poverty alleviation through education.

海南省陵水縣貧困大學生助學

Education Assistance to Impoverished Undergraduates in Lingshui County, Hainan Province

2024年，綠城中國聯合海南藍灣項目公司與當地團委，落實對陵水縣貧困大學生助學方案，首批擬資助大學生6人，資助四年，每年每人資助費用4,000元，由綠城中國和藍灣小鎮項目面向員工籌款解決。

In 2024, Greentown China joined hands with Hainan Blue Town Project Company (海南藍灣項目公司) and the local Youth League Committee to provide education assistance for impoverished undergraduates in Lingshui County, with the first batch of six undergraduates proposed to be sponsored for four years at an annual subsidy of RMB4,000 per person, which was donated by employees of Greentown China and the Blue Town Project (藍灣小鎮項目).

「杏壇遊學」公益活動

The Public Welfare Activity “Apricot Forum Study Tour”

2024年是綠城中國連續開展「杏壇遊學」公益活動的第四年。通過「尋泉少年•泉城護泉」、「琉璃少年•淄博琉璃研學行」、「國防少年•南山國防研學行」、「科研少年•臍博士科研基地研學行」四大主題活動，我們致力於拓寬小業主的視野，助力傳播傳統文化。

In 2024, Greentown China carried out the public welfare activities of “Apricot Forum Study Tour” for four consecutive years. Through the four major themed activities “Teenagers of Spring-Seeking – Spring Protection in Jinan (尋泉少年•泉城護泉)”, “Teenagers of Coloured Glaze – Coloured Glaze Study Tour in Zibo (琉璃少年•淄博琉璃研學行)”, “Teenagers of National Defense – National Defense Study Tour in Nanshan (國防少年•南山國防研學行)”, and “Teenagers of Scientific Research – Study Tour in Dr. Umbilical Cord Research Base (科研少年•臍博士科研基地研學行)”, we are committed to broadening the horizons of home owners’ kids and promoting traditional culture.



「杏壇遊學」公益活動
The Public Welfare Activity “Apricot Forum Study Tour”

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特殊群體關愛

關愛特殊群體對於促進社會包容性和保障人權平等具有重要意義。報告期內，綠城中國向特殊教育學校、兒童福利院捐贈關愛物資，並為養老院裡的老人送去中秋節關懷與慰問，助力弘揚尊老愛幼的傳統美德，增強社會凝聚力與人文關懷。

Care for Special Groups

Caring for special groups is of great significance to enhancing social inclusiveness and safeguarding human rights. During the Reporting Period, Greentown China donated caring materials to special education schools and welfare institutions for children and extended mid-autumn festival blessings to the elderly in nursing homes, promoting the traditional virtue of respecting the elderly and caring for children and strengthening social cohesion and humane spirits.

「綠絲帶」飄進養老院活動
“Green Ribbon” Drifting into Elderly Homes Activity

2024年9月7日，綠城中國與浙江省寧波市象山縣綠絲帶志願者協會聯合組織志願者，為丹西街道居家養老服務中心的老人們送去中秋節祝福與慰問。志願者們親手製作了500個冰皮月餅，將這份滿載心意的禮物贈予了老人們。

On 7 September 2024, Greentown China and the Green Ribbon Volunteer Association (綠絲帶志願者協會) of Xiangshan County, Ningbo City, Zhejiang Province, jointly organized volunteers to convey their Mid-Autumn Festival blessings and care to the elderly in In-Home Elderly Service Center of the Danxi Street (丹西街道居家養老服務中心) with 500 handmade snow skin mooncakes.

5.2.2 社區合作

綠城中國蘇南項目群青年突擊隊響應無錫市團委的「夢想改造+」計劃，與當地街道合作，依託華莊商品房項目，聯合總包單位，為無錫經開區兩戶特殊家庭兒童改造夢想小屋。此次活動傳遞了綠城中國對特殊家庭兒童的關心，增強政企與社會之間的凝聚力和向心力。

2024年6月1日，綠城中國聯合奉化錦屏街道黨工委走進奉化成龍民工子弟學校，舉行愛心捐贈活動，為孩子們送上愛心午餐飯盒、為老師們送上暖心水杯等禮物與祝福，用實際行動傳遞對民工子女的關心和溫暖。

2024年，綠城中國與武漢永清街道黨委聯手，向武漢黃陂區富家寨村困難戶送去新春祝福與生活物資，並與幫扶結對單位武漢黃陂區富家寨村就基層黨建工作、鄉村振興建設開展深入交流，共同梳理定點幫扶工作計劃，旨在落實聯點幫扶工作，助力鄉村振興。

5.3 助力城市發展

綠城中國在「城市發展」領域，以康養產業戰略佈局、數智化創新探索及保障性住房建設為抓手，通過多元化實踐推動城市健康、智慧與可持續發展，構建更具包容性和活力的生活空間。

5.2.2 Cooperation with Communities

Driven by the “Dream House Transformation + (夢想改造+)” program of the Wuxi Youth League Committee and supported by the Huazhuang commercial property project, the Teenager Team under the Greentown China’s Southern Jiangsu Project (中國蘇南項目群青年突擊隊) cooperated with the local authorities and the contractor to renovate the substandard houses for the children from two families with special needs in Wuxi’s Economic Development Zone into livable ones. This activity conveyed Greentown China’s care for children from families with special needs and enhanced the cohesion and unity among the government, enterprises and the society.

On 1 June 2024, Greentown China worked with the Party Working Committee of Fenghua Jinping Street Office to hold a charitable donation activity at Fenghua Chenglong Migrant Worker’s Children School and delivered love-filled lunch boxes to children and heart-warming cups to teachers, so as to convey care and warmth for the children of migrant workers through real actions.

In 2024, Greentown China joined the Party Committee of Wuhan Yongqing Street to send Chinese New Year blessings and living supplies to the poor households in Fujiazhai Village of Huangpi District in Wuhan, and paired up with Fujiazhai Village to carry out in-depth exchanges on grass-roots party building and rural revitalization and worked out the plan for fixed-point poverty alleviation, facilitating assistance work on joint-point base and thus driving rural revitalization.

5.3 Supporting City Development

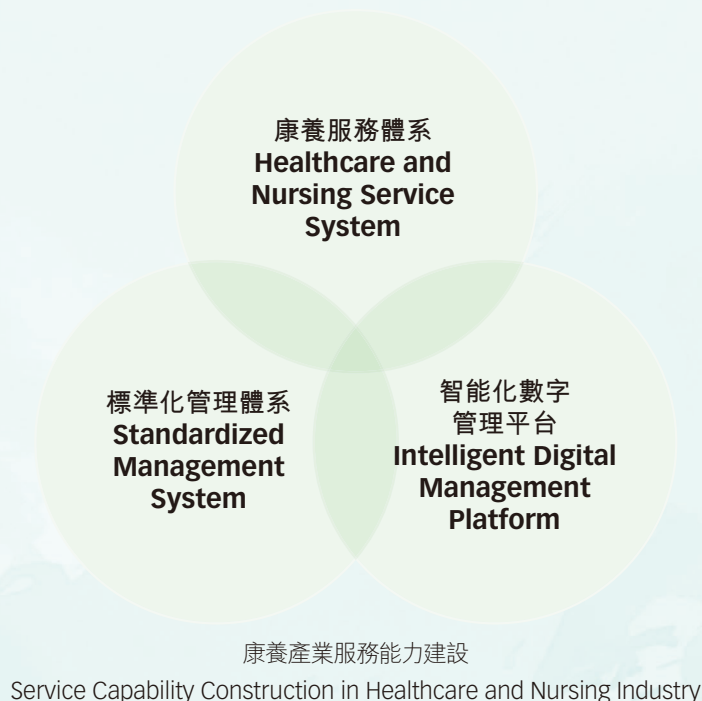
In the field of “city development”, Greentown China has taken the strategic layout of healthcare and nursing industry, the innovative exploration of digital intelligence and the construction of affordable housing as the key measures to promote the healthy, intelligent and sustainable development of the city through diversified practices, and to build a more inclusive and vibrant living space.

5.3.1 康養產業

綠城中國持續探索康養產業創新發展路徑，已逐漸形成以「委託運營管理」為主、以「運營諮詢」為輔的輕資產運營模式，並基於全面規範的服務體系和智能化數字平台，逐步實現連鎖化運營。報告期內，康養產業通過智能化數字平台實現連鎖化運營，形成「醫養結合、文娛一體」的特色服務生態。

5.3.1 Healthcare and Nursing Industry

Greentown China continues to explore the innovative development paths for healthcare and nursing industry, and has gradually formed a light asset operation model mainly based on “entrusted operation and management” and supplemented by “operation consulting”, and gradually realized chain operation based on a comprehensive and standardized service system and an intelligent digital platform. During the Reporting Period, the healthcare and nursing industry realized chain operation through an intelligent digital platform, creating a unique service ecology of “combination of medical-healthcare, culture and entertainment”.



報告期內，綠城康養新增簽約項目4個，新開業項目2個，業務範圍涉及全國18個省份50餘個城市。截至2024年年度，實現獨立運營機構30個，其中已開業23個、籌建項目5個、建設中項目2個，累計管理床位14,000餘張。

During the Reporting Period, Greentown Healthcare signed 4 new projects and commenced 2 new projects, with its business scope covering more than 50 cities in 18 provinces across China. As of the year 2024, we have owned 30 independently operating institutions, among which, 23 projects have been opened, 5 projects are under preparation and 2 projects are under construction, with a total of over 14,000 beds under management.

2024年綠城康養中心開業 Greentown Healthcare Centres opened in 2024

2024年3月18日，綠城康養聯合國企安東投資為東至縣帶來的中高端康養項目－池州市東至綠城大愛天下醫養中心開啟試營業。

On 18 March 2024, Chizhou Dongzhi Greentown Universal Love Healthcare Centre (池州市東至綠城大愛天下醫養中心), a mid- to high-end healthcare project brought to Dongzhi County by Greentown Healthcare and Anton Investment, a state-owned enterprise, commenced a soft opening.



池州市東至綠城大愛天下醫養中心項目實景圖

View of Chizhou Dongzhi Greentown Universal Love Healthcare Centre Project

2024年9月10日，台州市黃岩永寧之家康養中心正式開業，此項目是綠城康養聯合國企黃岩城發集團在台州黃岩打造的首家大規模、全功能、智能化、科技化、高品質、高性價比的康養中心。

On 10 September 2024, Taizhou Huangyan Yongning House Healthcare Centre was officially opened. This project is the first large-scale, full-featured, intelligent, technological and high-quality healthcare centre in Huangyan, Taizhou with high performance ratio, jointly built by Greentown Healthcare and Huangyan Chengfa Group, a state-owned enterprise.



台州市永寧之家項目實景圖

View of Taizhou Yongning House Project

五、品質責任：利他共贏新格局
V. Quality Responsibility: A New Win-win Situation for All

2024年，綠城康養集團子品牌「大愛天下」和「綠城雙慈」榮獲「中國康養品牌十強」，目前已連續7年蟬聯該榜單。2024年7月2日，由中國房地產業協會、克而瑞集團主辦的TRUE文旅超級評價榜年度評選中，綠城康養集團榮獲「年度模範文旅運營商」殊榮。

5.3.2 數智建設

綠城中國積極拓展城市數智領域，推動智慧城市發展和社區服務創新。在浙江舟山千島街道，我們打造全域智慧服務平台，通過整合數據資源，顯著提高社區管理效率。同時，我們推出「千島未來」小程序，實現12個社區的互聯互通，並基於該平台提供多樣化社區服務。截至報告期末，該平台註冊用戶達4,778人，舉辦活動555場，有效提升居民數字化參與度和生活品質。此外，通過建立全域智慧服務平台，我們在多個新項目中高品質呈現全維實景示範區，為用戶提供沉浸式的未來生活體驗。

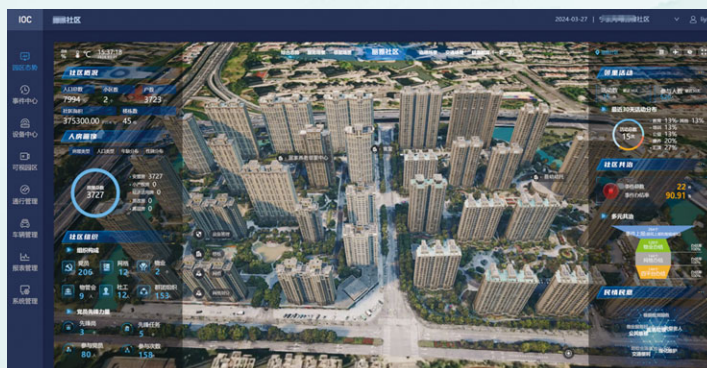
基於豐富的智慧園區和未來社區項目經驗，我們於2024年推出「數智基石(AI智能指揮中心)」產品。該產品為泛園區行業提供全面的AI+智能運營解決方案，通過軟硬一體化設計，集成AI算力、算法、存儲、物聯接入及IOC軟件，實現園區(社區)項目的低成本快速部署。

In 2024, Greentown Healthcare Group's sub brand "Universal Love" and "Twin Mercy" were rewarded the "Top 10 Chinese Healthcare and Wellness Brands", and have been on the list for seven consecutive years. On 2 July 2024, Greentown Healthcare Group was honored as the "Model Cultural and Tourism Operator of the Year" in the annual evaluation of TRUE Tourism Real-estate Ultra Evaluation organized by China Real Estate Association and CRIC Group.

5.3.2 Digital Intelligence Construction

Greentown China is actively expanding the field of urban digital intelligence to promote smart city development and community service innovation. In Qiandao Street, Zhoushan, Zhejiang Province, we have built an all-domain intelligent service platform that significantly improves the efficiency of community management by integrating data resources. At the same time, we launched the "Future of Qiandao" applet ("千島未來"小程序), which realizes the interconnection of 12 communities and provides diversified community services based on the platform. As of the end of the Reporting Period, the platform had 4,778 registered users and had organized 555 activities, effectively enhancing residents' digital participation and quality of life. In addition, through the construction of the all-domain intelligent service platform, we have presented high-quality full-dimensional real scenery display areas in several new projects to provide users with an immersive experience of future life.

Based on our rich experience in intelligent parks and future community projects, we launched the "Digital Intelligence Cornerstone (AI Intelligent Command Center)" product in 2024. The product provides a comprehensive AI+ Intelligent Operation solution for the pan-park industry, integrating AI computing power, algorithms, storage, IoT access, and IOC software through the integrated design of software and hardware to realize the low-cost and rapid deployment of park (community) projects.



「數智基石 (AI智能指揮中心)」場景
Scenario of "Digital Intelligence Cornerstone (AI Intelligent Command Center)"

報告期內，綠城中國旗下的浙江省湖州市鳳凰街道5個未來社區項目榮獲「2024年度中國城市更新典型案例」。

5.3.3 保障性住房建設

作為保障性住房的重要組成形式，共有產權房成為中低收入家庭實現住房自有的有效途徑。截至報告期末，綠城中國已在杭州與寧波兩地開展共有產權房建設。

此外，綠城管理深化推進公租房與人才公寓等新型保障房項目，並在產業園、總部基地、學校、醫院以及老舊小區改造等多個市政公建配套領域加速戰略佈局，旨在為不同群體提供多元化的住房選擇，提升城市居住品質。綠城管理積極參與「保交樓」項目，有效盤活爛尾項目，為穩定房地產市場、改善民生福祉以及維護社會穩定獻出微薄之力。綠城管理已在廣州、杭州、重慶、武漢、南京、無錫等地簽約並推進數十個項目的紓困工作，落地紓困保交樓業務總建築面積超過1,000萬平方米。2024年，綠城管理「首批紓困項目」迎來盛大交付，實現保時、保量、保質交房，贏得業主青睞。截至2024年，綠城管理的政府代建業務累計交付量已達到約6,390萬平方米，為近42.8萬戶原住民改善了居住生活環境。

During the Reporting Period, 5 future community projects under Greentown China in Fenghuang Street, Huzhou City, Zhejiang Province were honored as “Typical Cases of Urban Renewal in China in 2024”.

5.3.3 Construction of Affordable Housing

As an important form of affordable housing, joint-ownership housing has become an effective way for low- and middle-income families to realize home ownership. As of the end of Reporting Period, Greentown China is carrying out construction of joint-ownership housing both in Hangzhou and Ningbo.

In addition, Greentown Management has deepened the promotion of new affordable housing projects such as public rental housing and talent apartments, and accelerated its strategic layouts in multiple municipal and public ancillary facilities including industrial parks, headquarters bases, schools, hospitals, and renovation of old communities, with an effort to provide housing choices for different groups and enhance the quality of urban living. Greentown Management has also actively participated in the “Guaranteed Delivery” projects and effectively revitalised the unfinished projects, making a modest contribution to stabilizing the real estate market, improving people’s well-being and maintaining social stability. Greentown Management has signed contracts in Guangzhou, Hangzhou, Chongqing, Wuhan, Nanjing, Wuxi, etc., and promoted dozens of relief projects, with a total GFA of relief project with delivery guarantee measures exceeding 10 million sqm. In 2024, Greentown Management’s “first batch of relief projects” welcomed grand deliveries, realizing the delivery in time, quantity, and quality and winning the owners’ favor. As of 2024, the cumulative delivery volume of Greentown Management’s government project management business had reached approximately 63.9 million sqm, improving the living environment for nearly 428,000 households.

5.4 行業共建

作為行業領軍企業，綠城中國秉承開放合作的精神，致力於推動行業交流與共同進步。通過積極參與行業對話、分享先進經驗，我們不斷尋求創新合作機遇，為行業注入新動力。我們的努力旨在促進技術革新與產品力提升，為整個行業的生態繁榮貢獻力量。

5.4 Industry Co-construction

As an industry leader, Greentown China adheres to the spirit of openness and cooperation, and is committed to promoting industry exchanges and mutual growth. Through active participation in industry dialogues and sharing of advanced experiences, we are constantly seeking opportunities for innovative cooperation and injecting new impetus into the industry. Our efforts are aimed at promoting technological innovation and enhancing product capabilities, and contributing to the ecological prosperity of the entire industry.

走進標杆，共謀高質量發展 — 產品力專題研學交流會 Walking into the Benchmark, Seeking Common High-quality Development – Product Strength Thematic Seminar

2024年8月，「走進標杆，共謀高質量發展—產品力專題研學交流會」在本集團成功舉辦，由明源地產和綠城中國聯合主辦。明源地產、中交投資、越秀地產、保利置業、中冶置業、上海城投在內的50餘家央企、國企高管骨幹參與。

與會嘉賓實地走訪綠城中國建研中心、杭州桂月雲翠及杭州錦海棠項目，並探討行業高質量發展路徑。活動首日，綠城中國的高管代表做《綠城好房子價值解碼》主題分享，深入解讀好房子相關技術體系，並對好房子營造背後的管控經驗做全面分享。

In August 2024, “Walking into the Benchmark, Seeking Common High-quality Development – Product Strength Thematic Seminar”, co-organized by Mingyuan Real Estate (明源地產) and Greentown China, was successfully hosted by the Group, with the participation of senior management from more than 50 central and state-owned enterprises, including Mingyuan Real Estate, CCCC Investment, Yuexiu Property, Poly Property, MCC Real Estate (中冶置業) and Shanghai Chengtou.

Guests visited Greentown China’s Construction Research Centre (綠城中國建研中心), Hangzhou Guiyue Yuncui (杭州桂月雲翠) and Hangzhou Jin Begonia (杭州錦海棠) projects, and explored the path of high-quality development in the industry. On the first day of the event, representatives from senior management of Greentown China made a presentation on “Decoding the Value of Greentown’s Good Houses”, explaining in depth the technical system related to good houses and sharing the management and control experience behind the construction of good houses.

五、品質責任：利他共贏新格局
V. Quality Responsibility: A New Win-win Situation for All

「綠色人居，美好生活」專題研討會
Seminar on “Green Habitat for Better Life”

2024年11月13日－14日，由中國房地產業協會（簡稱「中房協」）主辦的「綠色人居，美好生活」專題研討會在綠城·海南藍灣小鎮召開。來自全國各地的專家學者齊聚一堂，對「好房子·好生活」開展研討交流。

From 13 to 14 November 2024, the seminar on “Green Habitat for Better Life”, hosted by China Real Estate Association (CREA), was held in Greentown • Hainan Blue Town. Experts and scholars from all over the country gathered to discuss and exchange views on “Good House • Good Life”.



「綠色人居，美好生活」專題研討會現場
Site of Seminar on “Green Habitat for Better Life”

附錄 I： 香港聯交所上市規則附錄 C2 內容索引

Appendix I: Content Index of Appendix C2 to HKEx Listing Rules

環境、社會及管治指標 Environmental, Social and Governance Indicators			所在章節 In Chapter
環境 Environmental	A1 排放物 A1 Emissions	一般披露 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 註： 廢氣排放包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物。 溫室氣體包括二氧化碳、甲烷、氧化亞氮、氫氟碳化物、全氟化碳及六氟化硫。 有害廢棄物指國家規例所界定者。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste Note: Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.	3.2 應對氣候變化 3.2 Response to Climate Change 3.4 廢棄物管理 3.4 Waste Management
	A1.1 排放物種類及相關排放數據 A1.1 The types of emissions and respective emission data		3.2 應對氣候變化 3.2 Response to Climate Change 3.4 廢棄物管理 3.4 Waste Management
	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) A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)		3.2 應對氣候變化 3.2 Response to Climate Change
	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) A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)		3.4 廢棄物管理 3.4 Waste Management

環境、社會及管治指標 Environmental, Social and Governance Indicators		所在章節 In Chapter
	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)	3.4 廢棄物管理
	A1.4 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	3.4 Waste Management
	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	3.2 應對氣候變化
	A1.5 Description of emissions target(s) set and steps taken to achieve them	3.2 Response to Climate Change
	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	3.4 廢棄物管理
	A1.6 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them	3.4 Waste Management
A2 資源使用	一般披露	3.3 資源使用
A2 Use of Resources	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。 General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials Note: Resources may be used in production, storage, transportation, buildings, electronic equipment, etc.	3.3 Use of Resources
	A2.1 按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以每千個千瓦時計算)及密度(如以每產量單位、每項設施計算)	3.3 資源使用
	A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility)	3.3 Use of Resources
	A2.2 總耗水量及密度(如以每產量單位、每項設施計算)	3.3 資源使用
	A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility)	3.3 Use of Resources
	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	3.3 資源使用
	A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them	3.3 Use of Resources

環境、社會及管治指標 Environmental, Social and Governance Indicators		所在章節 In Chapter
	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 A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them	3.3 資源使用 3.3 Use of Resources 報告期內，綠城中國無求取水源問題 During the Reporting Period, there were no issues in sourcing water at Greentown China
	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 A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	綠城中國主營業務不涉及包裝材料使用 Greentown China's principal business does not involve the use of packaging materials
A3 環境及天然資源 A3 The Environment and Natural Resources	一般披露 減低發行人對環境及天然資源造成重大影響的政策 General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources	3.2 應對氣候變化 3.2 Response to Climate Change 3.3 資源使用 3.3 Use of Resources
	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 A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	3.2 應對氣候變化 3.2 Response to Climate Change 3.3 資源使用 3.3 Use of Resources 3.4 廢棄物管理 3.4 Waste Management
A4 氣候變化 A4 Climate Change	一般披露 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 General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer	3.2 應對氣候變化 3.2 Response to Climate Change
	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 A4.1 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them	3.2 應對氣候變化 3.2 Response to Climate Change

環境、社會及管治指標 Environmental, Social and Governance Indicators			所在章節 In Chapter
社會 Social	B1 僱傭	一般披露	4 品質職場
	B1 Employment	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare	4 Quality Workplace
		B1.1 按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數 B1.1 Total workforce by gender, employment type (e.g., full- or part-time), age group and geographical region	4.1 權益保障 4.1 Rights Protection
		B1.2 按性別、年齡組別及地區劃分的僱員流失比率 B1.2 Employee turnover rate by gender, age group and geographical region	4.1 權益保障 4.1 Rights Protection
	B2 健康與安全 B2 Health and Safety	一般披露 有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact compliance with relevant laws and regulations that have a significant impact relating to providing a safe working environment and protecting employees from occupational hazards	4.4 健康安全 4.4 Health and Safety

環境、社會及管治指標 Environmental, Social and Governance Indicators		所在章節 In Chapter
	B2.1 過去三年(包括匯報年度)每年因工亡故的人數及比率 B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year	4.4 健康安全 4.4 Health and Safety
	B2.2 因工傷損失工作日數 B2.2 Lost days due to work injury	4.4 健康安全 4.4 Health and Safety
	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 B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored	4.4 健康安全 4.4 Health and Safety
	B3 發展與培訓 B3 Development and Training	4.3 培訓發展 4.3 Training and Development
	一般披露 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動 註：培訓指職業培訓，可包括由僱主付費的內外部課程。 General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	
	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 B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management)	4.3 培訓發展 4.3 Training and Development
	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 B3.2 The average training hours completed per employee by gender and employee category	4.3 培訓發展 4.3 Training and Development

環境、社會及管治指標			所在章節
Environmental, Social and Governance Indicators			In Chapter
B4	勞工準則	一般披露	4.1 權益保障
B4	Labour Standards	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour	4.1 Rights Protection
		B4.1 描述檢討招聘慣例的措施以避免童工及強制勞工	4.1 權益保障
		B4.1 Description of measures to review employment practices to avoid child and forced labour	4.1 Rights Protection
		B4.2 描述在發現違規情況時消除有關情況所採取的步驟	4.1 權益保障
		B4.2 Description of steps taken to eliminate such practices when discovered	4.1 Rights Protection
B5	供應鏈管理	一般披露	5.1 供應鏈管理
B5	Supply Chain Management	管理供應鏈的環境及社會風險政策 General Disclosure Policies on managing environmental and social risks of the supply chain	5.1 Supply Chain Management
		B5.1 按地區劃分的供應商數目	5.1 供應鏈管理
		B5.1 Number of suppliers by geographical region	5.1 Supply Chain Management
		B5.2 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法	5.1 供應鏈管理
		B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored	5.1 Supply Chain Management

環境、社會及管治指標 Environmental, Social and Governance Indicators		所在章節 In Chapter
	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	5.1 供應鏈管理
	B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	5.1 Supply Chain Management
	B5.4 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法	5.1 供應鏈管理
	B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	5.1 Supply Chain Management
B6 產品責任	一般披露	1.1 產品品質
B6 Product Responsibility	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：	1.1 Product Quality
	(a) 政策；及	1.2 客戶權益
	(b) 遵守對發行人有重大影響的相關法律及規例的資料	1.2 Customer Rights and Interests
	General Disclosure	1.3 客戶服務
	Information on:	1.3 Customer Service
	(a) the policies; and	
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress	
	B6.1 已售或已運送產品總數中因安全與健康理由而回收的百分比	報告期內，綠城中國並沒有以安全與健康為由，回收已出售或已運送的產品
	B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons	During the reporting period, no products sold or shipped were recalled for safety and health reasons
	B6.2 接獲關於產品及服務的投訴數目以及應對方法	1.2 客戶權益
	B6.2 Number of products and service related complaints received and how they are dealt with	1.2 Customer Rights and Interests
	B6.3 描述與維護及保障知識產權有關的慣例	2.4 知識產權保護
	B6.3 Description of practices relating to observing and protecting intellectual property rights	2.4 Intellectual Property Protection

環境、社會及管治指標 Environmental, Social and Governance Indicators		所在章節 In Chapter
	B6.4 描述質量檢定過程及產品回收程序 B6.4 Description of quality assurance process and recall procedures	1.1 產品品質 1.1 Product Quality 產品回收程序對綠城中國營運而言並非重要範疇 Product recall procedures are not considered material to the operations of Greentown China
	B6.5 描述消費者數據保障及私隱政策，以及相關執行及監察方法 B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored	1.2 客戶權益 1.2 Customer Rights and Interests
B7 反貪污 B7 Anti-corruption	一般披露 有關防止賄賂、勒索、欺詐及洗黑的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering	2.3 反腐倡廉 2.3 Anti-corruption and Integrity
	B7.1 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果 B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases	2.3 反腐倡廉 2.3 Anti-corruption and Integrity
	B7.2 描述防範措施及舉報程序，以及相關執行及監察方法 B7.2 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	2.3 反腐倡廉 2.3 Anti-corruption and Integrity
	B7.3 描述向董事會及員工提供的反貪污培訓 B7.3 Description of anti-corruption training provided to directors and staff	2.3 反腐倡廉 2.3 Anti-corruption and Integrity

環境、社會及管治指標			所在章節
Environmental, Social and Governance Indicators			In Chapter
B8	社區投資	一般披露	5.2 公益慈善
B8	Community Investment	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策	5.2 Public Welfare and Charity
		General Disclosure	
		Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests	
		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)	5.2 公益慈善
		B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	5.2 Public Welfare and Charity
		B8.2 在專注範疇所動用資源(如金錢或時間)	5.2 公益慈善
		B8.2 Resources contributed (e.g. money or time) to the focus area	5.2 Public Welfare and Charity

附錄 II: 綠城中國 2024 年 ESG 績效指標

Appendix II: Greentown China's ESG Performance Indicators in 2024

管治績效

Governance Performance

商業道德 Business Ethics	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
貪污訴訟事件 Anti-corruption case	0	件 case	B7 反貪污 B7 Anti-corruption
商業道德培訓培訓次數 Number of business ethics training	88	次 times	
商業道德培訓參與人數 Number of participants receiving business ethics training	8,765	人 person	

環境績效

Environmental Performance

綠色建築認證類別 Green Building Certification Categories	2024年 2024	單位 Unit
綠色三星建築累計數量 Cumulative number of green 3-star building	30	個 certificates
綠色二星建築累計數量 Cumulative number of green 2-star building	185	個 certificates
綠色一星建築累計數量 Cumulative number of green 1-star building	100	個 certificates
LEED累計數量 Cumulative number of LEED	7	個 certificates
WELL累計數量 Cumulative number of WELL	5	個 certificates
綠色建築認證合計數量 Total number of green building certifications	327	個 certificates

廢水排放 Wastewater Discharge		2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
廢水排放總量 Total wastewater discharge		74,982.44	噸 tonnes	A1 排放物 A1 Emissions
溫室氣體排放 Greenhouse Gas Emission		2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
溫室氣體排放(範圍一) GHG emission (Scope 1)		595.78	噸二氧化碳當量 tonnes CO ₂ equivalent	A1 排放物 A1 Emissions
溫室氣體排放(範圍二) GHG emission (Scope 2)		18,115.29	噸二氧化碳當量 tonnes CO ₂ equivalent	
溫室氣體總排放量 Total GHG emission		18,711.07	噸二氧化碳當量 tonnes CO ₂ equivalent	
溫室氣體排放密度 Density of GHG emission		0.17	噸二氧化碳當量／ 平方米建築面積 tonnes CO ₂ equivalent/sqm GFA	
廢棄物處置量 Waste Disposal		2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
有害廢棄物 Hazardous waste	熒光燈管產生量 Fluorescent tube generation	0.29	噸 tonnes	A1 排放物 A1 Emissions
	廢電池產生量 Waste battery generation	0.81	噸 tonnes	
	墨盒產生量 Ink cartridge generation	0.89	噸 tonnes	
	設備維護廢液產生量 Waste liquid generation from equipment maintenance	0.02	噸 tonnes	
	有害廢棄物總量 Total hazardous waste generation	2.01	噸 tonnes	
	有害廢棄物密度 Density of hazardous waste	0.000019	噸／平方米 建築面積 tonnes/sqm GFA	

廢棄物處置量 Waste Disposal		2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
無害廢棄物 Non-hazardous waste	紙張回收量 Paper recycling	5.31	噸 tonnes	A1 排放物 A1 Emissions
	金屬回收量 Metal recycling	0.42	噸 tonnes	
	塑料回收量 Plastic recycling	1.30	噸 tonnes	
	玻璃回收量 Glass recycling	0.15	噸 tonnes	
	無害廢棄物回收總量 Total non-hazardous waste recycling	7.18	噸 tonnes	
	紙張使用量 Paper usage	37.12	噸 tonnes	
	金屬使用量 Metal usage	0.69	噸 tonnes	
	塑料使用量 Plastic usage	3.72	噸 tonnes	
	玻璃使用量 Glass usage	0.38	噸 tonnes	
	廚餘垃圾 Kitchen waste	2,330.32	噸 tonnes	
	建築垃圾 Construction waste	113.58	噸 tonnes	
	無害廢棄物產生總量 Total non-hazardous waste generation	2,485.81	噸 tonnes	
	無害廢棄物產生密度 Density of non-hazardous waste generation	0.02	噸／平方米 建築面積 tonnes/sqm GFA	

廢氣排放 Air Pollutant Emission	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
汽車空氣污染物排放－NO _x 排放量 Air pollutant emission from vehicles – NO _x	37.03	千克 kg	A1 排放物 A1 Emissions
汽車空氣污染物排放－SO _x 排放量 Air pollutant emission from vehicles – SO _x	15.39	千克 kg	
汽車空氣污染物排放－CO排放量 Air pollutant emission from vehicles – CO	760.41	千克 kg	
汽車空氣污染物排放－HC排放量 Air pollutant emission from vehicles – HC	433.15	千克 kg	

水資源消耗 Water Consumption	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
總耗水量 Total water consumption	93,728.05	噸 tonnes	A2 資源使用 A2 Use of Resources
總耗水密度 Total water consumption density	0.87	噸／平方米 建築面積 tonnes/sqm GFA	
總節水量 Total water saving	1,691.69	噸 tonnes	

能源消耗 Energy Consumption	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
電力消耗總量 Total electricity consumption	25,490,719.70	千瓦時 kWh	A2 資源使用 A2 Use of resources
汽油消耗總量 Total petrol consumption	212,331.81	公升 litre	
柴油消耗總量 Total diesel consumption	2,526.18	公升 litre	
液化石油氣消耗總量 Total LPG Consumption	19.23	噸 tonnes	
天然氣消耗總量 Total natural gas consumption	9,510.03	立方米 cubic meters	
直接能源消耗總量 Total direct energy consumption	274.11	噸標準煤 tonnes of standard coal	
間接能源消耗總量 Total indirect energy consumption	3,132.81	噸標準煤 tonnes of standard coal	
綜合能源消耗總量 Total comprehensive energy consumption	3,406.92	噸標準煤 tonnes of standard coal	
綜合能源消耗密度 Comprehensive energy consumption density	0.032	噸標準煤／平方米 建築面積 tonnes of standard coal/sqm GFA	

社會績效 Social Performance

員工僱傭 Staff Employment	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
僱傭人數 Number of staff	8,765	人 person	B1 僱傭 B1 Employment
按性別劃分員工人數 Number of staff by gender			
男 Male	6,096	人 person	B1 僱傭 B1 Employment
女 Female	2,669	人 person	
按年齡劃分員工人數 Number of staff by age			
30歲以下 Below 30	1,731	人 person	B1 僱傭 B1 Employment
30歲－49歲 30-49	6,777	人 person	
50歲及以上 50 and above	257	人 person	
按職級劃分員工人數 Number of staff by rank			
高級管理人員 Senior management	859	人 person	B1 僱傭 B1 Employment
中層管理人員 Mid-level management	2,720	人 person	
基層員工 Entry-level employees	5,186	人 person	
按地區劃分員工人數 Number of staff by region			
浙江區域 Zhejiang Region	5,037	人 person	B1 僱傭 B1 Employment
華北區域 Northern Region	561	人 person	
華東區域 Eastern Region	974	人 person	
中原區域 Midland Region	252	人 person	
西南區域 Southwest Region	225	人 person	
華南區域 Southern Region	354	人 person	
華中區域 Central Region	330	人 person	
西北區域 Northwest Region	820	人 person	
東北區域 Northeast Region	209	人 person	
海外區域 Overseas Region	3	人 person	

員工保留 Staff Retention	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
員工流失率 Staff turnover rate	23.10	%	B1 僱傭 B1 Employment
按性別劃分的員工流失率 Staff turnover rate by gender			
男 Male	15.10	%	B1 僱傭 B1 Employment
女 Female	8.00	%	
按年齡劃分的員工流失率 Staff turnover rate by age			
30歲以下 Below 30	5.70	%	B1 僱傭 B1 Employment
30歲－49歲 30-49	16.80	%	
50歲及以上 50 and above	0.60	%	
按地區劃分員工流失率 Staff turnover rate by region			
浙江區域 Zhejiang Region	11.50	%	B1 僱傭 B1 Employment
華北區域 Northern Region	1.10	%	
華東區域 Eastern Region	2.80	%	
中原區域 Midland Region	1.70	%	
西南區域 Southwest Region	1.40	%	
華南區域 Southern Region	1.60	%	
華中區域 Central Region	1.30	%	
西北區域 Northwest Region	1.10	%	
東北區域 Northeast Region	0.50	%	
海外區域 Overseas Region	0.10	%	

安全生產 Safe Production	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
因工亡故人數 Number of work-related fatalities	0	人 person	B2 健康與安全 B2 Health and Safety
因工傷損失工作日數 Lost days due to work injury	0	天 day	
百萬工時總可記錄傷害率(TRIR) Million man-hours total recordable injury rate (TRIR)	0	%	
百萬工時損工事故率(LTIR) Million man-hours lost-time incident rate (LTIR)	0	%	

員工培訓 Staff Training	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
按性別劃分的人均受訓時長 Number of training hours per capita by gender			
男 Male	47	小時 hour	B3 發展與培訓 B3 Development and
女 Female	47	小時 hour	Training
按職級劃分的人均受訓時長 Number of training hours per capita by rank			
高級管理人員 Senior management	47	小時 hour	B3 發展與培訓 B3 Development and
中層管理人員 Mid-level management	47	小時 hour	Training
基層員工 Entry-level employees	47	小時 hour	
按性別劃分的受訓僱員百分比 Percentage of employees trained by gender			
男 Male	69.55	%	B3 發展與培訓 B3 Development and
女 Female	30.45	%	Training
按職級劃分的受訓僱員百分比 Percentage of employees trained by rank			
高級管理人員 Senior management	9.80	%	B3 發展與培訓 B3 Development and
中層管理人員 Mid-level management	31.03	%	Training
基層員工 Entry-level employees	59.17	%	

供應商管理 Supplier Management	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
供應商總數 Total number of suppliers	10,908	家 unit	B5 供應鏈管理 B5 Supply Chain Management
按地區劃分的供應商數目 ¹⁷ Number of suppliers by region ¹⁷			
綠城小鎮集團 Greentown Town group	1,851	家 unit	B5 供應鏈管理 B5 Supply Chain Management
浙江區域集團 Zhejiang region group	3,166	家 unit	
華北區域公司 Northern region company	1,693	家 unit	
華東區域公司 Eastern region company	2,231	家 unit	
中原區域公司 Midland region company	1,013	家 unit	
華南區域公司 Southern region company	921	家 unit	
華中區域公司 Central region company	1,142	家 unit	
西北區域公司 Northwest region company	989	家 unit	
東北區域公司 Northeast region company	630	家 unit	
產品與服務 Products and Services	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
客戶投訴總數 Total number of complaints	921	起 case	B6 產品責任 B6 Product Responsibility
客戶投訴解決率 Customer complaint resolution rate	98.93	%	
研發創新 Innovative Research and Development	2024年 2024	單位 Unit	聯交所指標 HKEx Indicator
累計取得專利授權總數 Accumulated total number of patent authorization obtained	924	件 unit	B6 產品責任 B6 Product Responsibility
累計持有註冊商標總數 Accumulated total number of registered trademarks held	1,137	件 unit	
累計完成著作權登記 Accumulated copyright registrations completed	362	件 unit	

¹⁷ 所列各區域存在共用供應商資源的情況，相應供應商會被重複計算

¹⁷ The listed regions may share supplier resources, resulting in duplicate counting of the corresponding suppliers

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