

**SHINSUN** 祥生

祥生控股(集團)有限公司  
SHINSUN HOLDINGS (GROUP) CO., LTD.

(於開曼群島註冊成立的有限公司)

(incorporated in the Cayman Islands with limited liability)

股份代號 Stock Code : 02599

2021

環境、社會及管治報告  
Environmental, Social and  
Governance Report



幸福生活  
運營商

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HKEX





# 關於本報告

## ABOUT THIS REPORT

### 概覽

本報告是祥生控股集團有限公司發佈的第二份《環境、社會及管治報告》(以下簡稱「ESG」報告)，面向公司各利益相關方，重點披露本公司在經濟、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2021年1月1日至2021年12月31日(即報告期內)，部分內容追溯以往年份。

### 報告範圍及邊界

本報告覆蓋祥生控股集團有限公司及其子公司(以下簡稱「本集團」、「祥生控股」或「我們」)。

### 編製依據

本報告編製參考香港聯合交易所有限公司(以下簡稱「聯交所」)證券上市規則附錄二十七《環境、社會及管治報告指引》進行編製。

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

### 資料來源及可靠性保證

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

### OVERVIEW

This is the second “Environmental, Social and Governance Report” (hereinafter referred to as the “ESG” Report) published by Shinsun Holdings (Group) Co., Ltd., reporting to all stakeholders of the Company with focused disclosure on the Company’s management, practice and performance in economic, environmental, social and governance terms.

### PERIOD COVERED BY THE REPORT

The Report covers the period from 1 January 2021 to 31 December 2021 (being the “Reporting Period”), some of its contents cover the previous year.

### SCOPE AND COVERAGE OF THE REPORT

The Report covers Shinsun Holdings (Group) Co., Ltd. and its subsidiaries (hereinafter referred to as the “Group”, “Shinsun Holdings”, “we” or “us”).

### BASIS OF PREPARATION

The Report has been prepared with reference to the Environmental, Social and Governance Report Guide set out in Appendix 27 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (hereinafter referred to as the “Stock Exchange”).

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

### SOURCES AND WARRANTY OF RELIABILITY

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



## 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。如想了解更多關於祥生控股的背景、業務發展和可持續發展理念，歡迎瀏覽祥生控股官方網站(<http://www.shinsunholdings.com>)。

## 報告編製流程

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、部門與高層審核等環節完成編製。

## 確認及批准

本報告經管理層確認後，於2022年3月31日獲董事會（「董事會」）通過。

## LANGUAGES AND FORMATS

The Report is available in both Chinese and English in electronic version. For more information regarding Shinsun Holdings' background, business development and philosophy of its sustainable development, please refer to the official website of Shinsun Holdings (<http://www.shinsunholdings.com>).

## REPORT PREPARATION PROCESS

The Report is prepared through the process of working group formation, data collection, interviews with stakeholders, questionnaire research with stakeholders, framework determination, report compilation, report design, and review of departments and senior management.

## CONFIRMATION AND APPROVAL

The Report is confirmed by the management and approved by the board of directors (the "Board") on 31 March 2022.



# 董事長致辭

## CHAIRMAN'S STATEMENT

2021年是以應對挑戰為主旋律的一年，我們面對著市場態勢與外部環境的諸多不確定性，以信念夯實根基，以品質保障穩定，以變革驅動發展。我們積極應對監管要求、順應監管政策、擁抱行業變化，持續踐行成為「幸福生活營運商」的初心，致力於實現公司的可持續發展。

對於企業，我們堅持深耕提質，穩健發展。在整體發展戰略上，我們遵循「1+1+X」戰略，聚焦長期深耕地區，持續挖掘區域與城市、板塊價值。2021年，我們以浙江為大本營，泛長三角為主戰場，在不斷深耕中總結出「根據地模式」、「旗艦模式」等與本集團發展相匹配的戰略抓手，不斷夯實企業成長質量、提高產品與服務質量。

對於產品，我們堅持品質服務，守正創新。我們堅持持續提升產品質量，充分發揮四大產品線優勢及特質，實現對客群「全周期、全地域、全齡段」的需求覆蓋，精準落子，為客戶提供最具適配性的住宅產品。在服務層面，我們聚焦保障工程進度、產品交付以及服務平台的發展，為客戶帶來交付全程的優質體驗。

對於環境，我們堅持綠色共生，和諧發展。本集團持續踐行長期主義，致力於成為助力綠色變革的房地產企業。在2021年，我們持續加強綠色建造和綠色營運，積極識別和應對氣候變化帶來的影響，並以研發創新促進綠色設計和綠色施工，持續推動節能減排和污染物管控，為國家實現「碳達峰」、「碳中和」目標貢獻一份力量。

The main theme of 2021 was addressing the challenges. In the face of the considerable uncertainties in the market and in the external environment, we were able to solidify our foundations with conviction, ensure stability with quality and drive development with change. We actively responded to regulatory requirements, complied with regulatory policies and embraced changes in the industry, stayed true to our initial aspiration to be a "Happy Life Operator (幸福生活營運商)" and strived to achieve the sustainable development of the Company.

As for business development, we stay committed to the strategy of deep rooting and quality improvement to pursue sound development. In terms of overall development strategy, we followed the "1+1+X" strategy, focusing on long-term deep rooting, and continued to explore the value of regions, cities and segments. In 2021, with Zhejiang as the main base and Pan-Yangtze River Delta as the main battlefield, the Group has concluded the "localized model (根據地模式)" and "flagship model (旗艦模式)" and other strategic grasps that match with the development of the Group in the course of continuous deep cultivation, so as to constantly strengthen the quality of corporate growth and improve the quality of products and services.

As for our products, we persevered in providing quality services and making innovations based on the traditions. We have been continuously improving the quality of our products, and fully leveraged the advantages and product characteristics of the four product lines to achieve customer needs of "full-cycle, full-region and full-age", so as to precisely deliver the most suitable residential products to the customers. As for our services, we focused on ensuring the progress of the construction projects and the delivery of products and the development of our service platforms to bring our customers a quality experience throughout the whole delivery process.

As for the environment, we are committed to green co-existence and harmonious development. While adhering to long-termism, the Group strives to be a real estate enterprise that contributes to the green transformation. In 2021, we continued to strengthen green construction and green operation, actively identified and addressed the impacts of climate change, promoted green design and green construction through research and development innovations, and continued to promote energy saving and pollutant control, thus contributing to the country's goal of "carbon peaking" and "carbon neutrality".

對於員工，我們堅持以人為本，精誠團結。我們努力建設祥生大家庭，為員工創造公平平等的工作環境，保障員工基本權益。我們將員工的健康與安全放在首位，並充分考慮員工的福祉。2021年，我們正式啟動「共享基金」，對生活困難的員工進行「1對1」精準幫扶，切實增強員工的安全感和歸屬感。

對於社會，我們堅持與愛隨行，美好與共。「落其實者思其樹，飲其流者懷其源」是祥生控股賴以發展的公益信念，我們積極投身城市建設、扶貧助學、助殘助孤、賑災慈善等各項公益事業。以「四葉草計劃」為載體，以「健康基金」、「助學基金」、「童夢基金」、「共享基金」四大子項目為抓手，我們持續攜手各方落地公益活動。

立足當下，面對挑戰，祥生控股將在未來繼續以匠心築就幸福生活，為消費者提供更好的產品和服務，為股東及投資者創造更大的價值，為提升社會幸福感作出努力，為「成為一家有溫度、有擔當、健康可持續的品質標杆企業」而持續奮鬥。

陳國祥

二零二二年五月三十日

As for our employees, we are always people-oriented and we stress solidarity. We seek to build a Shinsun family, create a fair and equal working environment for our employees and protect their basic rights and interests. We place the health and safety of our employees as our top priority and give due consideration to their well-being. The Sharing Fund project was officially launched in 2021, targeting to provide one-to-one precise support to the employees who have difficulties in life so as to enhance their sense of security and belonging.

As for the society, we have always tried to share love and contribute to the greater good. In our public welfare endeavors, we believed in the saying "The one who eats a fruit thinks about the tree; the one who drinks water thinks about the water source". We actively participated in various public welfare undertakings, such as urban construction, poverty alleviation and education, helping the disabled and orphans and disaster relief and charity. Under the Clover Plan, we have continued to join hands with various parties to implement public welfare and support activities through the four sub-items of Health Fund, Education Fund, Children's Dream Fund and Sharing Fund.

We will remain firmly grounded and stand up to the challenges squarely, and will stay committed to creating a happy life with ingenuity. Through providing better products and services for consumers, creating more values for shareholders and investors, and contributing to the public well-being, we will continue to strive to become a warm, responsible, healthy and sustainable quality benchmark enterprise.

Chen Guoxiang

30 May 2022

# 誠信致祥 幸福而生

## BUILDING HARMONY ON INTEGRITY AND PURSUING HAPPY LIFE

作為中國地產行業的先行者，祥生控股以「幸福生活營運商」為集團定位，不斷提升商業道德與風險管理水平，提升企業管治能力。我們致力於將可持續發展理念融入到業務發展中，形成對環境與社會履行責任的常態化機制，攜手內外部相關方共建負責任企業。

### 傳遞品牌價值

作為一家成長迅速、業務規模龐大的綜合房地產開發商，祥生控股自1995年成立以來，歷經26年風雨，始終將品牌形象作為發展重心，力求成為代表行業形象的標杆企業。祥生控股於2020年在香港交易所主板掛牌上市（股票代碼2599.HK）。

### 業務發展

2021年，祥生控股繼續專精區域化發展，貫徹落實「1+1+X」戰略佈局，從浙江省出發，輻射泛長三角地區，在各個一線城市以及二線核心城市中打造堅實基礎。目前，祥生控股已在全國多個地區城市建立良好的口碑，在創造品牌影響力的同時，持續加強自身管理，實現品質與規模雙線發展。

As a forerunner in the real estate industry in China, Shinsun Holdings positions itself as a “Happy Life Operator”. We continuously improved our business ethics and risk management and enhanced our corporate governance capabilities. We are committed to integrating the concept of sustainable development into our business development, so as to form a routine mechanism for fulfilling our responsibilities for the environment and the society. We worked together with internal and external stakeholders to build a responsible enterprise.

### BUILDING BRAND VALUE

As a fast-growing, large-scale, comprehensive real estate developer established in 1995, Shinsun Holdings has always emphasized brand image during its development in the past 26 years, and has been striving to become a benchmark enterprise that can best represent the industry. It was listed on the main board of the Hong Kong Stock Exchange in 2020 (stock code: 2599.HK).

### Business development

In 2021, Shinsun Holdings continued its focused and high-quality regional development, implemented the “1+1+X” strategy, it started from Zhejiang Province, expanded into the Pan-Yangtze River Delta Region, and built solid foundations in first-tier cities and core second-tier cities. Currently, Shinsun Holdings has built up a good reputation in many cities and regions across the country. While enhancing our brand influence, we continued to strengthen internal management to pursue dual development in quality and scale.



截至報告期末，祥生控股在業務佈局方面，地產開發及營運土地儲備超2,081萬平方米，佈局40餘城，在開發項目超過200個。同時，祥生控股注重產商開發及營運，目前已在全國10個城市開發商業寫字樓、社區商業等物業產品，總面積超過200萬平方米。

As at the end of the Reporting period, the total land bank for real estate development and operation of Shinsun Holdings had exceeded 20.81 million sq.m.; it had expanded its presence in more than 40 cities with over 200 projects under development. Meanwhile, Shinsun Holdings prioritized property development and operation. It has secured property management business for commercial office buildings and community commercial real estates in 10 cities across the country, with a total area of over 2 million square metres.



## 影響力 Influence

- 保持區域內規模領先
- 深耕具備高成長性的核心城市
- 打造有影響力的產品與品牌
- Maintaining a leading position in terms of scale in the region
- Getting deeply rooted in core cities with high potential
- Enhancing the influence of our products and brands

## 創造價值 Value creation

- 順應核心城市客戶需求，不斷迭代優化產品及服務
- 通過優質的產品和服務，為客戶打造全方位幸福生活體驗
- Improving our products and services iteratively to respond to customer needs in core cities
- Bringing to customers an all-round happy life experience through high-quality products and services

### 企業文化

以人為本，誠信經營，與環境、社會共生，創造新時代高價值企業是祥生控股對未來的美好願景，也是企業發展的核心價值觀。祥生控股始終身懷強烈的社會責任感，維護地方幸福民生，以創新奮鬥為榮，牢記「幸福生活營運商」的定位，為相信祥生控股的客戶、員工、合作夥伴以及來自社會的關心祥生的人們帶去值得信賴的產品、服務和溫暖。

### Corporate culture

“Building a high-value enterprise in the new era by people-oriented operating with integrity, and coexisting with the environment and the society” is the beautiful vision and core values for corporate development of Shinsun Holdings. Always with a strong sense of social responsibility, we are committed to safeguarding the well-being of the local community. While taking pride in innovation and hard work, we will stay true to the positioning of a “Happy Life Operator”, and seek to bring trustworthy products, services and warmth to our customers, employees, partners who trust us and those from the community who care about us.

## 企業文化 Corporate culture

- 以人為本，以奮鬥為本
- People-Oriented, hardworking as the way

## 原則 Principles

- 為客戶創造幸福生活
- 為員工提供成功平台
- 為夥伴搭建價值生態
- 為社會構建美好時代
- Creating a happy life for customers
- Providing a success platform for employees
- Building a value ecology for partners
- Building a better era for society



## 核心價值觀 Core values

- 人本、誠信、共生、創新
- People-Oriented, integrity, coexist and innovation



## 外部認可

2021年，我們的付出和努力已經得到了社會各界的認可。祥生控股依靠強大的品牌力量先後收獲了多項獎項和榮譽：

## External recognition

In 2021, our dedication and efforts have been recognised by various segments of the society. Relying on its strong brand power, Shinsun Holdings was awarded the following awards and honors:

序號 No.	頒獎時間 Award Presentation Date	獎項名稱 Award Title	頒發機構 Awarding Institution
1	2021年1月 January 2021	第五屆金港股年度「最佳地產公司」 The 5th Golden HK Stock Annual "Best Real Estate Company"	智通財經 Zhitong Finance
2	2021年2月 February 2021	2021 搜狐焦點房地產新視角盛典「年度價值地產品牌」 2021 Sohu Focus Real Estate New Perspective Gala "Annual Valuable Real Estate Brand"	搜狐焦點 Sohu Focus
3	2021年3月 March 2021	2021中國房地產開發企業500強綜合實力TOP28 2021 China Top 500 Real Estate Developers – TOP 28 Developers by Comprehensive Strength	易居克而瑞&中房研協 CRIC & Fangchan.com
4	2021年4月 April 2021	2021第三屆中國品牌建設論壇「最佳經典品牌獎」 The 3rd China Brand Building Forum in 2021 – Best Brand Award	人民日報社&國際金融報 People's Daily & International Financial News
5	2021年5月 May 2021	2021中國上市公司品牌價值新銳榜TOP50第6名 2021 China Top 50 Emerging Listed Companies by Brand Value – ranked the 6th	每日經濟新聞 National Business Daily
6	2021年5月 May 2021	2021年中國上市百強房企TOP29 2021 China Top 100 Listed Real Estate Enterprises – TOP 29	億翰智庫 EH Consulting
7	2021年5月 May 2021	2021中國上市房企財富創造能力十強 2021 China Top 10 Listed Real Estate Enterprises by Economic Value Added	億翰智庫 EH Consulting
8	2021年5月 May 2021	2021中國上市房企投資價值十強 2021 China Top 10 Listed Real Estate Enterprises by Investment Value	億翰智庫 EH Consulting
9	2021年5月 May 2021	2021中國大陸在港上市房地產公司投資價值TOP5 2021 China Mainland Top 5 Real Estate Company Listed in Hong Kong by Investment Value	中指研究院 China Index Academy
10	2021年5月 May 2021	第十八屆藍籌年會綠色可持續引領10強企業 The 18th Blue Chip Real Estate – Top 10 Leading Green Sustainable Enterprises	經濟觀察報、經管新聞 The Economic Observer, Economic and Management News
11	2021年5月 May 2021	2021品牌價值典範企業 2021 Model Enterprises by Brand Value	經濟觀察報、經管新聞 The Economic Observer, Economic and Management News
12	2021年5月 May 2021	第十八屆藍籌年會藍籌百強企業 – 祥生控股集團 The 18th Blue Chip Real Estate – Top 100 List – Shinsun Holdings	經濟觀察報、經管新聞 The Economic Observer, Economic and Management News

序號	頒獎時間	獎項名稱	頒發機構
No.	Date	Award Title	Awarding Institution
13	2021年5月 May 2021	2021中國房地產上市公司綜合實力TOP30 2021 China TOP 30 Listed Real Estate Enterprises by Comprehensive Strength	中國房地產業協會、上海易居房地產研究院、中國房地產測評中心 China Real Estate Association , Shanghai E-House Real Estate Research Institute , China Real Estate Appraisal Centre
14	2021年7月 July 2021	2021中國房地產開發企業浙江省TOP2 2021 TOP 2 Real Estate Developers in Zhejiang Province	易居克而瑞 CRIC
15	2021年7月 July 2021	《財富》中國500強名列榜單第247位 Ranked 247 in Fortune China 500 list	財富 Fortune Magazine
16	2021年8月 August 2021	2021中國綠色地產指數TOP18 2021 China Green Real Estate Index TOP 18	中國投資協會創新委與《環境保護》雜誌、標準排名 China Investment Association Innovation investment and financing Specialized Committee, Environmental Protection Magazine, Green Ranking
17	2021年8月 August 2021	2021浙商全國500強TOP14 2021 Zhe Shang China Top 500 -TOP 14	《浙商》雜誌 ZHE SHANG Magazine
18	2021年9月 September 2021	2021年中國地產藍籌企業 2021 China Blue Chip Real Estate Enterprise	樂居財經 Leju Finance
19	2021年9月 September 2021	2021中國房企綜合實力TOP23 2021 China Top 23 Real Estate Enterprises by Comprehensive Strength	億翰智庫 EH Consulting
20	2021年9月 September 2021	2021中國房企品牌價值TOP17 2021 China Top 17 Real Estate Enterprises by Brand Value	億翰智庫 EH Consulting
21	2021年9月 September 2021	2021中國房地產公司品牌價值TOP23 2021 China Top 23 Real Estate Enterprises by Brand Value	中指研究院 China Index Academy
22	2021年9月 September 2021	2021中國地產風尚大獎－年度投資價值地產企業 Outstanding Real Estate Companies In 2021 – Investment Value	觀點 Guandian
23	2021年9月 September 2021	2021中國地產風尚大獎－年度社會責任地產企業 Outstanding Real Estate Companies In 2021 – Social Responsibility	觀點 Guandian
24	2021年9月 September 2021	2021中國地產金磚獎年度卓越影響力地產企業 2021 China Golden-Brick Prize – Outstanding Influential Real Estate Enterprise	21世紀經濟報道 21st Century Business Herald

序號	頒獎時間	獎項名稱	頒發機構
No.	Date	Award Title	Awarding Institution
25	2021年9月 September 2021	2021第二屆上市房企財務強健大獎 2021 the 2nd Listed Real Estate Enterprises Financial Strength Award	樓市資本論 www.ChinaLou.cn
26	2021年9月 September 2021	2021中國民營企業500強－賀信 2021 China Top 500 Private Enterprise – Congratulation Letter	浙江省工商聯 Zhejiang Federation of Industry and Commerce
27	2021年9月 September 2021	2021中國房地產開發企業品牌價值30強216億元 2021 China Top 30 Real Estate Developers by Brand Value – RMB21.6 billion	易居克而瑞&中房研協 E-house CRIC & CREA (中房研協)
28	2021年10月 October 2021	2021中國價值地產年度價值地產企業 2021 China Valuable Real Estate Awards – Valuable Enterprises of the Year	每日經濟新聞 National Business Daily
29	2021年10月 October 2021	2021中國上市公司品牌價值榜TOP29 2021 China Top 29 Listed Real Estate Enterprises by Brand Value	每日經濟新聞 National Business Daily
30	2021年11月 November 2021	2021金橋獎年度最具投資價值地產公司 2021 Golden Bridge Awards-Most Valuable Real Estate Company of the Year	思維財經、投資者網 Thinking Finance and investorchina.cn
31	2021年11月 November 2021	2021年度影響力企業 2021 Influential Enterprise	中國經營報 China Business Journal
32	2021年11月 November 2021	2021「年度社會責任貢獻企業」 2021 “Contribution Award for Social Responsibility”	國際金融報 International Finance News
33	2021年11月 November 2021	2021年中國人才管理機制典範獎 2021 Talent Management Model Award	北森人才管理研究院 Beisen Research of Talent Management
34	2021年11月 November 2021	2021年中國地產藍籌企業 2021 China Blue Chip Real Estate Enterprise	樂居財經 Leju Finance
35	2021年12月 December 2021	2021中國上市房企成長潛力獎 2021 China Listed Real Estate Enterprise Growth Potential Award	樂居財經 Leju Finance
36	2021年12月 December 2021	2021杭州房地產市場地位領先企業 2021 Leading Real Estate Enterprise in Hangzhou	中指研究院 China Index Academy
37	2021年12月 December 2021	2021紹興房地產市場地位領先企業 2021 Leading Real Estate Enterprise in Shaoxing	中指研究院 China Index Academy
38	2021年12月 December 2021	2021宣城市房地產市場地位領先企業 2021 Leading Real Estate Enterprise in Xuancheng	中指研究院 China Index Academy
39	2021年12月 December 2021	2021長三角區域房地產50強企業 2021 Top 50 Real Estate Enterprises in Yangtze River Delta Region	中指研究院 China Index Academy



序號	頒獎時間	獎項名稱	頒發機構
No.	Date	Award Title	Awarding Institution
40	2021年12月 December 2021	2021浙江省房地產10強企業 2021 TOP 10 Real Estate Developers in Zhejiang Province	中指研究院 China Index Academy
41	2021年12月 December 2021	2021年度房地產企業品牌影響力榜樣 2021 Brand Influence Model of Real Estate Enterprises	和訊 Hexun.com
42	2021年12月 December 2021	2021中國房企超級產品力TOP20 Top 20 Super Product Power of Real Estate Enterprises in China in 2021	億翰智庫 EH Consulting
43	2021年12月 December 2021	2021年度優秀品牌價值企業 2021 Enterprises with Outstanding Brand Value	第一財經 YiMagazine
44	2021年12月 December 2021	2021最具影響力房企 2021 Most Influential Real Estate Enterprises	樓市資本論 www.ChinaLou.cn
45	2022年1月 January 2022	2021年度產品力地產品牌－祥生控股集團 2021 Product Power Real Estate Brand – Shinsun Holdings	華夏時報 China Times

## 夯實責任治理

祥生控股嚴格遵守《中華人民共和國公司法》、《聯交所證券上市規則》附錄之十四條內企業管治守則即企業管治報告的原則等相關要求，依託完善的公司治理架構開展合規經營。我們秉承公平、公正的原則，追求多元化的管理和溝通手段，以可持續的理念促進企業管治能力提升。

### 企業管治架構

本集團董事會下設審核委員會、薪酬委員會和提名委員會共同協助董事會開展管治監督工作。我們高度重視董事會的多元化構成，董事會及高級管理層團隊均由來自不同領域、經驗豐富的高素質人才組成，其中女性董事會成員佔比為14.3%。

## RESPONSIBILITY GOVERNANCE IMPROVED

Shinsun Holdings strictly complies with the relevant requirements of the Company Law of the People's Republic of China, the Corporate Governance Code contained in Appendix 14 to the Rules Governing the Listing of Securities on The Stock Exchange and the principles of Corporate Governance Report, and ensures its compliance operation with a sound corporate governance structure. While committed to the principles of fairness and impartiality, we pursue diverse management and communication tools, and seek to improve corporate governance capabilities with a sustainable philosophy.

### Corporate Governance Structure

The Board of the Group has an Audit Committee, a Remuneration Committee and a Nomination Committee to jointly assist the Board in governance and supervision. We attach great importance to the diversification of the Board. The Board and the senior management team are composed of high-quality talents with extensive experience from different sectors, and 14.3% of the Board members are female.

#### 審核委員會 Audit Committee

- 對本集團財務匯報程序、內部控制系統、風險管理等工作進行審閱和監督
- 向董事會提供建議和意見
- Reviewing and supervising the Group's financial reporting process, internal control system, risk management, etc.
- Providing advice and comments to the Board

#### 薪酬委員會 Remuneration Committee

- 為集團有關董事和高級管理層的薪酬政策和架構進行制定和檢討
- 為有關薪酬政策的程序和對各董事會及高級管理層的特定薪酬待遇條款的制定負責，批准並檢討績效薪酬
- Establishing and reviewing the Group's policy and structure concerning remuneration of the Directors and senior management
- Establishing the procedure for developing remuneration policies, determining the terms of the specific remuneration package of each Director and senior management member, and reviewing and approving performance-based remuneration

#### 提名委員會 Nomination Committee

- 對董事會架構負責，在董事會人員發生變動時，負責物色、挑選和提名董事人選
- 對獨立非執行董事獨立性進行評估
- Responsible for reviewing the structure of the Board and making recommendations regarding changes to the Board and identifying, selecting individuals nominated for directorship
- Assessing the independence of the independent non-executive Directors

## 風險管理

本集團高度重視風險管理，並制定《地產集團審計管理制度》、《地產集團責任追究制度》等一系列制度，保障公司健康、穩定的發展。報告期內，我們優化了風險管理體系制度，並對《訴訟管理制度》和《法律事務巡檢制度》進行了更新，提升了風險管理機制的覆蓋度及範圍。同時，為積極響應2021年出台的《中華人民共和國個人信息保護法》，我們結合公司實際情況識別了相關風險，製作並下發了《個人信息保護法對房地產企業的影響》風險報告，針對性降低企業營運過程涉及的風險程度。

基於三道防線管理風險控制體系，本集團持續優化各個防線的體系文件，同時制定了相關實施細則，切實解決在實操過程中面臨的問題，提升風險控制體系的有效性與實用性。

## Risk Management

The Group attaches great importance to risk management, and has formulated a series of systems such as the Audit Management System of the Real Estate Group and the Accountability System of the Group to ensure the sound and stable development of the Company. During the Reporting Period, we improved our risk management system and updated the Litigation Management System and the Legal Affairs Inspection System to enhance the coverage and scope of our risk management mechanism. Meanwhile, in response to the Personal Information Protection Law of the People's Republic of China promulgated in 2021, we identified the relevant risks after considering the actual situation of the Company and formulated and released a risk report on the Impact of the Personal Information Protection Law on Real Estate Enterprises, with a view to mitigating the risks involved in the operation of the Company in a targeted manner.

With regard to the risk control system based on the three lines of defense, the Group has continued to improve the system documents for each line of defense, and has formulated relevant implementation rules to address the problems we had met in the course of operation, thus enhancing the effectiveness and practicality of the risk control system.

### 第一道防線 The first line of defense

- 各業務部門擬定制度、流程、權責及風險紅線、風險數據庫等體系文件
- Formulation of system documents such as system, process, powers and responsibilities, risk red lines and risk database by each business unit

### 第二道防線 The second line of defense

- 通過業務部門自查、審計巡查等管理動作
- Management actions such as self-inspection and audit inspections of business unit

### 第三道防線 The third line of defense

- 事件應對、事後的追責報告、整改完善建議
- Incident response, post-incident accountability reports, rectification and improvement suggestions

祥生控股「三道防線」制度

The "three lines of defense" mechanism of Shinsun Holdings



報告期內，祥生控股積極開展合規內審項目共計56項，包括項目經營管理審計、各類專項審計、聯合及專項調查、重要崗位及人員的任期管理審計在內等多項審計工作。通過審計工作，我們及時發現了企業在商業營運過程中覆蓋的風險點，並根據審計結果對管理工作進行復盤與提升。

本集團高度重視企業合規文化方面的建設，並於報告期內舉辦了若干合規培訓，包括《行政合規風險管理制度宣貫》、《第三方合規管理要點》、《投標合規管理》、《合同合規管理》、《採購合規管理》等，持續提升全員合規意識與水平。

During the Reporting Period, Shinsun Holdings carried out a total of 56 internal compliance audits, including project operation management audits, various special audits, joint and special investigations, and the term of key positions and personnel management audits. Through the audits, we have identified the hidden risks in our business operations in a timely manner, reviewed and enhanced the management based on the audit results.

The Group attaches great importance to building a compliance culture and has organised a number of compliance training sessions during the Reporting Period, including trainings on the Administrative Compliance Risk Management System, the Third-Party Compliance Management Essentials, the Tender Compliance Management, the Contract Compliance Management and the Procurement Compliance Management, to continuously enhance the compliance awareness among all staff.

案例  
Case

浙北區域總部審計合規培訓

Audit compliance training at the headquarters of the Northern Zhejiang area

2021年10月，祥生控股集團審計監察負責人前往浙北區域總部開展審計合規現場培訓和宣貫。包括區域總裁及高管、區域各職能條線負責人、區域下屬各事業部及項目負責人在內的多位集團成員參加了此次培訓。此次培訓內容主要涵蓋了審計工作流程及規範、集團現有紅底線制度及要求、項目不同階段審計關注要點，並對往年的審計案例進行分享，明確了審計合規的重點與方向。

In October 2021, the head of Audit and Supervision of Shinsun Holdings Group conducted on-site training on audit compliance at the headquarters of the Northern Zhejiang area. CEO, senior management, heads of the functional lines of the regional business, and heads of business units and projects within the region, attended the training. The training mainly covered the audit workflow and rules, the Group's existing red-bottom line system and requirements and the key audit concerns at different stages of the project. Audit cases from previous years were also shared to clarify the focus and direction of audit compliance.



## 商業道德

本集團始終堅守商業道德底線，嚴格遵守《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，制定了《審計管理制度》、《責任追究制度》、《責任追究細則》等制度。報告期內，我們新增《監察管理制度》及《舉報人、證人獎勵和保護辦法》兩部制度文件，進一步明確祥生控股的監察機構和負責人員的職責權限，完善了監察工作流程以及監督舉報工作機制，並針對舉報人的獎勵和保護推出了具體可行的方案措施。

反貪腐工作是本集團管理工作的重中之重。我們設立了官網「廉潔舉報」窗口、內網系統「廉潔之窗」窗口、「廉正祥生」微信公眾號、舉報電話和舉報郵箱等多個舉報渠道，鼓勵各利益相關方對我們的商業道德建設工作進行實名或匿名監督。為保障舉報人權益，集團嚴格遵守相關制度，對有較大貢獻、挽回經濟損失數額較大的舉報人、證人進行經濟獎勵，並對所有舉報者信息進行嚴格的保密，堅決杜絕舉報人受到打擊報復等行為，一經發現本集團將進行嚴肅處理。與此同時，針對2021年本集團內部發生的2起貪腐案件，我們積極吸取教訓，總結經驗，持續加強對內警示教育，通過完善有關制度，填補漏洞，總結並分析舞弊手法，對尚未發現的舞弊行為進行排查和警戒。同時，我們公開貪腐舞弊案件的通報，在集團全體員工心中起到威懾作用。

為打造廉潔清正的企業氛圍，本集團為董事會成員及員工提供多場反貪污培訓，進一步加強反貪腐意識建設，創造健康公平辦公環境，攜手內部相關方共同推動合規建設。

## Business Ethics

The Group has always adhered to the bottom line of business ethics, strictly abided by the Anti-unfair Competition Law of the People's Republic of China, the Anti-money Laundering Law of the People's Republic of China, Interim Provisions on the Prohibition of Commercial Bribery and other laws and regulations, and has formulated the Audit Management System, Accountability System, Accountability Articles and other systems. During the Reporting Period, we added two institutional documents, i.e., the Supervision Management System and the Measures for Rewarding and Protecting Whistleblowers and Witnesses, to further clarify the responsibilities and authorities of the supervisory bodies and the responsible personnel of Shinsun Holdings. Through the two documents, the supervisory workflow and the mechanism for monitoring and reporting were improved, and specific and feasible solutions to reward and protect the whistleblowers were introduced.

Anti-corruption is of paramount importance in the management work of the Group. We set up multiple reporting channels such as the "integrity whistle-blowing" window on the official website, the "integrity window" window on the internal network, the "Integrity Shinsun" WeChat Official Account, hotlines and email addresses for reporting violations, to encourage stakeholders to monitor our business integrity in real names or anonymously. In order to protect the rights and interests of whistleblowers, the Group strictly complied with relevant systems and offered financial rewards to whistleblowers and witnesses who have made substantial contributions and recovered large amounts of economic losses. We pledged to keep all the information of the whistleblower strictly confidential, and we strictly forbade retaliation against the whistleblower, and if such acts are found out, we will take serious actions thereon. Meanwhile, in response to the two corruption cases that occurred within the Group in 2021, we actively learned from the lessons, and continued to strengthen our internal warning and education efforts by improving the relevant systems, closing loopholes, summarising and analysing fraudulent practices, and identifying and guarding against potential fraudulent practices. We also made public the notification of corruption and fraud cases to act as a deterrent in the minds of all our staff.

In order to create a clean and honest corporate atmosphere, the Group provided a number of anti-corruption training sessions for Board members and the staff to raise their anti-corruption awareness, create a healthy and fair workplace environment and work together with internal stakeholders to promote compliance building.

報告期內，本集團共向董事會成員及公司員工提供反貪污培訓共計21次，覆蓋2,261人。

During the Reporting Period, we conducted 21 anti-corruption training for the Board members and the employees, with 2,261 people participated in the training.

員工集中培訓  
Centralized  
training  
of the staff

- 全年針對員工開展了4次審計監察培訓，內容包括祥生文化、反貪腐、紅線管理和內外部合規等。
- Four audit and supervision training sessions were conducted for our staff throughout the year, covering Shinsun culture, anti-corruption, red line management and internal and external compliance.

月度通報  
Monthly  
notification

- 集團審計監察負責人每月在集團月度經營大會上就近期發現的關鍵審計問題及風險、審計問題整改推進情況、追責及處罰情況進行通報和警示。
- The Group's head of audit and supervision provided monthly briefings and warnings at the monthly management meetings on key audit issues and risks recently identified, the progress of rectification of audit issues, and the status of accountability and penalties.

重要節日  
廉潔提醒  
Reminders  
of integrity  
for important  
festivals

- 公司在重大節日前夕，下發廉潔自律的工作提醒，如《關於加強春節期間廉潔自律工作的通知》、《關於加強中秋節期間廉潔自律工作的通知》等。
- On the eve of important festivals, we issued reminders of integrity and self-discipline, such as Notice on Strengthening Integrity and Self-discipline Work during the Spring Festival, Notice on Strengthening Integrity and Self-discipline Work during the Mid-Autumn Festival, etc.

業務一線  
宣貫  
Enhancing the  
awareness of  
employees on  
the front lines  
of the business

- 在審計監察現場工作期間，與基層員工進行合規與廉潔宣貫。
- During on-site audit and supervision, compliance and integrity awareness education was given to the staff at the primary level.

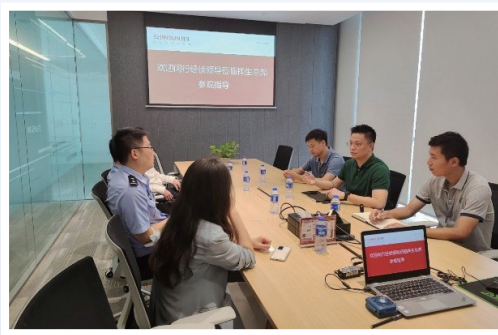
反貪腐主題活動  
Anti-corruption theme activities

## 案例 Case

## 反舞弊聯盟活動 Anti-Fraud Alliance activities

本集團多次展開與屬地公安、項目所在地公安經偵專業人士的交流，建立、維護、拓展司法資源。同時，集團也經常開辦與企業反舞弊聯盟成員單位、閩系在滬房企審計監察聯盟成員單位的聯盟行業交流活動，分享祥生集團審計監察管理經驗和有關案例。

The Group has initiated many engagements with local public security and economic crime investigation professionals in the project locations, to build, maintain and expand judicial resources. The Group also organized many communication activities with other members of the Enterprise Anti-Fraud Alliance and the Western Fujian Real Estate Enterprises Audit and Supervision Alliance in Shanghai, to share its experience in audit monitoring and management, as well as relevant cases.



## 踐行ESG理念

本集團堅持踐行可持續發展道路，將綠色、健康、穩定作為可持續發展的核心目標。在董事會領導的ESG架構下，本集團積極聽取各利益相關方的意見和建議，不斷完善ESG相關制度，在提高自身商業價值的同時回饋社會，實現企業與社會的共同成長和進步。

### ESG管理機制

祥生控股遵循科學化管理，以清晰的管理架構為基礎將可持續發展融入到企業經營中。本集團已建立由董事會領導，公司高級管理層及各相關部門組成的ESG工作小組，負責ESG相關事宜的具體溝通、執行與監督，聯動公司各業務及職能部門推動ESG工作的落實，並定期向董事會匯報及反饋。

## PUTTING ESG INTO PRACTICE

The Group has persevered on the path of sustainable development, and has placed green, healthy and stable sustainable development as the core objective. Under the ESG structure led by the Board, the Group reached out actively to the views and suggestions of various stakeholders to improve its ESG-related systems. While enhancing its own commercial value, it also seeks to contribute to the community, thus achieving growth and progress for both the Company and the society.

### ESG Management Mechanism

Shinsun Holdings follows a scientific approach to management and has integrated sustainable development into its business operations based on a clear management structure. The Group has formed an ESG working group leading by the Board, collaborating with the senior management of the Company and various relevant departments, which is responsible for the communication, implementation and supervision of ESG-related matters, and the promotion of the implementation of ESG work by coordinating all business and functional departments of the Company, and regularly reported to the Board.



董事會聲明

The Board's Statement

董事會肩負ESG  
事宜總體責任  
Overall  
responsibility  
of the Board  
for ESG  
matters

祥生控股的董事會對ESG策略及表現承擔最終責任。為推動ESG管理進程，本集團董事會定期對自身ESG風險與機遇進行識別，結合業務情況制定可持續發展戰略及管理方針，並協調資源支持可持續發展舉措的落地。董事會定期召開會議，監督公司ESG工作，並聽取ESG工作小組的建議。

The Board of Shinsun Holdings is ultimately responsible for the ESG strategy and its performance. In an effort to drive the ESG management process, the Board periodically identifies its ESG risks and opportunities, formulates sustainability strategies and management guidelines in the context of its business, and coordinates resources to support the implementation of sustainability initiatives. The Board members meet periodically, oversee the Company's ESG efforts and solicit suggestions from the ESG working group.

ESG工作小組  
保障日常實施  
Ensurance  
of daily  
implementation  
by the ESG  
working group

ESG工作的實施與落實主要由ESG工作小組負責。ESG工作小組協助制定並落實可持續發展戰略、目標及管理方針制定等相關工作，將可持續發展融入日常營運。同時，ESG工作小組定期向董事會匯報工作，並根據其建議作出改進。

The ESG working group is responsible for the implementation of the ESG work. It assists in the development and implementation of sustainable development strategies, objectives and management guidelines to integrate sustainable development into daily operations. It also reports regularly to the Board and makes improvements based on the recommendations of the Board.

ESG風險識別  
Identification  
of ESG risks

祥生控股與內外部利益相關方保持緊密的溝通，積極識別並評估重大ESG風險議題，以制定可持續發展戰略。集團分層討論和批准所識別的ESG議題，制定相應的可持續發展戰略、目標與管理方針，並緊跟國際可持續發展趨勢以及同行表現，定期回顧、提升相關工作。

Shinsun Holdings keeps close communication with internal and external stakeholders to proactively identify and assess significant ESG risk issues for the development of sustainability strategies. The Group discusses and approves the significant ESG issues identified at different levels, formulates corresponding sustainability strategies, objectives and management guidelines, and regularly reviews and enhances its work, so as to keep up on international sustainability trends and industrial practices.

ESG目標監督  
Monitoring of  
ESG targets

ESG工作小組負責基於集團的可持續發展情況，結合各利益相關方與國際社會所關切的議題，制定ESG工作目標及行動路徑，並對目標完成進度進行監督與定期檢討，並由董事會持續監督目標達成的進度與成果。

The ESG working group is responsible for setting ESG targets and action paths based on the Group's sustainable development, as well as the concerns of stakeholders and the international community. It monitors and regularly reviews the accomplishment progress of the targets, while the Board monitors the progress and achievements of the targets on a continual basis.

**利益相關方溝通**

祥生控股注重聆聽來自利益相關方的聲音，充分了解利益相關方的期望和訴求，以此完善企業ESG管理水平，為ESG管理工作提供有力的指導方向。

為構建與利益相關方構建和諧、信任的紐帶，我們在本年度提高了和投資者溝通的頻率和質量，並提升了投資者團隊的專業化水平。報告期內，我們通過線上路演，發佈公司府系項目—江山雲樾府宣傳視頻等方式，幫助投資者組織參觀項目，並通過互動問答、接聽利益相關方電話、現場拜訪利益相關方等多種方式與利益相關方進行有效的溝通，向各利益相關方展示祥生控股堅定貫徹可持續發展路線的決心。

**Communication with stakeholders**

Shinsun Holdings gives attention to the views of the stakeholders, tries to fully understand their expectations and concerns, so as to improve its ESG management, and provide strong guidance for its ESG work.

In order to forge a bond of harmony and trust with our stakeholders, we improved the frequency and quality of our communication with investors during the year and worked to earn a more professional investor team. During the Reporting Period, we communicated effectively with our stakeholders through various means such as organising online roadshows, releasing promotional videos about the Company's Mansion Series project – JiangshanYun Yue Mansion, organising investor visits to our projects, launching interactive Q&A sessions, taking calls from stakeholders and paying on-site visits to stakeholders, thereby demonstrating our firm commitment to sustainable development to various stakeholders.

利益相關方 STAKEHOLDER	關注議題 ISSUE OF CONCERN	溝通方式 WAYS OF COMMUNICATION
投資者／股東	合法合規經營 產品質量與安全	股東大會 業績發佈會 路演活動 投資研討會 港交所及公司網站 電郵及微信公眾號 自願定期披露公司信息
Investors/shareholders	Operation in compliance with laws and regulations Product quality and safety	General meetings Conferences for disseminating business results Road show Investment seminar Websites of Hong Kong Stock Exchange and the Company Email and WeChat official account Voluntary periodic disclosure of company information
員工	勞工權益保護 員工培訓與發展機遇 薪酬福利 職業健康與安全	員工信箱 工會 員工滿意度調研 各類員工活動
Employees	Labour rights protection Staff training and development opportunities Remuneration and welfare Occupational health and safety	Employees mailbox Labour union Employee satisfaction survey Various employee activities

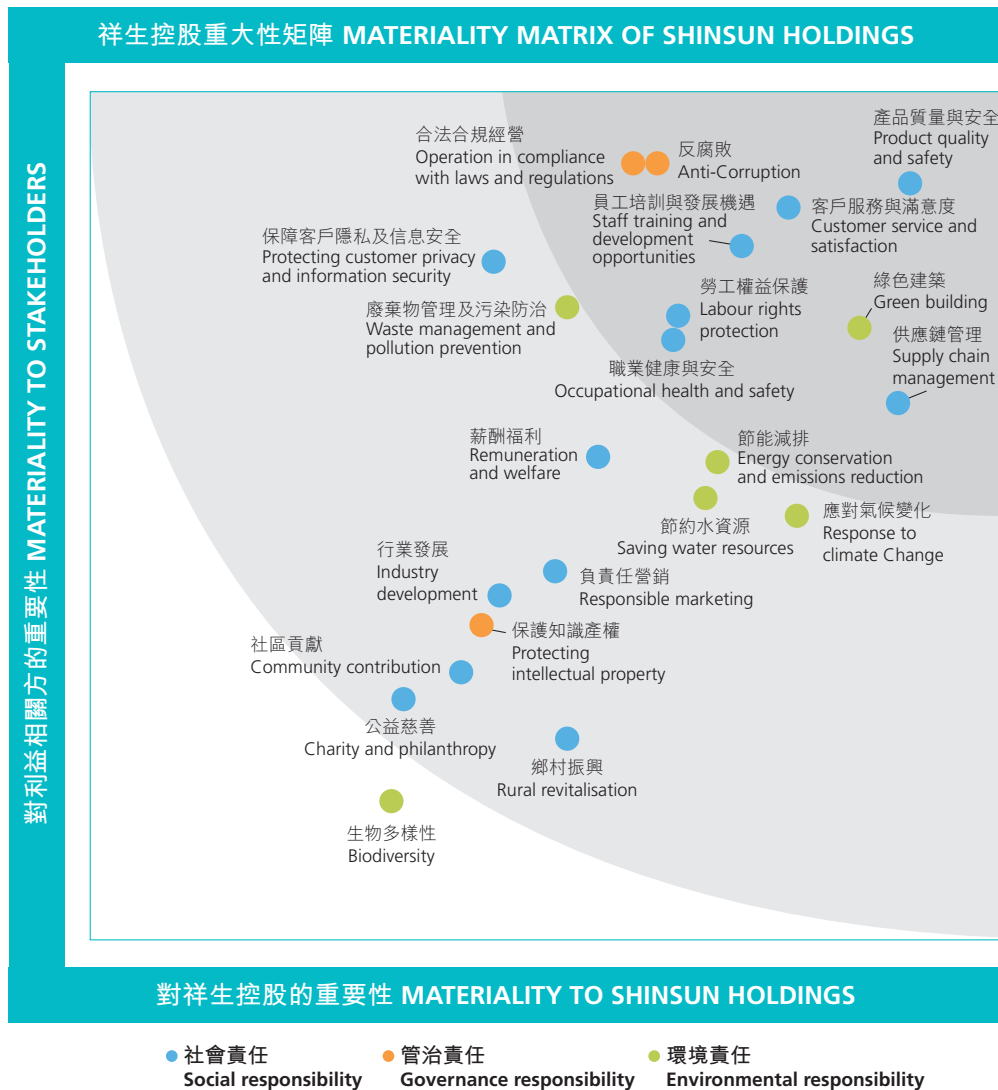
利益相關方 STAKEHOLDER	關注議題 ISSUE OF CONCERN	溝通方式 WAYS OF COMMUNICATION
客戶 Customers	產品質量與安全 客戶服務與滿意度 保障客戶隱私及信息安全 負責任營銷 Product quality and safety Customer service and satisfaction Protecting customer privacy and information security Responsible marketing	市場調研 客戶滿意度調查 微信交流平台 主題活動 Market research Customer satisfaction survey WeChat communication platform Theme activities
供應商／合作夥伴 Suppliers/partners	職業健康與安全 產品質量與安全 供應鏈管理 Occupational health and safety Product quality and safety Supply chain management	日常交流 招採平台 現場考察 供應商大會 Daily communication Bidding and procurement platform Site inspection Supplier conference
社區 Communities	促進本地經營發展 社區關愛 生物多樣性 Promoting the development of local economy Community care Biodiversity	公益活動 社區活動 Philanthropic activities Community activities
公益組織 Non-profit organizations	社區關愛 公益慈善 Community care Charity and philanthropy	公益活動 合作活動 Philanthropic activities Cooperation activities
政府及監管機構 Government and regulatory bodies	合法合規經營 反腐敗 促進本地經濟發展 廢棄物管理及污染防治 節約水資源 應對氣候變化 節能減排 Operation in compliance with laws and regulations Anti-corruption Promoting the development of local economy Waste management and pollution prevention Saving water resources Response to climate change Energy conservation and emissions reduction	電話溝通 規範制定與執行交流 政府合作 Telephone communication Establishment of rules and exchanges on implementation Government cooperation

ESG重大性議題

報告期內，我們基於內外部利益相關方溝通、公開信息收集，參考國內外行業最佳實踐，識別出共計22項議題，在本報告中呈現2021年祥生控股在環境、社會及管治等層面的表現。未來，我們將基於ESG重大性議題的判定，持續跟進各利益相關方對公司ESG表現的回饋和期望，及時並切實地回應各利益相關方的訴求。

ESG Material Issues

During the Reporting Period, we identified a total of 22 issues based on communication with internal and external stakeholders, collection of public information and reference to domestic and international industry best practices, and presented in this report the ESG performance of Shinsun Holdings in 2021. In the future, we will continue to follow up with the feedback and expectations of stakeholders on our ESG performance based on the ESG material issues determined, and respond effectively to the concerns of stakeholders in a timely manner.



祥生控股2021年重大性議題矩陣  
Materiality Matrix of Shinsun Holdings for 2021

### 可持續金融

祥生控股於2021年4月發佈了《祥生控股集團可持續融資框架》，進一步將我們的可持續發展目標與願景融入集團業務發展中。該框架符合國際資本市場協會（「ICMA」）《綠色債券原則》（2018）、《社會責任債券原則》（2020）、《可持續發展債券指南》（2018）、歐洲貸款市場協會（「LMA」）、《綠色貸款原則》相應制度。同時，該框架以祥生控股的綠色及可持續發展戰略為核心，對中國房地產行業綠色供應鏈行動、祥生公益基金會及四葉草計劃和祥生小鎮等多個具有社會價值的項目進行梳理與資格評估，識別出所屬項目類別與潛在指標，並據此規定了祥生控股擬發行綠色、社會和可持續發展債券、貸款或其它債務類工具所依據的管理流程與相關程序，為本集團的可持續發展明確路徑與方向。我們積極響應聯合國可持續發展目標（SDGs），將可持續發展理念有機融入可持續融資框架中，全方位挖掘自身在可持續發展方面的潛力與機會。

### Sustainable Finance

Shinsun Holdings published the Sustainable Finance Framework for Shinsun Holdings (Group) Co., Ltd. in April 2021, incorporating further its sustainable development goals and visions into the business development of the Group. The framework is in alignment with the Green Bond Principles 2018, the Social Bond Principles 2020, Sustainability Bond Guidelines 2018 as administered by the International Capital Market Association (ICMA), and the Green Loan Principles as administered by the Loan Market Association (LMA). While placing Shinsun Holdings' green sustainability strategy at its core, the Framework reviewed and assessed the eligibility of various projects with social impacts such as China's Real Estate Industry Green Supply Chain Action Initiative, Shinsun Foundation and the Clover Plan, identified their categories and potential targets, then set out the management process and relevant procedures for Shinsun Holdings to issue green, social, and sustainability bonds, loans or other debt-like instruments, thus defined the path and direction for the Group's sustainable development. We responded positively to the UN Sustainable Development Goals (SDGs) by integrating sustainable development into our sustainable finance framework, and seek to explore our full potential and opportunities in sustainable development.

#### 合資格項目類別 Eligible Project Categories

#### 聯合國可持續發展目標

#### UN Sustainable Development Goals

#### 綠色項目類別 Green Areas

綠色建築  
Green Buildings

9：產業、創新和基礎設施  
11：可持續城市和社區  
9: Industry, Innovation and Infrastructure  
11: Sustainable Cities and Communities



節能  
Energy Efficiency

7：經濟適用的清潔能源  
9：產業、創新和基礎設施  
7: Affordable and Clean Energy  
9: Industry, Innovation and Infrastructure



污染防控  
Pollution Prevention and  
Control

3：良好健康與福祉  
6：清潔飲水和衛生設備  
11：可持續城市和社區  
12：負責人消費和生產  
3: Good Health and Well-being  
6: Clean Water and Sanitation  
11: Sustainable Cities and Communities  
12: Responsible Consumption and Production





合資格項目類別  
Eligible Project  
Categories

聯合國可持續發展目標

UN Sustainable Development Goals

可持續用水及廢水管理  
Sustainable Water and  
Wastewater Management

6：清潔飲水和衛生設備  
6: Clean Water and Sanitation



氣候變化適應  
Climate Change  
Adaptation

13：氣候行動  
15：陸地生物  
13: Climate Action  
15: Life on Land



可再生能源  
Renewable Energy

7：經濟適用的清潔能源  
9：產業、創新和基礎設施  
13：氣候行動  
7: Affordable and Clean Energy  
9: Industry, Innovation and Infrastructure  
13: Climate Action



生物自然資源及土地使用的  
環境可持續管理  
Environmentally Sustainable  
Management of  
Living Natural Resources  
and Land Use

11：可持續城市和社區  
15：陸地生物  
11: Sustainable Cities and Communities  
15: Life on Land



潔淨運輸  
Clean Transportation

11：可持續城市和社區  
11: Sustainable Cities and Communities



社會項目類別  
Social Areas

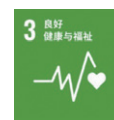
保障性住房  
Indemnificatory Housing

1：無貧窮  
11：可持續城市和社區  
1: No Poverty  
11: Sustainable Cities and Communities



獲得基本服務  
Access to Essential Services

3：良好健康與福祉  
4：優質教育  
3: Good Health and Well-being  
4: Quality Education



# 匠心質造 極致創新

CREATE QUALITY PRODUCTS OF EXTREAM INNOVATIVENESS WITH CRAFTSMANSHIP

祥生控股相信，房子是幸福生活的容器，社區是幸福生活的載體，服務則是對幸福生活的加成。為了切實踐行產品與服務理念，我們順應客戶的核心需求，不斷迭代優化產品及服務，為客戶打造全方位幸福生活體驗。

## 專注創新研發

在研發管理方面，我們始終以客戶需求為導向，不斷完善自身的研發管理體系，對產品設計進行規範化、標準化管理。報告期內，祥生控股在原有的研發制度基礎上，更新並新增了《結構限額設計指引》及《建築外立面設計管控指引》兩項管控制度及標準，進一步提高項目的設計標準覆蓋範圍，以確保實現全面的優質設計與高效研發。同時，本集團發佈了《施工圖聯合評審管理辦法》和《住宅設計類缺陷庫》，通過加強預先控制規避設計階段常出現的問題，保障研發設計的專業性。

同時，我們持續踐行標準化開發模式，圍繞建築、精裝和景觀三大類別推動標準化產品庫的建設。報告期內，本集團新增並更新了含建築售樓處、建築外立面、建築地庫、精裝裝標、景觀標化和材料選型等內容共計24冊研發成果，以標準化管理建立優質產品的基準平台。

Shinsun Holdings believes that the house is the container of a happy life, the community is the carrier of a happy life, and the service is an addition to a happy life. In order to effectively practice the product and service concept, we respond to the core needs of our customers, continue to iterate and optimize products and services, and bring customers an all-round happy life experience.

## Focusing On Innovation, Research And Development

In terms of R&D management, we always adhere to the principle of being customer demand-oriented, continuously improve our own R&D management system and standardize the management of product design. During the Reporting Period, on the basis of the original R&D system, Shinsun Holdings updated and added two management and control systems and standards, namely the Guidelines on Structure Quota Design and the Guidelines on Building External Facade Design Management and Control, to further improve the coverage of design standards for projects so as to ensure comprehensive quality design and efficient R&D. Meanwhile, the Group issued the Administrative Measures for Joint Review of Construction Drawings and the Residential Design Defect Database, to avoid the problems that often occur in the design stage by strengthening the advance control so as to guarantee the professionalism of R&D design.

At the same time, we continue to practice the standardized development model and promote the construction of a standardized product library around three major categories, namely, architecture, fine finishing and landscape. During the Reporting Period, the Group added and updated a total of 24 volumes of research and development results including building sales offices, building external facades, building basements, finishing and decoration standards, landscape standardization and material selection to establish a benchmark platform for quality products with standardized management.

### 建築研發成果 Architecture R&D Achievements

- 售樓處產品手冊
- 住宅立面產品手冊
- 地庫經濟性研究
- Sales offices product manual
- Residential facades product manual
- Basement economy study

### 精裝研發成果 Fine finishing R&D Achievements

- 公區方案
- 售樓處方案
- 材料選型標準
- Public area plan
- Sales office plan
- Material selection standard

### 景觀研發成果 Landscape R&D Achievements

- 景觀設計方案
- 景觀施工方案
- Landscape design plan
- Landscape construction plan

標準化產品庫建設成果

Standardized Product Library Construction Achievements

### 產品創新

祥生控股以豐盛、健康、自由、快樂四大基因為產品核心，致力於通過產品體系的迭代升級，打造當代都市生活的新坐標，創造舒適性與功能性相結合的業主居住體驗。

### 產品體系創新

在產品創新方面，我們致力於更好地匹配和滿足當代家庭對居住空間的需求。基於覆蓋全類型客戶的「SHINSUN-PRO」產品體系，祥生控股在2021年構造出「全齡段、強客戶體驗、注重家庭全生活周期體驗」的當代城市生活體系。我們從「幸福、人本、多彩」三大客戶觸點出發，在持續關注物理空間建造的同時，從互動、智能、品質、細節、創新等維度不斷深入，迭代出TOP系、雲境系、府系和樾系四條產品線。

### Product Innovation

With the four genes of abundance, health, freedom and happiness as the core of its products, Shinsun Holdings is committed to creating new coordinates for contemporary urban life through the iterating and upgrading of its product system and creating the living experience combining comfortableness and functionality for the property owners.

### Product system innovation

In terms of product innovation, we are committed to better matching and meeting the needs of contemporary families for living space. Based on the “SHINSUN-PRO” product system that covers all types of customers, in 2021, Shinsun Holdings constructed a contemporary urban living system featuring “for all ages, strong customer experience, and focusing on the whole life cycle experience of families”. Starting from the three major customer contacts of “happiness, people-oriented and varieties”, we continued to focus on the construction of physical space while continuing to go deeper and deeper from the dimensions of interaction, intelligence, quality, details and innovation, creating four product lines through iterating, namely Top series (Top系), Cloud series (雲境系), Mansion series (府系) and Arbor series (樾系).



- ① 針對剛需客戶的「樾系」  
“Arbor” series (樾系) targeting customers with a rigid demand
- ② 針對首次改善客戶的  
「府系」產品線  
“Mansion” series (府系) product line targeting customers with a need for improving for the first time
- ③ 針對再次改善客群的  
「雲境」系產品線  
“Cloud” series (雲境系) product line targeting customers with a need for improving for the second time
- ④ 針對財富人士的「TOP」系產品線  
“TOP” series (TOP系) product line targeting wealthy people

祥生控股產品線  
Product Lines of Shinsun Holdings

同時，本集團持續升級產品配套的景觀體系，營造更人性化的產品居住環境。報告期內，我們持續完善和創新「聚能」景觀系統，涵蓋「禮儀系統」、「修心系統」、「活力系統」、「智慧系統」和「生態系統」五大部分，將社區景觀與審美、安全、社交、健康等用戶需求有機結合，讓業主感受到人性化的關懷。目前，該系統已在多個項目進行落地，形成了杭州下沙南府景觀方案、寧波姜山景觀方案等標杆項目，將人文、自然環境與空間設計進行有機融合。

At the same time, the Group continues to upgrade the supporting landscape system of its products to create a more humanized living environment for its products. During the Reporting Period, we continue to improve and innovate the “energy-gathering” landscape system, which covers five major components, namely the “ritual system”, “self-cultivation system”, “vitality system”, “intelligent system” and “ecosystem”, which organically combines community landscape with aesthetic, safety, social, health and other user needs, so that property owner can feel the humanized care. At present, the system has been implemented at several projects, forming benchmark projects such as the landscape plan of South Mansion of Xiasha project in Hangzhou and the landscape plan of Jiangshan project in Ningbo, which organically integrates humanities, natural environment and space design.



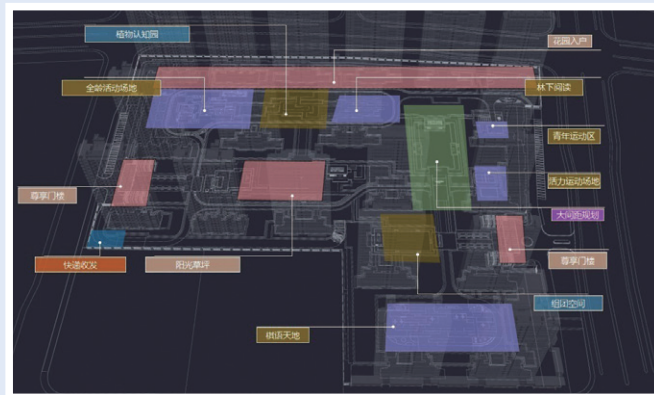


案例  
Case

祥生杭州大學城北景觀設計  
Shinsun Hangzhou College Town North Landscape Design

對於祥生杭州大學城北地塊，本集團充分考慮可持續性與健康性原則，基於「聚能」景觀系統的五大維度，在傳統全齡社區的基礎上植入「健康」概念，對業主日常的生活細節進行延伸，加強了對健康的關注與呵護。從客戶歸家、康體健身、兒童活動、園林綠地、設施設備等不同層面進行全方位考慮，構築了多樣化的社區景觀。

For the Shinsun Hangzhou College Town North Plot, the Group has fully considered the principles of sustainability and health, implanted the concept of "health" on the basis of the traditional for-all-age community based on the five dimensions of the "energy-gathering" landscape system, extended the details of the property owners' daily lives and strengthened the attention and care for health. The community landscape is diversified by considering different aspects such as customers' returning home, recreation and fitness, children's activities, landscaping, facilities and equipment.





技術創新

祥生控股致力於將創新技術應用於產品設計中，積極探索裝配式建築技術的研發力度，探尋提高建築質量、安全和施工效率的方案，賦能祥生控股的產品轉型和升級。

Technological innovation

Shinsun Holdings is committed to applying innovative technologies to product design, actively exploring the research and development efforts on assembled building technologies, exploring solutions to improve building quality, safety and construction efficiency, and empowering the product transformation and upgrade of Shinsun Holdings.

案例  
Case

PC<sup>1</sup>技術在裝配式建築中的應用  
Application of PC<sup>1</sup> Technology in Assembled Buildings

祥生控股所在的多個營運地均對住宅性質土地有裝配率與預制率要求，例如紹興、寧波、舟山、諸暨等地區。PC構件是多數裝配式建築項目的重要組成部分，我們在廚房和衛生間內牆部位採用陶粒混凝土牆板（PC牆板），水電開槽。相對傳統的頁岩磚，該技術只需對線盒位置部分機械開槽，在減少工程量的同時又保持美觀。

Several locations where Shinsun Holdings operates have assembly and prefabrication rate requirements on land for residential use, such as Shaoxing, Ningbo, Zhoushan, Zhuji, etc. PC components are important part of most assembled building projects, and we use ceramsite concrete wall panels (PC wall panels) for the interior wall parts of kitchens and bathrooms with plumbing and electrical slotting. Compared to the traditional shale tiles, this technology only requires partial mechanical slotting at the wire box locations, reducing the amount of work while maintaining aesthetics.



出於對PC技術專業性的考慮，為了保證項目PC工程保證保量按時完成，祥生控股會委派專門的技術負責人於項目PC工程進行施工前的技術交底。

Out of consideration for the professionalism of PC technology, in order to ensure the quality and timely completion of the PC project of projects, Shinsun Holdings will assign a special technical person to conduct pre-construction technical briefing for the PC project of projects.



<sup>1</sup> PC : Precast Concrete , 即預製混凝土。

<sup>1</sup> PC : Precast Concrete.

**客戶體驗創新**

滿足用戶的需求是祥生控股推動產品創新的核心動力。我們持續將產品的設計理念與客戶的實際生活需求相結合，從實際角度出發提升產品力。從客戶的角度出發，本集團重視對健康生活的關注，報告期內，我們創新性地將新冠疫情防護的需求融入產品設計的考量，推出了健康住宅等設計成果，為客戶提供科學的、安全與健康的居住空間。

**Customer experience innovation**

Meeting the needs of users is the core driving force behind the product innovation of Shinsun Holdings. We continue to integrate our product design concepts with the actual life needs of our customers and enhance our product power from a practical perspective. From the perspective of its customers, the Group attaches importance to healthy living. During the Reporting Period, we innovatively incorporated the needs for prevention and protection against the COVID-19 pandemic into the consideration of product design and launched design achievements such as healthy homes to provide customers with scientific, safe and healthy living spaces.

**案例  
Case****將疫情防護融入室內裝修****Integrating Prevention and Protection against the COVID-19 Pandemic into Interior Decoration**

基於對新冠疫情防護的經驗總結，我們將室內空間設計與常態化的防疫需求相融合，在玄關櫃入口處做開放式設計，方便進門的消毒、殺菌環節，且在底部預留紫外線消毒燈插座，可實現全方位安全處理。同時，我們在玄關櫃中段進行封閉式設計，方便收納，避免未消毒的衣物與室內儲存物品產生直接接觸。

Based on our experience in prevention and protection against the COVID-19 pandemic, we integrate the interior space design with the regular pandemic prevention needs by making an open design at the entrance of the entrance cabinet to facilitate the disinfection and sterilization link at the entrance door, and reserving UV disinfection lamp sockets at the bottom, which can achieve all-round safety treatment. At the same time, we make a closed design in the middle section of the entrance cabinet to facilitate storage and avoid direct contact between unsterilized clothes and indoor storage items.



## 匠心質造 極致創新

CREATE QUALITY PRODUCTS OF EXTREAM INNOVATIVENESS WITH CRAFTSMANSHIP

報告期內，祥生控股以突出的產品創新和研發設計成果，獲得了多個設計獎項，業內對祥生控股在產品研發與創新方面所取得的矚目成績給予了高度認可與肯定。

During the Reporting Period, Shinsun Holdings won several design awards for its outstanding product innovation and R&D design achievements, and the industry has highly recognized and affirmed the remarkable achievements of Shinsun Holdings in product R&D and innovation.



TOP系作品上海祥生中心 2021-2022國際房地產大獎「亞太地區設計大獎 (Asia Pacific Property Awards)」TOP Series – Shanghai Xiangsheng Center 2021-2022 International Property Awards “Asia Pacific Property Awards”



祥生•雲境 2021年美尚獎 生活美學設計類室內設計專項優秀獎 Shinsun • Cloud Series 2021 Aesthetics Vogue Award Interior Design Excellence Award in Aesthetic Design for Living



祥生湛景金麟府 2021全國十大交付裡作品奢居20強克而瑞地產研究 Shinsun Zhanjing Jinlin Mansion (湛景金麟府) Top 20 Luxury Residences of Top 10 Delivery Works in China in 2021 by CRIC



祥生集團•雲境系 2021年十大輕奢精品產品系克而瑞地產研究 Shinsun Group • Cloud Series Top 10 Affordable Luxury Product Serices in 2021 by CRIC

## 知識產權管理

保護知識產權成果是我們能夠持續推動產品創新的重要保障。祥生控股嚴格遵守《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》，通過健全的商標管理流程及管理機制，切實規範自身商業行為，同時全面保護自身權益。報告期內，祥生控股對本集團的商標規範管理流程進行了更新，並對現有商標進行了梳理與續期確認，以維護並提升商標價值。同時，我們對商標授權許可等規範流程進行了梳理，提升了外部相關方使用公司商標的合規性。為了從根本上提升知識產權保護力度，我們定期開展以知識產權管理制度和知識為題的培訓，提升員工的知識產權管理意識和水平。

## Intellectual Property Management

The protection of intellectual property achievements is an important guarantee for continuing to promote product innovation. Shinsun Holdings strictly abides by the Copyright Law of the People's Republic of China, the Trademark Law of the People's Republic of China and the Patent Law of the People's Republic of China and effectively regulates its business practices through a sound trademark management process and management mechanism, while comprehensively protecting its rights and interests. During the Reporting Period, Shinsun Holdings updated the process of standard management of the Group's trademarks, and sorted out and renewed existing trademarks to maintain and enhance their value. At the same time, we have sorted out the standard processes such as trademark licensing to enhance the compliance of external related parties in using the Company's trademarks. In order to fundamentally improve the protection of intellectual property, we regularly conduct training on the topics of intellectual property management system and knowledge to enhance the awareness and level of intellectual property management of our employees.

## 案例 Case

## 知識產權培訓 Training on Intellectual Property

報告期內，祥生控股開展了以《房地產企業相關知識產權保護重點》為主題的培訓項目，主要從組織架構、流程規範、管理體系等角度，介紹了企業知識產權及房地產行業的商標管理方法、常見侵權案例以及維權方法等。本場培訓通過線上、線下培訓相結合的方式，覆蓋了涉及知識產權管理相關職能條線的所有員工。

During the Reporting Period, Shinsun Holdings carried out a training program on the theme of Focus of the Protection of Intellectual Property Related to Real Estate Enterprises, which mainly introduced corporate intellectual property and trademark management methods in the real estate industry, common infringement cases and methods of rights protection from the perspectives of organizational structure, process regulation and management system. Such training covered all employees involved in functional lines related to intellectual property management through a combination of online and offline training.



截至2021年12月31日，祥生控股共擁有20個商標、2項專利及2個域名，通過加強對自身知識產權的保護，發展自身的創新能力，提升祥生控股的品牌價值。

### 打造品質產品

本集團堅持「幸福生活營運商」的企業定位，以成為健康可持續的質量標杆企業為願景，堅持為客戶提供高品質的、可靠的產品。基於系統化、層級式的質量管理流程，我們嚴格要求自己，通過數字化手段完善質量管理體系，持續提高質量檢查的標準，並加強人員的質量管理水平。

As of 31 December 2021, Shinsun Holdings has a total of 20 trademarks, 2 patents and 2 domain names. By strengthening the protection of its own intellectual property and developing its own innovation capability, it enhances the brand value of Shinsun Holdings.

### Creating Quality Products

The Group adheres to its corporate positioning of “happy life operator”, with the vision of becoming a healthy and sustainable quality benchmark enterprise, and insists on providing high-quality and reliable products to its customers. Based on a systematic and hierarchical quality management process, we strictly require ourselves to improve the quality management system through digital means, continuously improve the standard of quality inspection, and strengthen the quality management level of our personnel.

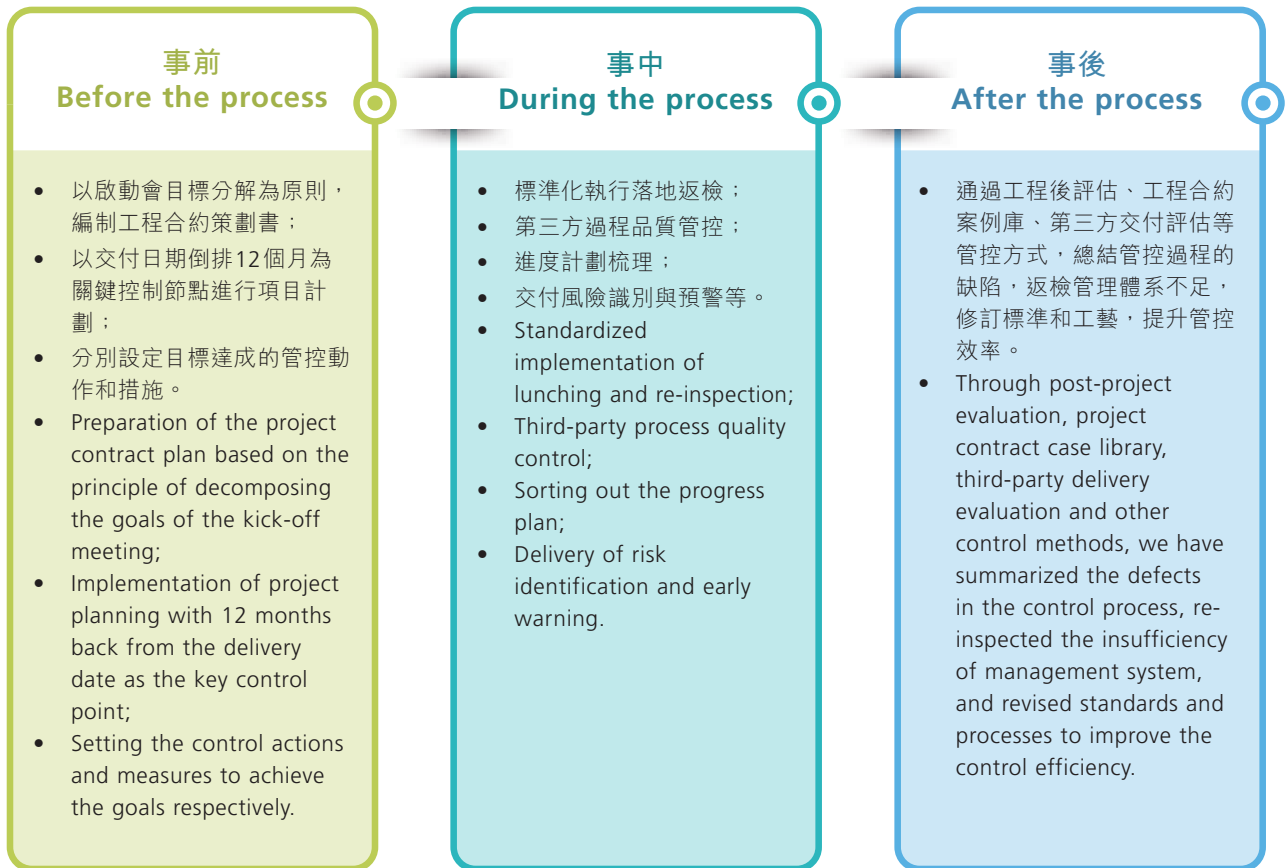


### 質量管理

祥生控股嚴格遵循《中華人民共和國建築法》、《建設工程質量管理條例》、《建設工程施工現場管理規定》、《住宅建築規範》、《建築工程施工質量驗收統一標準》等國家及地方法律法規和標準規範。在項目立項及設計階段，我們嚴格按照相關要求開展重大地質風險評估和第三方審圖，保障重要設計結構的安全性。在施工階段，我們通過集團、區域、事業部三級管控，建立了覆蓋事前、事中、事後的質量管理流程，對施工過程中的質量風險進行主動識別和預防，並通過評估閉環式提升質量管控效率。

### Quality Management

Shinsun Holdings strictly follows national and local laws, regulations and standard codes, such as the Construction Law of the People's Republic of China, the Regulations on the Quality Management of Construction Projects, the Construction Site Management Regulations for Construction Projects, the Construction Code for Residential Buildings and the Unified Standard for Constructional Quality Acceptance of Building Engineering. In the project approval and design stage, we actively carry out major geological risk assessment and third-party drawing review work in accordance with relevant requirements to guarantee the safety of important design structures. In the construction stage, we have established a quality management process covering before, during and after the relevant events through the control on three-level of the Group, region and business unit to proactively identify and prevent quality risks in the construction process and enhance the efficiency of quality control by evaluating the closed-loop type.



施工過程質量管理流程  
Quality Management Process in Construction Process



報告期內，我們著重加強了質量檢查制度的建設。為持續提高工程品質，規範銷售前的項目聯合檢查管理動作，我們編製了《祥生地產銷售三寶聯合檢查及評分管理辦法》。同時，為了持續響應市場發展需求，我們不斷提升迭代各工程管理制度和施工作業標準指引以及辦法，並升級了第三方專項飛檢制度。本年度，我們編製完成《祥生地產飛行巡檢5.0體系》，細化了質量管理的評分項，並加強了對施工過程中紅線管理行為的關注，提升項目工程質量和水平，從而降低項目施工和交付風險。

高品質交付質量是我們提升產品力的重要保障。本年度，本集團在季度飛行檢查的基礎上，增加了《地下工程第三方專項飛行檢查制度》，進一步規範施工過程中、交付前等環節的管理標準及流程。為了有效預防交付問題，我們以「工地開放日」的形式，聯動業主參與工程質量監督，向主業展示施工過程及交付效果，用經得起推敲的品質獲得客戶的滿意。2021年，本集團的工程第三方飛行檢查綜合得分86.99，較2020年相比穩健提升。

施工第三方的質量提升也是祥生控股質量管理體系的重要目標之一。報告期內，我們進一步修訂了《祥生地產供方管理制度》，對供方的定級、評估、以及違規處罰等全流程管理機制進行了優化。

During the Reporting Period, we focused on strengthening construction of the quality inspection system. In order to continuously improve the quality of the projects and standardize the management actions of joint inspection of projects before sales, we prepared the Administrative Measures of Shinsun Property for Joint Inspection and Scoring of Three Treasures for Sales. At the same time, in order to continuously respond to the market development needs, we have continuously upgraded and iterated various projects management systems and construction operation standard guidelines and methods, and upgraded the third-party special unannounced inspection system. This year, we completed the preparation of Unannounced Inspection 5.0 System of Shinsun Property, which refined the scoring items for quality management and strengthened the focus on red-line management behaviors during construction to improve project works quality and management, thereby reducing project construction and delivery risks.

High quality delivery is an important guarantee for us to enhance our product power. This year, the Group added the Third Party Special Unannounced Inspection System for Underground Construction to the quarterly unannounced inspection to further standardize the management standards and processes during the construction process and before delivery. In order to effectively prevent delivery problems, we have adopted the form of "construction site open day" to link up with the property owners to participate in project quality supervision, show the construction process and delivery results to the property owners, and gain customer satisfaction with quality that can stand up to scrutiny. In 2021, the composite score of the Group's projects in the third-party unannounced inspection was 86.99, realizing a steady increase as compared to 2020.

Quality improvement of construction third parties is also one of the important objectives of the quality management system of Shinsun Holdings. During the Reporting Period, we further revised the Supplier Management System of Shinsun Property to optimize the whole process management mechanism for the gradation, evaluation and penalties for non-compliance of suppliers.

資質審核  
Qualification  
review

- 開展供方資格審核
- 成立考察小組，對供方重要工程進行考察及打分評估
- Conduct supplier qualification review
- Establish an inspection team to inspect and score important projects of suppliers

要求明確  
Clarifying  
requirements

- 在合同中明確各供應商及參建單位項目質量要求
- Clarify the project quality requirements on each supplier and constructor in the contract

舉報責任  
Reporting  
Duty

- 嚴格按照合同約定品牌進行進場驗收和複試，從源頭控制質量
- 委託第三方單位對部分材料進行專項檢查
- Acceptance check and retest in strict accordance with the contracted brands to control quality at source
- Entrust third-party units to conduct special inspections on some materials

源頭管理  
Management  
at source

- 開展季度飛行巡檢，內容包括實測實量、質量風險、紅線管理等
- 針對巡檢結果設置激勵與處罰措施
- 將審查結果與甲方項目管理人員績效掛鉤
- Carry out quarterly unannounced inspection, including actual measurement, quality risk, red line management, etc.
- Set incentives and penalties measures based on review results
- Link the review results with the performance of project management personnel of Party A

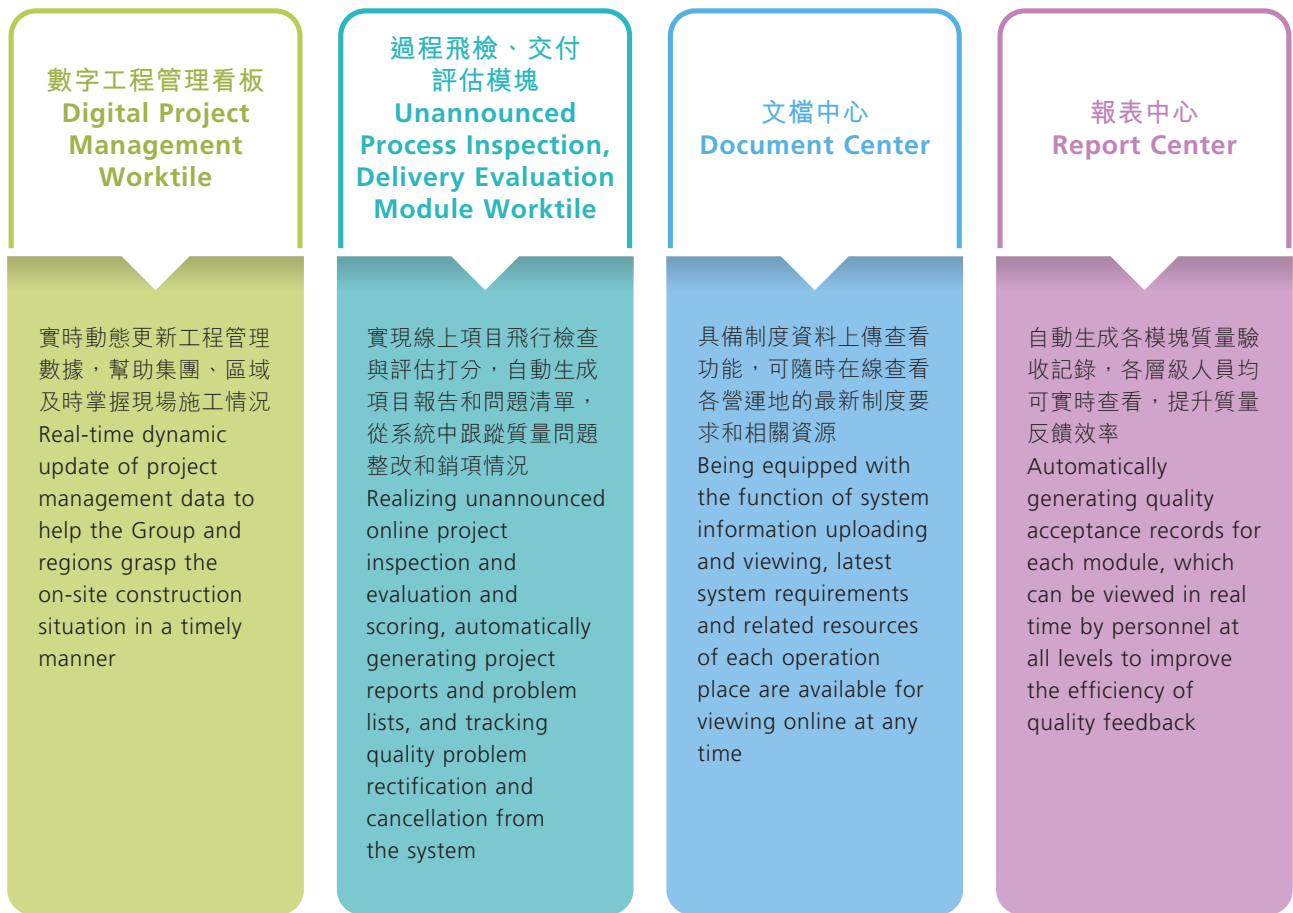
定期評估  
Regular  
evaluation

- 對供應商的工程質量進行半年度、年度評估和定級，作為後續合作的參考
- Conduct semi-annual and annual evaluation on and grading of suppliers' project quality as a reference for subsequent cooperation

第三方質量管理體系  
Third Party Quality Management System

我們致力於通過信息化管理舉措提升質量管理效率。報告期內，本集團進一步擴大祥生控股數字工程平台的使用範圍，將其建設成為涵蓋進度把控、質量管控和評估分析等全環節、全工程維度的綜合管控平台，實現了數據化和信息化的項目工程管理。

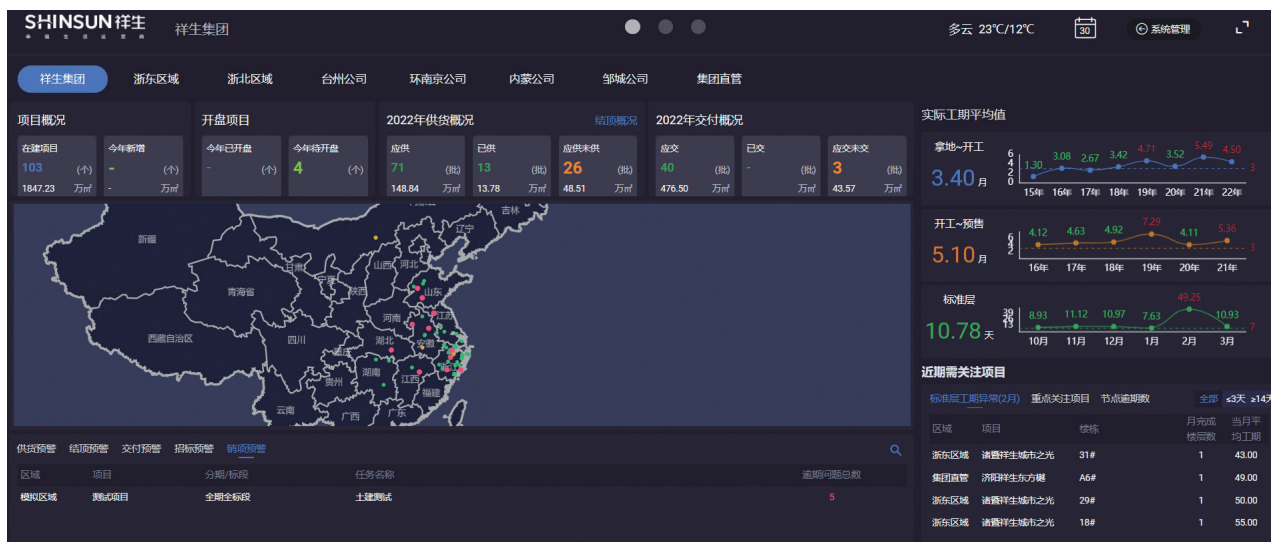
We are committed to enhancing the efficiency of quality management through information-based management initiatives. During the Reporting Period, the Group further expanded the use of the digital project platform of Shinsun Holdings and built it into a comprehensive management and control platform covering the whole process and whole project dimensions such as progress control, quality control and evaluation and analysis, realizing data-based and information-based project work management.



數字工程平台質量管理功能  
Quality Management Function of Digital Project Platform

匠心質造 極致創新

CREATE QUALITY PRODUCTS OF EXTREME INNOVATIVENESS WITH CRAFTSMANSHIP



數字工程平台界面  
Interface of Digital Project Platform

### 質量文化建設

本集團高度重視員工的質量意識與水平，搭建了常態化的質量培訓體系。在集團和地區公司層面，我們分別制訂了年度培訓計劃，涵蓋質量管控制度、營運計劃管理和景觀與裝修建設等專業內容。我們根據人員的層次和崗位，針對性地開展培訓項目，並將質量培訓與績效補貼掛鉤，將培訓完成情況與效果納入人員的績效考核，將質量管理的重要性與要求深植員工心中。

### Quality Culture Construction

The Group attaches great importance to the quality awareness and level of its employees and has built a regular quality training system. At the Group and regional company levels, we have developed annual training programs covering professional contents such as quality control system, operation plan management and landscape and decoration construction. We carry out targeted training programs according to the level and position of personnel, and link quality training to performance allowance, and include the completion and effect of training in the performance appraisal for personnel, so as to deeply plant the importance and requirements of quality management into the minds of the employees.

## 案例 Case

## 質量培訓 Training on Quality

本集團定期進行《集團、區域標準建築做法》、《施工圖聯合審圖管理辦法》、《機電安裝工程標準化管理作業指引》、《防滲漏開裂管理作業指引》等制度的貫宣與專項培訓。2021年，針對工程類人員，我們組織了全集團範圍內的專業能力考試並進行排名，督促和鼓勵相關人員掌握質量管理知識，有效提升了員工的質量意識與水平。

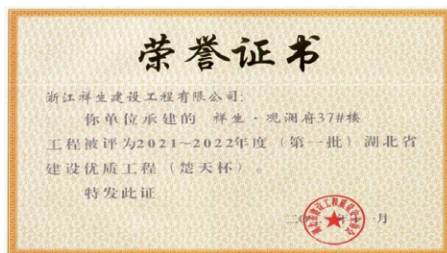
此外，本集團建立了人本學堂學分制度，對所有在職人員每個月在質量管理方面的在線學習課時提出了要求，並定期進行排名公示，旨在提高員工在品質管控方面的個人專業水平和職業素養。

The Group regularly conducts the promotion of and special training on systems such as the Group and Regional Standard Building Practices, the Administrative Measures for Joint Review of Construction Drawings, the Operating Guidelines for Standardized Management of Mechanical and Electrical Installation Works, the Operating Guidelines for Leakage and Cracking Prevention Management, etc. In 2021, for engineering personnel, we organized a Group-wide professional competence examination and ranked to urge and encourage relevant personnel to master quality management knowledge, which effectively improved the quality awareness and level of the employees.

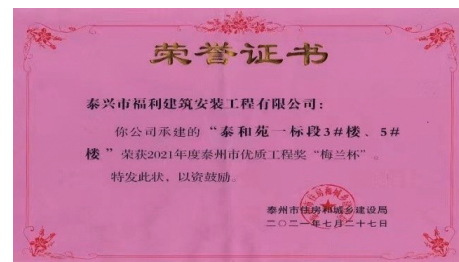
In addition, the Group has established a credit system for the People-oriented Classroom, which sets out the requirements for hours of online learning in quality management each month for all current employees, and regularly publishes the rankings with the aim of improving employees' personal professionalism and professionalism quality in quality management and control.

祥生控股以優質的產品質量管理，獲得了良好的品牌口碑與行業和客戶的一致認可。

With quality product quality management, Shinsun Holdings has gained good brand reputation and unanimous recognition from the industry and customers.



祥生雅居樂·雲鏡獲得年度最佳品質典範住宅獎  
Shinsun Elegance Living. Cloud Mirror (祥生雅居樂·雲鏡)  
won the Best Quality Model Residence Award of the Year



泰和苑獲得泰州市優質工程獎「梅蘭杯」獎  
Taiheyuan (泰和苑) won the "Meilan Cup" Award,  
Taizhou Quality Project Award



2021 年度諸暨市“珍珠杯”优质市政公用工程奖工程（排列不分名次）

序号	工程名称	承建单位	建设单位	设计单位	监理单位
1	珍珠小镇核心区景观提升工程	浙江建盛市政园林有限公司	诸暨市文化旅游集团有限公司	杭州园林设计院股份有限公司	浙江天律工程管理有限公司
2	印象枫桥（三和房产二期-4、5期）室外市政、景观绿化工程	浙江诸暨丰元园林建设有限公司	诸暨市三和房地产开发有限公司	智禧工程设计集团有限公司、同创工程设计有限公司	浙江景成工程管理有限公司
3	辰熙新语苑（西区）景观工程	浙江万达建设集团有限公司	诸暨市万祥房地产开发有限公司	浙江同仁建筑设计有限公司	浙江好建工程管理有限公司

諸暨辰熙新語西獲得諸暨市「珍珠杯」  
優質市政公用工程獎  
Chenxixinyu (West) (辰熙新語西) in Zhuji  
won the “Pearl Cup” Quality Municipal  
Public Project Award of Zhuji City



祥生昌建金麟府1#-3#，5#-7#樓工程獲得安徽省  
建築安全生產標準化示範工地  
Shinsun Changjian Jinlin Mansion (祥生昌建金麟  
府) Buildings 1#-3#, 5#-7# project won the award  
of Construction Safety Production Standardization  
Demonstration Site of Anhui Province

## 保障優質服務

祥生控股秉承「幸福無微不至」的品牌理念，以營造萬千家庭幸福生活為目標，致力於聆聽客戶的訴求，為住宅服務與商業服務的客戶提供配套的、盡心的客戶服務體驗，向客戶傳達祥生式的幸福生活理念。

## 住宅服務

2021年，祥生控股共計完成60餘個項目的順利交付。在穩定交付的背後是祥生控股優質的客戶服務營運體系與貼心的客戶溝通。我們以先進的「全齡段、全周期」服務理念為導向，營造良好的社區氛圍，讓業主更有歸屬感、舒適感及品質感。

## 服務提升

賦能客戶的美好生活是我們前進的力量。我們秉持「多一度溫度」的目標，通過對城市家庭服務需求的洞察與探索，升級打造「幸福π」五維服務體系，涵蓋幸福部落、幸福空間、幸福社群、幸福服務、幸福街區五大核心服務內容，為客戶提供全齡段、全周期的祥生式幸福生活體驗。

## GUARANTEE OF QUALITY SERVICES

Adhering to the brand concept of “personalized happiness in every sense”, Shinsun Holdings aims to create a happy life for thousands of families, and is committed to listening to customers’ demands, providing customers of residential and commercial services with a supporting and dedicated customer service experience, and conveying concept of Shinsun-style happy life to customers.

## Residential Services

In 2021, Shinsun Holdings completed the smooth delivery of more than 60 projects in total. Behind the stable delivery is the quality customer service operation system and attentive customer communication of Shinsun Holdings. We take the advanced “all-age, all-cycle” service concept as the guide to create a good community atmosphere, so that the property owners have a greater sense of belonging, comfort and quality.

## Service improvement

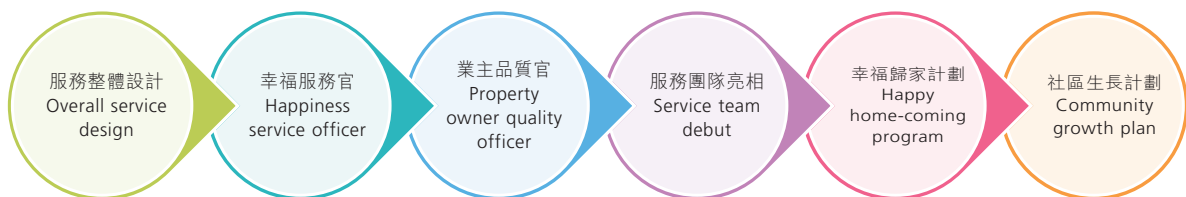
Empowering our customers to live a better life is the power which drives us to move forward. We uphold the goal of “more warmth”, and through insight and exploration of the service needs of urban families, we upgraded and built a “Happy π” five-dimensional service system, covering five core service contents: happiness tribe, happiness space, happiness community, happiness service and happiness neighborhood, and providing customers with an all-age, all-cycle Shinsun-style happiness life experience.



「幸福π」五維服務體系  
"Happy π" Five-dimensional Service System

在此基礎上，我們發佈了《基於客戶觸點的服務里程碑節點管理標準及操作指引1.0》並構建了全周期服務體系。圍繞產品開發的流程，我們基於不同的客戶觸點設置了六大服務里程碑節點的管理要求和標準動作，貫穿於簽約前、簽約、等待期、交付前、交付、交付後的整體服務流程。

On this basis, we released Service Milestone Node Management Standard and Operation Guidelines Based on Customer Touch Points 1.0 and built a full-cycle service system. Around the process of product development, we set up the management requirements and standard actions of six service milestone nodes based on different customer touchpoints, which run through the overall service process of pre-contracting, contracting, waiting period, pre-delivery, delivery and post-delivery.



六大服務里程碑節點  
Six Major Service Milestone Nodes

在客戶服務的風險管理方面，我們建立了全周期風險管控體系。報告期內，我們再次升級併發佈《祥生客戶關係周期操作手冊》，涵蓋全周期27個營運關鍵節點及40個對客服務節點，指導全集團客戶服務風險管理工作的落地。同時，我們協同多個部門共同開展銷售合同專項巡檢，以自檢和抽檢結合的方式覆蓋全集團44個項目，共計排查風險94項，整改閉環率達96%。

In terms of risk management for customer service, we have established a full-cycle risk management and control system. During the Reporting Period, we upgraded and released the Shinsun Customer Relationship Cycle Operation Manual again, covering 27 operation key nodes and 40 customer service nodes in the whole cycle, guiding the implementation of customer service risk management work across the Group. At the same time, we collaborated with several departments to carry out special inspections of sales contracts, covering 44 projects across the Group by a combination of self-inspection and random inspection, with a total of 94 risks identified and a 96% rectification and close-loop rate.

在持續完善服務體系的同時，我們積極探索各種升級打造核心服務的可能。報告期內，我們持續推進「幸福服務官」和「業主品質官」兩大客戶服務IP<sup>2</sup>，保障每一個階段的客戶服務銜接，從客戶角度出發，主動識別問題，並及時糾偏，積極建立與客戶的信任關係。

While continuing to improve our service system, we are actively exploring various possibilities to upgrade and build our core services. During the Reporting Period, we continued to promote two major customer services IP<sup>2</sup>, namely “Happiness Service Officers” and “Property Owner Quality Officers”, to guarantee the link-up of the customer service at every stage, took the initiative to identify problems from the customer’s perspective and corrected them in a timely manner, and actively built a trusting relationship with the customers.

### 幸福服務官 Happiness Service Officers

- **服務核心：**圍繞客戶全生命服務週期
- **執行動作：**簽約後即一對一添加業主微信，針對客戶高敏感的工程進度、投訴處理進度、日常建議諮詢及時告知
- **落地情況：**2021年，全集團2區域、1城市公司、3事業部、50餘項目落地幸福服務官。
- **Service Core:** Focusing on the customer’s full life service cycle
- **Execution Actions:** After signing the contract, we will add the property owner’s WeChat one to one, and timely inform the customer of highly sensitive project progress, complaint handling progress and daily recommendation and advice
- **Implementation:** In 2021, Happiness Service Officers were implemented in 2 regions, 1 city company, 3 business units and more than 50 projects of the Group.

### 業主品質官 Property Owner Quality Officers

- **服務核心：**優質項目邀請業主共同議事，解決信任痛點
- **執行動作：**開盤後篩選VIP客戶成為業主品質官，交付前邀請品質官參與施工現場活動，交付後參與社區共建活動
- **落地情況：**2021年，1區域、1城市公司、2事業部，共計4項目落地業主品質官，全年累計召開業主品質官會議10次，聘任業主品質官36名。
- **Service Core:** We invite property owners to discuss together for high-quality projects, so as to solve the challenge of trust
- **Execution Actions:** After the opening, we select VIP customers to be property owners’ quality officers, invite quality officer to participate in construction site activities before delivery, and participate in community joint construction activities after delivery
- **Implementation:** In 2021, Property Owner Quality Officers were implemented in a total of 4 projects in 1 region, 1 city company and 2 business units, a total of 10 property owner quality officer meetings were held throughout the year, and 36 property owner quality officers were engaged.

#### 客戶服務IP Customer Service IP

<sup>2</sup> IP：為營銷打造的統一的品牌形象及其相應的管理標準。

<sup>2</sup> IP: A unified brand image for marketing and its corresponding management standards.

客戶溝通

我們把「人本」精神注入社區幸福生長的脈絡，打造了可以覆蓋全年齡段的社區生活形式，推動社群營運，為業主提供了無邊界的生活樂趣，並以社區為平台，通過多年積累孵化了多個具有集團特色的社區活動IP。

Communication with Customers

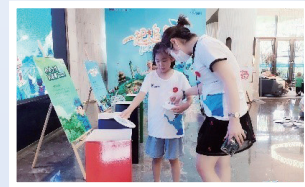
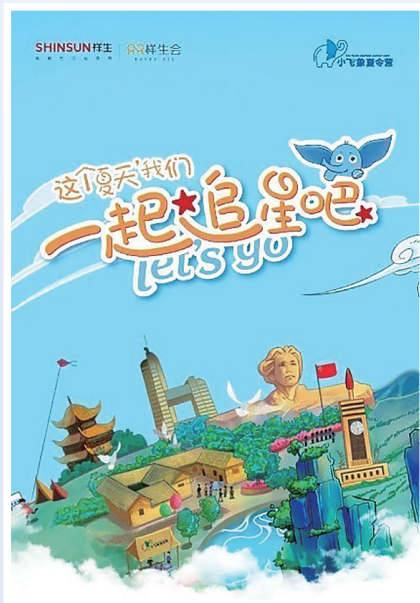
We have injected the spirit of “people-oriented” into the context of community happiness growth, created a form of community life that can cover all age groups, promoted community operation, provided the property owners with the pleasure of life without boundaries, and with the community as the platform, we have incubated several community activity IPs with the characteristics of the Group through years of accumulation.

案例  
Case

小飛象夏令營 – 「一起追星吧」  
Little Flying Elephant Summer Camp – “Let’s Chase the Stars”

以加深業主的品牌認知度為目標，祥生控股於全國9大城市開展了主題為「一起追星吧」的小飛象夏令營活動。系列活動以「線上打卡任務+9賽區線下爭霸賽+湖南夏令營（後因疫情更改形式）+銷售中心禮品兌換」四個階段舉行，為小業主提供了充滿趣味的互動知識競賽、體育比賽和學習之旅，提供了親密的親子互動社交空間。通過夏令營活動的多城聯動，我們聚焦兒童成長，關注家庭共生，傾力打造社區互動效應。

With the goal of deepening property owners’ brand awareness, Shinsun Holdings launched the Little Flying Elephant Summer Camp with the theme of “Let’s chase the stars” in 9 major cities across China. The series of activities were held in four stages: “online clock in task + offline competitions in 9 competition areas + Hunan summer camp (the form of which was changed due to the COVID-19 pandemic) + sales center gift exchange”, providing the children of the property owners with fun interactive knowledge competitions, sports competitions and learning trips, which provided an intimate parents-children interaction social space. Through the multi-city linkage in the summer camp activities, we focused on children’s growth, family symbiosis, and strived to create an interactive community effect.





案例  
Case

飛人籃球賽  
Flyers Basketball Tournament

報告期內，祥生控股舉辦了主題為「生而敢SA」的飛人籃球賽，打造了能覆蓋全齡段的社區型運動賽事。我們面向交付小區的中青年業主開展「飛人業主籃球賽」；面向案場准業主開展「飛人街頭籃球賽」；面向青少年開展「小小飛人籃球集訓」，活動參與業主人數達500人。

作為「幸福生活營運商」，祥生控股始終堅持探索業主內心的幸福需求。我們以籃球賽事傳遞健康、積極的生活方式，分享對生活的熱情與正向能量。

During the Reporting Period, Shinsun Holdings held the “Born to Dare SA” Flyers Basketball Tournament to create a community-based sports event covering all age groups. We held the “Flyers Owners Basketball Tournament” for young and middle-aged property owners in the delivered communities; the “Flyers Street Basketball Tournament” for prospective property owners at the sales sites; and the “Little Flyers Basketball Training” for teenagers. The number of participating property owners reached 500.

As a “happy life operator”, Shinsun Holdings always insists on exploring the inner happiness needs of the property owners. We convey a healthy and active lifestyle through basketball games and share enthusiasm and positive energy towards life.



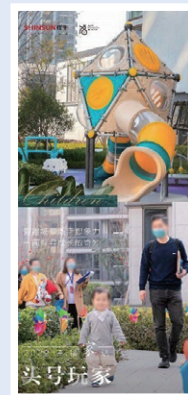


案例  
Case

福+生活節  
Happiness + Life Festival

祥生控股在在在地區和部分項目區以「life is wonderful」為理念主張，將「幸福生活節」活動全面升級為「福+生活節」。活動分為三個階段，在第一階段「造福」活動中，我們向客戶發起運動挑戰；第二階段我們圍繞業主與客戶需求，以優家行動為核心，開展了「發福」活動；第三階段，我們圍繞歲末新居交付入住，暖心啟動「全家福」活動。報告期內，共計30,000餘戶業主參與了本次活動。

Shinsun Holdings has upgraded the "Happy Life Festival" to "Happiness + Life Festival" with the concept of "life is wonderful" in the sales area and some project areas. The event was divided into three stages, in the first stage of "to create happiness", we launched a sports challenge to customers; in the second stage, we focused on the needs of the property owners and customers, and launched the activity of "to distribute happiness" with the action of excellent home as the core; in the third stage, we launched the activity of "happiness for all families", which was based on the delivery of new homes at the end of the year. During the Reporting Period, an aggregate of more than 30,000 property owners participated in the event.

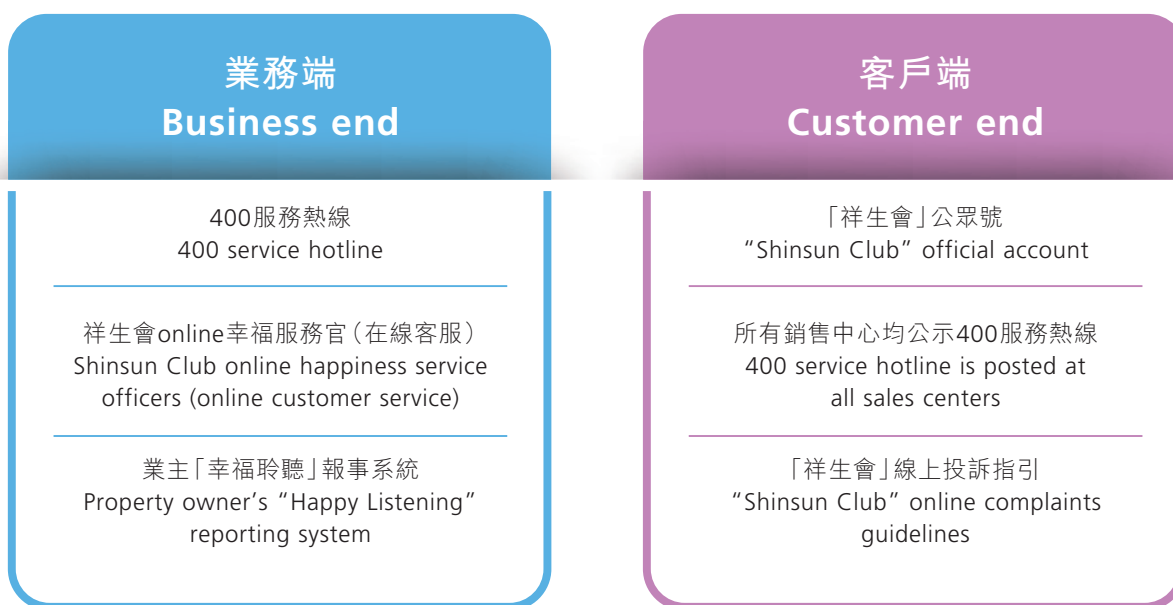


### 訴求響應

我們高度重視與客戶的交流和溝通，積極拓展溝通渠道，以保證及時了解並滿足客戶的訴求，讓「幸福」持續在線。祥生控股設有線上與線下、業務端與客戶端等多渠道溝通方式，形成從簽約到交付，全周期、全覆蓋的客戶溝通反饋與處理機制。

### Response to Demand

We attach great importance to communication with customers and actively expand communication channels to ensure that we understand and meet customers' demands in a timely manner, so that "happiness" is constantly online. Shinsun Holdings has set up multi-channel communication methods, such as online and offline, business end and customer end, to form a full-cycle, full-coverage customer communication feedback and processing mechanism from contracting to delivery.



祥生控股客訴渠道

Channels of Complaint from Customers of Shinsun Holdings

我們與客戶的每一次積極溝通和及時反饋，都體現本集團對服務品質的追求。我們發佈了一系列客訴響應制度，包括《呼叫中心作業指引》、《「幸福服務官」操作指引1.0》、《「業主品質官」操作指引1.0》等制度，明確了祥生控股的客戶投訴管理體系，以「2157」時間節點跟進客訴處理及考核，規範問題諮詢和投訴處理等工作的標準流程，保障業主的反饋能夠得到及時有效的處理。

Every positive communication with and timely feedback from our customers reflects the Group's pursuit of service quality. We have released a series of customer complaint response systems, including Call Center Operation Guidelines, Operation Guideline of "Happy Service Officer" 1.0, Operation Guidelines for "Property Owner Quality Officer" 1.0 and other systems to clarify the customer complaint management system of Shinsun Holdings, follow up the processing and assessment of customer complaints based on "2157" time nodes, standardize the standard process of problem consultation and complaint handling and ensure that the feedback from the property owners can be dealt with in a timely and effective manner.

- 接到客戶投訴後，責任部門於2小時內系統接單
- After receiving a customer complaint, the responsible department will accept the order through system within 2 hours

- 1天內形成初步解決方案，並反饋客戶
- A preliminary solution will be formed and feedback will be given to the customer within 1 day

- 5天內處理完畢
- The handling will be completed within 5 days

- 如超過5天無法處理完成，則每7天對客戶反饋一次進展，直至投訴關閉
- If the handling cannot be completed in more than 5 days, the progress will be reported to the customer once every 7 days until the complaint is concluded

「2157」時間節點客訴標準化管理體系

“2157” Time Nodes Standardized Customer Complaint Management System

報告期內，祥生控股聚焦投訴處理的規範性開展了提升優化工作。我們對客戶投訴工單進行抽檢，確保已提交的客戶反饋得到跟進並需100%提交業主溝通截圖和解決方案，已關閉的投訴問題需100%提交整體解決方案及客戶認可記錄，確保客戶投訴得到有效處理。同時，祥生控股也將投訴接單及時率、投訴反饋及時率、投訴關閉率等指標等相關指標納入地區公司的績效考核指標體系，持續強化投訴閉環的執行落地。

報告期內，我們共接獲1,227起投訴，並對所有的投訴進行有效的處理和反饋，為客戶提供了滿意的服務，實現投訴關閉率100%。

During the Reporting Period, Shinsun Holdings carried out improvement and optimization work, focusing on the standardization of complaint handling. We conducted random checks on customer complaint work orders to ensure that submitted customer feedback was followed up and 100% of property owners' communication screenshots and solutions were required to be submitted, and overall solutions and customer approval records were required to be submitted for 100% of concluded complaint issues, to ensure that customer complaints were handled effectively. At the same time, Shinsun Holdings also incorporates relevant indicators such as the timely rate of complaint acceptance, timely rate of complaint feedback and complaint conclusion rate into the performance assessment index system of regional companies to continuously strengthen the implementation of closed-loop of complaints.

During the Reporting Period, we received a total of 1,227 complaints and effectively handled and provided feedback on all of them, providing satisfactory service to our customers and achieving a 100% complaint conclusion rate.

### 客戶滿意度管理

祥生控股堅守「服務為本，臻於至善」的理念，積極發掘與滿足客戶的各類需求，「用心營造幸福人居」，不斷提升客戶滿意度。

報告期內，本集團委託中國指數研究院開展「2021年全流程滿意度調研」，調研覆蓋本集團銷售期（準一、準二）、交付期、入住期（穩定期、老業主）的業主。報告期內，我們的總體滿意度表現為85.8分，相比2020年進一步提升。

為了將客戶意見更好地融入我們的服務體系，報告期內，本集團召開了「2021年度客戶價值日會議」，並邀請外部機構進行專業分析，對滿意度管理工作進行系統性復盤，並對產品與服務中存在的實際問題進行深度剖析，提升對不足之處的認識。同時，基於對客戶滿意度結果的分析與研究，我們從產品與服務、風險與品質兩個角度入手，啟動了「追風行動」。圍繞銷售、交付、入住三大服務節點，高度細化客戶服務標準與要求，我們大力推動了全周期服務品質的提升，為進一步提升客戶滿意度確立了未來的工作方向。

### 客戶權益保障

本集團嚴格遵守《中華人民共和國廣告法》、《中華人民共和國物權法》、《中華人民共和國消費者權益保護法》、《中華人民共和國個人信息保護法》等法律法規的規定，高度重視客戶隱私保護，保障合規營銷，主動建設營銷管理制度和合規營銷風險管控機制，並積極完善客戶隱私安全保護措施，為客戶權益提供全面保障。

### Customer Satisfaction Management

Shinsun Holdings adheres to the concept of “be service-oriented and attain to perfection”, actively explores and satisfies various needs of customers, “creates happy living with heart”, and continuously improves customer satisfaction.

During the Reporting Period, the Group has entrusted China Index Academy to carry out the “2021 Full Process Satisfaction Survey”, covering Shinsun Holdings’ property owners at sales period (Prospective I and Prospective II), delivery period and occupancy period (stable period, existing property owners). During the Reporting Period, our overall satisfaction performance was 85.8 points, representing a further increase as compared with 2020.

In order to better integrate customers’ opinions into our service system, during the Reporting Period, the Group held the “2021 Annual Customer Value Day Conference” and invited external organizations to conduct professional analyses, to systematically review its satisfaction management efforts and conduct in-depth analyses of actual problems in its products and services to enhance its understanding of shortcomings. We also invite external organizations to conduct professional analysis, conduct systematic review of satisfaction management, and conduct in-depth analysis of the actual problems in products and services to enhance the understanding of shortcomings. At the same time, based on the analysis and research of customer satisfaction results, we launched the “Wind Catcher Action” from two perspectives: product and service, risk and quality. Focusing on the three service nodes of sales, delivery and occupancy, we highly refined customer service standards and requirements, vigorously promoted the improvement of service quality in the whole cycle, and set the future work direction to further improve customer satisfaction.

### Customer Rights and Interests Protection

The Group strictly complies with the provisions of the Advertising Law of the People’s Republic of China, the Real Right Law of the People’s Republic of China, the Law of the People’s Republic of China on the Protection of the Rights and Interests of Consumers, the Personal Information Protection Law of the People’s Republic of China and other laws and regulations, attaches great importance to the protection of customer privacy, safeguards compliance marketing, takes the initiative to build a marketing management system and compliance marketing risk control mechanism, and actively improves customer privacy security protection measures, to provide comprehensive protection for customer rights and interests.



報告期內，我們制定了《祥生地產集團分銷、全民渠道管理辦法》，對分銷等銷售方的營銷口徑進行統一管控，並根據對一線的營銷檢查與集團例行復查返檢發現的風險問題，針對性完善營銷方面的風險控制流程，明確營銷規範與管理標準。同時，我們發佈了《祥生地產集團營銷組織管理辦法》，進一步明確營銷的組織架構，對關鍵管理崗位的配置標準提出要求，從而加強營銷管理人員的團隊水平。此外，我們還修訂了《祥生地產營銷採購管理辦法》，結合實際情況合理簡化流程，以提升和優化營銷管理的效率。

為了保障營銷內容的規範和統一，本集團針對流程管理與能力提升兩方面採取了全面的合規營銷舉措，切實踐行負責任營銷。

During the Reporting Period, we formulated the Management Measures of Shinsun Property Group for Distribution and Universal Channels to unify the management and control of the distribution and other marketing caliber of the selling parties, and to improve the risk control process in marketing in a targeted manner and clarify the marketing norms and management standards based on the risk issues identified in the marketing inspection for the frontline and the routine review of the Group. At the same time, we released the Marketing Organization and Management Measures of Shinsun Property Group to further clarify the organizational structure of marketing and set out requirements for the allocation standards of key management positions, so as to strengthen the team level of marketing managers. In addition, we also revised the Management Measures of Shinsun Property for Marketing and Procurement to reasonably simplify the process in combination with the practical situation in order to enhance and optimize the efficiency of marketing management.

In order to ensure the standardization and uniformity of marketing content, the Group has adopted comprehensive compliance marketing initiatives for both process management and capacity enhancement to effectively practice responsible marketing.

### 流程管理 Process Management

- 確保營銷素材與營銷說辭經過項目各條線和各地區公司審核後方可對外輸出
- 在銷售前，協同多職能部門對所有公共展示區域的文字、物料進行嚴格的審核把關，符合相關法律法規後方能對外開放展示
- Ensure that the marketing materials and marketing words have been reviewed by all project lines and regional companies before they are outputted
- Before the sale, cooperate with multi-functional departments to conduct strict examination and control on the text and materials of all public display areas, and open and show them to the public only after they comply with relevant laws and regulations

### 能力提升 Capability Improvement

- 對上崗銷售人員進行嚴格的說辭與行業規範考核，達到考核標準後方可上崗接待客戶
- 請項目景觀、工程、設計師等專業條線人員對銷售人員進行專業培訓，增強銷售人員的專業度，加深項目相關產品信息輸出口徑的把握
- Strict words and industry standards assessment are conducted on incoming sales staff, and meet the assessment standards before they are allowed to receive customers
- Invite project landscape, engineering, designers and other professional line personnel to conduct professional training for sales staff to enhance the professionalism of sales staff and deepen the grasp of the output caliber of project-related product information

### 成果檢查 Outcome Check

- 堅持開展銷售中心的月度明訪、暗訪，對銷售人員說辭進行核對，同時進行相應的優獎劣懲
- Insist on carrying out monthly visits and unannounced visits to the sales center, check the sales staff's words, and at the same time, carry out the corresponding merit rewards and demerit punishment

#### 合規營銷管理舉措 Management Measures for Compliance Marketing



匠心質造 極致創新

CREATE QUALITY PRODUCTS OF EXTREAM INNOVATIVENESS WITH CRAFTSMANSHIP

本年度，我們開展了對上一年度營銷招採及銷售業務的合規巡檢，共計抽檢業務量8,477單，平均抽檢比例15%。

In this year, we carried out compliance inspections of the previous year's marketing, tendering and procurement and sales businesses, with a total of 8,477 businesses random inspected, representing an average random inspection ratio of 15%.



銷售渠道主管培訓  
Sales Channel  
Executive Training



銷售各階段風控要點培訓  
Training on the key points of  
risk control in all phases of sales



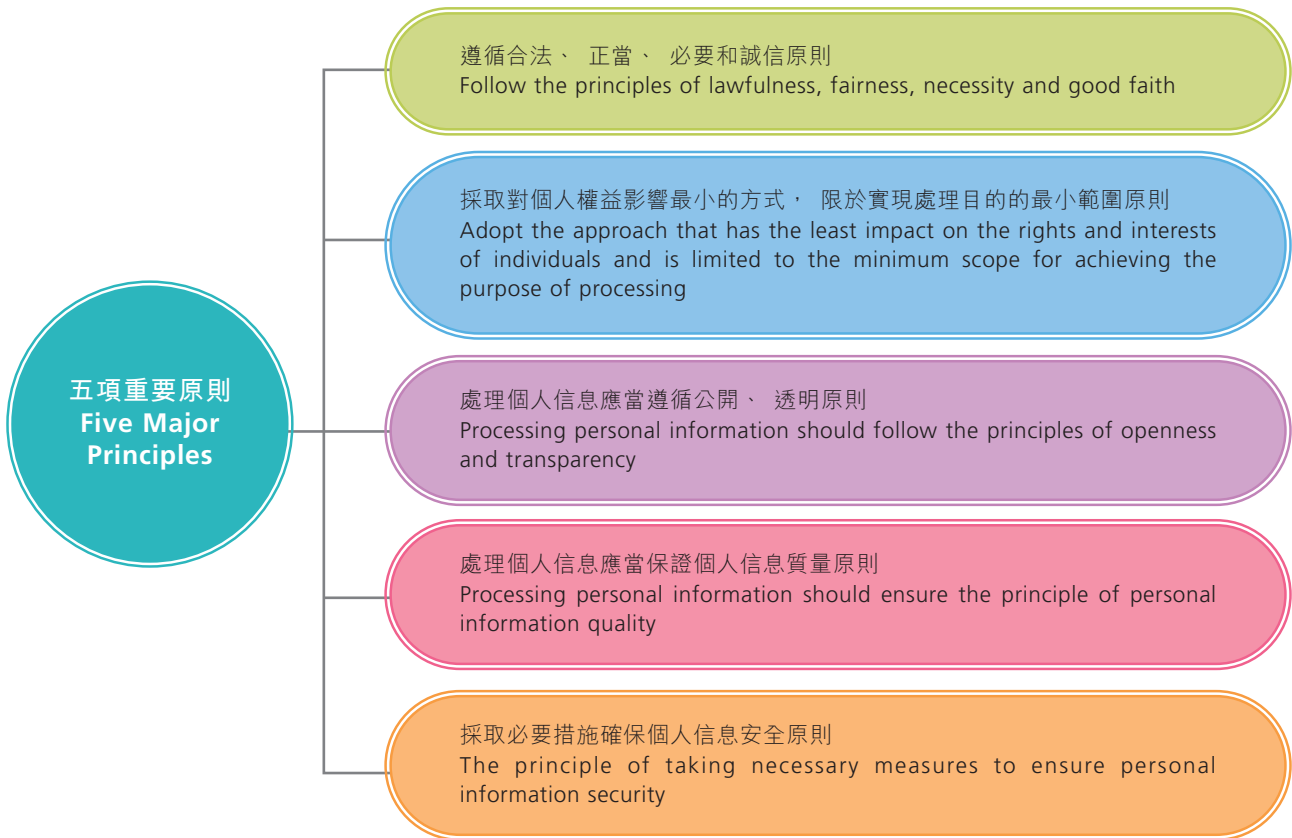
區域公司業務規範培訓  
Regional company business  
standard training

為了更好保障各類營銷政策和措施的落地實施，我們以線上和線下相結合的方式，定期組織營銷管理培訓，結合營銷工作中的實際案例和經驗教訓對各項管理制度進行宣貫，保障優質的營銷服務體驗。

In order to better ensure the implementation of various marketing policies and measures, we regularly organize marketing management training in a combination of online and offline ways, combining actual cases and lessons learned in marketing work to promote various management systems and ensure a quality marketing service experience.

個人隱私保護是消費者服務和權益保護的重要工作環節，也是我們發展數字化客戶服務的必需保障。在制定個人信息保護工作規劃的同時，本集團積極響應《中華人民共和國個人信息保護法》著重分析了自身業務層面涉及的信息安全問題。我們製作並下發了《個人信息保護法對房地產企業的影響》，並總結和確立了開發商服務過程中的五大信息安全保護原則。

Personal privacy protection is an important part of consumer services and rights and interests protection, and is a necessary guarantee for the development of our digital customer service. While developing the work plan for personal information protection, the Group actively responded to the Personal Information Protection Law of the People's Republic of China by focusing on analyzing the information security issues involved in its own business level. We prepared and issued the Impact of the Personal Information Protection Law on Real Estate Enterprises and summarized and established five major information security protection principles in the process of developer services.



同時，我們持續通過技術應用與優化管理流程為數字化服務打造安全環境。我們採取了信息加密、權限設置等方式部署了數據隔離方案，同時為員工設置了明確的數據訪問權限，在員工離職後立即註銷賬號，極大降低客戶信息洩露的可能，保障信息安全。

At the same time, we continue to create a secure environment for digital services through technology applications and optimized management processes. We have adopted information encryption and permission settings to deploy data isolation solutions, while setting clear data access rights for employees and immediately canceling accounts after employees leave office, greatly reducing the possibility of customer information leakage and guaranteeing information security.

### 商業服務

祥生控股積極追求與商戶和消費者共同成長，不斷提升我們對商戶的服務質量，保障消費者的安全與權益，更好地實現商業中心的營運。

### Commercial Services

Shinsun Holdings actively pursues mutual growth with our merchants and consumers, constantly improving the quality of our services to our merchants, safeguarding the safety and rights of our consumers, and better realizing the operation of our commercial centers.

### 商戶服務

長期以來，本集團堅持「有創新、有品質、有情景、有溫度」的商業經營理念，執行嚴格的商戶准入和日常經營管理標準。同時，面對局部地區新冠疫情反覆和集中爆發的情況，我們持續落實商戶幫扶舉措，為商場的安全與穩定營運提供有力支持。

### Merchants Services

For a long time, the Group has adhered to the business philosophy of “innovation, quality, scenario and warmth” and implemented strict merchant access and daily management standards. Meanwhile, in the face of resurgent and concentrated outbreaks of the COVID-19 pandemic in local areas, we have continued to implement merchant assistance initiatives to provide strong support for the safety and stable operation of the shopping malls.

- 疫情期間，每日對商場公區進行消毒，包括扶梯、客梯、衛生間等。
- During the outbreak of the COVID-19 pandemic, the public areas of the shopping malls were disinfected daily, including escalators, passenger elevators and restrooms.

- 為商戶提供免費或租費減半的線上和線下廣告扶持，包括公眾號推文發佈、宣傳片、線下燈箱廣告、電子大屏幕等。
- Providing merchants with free or half-rent online and offline advertising support, including official account tweet release, promotional videos, offline light box advertising, electronic big screens, etc.

- 協同商場對接疫苗接種單位，為員工提供接種服務，確保所有能接種人群均能夠儘早接種新冠疫苗。
- Collaborating with shopping malls to connect with vaccination units and providing vaccination services for employees to ensure that all people who can be vaccinated can receive the COVID-19 vaccine as early as possible.

- 為方便消費者購物，對未戴口罩的消費者提供免費的口罩服務，全年共發放口罩52,000餘隻。
- To facilitate consumer shopping, free mask service was provided to consumers who were not wearing masks, and more than 52,000 masks were distributed throughout the year.

#### 應對新冠疫情的商戶幫扶舉措

#### Merchants Assistance Policy in Response to the COVID-19 Pandemic

報告期內，我們對商戶開展了滿意度調查，通過收集商戶的意見反饋，及時採取整改措施，為商戶提供人性化的服務體驗和可靠的營運服務。滿意度調查主要涵蓋營運管理、物業管理、現場經營環境以及企劃活動等方面。調查結果顯示，商戶對營運管理的嚴謹細緻滿意度較高，同時也對部分工作提出了重要建議。對此，我們積極開展服務提升工作，將調查結果落實為行動，以商戶的心聲促進服務水平的提升。

During the Reporting Period, we conducted satisfaction survey on our merchants and, by collecting feedback from our merchants, took timely corrective measures to provide them with a humanized service experience and reliable operation services. The satisfaction survey mainly covered operation management, property management, on-site business environment and business planning activities. The survey results showed that merchants were highly satisfied with the rigorous and meticulous operation and management, and also put forward important suggestions for some of the work. In response, we actively carried out service improvement work, put the survey results into action, and promoted the improvement of service level with the voice of merchants.

能力建設  
Capacity  
Building

- 對營運管理人員實施定期營運管理知識培訓，加快提升營運管理能力。
- 加強物業服務的培訓，包括消防跑點、儀表儀容、日常巡場、服務態度等，並對外包保單位的保安保潔工作質量進行定期考核。
- Implementing regular operation management knowledge training for operation management personnel to accelerate the improvement of operation management capability.
- Strengthening property services training, including that on fire emergency procedures, physical appearance, daily patrol, service attitude, etc., and conducting regular assessment on the quality of security and cleaning work of outsourcing units.

環境改造  
Environment  
Improvement

- 大面積改造停車場環境，開展屋頂漏水問題全面排查和維修。
- Extensively improving the environment of parking lots and carrying out comprehensive investigation and repair for water leakage on the roof.

設備維護  
Equipment  
Maintenance

- 提高設備維修保養的頻率，對商戶空調進行定期清洗，確保設備運行期間達到最佳使用效果。
- Increasing the frequency of equipment repair and maintenance, and conducting regular cleaning of the air conditioners of the merchants to ensure their optimal use during operation.

商戶滿意度提升舉措

Merchants Satisfaction Improvement Initiatives

消費者服務

在商業服務管理過程中，我們高度重視消費者的服務體驗，積極聽取消費者的意見和建議，致力於為消費者營造溫暖、安心的環境。

Consumer Services

In the process of commercial service management, we attach great importance to the service experience of consumers, actively listen to their opinions and suggestions, and are committed to creating a warm and reassuring environment for them.

報告期內，我們針對消費者開展了滿意度調查。結果顯示，消費者對商品和服務質量的滿意度高達98%，對投訴處理的及時性和有效性滿意度達94%，展現了祥生控股及時、主動處理反饋的態度，以及持續跟進、保持關注的人文關懷。在此基礎上，我們持續加強基礎設施建設並開展各類營銷活動，新增一系列多樣化的消費者服務舉措，為消費者營造更為便捷、舒心的服務體驗。

During the Reporting Period, we conducted a satisfaction survey on consumers. The results showed that the consumers were 98% satisfied with the quality of the products and services, and 94% satisfied with the timeliness and effectiveness of complaint handling, demonstrating the timely and proactive attitude of Shinsun Holdings in handling feedback, as well as the humanistic care of continuous follow-up and maintaining attention. On this basis, we continued to strengthen our infrastructure and carry out various marketing activities, adding a series of diverse consumer service initiatives to create more convenient and comfortable service experience for consumers.

- 新增無感停車服務，縮短消費者進出商場的等待時間。
- New touchless parking service to shorten the waiting time for consumers to enter and exit the shopping mall.

- 新增95折祥生福利卡，為任一註冊會員的消費者提供折扣福利。
- New 5%-off Shinsun Benefit Card to provide discount benefits to consumers of any registered member.

- 在以往活動基礎上，新增線上滿額抽獎，並全年每月安排不同的節日活動，每月帶來不同的購物體驗。
- Based on the previous activities, we created a new form of online full-value lottery and arranged different holiday activities every month throughout the year to bring a different shopping experience every month.

- 增加母嬰室服務，便於攜嬰父母出門在外照料哺乳期嬰兒進行護理、哺乳、集乳、餵食和備餐。
- New baby care room services to make it convenient for parents on travelling with babies to care, for nursing, breastfeeding, milking, feeding and meal preparation.

消費者服務亮點舉措  
Consumer Service Initiatives Highlights





周年慶活動  
Anniversary celebration activities



暑期活動  
Summer activities



雙十一活動  
Double Eleven activities



國慶活動  
National Day celebration activities

# 綠色營運 踐行低碳

## GREEN OPERATION AND LOW CARBON

祥生控股以綠色發展為企業的重要目標，致力於控制及減輕商業活動對營運所在地的環境影響。我們不斷完善環境管理制度和體系，將綠色發展貫穿到企業營運與項目建設的各個環節，在管理、設計、施工、營運等過程中，以開放、創新的姿態踐行可持續發展戰略，積極履行企業對環境的責任。

### 強化綠色管理

本集團嚴格遵守《中華人民共和國固體廢物污染環境防治法》、《中華人民共和國水污染防治法》、《綠色施工導則》、《中華人民共和國環境保護法》、《中華人民共和國環境噪聲污染防治法》等法律法規，並搭建了完善的規章制度和管理體系。報告期內，我們未發生因違反中國環境法律及法規而被處以重大罰款或遭受處罰的相關事件。

With green development as an important corporate goal, Shinsun Holdings is committed to controlling and mitigating the environmental impact of its business activities on the places where it operates. We are constantly improving our environmental management system and system, integrating green development into all aspects of corporate operations and project construction, practicing sustainable development strategies with openness and innovation in the process of management, design, construction and operation, and actively fulfilling our corporate responsibility to the environment.

### STRENGTHEN GREEN MANAGEMENT

The Group strictly abides by the Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution, the Law of the People's Republic of China on the Prevention and Control of Water Pollution, the Guidelines on Green Construction, the Environmental Protection Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Pollution from Environmental Noise, and other laws and regulations, and has established a sound rules and regulations and management system. During the Reporting Period, we did not have any relevant incidents involving significant fines or penalties for violating PRC environmental laws and regulations.

環境管理目標

人與自然和諧共處，是祥生控股「營造幸福生活」的準則之一。祥生控股以身作則，在溫室氣體排放、能源管理、用水效益及廢棄物管理設定了相應的目標，不斷提升祥生控股的可持續發展表現。我們依據環境管理目標積極落實相關行動，深度踐行綠色發展理念。

Environmental management objectives

Harmonious coexistence between humans and nature is one of the guidelines of "Creating a Happy Life" of Shinsun Holdings. To lead by example, Shinsun Holdings has set targets for greenhouse gas emissions, energy management, water efficiency and waste management to continuously improve its sustainability performance. We are actively implementing actions in line with our environmental management objectives and are deeply committed to the concept of green development.

<p><b>減少溫室氣體排放</b> Reduction of greenhouse gas emissions</p>	<p><b>持續強化能源管理</b> Continuous strengthening of energy management</p>	<p><b>穩步提升用水效率</b> Steady improvement in water efficiency</p>	<p><b>完善廢棄物管理機制</b> Improvement of waste management mechanism</p>
<ul style="list-style-type: none"> <li>• 逐步搭建覆蓋所有營運地的碳排放管理體系，力爭維持並降低整體的碳排放量</li> <li>• 加大可再生資源的投資和採購</li> <li>• 減少不必要的員工差旅出行</li> <li>• We will gradually build a carbon emission management system covering all our operations and strive to maintain and reduce our overall carbon emissions</li> <li>• We increase investment and procurement of renewable resources</li> <li>• We reduce unnecessary employee travel</li> </ul>	<ul style="list-style-type: none"> <li>• 持續優化能源管理體系，提升能源使用效率</li> <li>• 擴大清潔能源在項目和營運中的應用範圍</li> <li>• 加強員工、供應商及合作夥伴的節能培訓與宣貫</li> <li>• We continue to optimize our energy management system to improve the efficiency of energy use</li> <li>• We expand the application of clean energy in our projects and operations</li> <li>• We strength energy-saving training and awareness among employees, suppliers and partners</li> </ul>	<ul style="list-style-type: none"> <li>• 探索節水設備和技術的應用，提高水資源利用率</li> <li>• 加強員工、供應商及合作夥伴節水培訓與宣貫</li> <li>• We explore the application of water-saving devices and technologies to improve water utilization</li> <li>• We strengthen water conservation training and awareness among employees, suppliers and partners</li> </ul>	<ul style="list-style-type: none"> <li>• 探索材料回收與再利用，加大廢棄物回收比例</li> <li>• 進一步推廣綠色辦公（例如無紙化辦公）等減廢措施</li> <li>• 提高員工、供應商及合作夥伴垃圾分類意識</li> <li>• We explore material recycling and reuse, and increase the proportion of waste recycling</li> <li>• We further promote waste reduction measures such as green office (e.g. paperless office)</li> <li>• We raise awareness of waste separation among employees, suppliers and partners</li> </ul>

環境管理目標  
Environmental management objectives

### 應對氣候變化

氣候變化是當今全球共同面對的挑戰，本集團積極響應「雙碳」目標，全面推行低碳行動，將國家與自身發展方向相結合，積極應對氣候變化對商業營運帶來的風險。

報告期內，本集團參考氣候相關財務信息披露工作組(Task Force on Climate-Related Financial Disclosures, TCFD)的建議，有效識別了氣候變化對我們營運及財務等方面產生的影響，並分析了祥生控股現有的應對舉措。

### Response to climate change

Climate change is a common global challenge today. The Group is actively responding to the “double carbon” goal, implementing low-carbon initiatives and integrating national development with its own to proactively address the risks posed by climate change to its business operations.

During the Reporting Period, the Group effectively identified the impact of climate change on our operations and finances with reference to the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), and analyzed the existing response initiatives of Shinsun Holdings.

風險類型 Risk type	風險因素 Risk factors	應對舉措 Response initiatives
實體風險 Entity Risk	暴雨、颱風、洪水、極端高溫和寒冷氣候等極端天氣事件 Extreme weather events such as rainstorm, typhoon, flood, extreme high temperature and cold climate	<ul style="list-style-type: none"> <li>制定極端氣候預警機制及應急方案，並定期開展應急演練；</li> <li>隨時監控極端天氣，提前或及時做出相應的準備及應對措施，保障員工、業主及商戶的安全；</li> <li>根據項目所在地，將暴雨、洪水納入到產品的設計及施工規劃中，例如，投資開發降低洪水危險及補充地下水的「海綿城市」相關項目、加強山地項目場地防洪設計、臨湖臨河項目防汛水位、駁岸設計；</li> <li>根據項目所在地，將颱風納入到產品的設計及施工規劃中，例如，在設計階段對外牆保溫材料進行改造，大幅降低颱風天氣造成保溫層整體脫落的風險，以及在項目中加入防強風設計，確保主體結構可以抵抗50年一遇的最大風壓；</li> <li>在項目中加入防淹沒設計，確保開閉所、變電所的選址避免設置在地勢低於室外地坪的地方。如無法避免，應採取防淹沒的措施，並有合理的排水方案。</li> <li>We develop extreme weather warning mechanisms and emergency response plans, and conduct regular emergency drills;</li> <li>We monitor extreme weather at all times and prepare and respond in advance or in a timely manner to ensure the safety of employees, property owners and merchants;</li> </ul>
	氣溫與降雨量的變化等影響 Effects such as changes in temperature and rainfall	<ul style="list-style-type: none"> <li>We incorporate rainstorms and floods into the design and construction planning of the product depending on the location of the project, for example, investing in the development of “sponge city” related projects to reduce the risk of flooding and replenish groundwater, strengthening the site flood prevention control design of mountain project, flood prevention water stage and bulkhead design of lakeside or riverside project;</li> <li>We incorporate typhoon into the product design and construction planning depending on the location of the project, for example, the exterior wall insulation materials are modified during the design phase to significantly reduce the risk of the overall insulation layer falling off due to typhoon weather, and the project is designed to prevent strong winds to ensure that the main structure can resist the maximum wind pressure of a 50-year event;</li> <li>We add anti-flooding design to the project to ensure that switching stations and substations should not be set up in places where the terrain is lower than the outdoor floor. If it cannot be avoided, measures to prevent flooding should be taken and a reasonable drainage plan should be adopted.</li> </ul>



風險類型 Risk type	風險因素 Risk factors	應對舉措 Response initiatives
轉型風險 Transition Risk	政策和法律 Policy and law  節能減排相關政策出台 Introduction of policies related to energy conservation and emission reduction	<ul style="list-style-type: none"> <li>隨時關注並梳理監管及投資機構對碳排放的披露標準以及法律法規的更新，持續規範信息披露；</li> <li>持續優化祥生控股的能源與碳排放數據的監測和披露，以滿足監管部門日益提升的信息披露要求；</li> <li>在產品開發階段中將低碳、節能及綠色屬性納入考量，通過可持續融資框架探索綠色融資機遇，降低成本提高的風險。</li> <li>We keep an eye on and sort out the disclosure standards of carbon emissions and updates to laws and regulations by regulatory and investment institutions, and continuously standardize information disclosure;</li> <li>We continue to optimize the monitoring and disclosure of energy and carbon emission data of Shinsun Holdings to meet the increasing disclosure requirements of the regulatory authorities;</li> <li>We take low-carbon, energy-saving and green attributes into consideration in the product development phase, and explore green financing opportunities through a sustainable financing framework to reduce the risk of increased costs.</li> </ul>
	更嚴格的排放量報告義務 Stricter emissions reporting obligations	
	技術 Technology  低排放技術要求 Low emission technology requirements	<ul style="list-style-type: none"> <li>秉持「綠色建築設計」理念，持續將節能減排的目標納入產品設計及研發的過程中；</li> <li>在設計前期探索項目運用可再生能源或低碳技術運用的可能性，例如利用可再生能源，如選擇太陽能（光伏）或空氣源熱泵系統達到節能降耗的效果；</li> <li>持續探索裝配式技術和集約化建造技術等，減少產品的碳排放。</li> <li>We adhere to the concept of “green building design” and continue to incorporate the goal of energy saving and emission reduction into the process of product design and development;</li> <li>We explore the possibility of using renewable energy or low-carbon technologies in the project in the pre-design stage, for example, using renewable energy, such as solar (photovoltaic) or air source heat pump systems to achieve energy saving and consumption reduction;</li> <li>We continue to explore assembly technology and intensive construction technology, etc., to reduce the carbon emissions of our products.</li> </ul>
	市場 Market  消費者對綠色產品的青睞 Consumer preference for green products  採購成本上漲 Rising procurement costs	<ul style="list-style-type: none"> <li>持續增強綠色建築、低碳建築項目的關注與投入；</li> <li>關注採購品價格變化趨勢，通過合理配置資源，管控綠色材料的採購成本；</li> <li>通過供應鏈交流和「綠鏈行動」，促進供應鏈的低碳轉型，降低採購風險。</li> <li>We continue to increase our focus and investment in green building and low-carbon construction projects;</li> <li>We pay attention to the trend of price changes of procured goods and control the procurement cost of green materials through rational allocation of resources;</li> <li>We promote the low-carbon transformation of the supply chain and reduce procurement risks through supply chain communication and “Green Chain Initiative”.</li> </ul>
聲譽 Reputation  媒體、客戶及公眾對企業責任的重視 Media, customers and the public’s attention to corporate responsibility 利益相關方對負面信息的關切 Stakeholders’ concerns about negative information	<ul style="list-style-type: none"> <li>逐步加大綠色建築項目的投入，提升並宣傳產品的節能環保屬性及其減排技術的應用；</li> <li>持續優化企業的對外傳播渠道，積極向利益相關方更新低碳舉措與成果。</li> <li>We gradually increase our investment in green construction projects, enhance and promote the energy-saving and environmental attributes of our products and the application of emission reduction technologies;</li> <li>We continue to optimize our corporate external communication channels and actively update our stakeholders on low-carbon initiatives and achievements.</li> </ul>	



報告期內，祥生控股以長三角地區的項目為重心，從應對氣候變化的角度出發，將氣候變化風險納入了產品設計。依據《中華人民共和國防洪法》、《中華人民共和國氣象法》、《國家防汛抗旱應急預案》、《建設部安全事故與自然災害預防、接報與應急處置工作程序》、《浙江省住房和城鄉建設系統防汛防颱抗旱工作應急預案》等相關法律法規，我們在項目設計環節針對不同地區氣候變化因素開展了前置風險評判並建立了方案評審會制度，根據項目所在地域的差異，針對性地提出設計方案，持續落實防淹沒、防雷擊、防颱風和洪水等方面的設計要求，保障建築在極端天氣下的安全性。

During the Reporting Period, Shinsun Holdings focused on projects in the Yangtze River Delta region and incorporated climate change risks into the product design from the perspective of responding to climate change. According to the the Flood Control Law of the People's Republic of China, the Meteorology Law of the People's Republic of China, the National Emergency Plan for Flood Prevention and Drought Relief, Safety Accident and Natural Disaster Prevention, Reporting and Emergency Response Work Procedures of Ministry of Construction, Zhejiang Province Housing and Urban-rural Development System to Fight Typhoon Flood and Drought Emergency Plan and other laws and regulations, we have carried out pre-design risk assessment and established a program review meeting system for climate change factors in different regions in the project design process, proposed targeted design solutions depending on the differences in the regions where the projects are located, and continuously implemented design requirements for flood prevention, lightning protection, typhoon protection and flood protection to ensure the safety of buildings in extreme weather.

案例  
Case

舟山南山郡項目，積極應對颱風天氣，做好提前準備，打贏「抗颱」戰役  
For the Nanshan County project (南山郡項目) in Zhoushan, we actively responded to the typhoon weather and made advance preparations to win the battle against the typhoon

針對舟山地區颱風多發的情況，我們在產品設計中增加了防淹沒處理。我們將開閉所、變電所選址避免設置在地勢低於室外地坪的地方，如無法避免，應採取防淹沒的措施，並有合理的排水方案。

In response to the typhoon-prone situation in Zhoushan, we have added anti-flooding treatment to the product design. Switching stations and substations should not be set up in places where the terrain is lower than the outdoor floor. If it cannot be avoided, measures to prevent flooding should be taken and a reasonable drainage plan should be adopted.

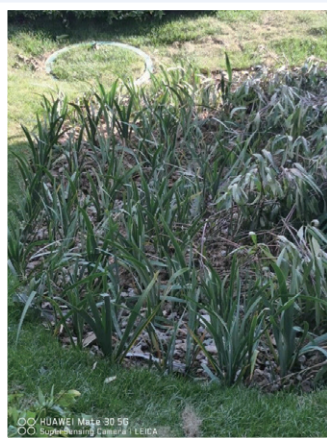


案例  
Case

鎮江悅園項目  
Zhenjiang Yueyuan(鎮園) project

祥生控股充分利用植草溝、滲水磚、雨水花園、下沉式綠地等措施，有效避免內澇，加強項目應對洪水和暴雨等極端氣候的能力。此外，項目使用外立面散排雨水口，使建築立面的雨水可以排到遠離牆面的排水草溝，減少暴雨對建築立面的損害。

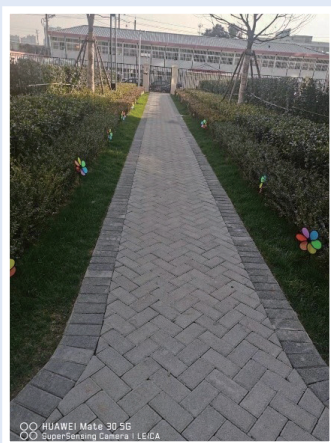
Shinsun Holdings makes full use of grass trenches, seepage bricks, rain gardens, sunken green areas and other measures to effectively avoid waterlogging and enhance the project's ability to cope with extreme weather such as floods and rainstorm. In addition, the project uses loose drainage rainwater inlets on the facade so that rainwater from the building facade can be discharged to drainage grass gutters away from the walls, reducing damage to the building facade from rainstorm.



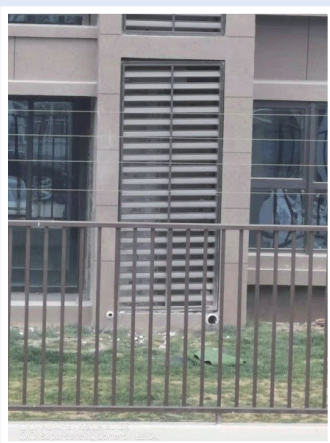
下沉式綠地  
Sunken green space



溢流口  
Spillway



透水磚  
Permeable brick



外立面散排雨水口  
Façade loose drainage  
rainwater outlet



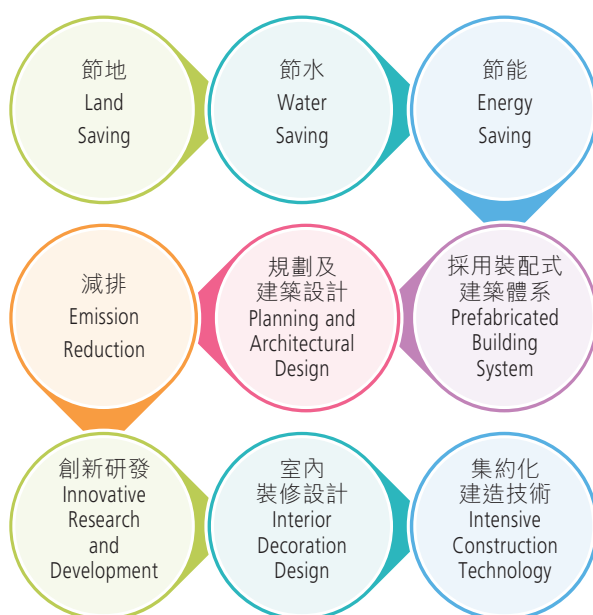
散水草溝  
Scattered water  
grass ditch

## 打造綠色產品

在產品設計研發階段，祥生控股秉承綠色建築設計的理念，於建築的全生命週期內，通過節能、節水、節材、保護環境、減少污染等九個方面最大限度節約資源，提供健康適用、高效使用、與自然和諧共生的綠色建築。

## CREATING GREEN PRODUCTS

In the product design and development stage, Shinsun Holdings adheres to the concept of green building design, and provides green buildings that are healthy and applicable, efficient in use, and in harmony with nature by maximizing resource conservation in nine aspects, including energy saving, water saving, material saving, environmental protection, and pollution reduction, etc. throughout the life cycle of the building.



綠色建築設計的九大方面  
Nine major aspects of green building design

截至2021年底，祥生控股在建項目基本實現綠色建築全覆蓋，共計有96個項目獲得綠色建築認證，綠色建築總建築面積逾1,117萬平方米。其中上海祥生中心、合肥北雁湖雲鏡、杭州雲鏡、寧波潮起雲悅等多個在建項目為綠建二星、合肥祥生廬州雲境項目通過綠建三星預評級。

By the end of 2021, Shinsun Holdings had basically achieved full green building coverage in its projects under construction, with a total of 96 projects obtaining green building certification and a total GFA of green building over 11.17 million square meters. Among them, many projects under construction, such as Shanghai Shinsun Center(上海祥生中心), Hefei Beiyantu Yunjing(合肥北雁湖雲鏡), Hangzhou Yunjing(杭州雲鏡) and Ningbo Chaoqi Yunyue (寧波潮起雲悅), are two-star green building projects, and Hefei Shinsun Luzhou Yunjing(合肥祥生廬州雲境) project has passed the Three-star Green Building Pre-rating.



## 雲境景軒通過綠建三星預評價

## Cloud Jingxuan (雲境景軒) passed the Three-Star Green Building Pre-evaluation

祥生控股的雲境景軒項目通過綠建三星預評價。該項目在實施過程中針對安全耐久、健康舒適、生活便利、資源節約、環境宜居等方面，採取了一系列技術舉措：項目建築設計充分考慮自然採光和自然通風；

- 採用建築節能率大於65%的外圍護結構系統；
- 牆面合理開窗，有利於自然通風和遮陽，降低夏季制冷需求，減少能耗；
- 全部採用預拌混凝土，大量採用HRB400級高強度鋼筋作為主筋；
- 充分利用收集回用的雨水進行綠化灌溉、道路沖洗和地庫沖洗；
- 採用高效節能無污染的空氣源熱泵系統；
- 採用先進的圍護結構、外牆保溫技術、非傳統水資源利用技術以及可再生能源利用技術

The Cloud Jingxuan (雲境景軒) project of Shinsun Holdings passed the Three-star Green Building Pre-evaluation. In the course of implementation of the project, the technical measures adopted for safety, durability, health and comfort, life convenience, resource conservation and livable environment mainly include: natural lighting and natural ventilation were fully considered in the architectural design of the project;

- The surrounding protective structure system with a building energy-saving rate greater than 65%;
- Reasonable windows on the wall were favorable for natural ventilation and shading, reducing the need for cooling in summer and reducing energy consumption;
- All concrete was ready-mixed concrete, and a large number of HRB400 high-strength steel bars were used as the main reinforcement;
- Make full use of rainwater collected and reused for green irrigation, road washing and basement washing;
- Air source heat pump system of high efficiency, energy saving and pollution-free was adopted;
- The use of advanced enclosure structure, exterior wall thermal insulation technology, non-traditional water resource utilization technology and renewable energy utilization technology

祥生控股在綠色產品方面的努力與成果也獲得了行業內外部的一致肯定。報告期內，祥生控股被納入《2021中國綠色地產指數TOP30報告》中。該報告對綠色建築、装配式建築和全裝修成品房的綠色發展數據、碳排放、污染氣體排放、和環境信息披露等6大方面和10個細分指標系數進行詳細分析測算，以評估企業在綠色產品方面的表現。

The efforts and achievements of Shinsun Holdings in green products have also been unanimously recognized by the industry both internally and externally. During the Reporting Period, Shinsun Holdings was included in the 2021 China Green Property Index Top 30 Report. The report provides detailed analysis and measurement of green development data, carbon emissions, pollutant gas emissions, and environmental information disclosure in 6 major aspects and 10 subdivision index coefficients of green buildings, prefabricated buildings and fully furnished finished property to assess the performance of enterprises in green products.

## 推進綠色工程

作為專注於可持續發展的負責任企業，祥生控股對綠色工程的探索由來已久。我們在項目施工過程中堅持環保理念，將節能降耗與環境保護放在首位。我們同樣要求承包商嚴格遵循節能環保層面的相關法律法規要求，並建立了針對供應商和承建商的環境保護管理體系，通過規範管理流程與開展定期審查將環保理念融入品質工程，攜手共築綠色價值鏈。

### 資源使用

在施工過程中合理配置資源以減少消耗，是實現節能減排目標和可持續發展長遠目標的重要舉措。祥生控股積極探索資源的循環利用以及可再生能源的使用。我們堅持使用標準化與模塊化的臨時施工設施及加工材料，在確保安全與質量的基礎上提升了資源再利用的比例。同時，我們在施工現場積極擴大太陽能光伏發電技術的使用場景，以清潔能源為抓手帶動工程項目的綠色轉型。

## PROMOTING GREEN ENGINEERING

As a responsible corporate focusing on sustainable development, Shinsun Holdings has been exploring green engineering for a long time. We adhere to the concept of environmental protection in the process of project construction, and put energy conservation and environmental protection in the first place. We also require contractors to strictly abide by relevant laws and regulations on energy conservation and environmental protection, and have established an environmental protection management system for suppliers and contractors, integrating environmental protection concepts into quality engineering by standardizing management processes and conducting regular reviews to build a green value chain together.

### Use of resource

Rational allocation of resources to reduce consumption during the construction process is an important step to achieve the goal of energy conservation and emission reduction and the long-term goal of sustainable development. Shinsun Holdings actively explores the recycling of resources and the use of renewable energy. We insist on using standardized and modularized temporary construction facilities and processing materials to enhance the proportion of resource reuse on the basis of ensuring safety and quality. Meanwhile, we actively expand the use scenarios of solar photovoltaic power generation technology at construction sites to drive the green transformation of engineering projects with clean energy as a grasp.



案例  
Case

鋁合金模板利用  
Utilization of aluminum alloy formwork

祥生控股在寧波潮起雲悅項目和諸暨金辰府項目的施工過程中均使用了鋁合金模板，相較於木制模板，鋁合金模板具備周轉次數多、使用效率高等特點，在節能環保的同時，以其易於組裝的優勢提升了施工效率。

Shinsun Holdings used aluminum alloy formwork in the construction process of Ningbo Chaoqi Yunyue (寧波潮起雲悅) project and Zhuji Jinchen Mansion (諸暨金辰府) project. Compared with wooden formwork, aluminum alloy formwork has the characteristics of high turnover rate and high use efficiency, which enhances the construction efficiency with its advantages of easy assembly while saving energy and protecting the environment.



諸暨金辰府項目  
Zhuji Jinchen Mansion  
(諸暨金辰府) project



潮起雲悅項目  
Chaoqi Yunyue  
(潮起雲悅) project

在水資源管理方面，祥生控股嚴格遵守營運所在地的相關法律法規，根據項目施工情況因地制宜地建立了針對性的水資源使用方面的管理舉措，持續通過中水回用等舉措提高水資源的重複利用率。

In terms of water resources management, Shinsun Holdings strictly abides by the relevant laws and regulations of the place where it operates, and establishes targeted management measures for water resources use according to the project construction situation and local conditions, and continues to improve the reuse of water resources through measures such as reclaimed water reuse.

施工現場設置雨水收集及中水循環利用系統  
Rainwater collection and reclaimed water recycling system are set up at construction site

施工綠化、道路清掃、車輛沖洗及其它施工用水優先使用中水  
Reclaimed water is given priority to construction greening, road cleaning, vehicle washing and other construction water

中水回用舉措  
Reclaimed Water Reuse Initiatives

### 排放管理

祥生控股在施工過程中對各項環境指標進行標準化要求，嚴格控制大氣及噪聲污染。我們在《安全文明標準化管理作業指引》中相關舉措的落實進行了明確規定，通過全面舉措控制施工過程中的揚塵及噪音，確保文明施工、綠色施工。

### Emission management

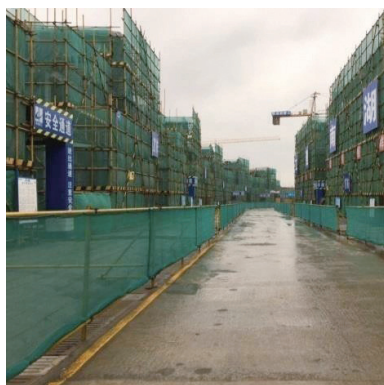
Shinsun Holdings has standardized requirements for various environmental indicators during the construction process, and strictly controls air and noise pollution. We have clearly stipulated the implementation of relevant initiatives in the Operation Guidelines for Standardized Safety and Civilization Management, to control dust and noise during construction process through comprehensive measures, thus ensuring civilized and green construction.

#### 控制揚塵舉措 Dust Control Initiatives

- 現場辦公區、生活區、生產區、主要施工道路等，地面必須混凝土硬化
- 現場大門口必須設置洗車槽，配備高壓沖洗裝置，有排水、泥漿沉澱池等設施
- 在現場設置專業PM2.5揚塵監控設備
- On-site office areas, living areas, production areas, main construction roads and other grounds must be hardened with concrete
- A car wash tank must be set up at the gate of the site, equipped with a high-pressure washing device, with facilities such as drainage and mud sedimentation tanks
- Setting up professional PM2.5 dust monitoring equipment on site

#### 控制噪音舉措 Noise Control Initiatives

- 嚴格按照國家規定的施工時間要求進行施工作业
- 優先選擇低噪音設備
- 在聲源處進行遮擋
- Construction work in strict accordance with the national construction time requirements
- Preference for low-noise equipment
- Blocking at the sound source



腳手架覆網  
Scaffold Coverings



場地硬化  
Ground Hardening

在廢水排放管理方面，祥生控股制定了污水排放管理規定，施工現場的道路、場地必須設排水溝、集水井，污水經沉澱池沉澱處理後排入市政排水系統；針對廚房和廁所廢水，我們根據項目所在地的環保要求設置化糞池，嚴禁直接排放。

In terms of wastewater discharge management, Shinsun Holdings has set up regulations on wastewater discharge. Drainage ditches and water collection wells must be set up on roads and sites of construction sites, and wastewater is discharged into the municipal drainage system after precipitation treatment in sedimentation tanks; for kitchen and toilet wastewater, we set up septic tanks according to the environmental requirements of the project site, and direct discharge is strictly prohibited.

針對廢棄物管理，祥生控股嚴格遵守《中華人民共和國固體廢物污染環境防治法》與項目所在地關於廢棄物的管理要求，形成了從廢棄物產生、安全存放、合理處置到回收利用的全流程常態化管理機制。同時，我們根據《國家危險廢物名錄》內規定的有害廢棄物設立了獨立的存放點，並交由項目所在地政府相關部門運輸收納，確保建築廢棄物的合規排放。

For waste management, Shinsun Holdings strictly complies with the Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution and the waste management requirements of the project site, and has formed a normalized management mechanism for the whole process from waste generation, safe storage, reasonable disposal to recycling. Meanwhile, we have set up independent storage points for the hazardous waste specified in the National Catalogue of Hazardous Wastes, and deliver them to the relevant government departments where the project is located for transportation and collection to ensure the compliant discharge of construction waste.

一般固體廢棄物管理

General Solid Waste Management

- 對施工過程中產生的紙張、鋼筋、玻璃和其他可回收廢物進行分類和回收
- Sorting and recycling of paper, steel, glass and other recyclable waste generated during the construction process

有害廢棄物管理

Hazardous Waste Management

- 嚴禁將有毒有害廢棄物用作土方回填，以免污染地下水和環境
- Toxic and hazardous waste is strictly prohibited to be used as earth backfill to avoid pollution of groundwater and environment

- 對固體廢棄物進行分類，按可回收利用無毒無害、可回收利用有毒無害、不可回收利用無毒無害、不可回收利用有毒無害進行分類存放、分類處理
- Sorting storage and sorting treatment of solid waste of recyclable non-toxic and non-hazardous, recyclable toxic and hazardous, non-recyclable non-toxic and non-hazardous, non-recyclable toxic and hazardous

廢棄物管理舉措  
Waste Management Initiatives

## 倡導綠色營運

### 綠色辦公

祥生控股在日常辦公中積極推行綠色辦公理念，將環保融入到企業發展的每一步中。為了形成體系化、科學化的綠色辦公制度，我們持續進行經驗總結與輸出。報告期內，本集團發佈了《節能增效倡議書》，同時將各地區及總部的經驗匯編成冊，形成《降本增效藍皮書》並在公司內部大力推廣，促進了企業良性發展與環境友好型社會建設。

## ADVOCATING GREEN OPERATION

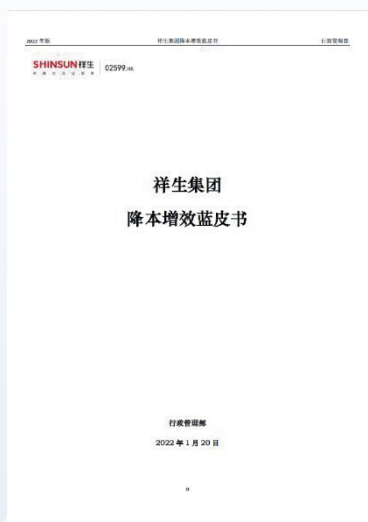
### Green office

Shinsun Holdings actively promotes the concept of green office in its daily office and integrates environmental protection into every step of corporate development. In order to form a systematic and scientific green office system, we continue to summarize and export our experience. During the Reporting Period, the Group issued the Proposal for Energy Conservation and Efficiency Improvement and also compiled the experiences of each region and headquarters into a booklet, forming the Blue Book on Cost Reduction and Efficiency Improvement, and vigorously promoted it within the company, which promoted the sound development of the enterprise and the construction of an environment-friendly society.

### 案例 Case

#### 發佈並推廣《降本增效藍皮書》

#### We issued and promoted the Blue Book on Cost Reduction and Efficiency Improvement



降本增效藍皮書從辦公能耗、資產管理、車輛管理、開辦管理、餐廳管理、差旅管理、等十個方面出發，總結了行政管理中可以踐行環保與綠色舉措的各個方面，同時輸出了集團內部以及對標外部的經典案例，詳細闡述了綠色舉措執行方式與可行性。為了進一步擴大綠色理念的覆蓋範圍，我們針對員工的日常生活總結了降本節效的舉措建議，倡導所有員工共同踐行可持續生活理念。

The Blue Book on Cost Reduction and Efficiency Improvement summarizes various aspects in administrative management where environmental protection and green initiatives can be practiced from ten aspects, including office energy consumption, asset management, vehicle management, start-up management, restaurant management, travel management, etc. We also output classic cases from within the Group and against external benchmarks, and elaborate on the implementation methods and feasibility of green initiatives. In order to further expand the coverage of the green concept, we summarized the cost reduction and efficiency saving initiatives for the daily life of employees, and advocated all employees to practice the concept of sustainable living together.

### 光盤行動不浪費

#### 宣傳踐行我可以

### Promote and practice the Clear Your Plate Campaign without wasting food

- 餐廳就餐適量取食，吃多少盛多少，吃完為止，吃飽為好，向「舌尖上的浪費」說不
- 宣傳光盤行動，積極提醒同伴，及時制止浪費糧食的現象
- Take appropriate amount of food when dining in restaurants, serve as much as you eat, and eat until you are done without wasting food
- Promote the Clean Your Plate Campaign and actively remind peers to stop wasting food in a timely manner

1

### 合理規劃出差行

#### 同行順便拼一拼

### Reasonable planning of business trips Carpooling with fellow travelers

- 合理規劃出差行程，優先線上溝通，減少出差
- 本地儘量使用公共交通出行或向順路的同事拼車外出
- Plan business trips reasonably and prioritize online communication to reduce travel
- Try to use public transportation or carpool with colleagues on the way to travel locally

2

### 節約水電要謹記

#### 無紙辦公跟潮流

### Remember to save water and electricity Keep up with the trend of paperless office

- 辦公區域做到隨手關燈，會議室無人或工位無人時及時將各電源關閉
- 節約用水，在茶水間、衛生間等地用水後及時關好水龍頭
- 儘量使用電子文件，推進無紙化辦公
- Turn off the lights in the office area, and turn off the power in time when there is no one in the conference room or at the workstation
- Save water and turn off the taps in time after using water in the pantry, toilet, etc.
- Try to use electronic documents to promote paperless office

3

綠色辦公舉措

Green Office Initiatives



### 綠色營運

祥生控股堅持綠色的商業營運模式，不僅在營運中納入綠色理念、環保材料與設備的推廣應用，還依託智能化、數據化等先進技術和模式提升商業的效率，從而實現環保與效益的雙贏，以綠色環保為支點逐步優化商業的營運模式。

### Green Operation

Shinsun Holdings insists on a green business operation model, not only incorporating green concepts and the promotion and application of environmentally friendly materials and equipment in its operations, but also relying on intelligent, data-based and other advanced technologies and models to enhance the efficiency of business, thus achieving a win-win situation for both environmental protection and benefits, and gradually optimizing the business operation model with green environmental protection as the fulcrum.

編制照明日常開啟時間表，  
嚴格遵循時間表進行開閉  
Compile the daily lighting  
timetable, and strictly follow  
the timetable for opening  
and closing

外廣場金街標段建設未完工，  
夜間幾乎無人走動，  
關閉金街側幕牆夜景照明  
Close the night lighting on the  
side curtain wall of the Golden  
Street (金街), because the  
construction of the  
Golden Street section of the  
outer plaza is not completed,  
almost no one walks at night

滿足日常亮度下，  
場內照明僅開啟50%，  
並關閉連廊測燈帶及穹頂照明  
In the case of meeting the daily  
brightness, the lighting in the  
site is only turned on by 50%,  
and the side light strips and  
dome lighting of the corridor are  
turned off

滿足日常亮度的條件下，  
地下室停車場照明燈管拆除  
50%，保留50%開啟  
Under the condition of meeting  
the daily brightness, 50% of  
the lighting tubes in the  
basement parking lot are  
removed, and 50% are left on

全員日常場內巡檢，  
對於過亮、過暗點位照明系統  
做到靈性調整開閉  
During the daily on-site patrol  
and inspection, the lighting  
system at over bright and dark  
points can be adjusted in a  
flexible way

對商業製冷主機進行改造，  
使其能對日運行能耗進行統計，  
便於更好地測量並改善能源使用  
情況，並被選為能源監測示範點  
Commercial refrigeration units  
were retrofitted to account  
for daily operating energy  
consumption, facilitating better  
measurement and improvement  
of energy use, and were selected  
as an energy monitoring  
demonstration site

#### 商業中心節能減排措施

#### Energy saving and emission reduction measures for commercial centers

依託於全面有效的綠色辦公管理舉措，報告期內，本集團辦公區域的無害廢棄物產生量同比2020<sup>3</sup>年下降11%；能源消耗總量同比下降17%，溫室氣體排放總量同比下降17%。

Relying on comprehensive and effective green office management initiatives, the amount of non-hazardous waste generated in the Group's office areas decreased by 11% in the Reporting Period compared to 2020<sup>3</sup>; and the total amount of energy consumption decreased by 17% year-on-year and the total greenhouse gas emission decreased by 17% year-on-year.

<sup>3</sup> 因為統計口徑發生變化，對2020年數據進行同步調整

<sup>3</sup> Due to changes of statistics, and adjustments are made according to statistics in 2020

報告期內，本集團環境數據績效如下：

During the Reporting Period, the environmental data performance of the Group is as follows:

指標	Indicator	單位	Unit	商業中心 Commercial center	辦公 Office
<b>直接能源消耗</b>	<b>Direct energy consumption</b>				
汽油	Gasoline	升	litre	/	201,487
液化石油氣	Liquefied petroleum gas	噸	tonne	/	9,154
天然氣	Natural gas	標準立方米	Nm <sup>3</sup>	102,541	32,545
<b>間接能源消耗</b>	<b>Indirect energy consumption</b>				
外購電力	Electricity purchased	千瓦時	kWh	11,045,754	52,721,192
<b>能源消耗</b>	<b>Energy consumption</b>				
直接能源消耗	Direct energy consumption	噸標準煤	tonne of coal equivalent	124.59	291.36
間接能源消耗	Indirect energy consumption	噸標準煤	tonne of coal equivalent	1,357.52	6,479.43
綜合能源消耗	Comprehensive energy consumption	噸標準煤	tonne of coal equivalent	1,482.11	6,770.79
綜合能耗總量 <sup>1</sup>	Total comprehensive energy consumption <sup>1</sup>	噸標準煤	tonne of coal equivalent		8252.90
綜合能耗密度	Comprehensive energy consumption intensity	噸標準煤/ 萬元人民幣	tonne of coal equivalent/ RMB0'000		0.0018
<b>溫室氣體排放</b>	<b>Greenhouse gas emission</b>				
範圍1：	Scope 1:				
直接溫室氣體排放量	Direct greenhouse gas emissions	噸二氧化碳當量	tonne of CO <sub>2</sub> equivalent	221.71	577.71
範圍2：	Scope 2:				
間接溫室氣體排放量	Indirect greenhouse gas emissions	噸二氧化碳當量	tonne of CO <sub>2</sub> equivalent	7,770.69	37,089.36
溫室氣體排放總量 <sup>2</sup>	Total greenhouse gas emission <sup>2</sup>	噸二氧化碳當量	tonne of CO <sub>2</sub> equivalent		45,659.47
溫室氣體排放密度	Greenhouse gas emission intensity	噸二氧化碳當量/ 萬元人民幣	tonne of CO <sub>2</sub> equivalent/ RMB0'000		0.01
<b>水資源</b>	<b>Water resources</b>				
總用水量	Total water consumption	噸	tonne	142,390	2,664,139
用水總量	Total water consumption	噸	tonne		2,806,529
用水密度	Water consumption intensity	噸/萬元人民幣	tonne/RMB0'000		0.64
<b>廢水排放量</b>	<b>Wastewater discharge</b>				
廢水總量	Total wastewater	噸	tonne	120,997	2,131,311
		噸	tonne		2,252,308

(截至2021年12月31日)  
(As of 31 December 2021)

<sup>1</sup> 綜合能耗消耗量計算國家市場監督管理總局和國家標準化管理委員會發布的《綜合能耗計算通則》(GB 2589-2020)進行核算。

<sup>1</sup> The calculation of comprehensive energy consumption is made with reference to the General Principles for Calculation of Comprehensive Energy Consumption (GB2589-2020) issued by the State Administration for Market Regulation and the National Standardization Administration.

<sup>2</sup> 溫室氣體核算按二氧化碳當量呈列，並依據國家發展改革委員會發布的《公共建築營運企業溫室氣體排放核算方法與報告指南》。

<sup>2</sup> GHG emissions data is presented in carbon dioxide equivalent and is based on the "Guidelines of the Greenhouse Gas Emissions Accounting and Reporting for the Public Building Operation Enterprises" issued by the National Development and Reform Commission of China.

指標	Indicator	單位	Unit	商業中心 Commercial center	辦公 Office
廢水密度	Wastewater intensity	噸/萬元人民幣	tonne/RMB0'000		0.52
<b>無害廢棄物</b>	<b>Non-hazardous waste</b>				
建築廢棄物	Building waste	噸	tonne	230	/
辦公紙張	Office paper	噸	tonne	/	205
廚餘垃圾	Kitchen waste	噸	tonne	1,100	/
其他一般廢棄物	Other general waste			1,800	244
無害廢棄物總量	Total non-hazardous waste	噸	tonne	3,130	449
無害廢棄物排放總量	Total non-hazardous waste discharge	噸	tonne		3,579
無害廢棄物排放密度	Non-hazardous waste discharge intensity	千克/萬元人民幣	kg/RMB0'000		0.82
<b>有害廢棄物</b>	<b>Hazardous waste</b>				
廢硒鼓墨盒	Used toner cartridge	噸	tonne	/	1.73
廢電池	Used batteries	個	piece	/	0.24
廢日光燈或節能燈管	Used fluorescent lamps or power-saving fluorescent lamps	根	piece	/	0.31
廢電子電器設備	Used electronic and electrical equipment	部	set	/	214
其他	Others	噸	tonne	/	0.42
有害廢棄物總量	Total hazardous waste	噸	tonne	/	3.78
有害廢棄物排放總量	Total hazardous waste discharge	噸	tonne		3.78
有害廢棄物排放密度	Hazardous waste discharge intensity	克/萬元人民幣	g/RMB0'000		0.86

(截至2021年12月31日)  
(As of 31 December 2021)

# 人才為先 發展為本

## TALENT FIRST AND DEVELOPMENT ORIENTED

本集團秉持「以人為本」的企業價值觀，以「吸納人才、發展人才」為用人宗旨，打造可持續發展的人才戰略。我們堅決維護員工的合法權益，努力建設平等、開放、包容、共進的職場環境，助力員工實現多元發展與個人提升。我們積極踐行人文關愛，切實提升員工的幸福感，為企業健康成長提供人才保障。

### 踐行合規僱傭

#### 員工概況

祥生控股嚴格遵守《中華人民共和國勞動法》、《中華人民共和國勞動合同法》等法律法規，明確禁止使用童工和強迫勞動，積極維護女性員工權益，確保合規僱傭。我們制定並實施了《人事營運管理手冊》、《招聘管理制度》、《內部推薦管理辦法》、《祥生地產學分管理辦法試行版》等一系列內部指導政策，明確規範了在員工招聘、晉升途徑、薪資福利、績效考核、培訓機制、安全管理等方面的人才管理過程，為員工提供全環節的權益保障。

多元化人才是助力企業良性發展的堅實力量。我們致力於豐富員工的背景，為企業注入多樣性的人才力量。我們尊重員工在性別、年齡、種族、宗教信仰等方面的差異，反對任何形式的歧視和不平等競爭，確保工作環境的多元、平等和尊重。

The Group upholds the corporate value of “people-oriented” and takes “attracting and developing talents” as its employment principle to build a sustainable talent strategy. We are determined to protect the legitimate rights and interests of our employees and strive to build an equal, open, inclusive and progressive workplace environment to help our employees achieve diversified development and personal improvement. We actively practice humanistic care, enhance the happiness of our employees, and provide talent protection for the healthy growth of the Company.

### PRACTICING COMPLIANCE WITH EMPLOYMENT REGULATIONS

#### EMPLOYEE PROFILE

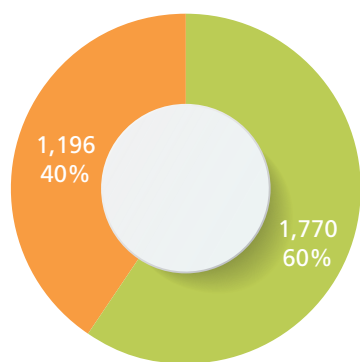
Shinsun Holdings strictly abides by the Labour Law of the People's Republic of China, the Labour Contract Law of the People's Republic of China, explicitly prohibits the use of child labour and forced labour, actively defends women's rights and ensures compliance with employment regulations. We has formulated and implemented a series of internal guidance policies such as the Personnel Operation Management Manual, the Recruitment Management System and the Internal Recommendation Management Method and Shinsun Property Credit Management Regulations (Trial Version), which clearly regulate the talent management process in terms of employee recruitment, promotion ways, salary and benefits, performance assessment, training mechanism and safety management, and provide employees with protection of their rights and interests in all aspects.

Diversified talents are the solid force to promote the sound development of enterprises. We are committed to enriching the background of our employees and injecting the power of diversified talent into the Company. We respect the differences in gender, age, race and religion of our employees and oppose any form of discrimination and unequal competition to ensure a diversified, equal and respectful working environment.

截至2021年12月31日，本集團共有2,966名員工，員工按性別、年齡、地區及僱傭類分的具體情況如下：

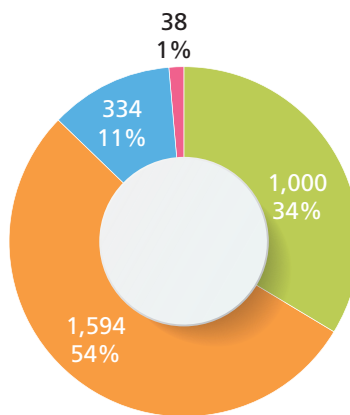
As of 31 December 2021, the Group had 2,966 employees, broken down by gender, age, region and type of employment as follows:

按性別劃分的僱員總數  
Total number of employees by gender



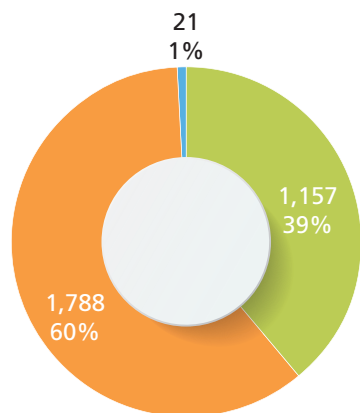
- 男性員工總數  
Total number of male employees
- 女性員工總數  
Total number of female employees

按年齡組別劃分的僱員總數  
Total number of employees by age group



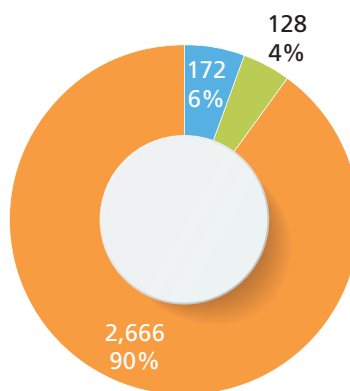
- 30歲以下員工總數  
Total number of employees aged below 30
- 30-39歲員工總數  
Total number of employees aged 30-39
- 45-50歲員工總數  
Total number of employees aged 40-50
- 50歲以上員工總數  
Total number of employees aged over 50

按職級劃分的僱員人數  
Number of employees by job level



- 基層員工人員數  
Number of junior staff
- 中層管理人員數  
Number of middle management
- 高級管理人員數  
Number of senior management

按地區劃分的僱員總數  
Total number of employees by region



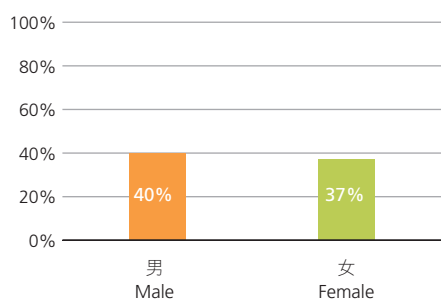
- 總部  
Headquarter
- 華北區域  
North China region
- 華東區域  
East China region



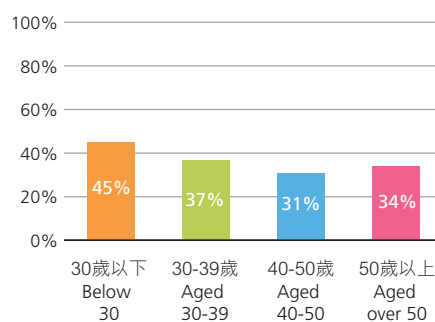
截至2021年12月31日，本集團按性別、年齡組別和地區劃分的僱員流失比率如下：

As of 31 December 2021, the Group's employee turnover rates by gender, age group and region are as follows :

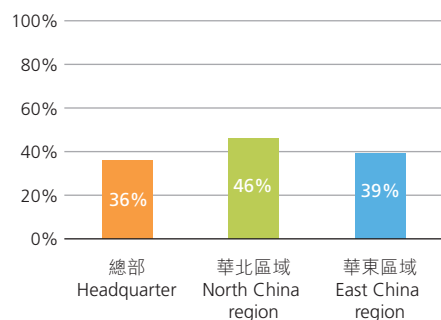
按性別劃分的員工流失比率  
Employee turnover rate by gender



按年齡劃分的員工流失比率  
Employee turnover rate by age



按地區劃分的員工流失比率  
Employee turnover rate by region

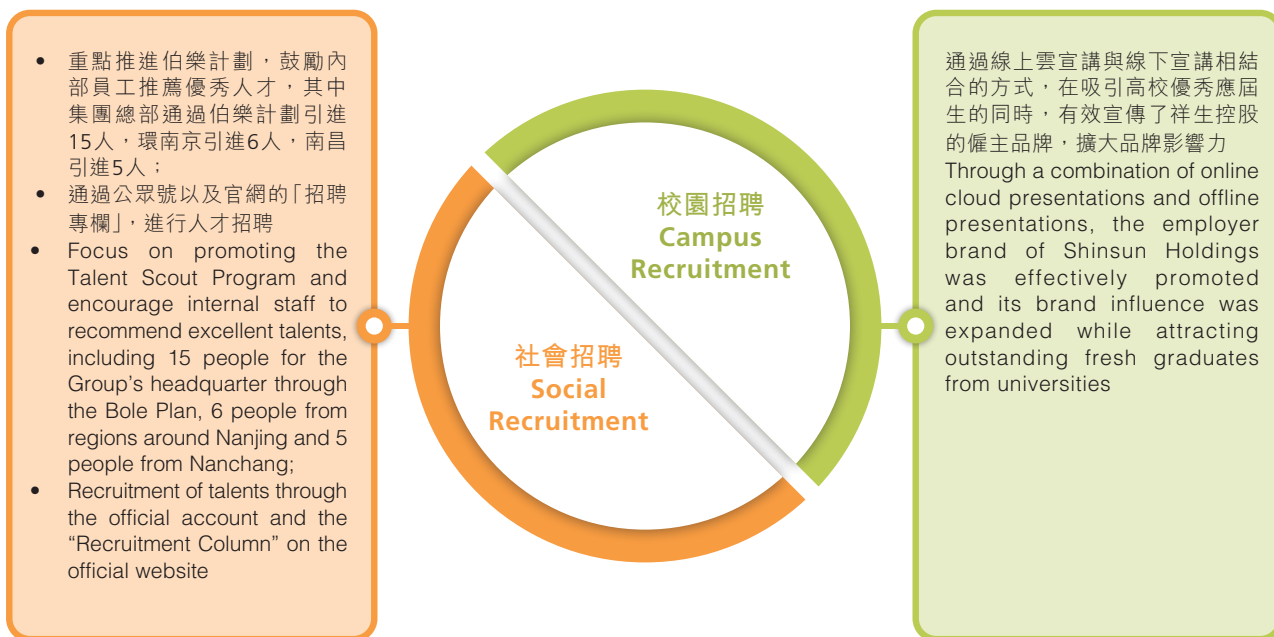


### 人才招聘

公平、公正與公開的招聘是吸引優秀人才加入的第一步。本集團持續完善與更新招聘管理制度，並於報告期內新增《員工內部推薦管理制度》、《獵頭渠道管理辦法》等管理制度，確保招聘流程的專業化、規範化與體系化，提升候選人體驗與招聘工作質量。針對校園招聘與社會招聘，本集團分別建立了多個渠道，基於崗位需求針對性地開展招聘活動，持續引進優秀人才。

### Talent Recruitment

Fair, impartial and open recruitment is the first step to attract outstanding talents to join us. The Group has continued to improve and update its recruitment management system, and has added new management systems such as Internal Staff Recommendation Management System and Headhunting Channel Management Regulations during the Reporting Period to ensure a professional, standardized and systematic recruitment process and enhance the candidate experience and quality of recruitment work. For campus recruitment and social recruitment, the Group has established multiple channels to launch recruitment activities based on job requirements and continue to bring in outstanding talents.



祥生控股招聘渠道  
Recruitment Channels of Shinsun Holdings

案例  
Case

祥生控股2022屆「模範生」校園招聘  
“Exemplary Trainee” Campus Recruitment by Shinsun Holdings for 2022

報告期內，本集團開展了以「年輕敢為，有模有YOUNG」為主題的校園招聘計劃。此次校園招聘計劃以2022屆應屆碩士研究生及應屆本科畢業生為主要對象，在全國7個城市多所高校同步展開。2021年10月18日起，祥生控股2022屆「模範生」校招空中宣講會正式開講，累計觀看近10萬人次。同時，我們在上海、杭州、南京、武漢等7座城市持續展開為期超過半個月的現場宣講活動，與廣大有理想、優秀的應屆畢業生們進行了深入交流。

During the Reporting Period, the Group launched a campus recruitment program under the theme of “Dare to be a YOUNG Model”(年輕敢為，有模有YOUNG). The campus recruitment program is mainly targeted at the 2022 fresh graduate students and undergraduate graduates, and is launched simultaneously at multiple universities in seven cities across China. On 18 October 2021, the “Exemplary Trainee” 2022 Campus Recruitment session was held by Shinsun Holdings and was attended by nearly 100,000 visitors. At the same time, we continued to hold on-site sessions in seven cities including Shanghai, Hangzhou, Nanjing and Wuhan for more than half a month, and had in-depth communication with the outstanding graduates with ideals.



### 榮譽獎項

依託全面規範的管理制度與流程，本集團的人力資源管理水平得到了行業內外的廣泛認可。報告期內，在第七屆未來人才管理論壇暨中國人才管理典範企業頒獎典禮中，本集團獲得了2021年中國人才管理機制典範獎，激勵我們持續提升自身人才吸引與培養的水平。

### Honorary award

Relying on the comprehensive and standardized management system and process, the human resource management level of the Group has been widely recognized inside and outside the industry. During the Reporting Period, in the 7th Future Talent Management Forum and the Award Ceremony of Chinese Excellent Model of Talent Management, the Group won the 2021 China Talent Management Model Award, which encouraged us to continuously improve our talent attraction and training level.

#### 案例 Case

#### 祥生控股人力資源管理機制獎 Shinsun Holdings Human Resource Management Mechanism Award

中國人才管理典範企業評選由北森人才管理研究院於2015年發起，以期找到那些在人才管理領域具有卓越成就、先進思考、前沿應用和創新實踐的中國企業，並讓企業的人才管理舉措被看到、並得到重視。它們代表著中國未來人才管理的趨勢和方向，也深刻地影響著時代變革。第七屆未來人才管理論壇暨中國人才管理典範企業頒獎典禮在上海舉辦，本集團以其突出的人才戰略和人才培養體系榮獲2021年中國人才管理機制典範獎。

The Selection of Chinese Excellent Model of Talent Management was launched by Beisen Talent Management Institute in 2015, in order to identify those Chinese enterprises with outstanding achievements, advanced thinking, cutting-edge application and innovative practices in the field of talent management, and to make their talent management measures visible and valued. They represent the trend and direction of talent management in China in the future, and also profoundly affect the change of the times. The 7th Future Talent Management Forum and the Award Ceremony of Chinese Excellent Model of Talent Management was held in Shanghai, and the Group won the 2021 China Talent Management Enterprise Model Award for its outstanding talent strategy and talent cultivation system.



## 薪酬福利

祥生控股設立了科學合理的薪酬福利體系，通過完善的薪酬結構與豐富的福利支持，確保每位員工的價值得到充分體現。我們嚴格遵守《中華人民共和國勞動法》、《工資支付暫行條例》等相關法律法規，結合集團自身情況與行業發展現狀，制定並實施了《全面薪酬管理制度》、《福利管理辦法》、《考勤與休假管理辦法》等一系列內部制度規範，確保落實按勞分配、同工同酬的基本原則。

本集團關注員工與其家庭成員的生活質量，為員工提供了多元化的福利待遇。我們在五險一金等法定福利的基礎上提供了節日福利、異動福利<sup>5</sup>等額外福利，並設有與員工生活息息相關的一系列補貼政策。

與此同時，我們重視女性員工關懷，以實際行動塑造平等化、人性化的幸福工作氛圍。針對困難員工，祥生控股通過基金會等方式對員工及員工直系親屬重大疾病造成家庭經濟困難、子女就學困難等情況提供經濟援助，切實關懷員工。

## Compensation and Benefits

Shinsun Holdings has set up a scientific and reasonable remuneration and benefit system to ensure that the value of each employee is fully realized through a perfect remuneration structure and rich welfare support. We strictly abide by the Labor Law of the People's Republic of China, the Payment of Wages Tentative Provisions and other relevant laws and regulations, and have formulated and implemented a series of internal systems and regulations, including the Comprehensive Compensation Management System, the Benefit Management Regulations and the Attendance and Leave Management Measures, to ensure the implementation of the basic principles of distribution according to labor and equal pay for equal work.

The Group cares about the quality of life of our employees and their families and offers a wide range of benefits to our employees. We provide additional benefits such as holiday benefits and variation benefits<sup>5</sup> based on the statutory benefits such as the statutory benefits of five social insurances and housing fund, as well as a series of subsidies that are closely related to employees' lives.

At the same time, we attach great importance to the care of female employees and take practical actions to create an equal and humanized atmosphere of happiness at work. For employees in difficulty, Shinsun Holdings provides financial assistance to and cares for employees and their immediate family members through foundations and other means to help them with financial difficulties caused by major illnesses and schooling difficulties of their children.

### 法定福利 Statutory benefits

- 五險一金
- 節假日
- Five Social Insurances and Housing Fund
- Holidays

### 額外福利 Additional Benefits

- 節日福利
- 異動福利
- 為員工父母提供的孝心福利
- 年度免費健康體檢
- Holiday Benefits
- Variation Benefits
- Filial Benefits for Employees' Parents
- Annual Free Health Checks

### 額外補貼 Additional Subsidies

- 交通補貼
- 通信補貼
- 午餐補貼
- 電腦補貼
- 高溫補貼
- 探親補貼
- Transportation Allowance
- Communication Allowance
- Lunch Allowance
- Computer Allowance
- High Temperature Allowance
- Family Visit Allowance

<sup>5</sup> 異動福利：員工跨城市或跨崗位調動後公司給予的福利。

<sup>5</sup> Variation benefits: benefits provided by the company after employees move across cities or positions.



## 人才為先 發展為本

### TALENT FIRST AND DEVELOPMENT ORIENTED

為了合理配置人才資源，提高員工綜合素質並發揮其最大潛能，本集團持續完善績效考核制度。以公平透明為基本原則，我們建立了管理崗位指標庫，進一步確保了考核的規範與可量化。同時，我們持續優化專項激勵及條線激勵機制，並為高品質人才提供完備的戶政與人才補貼，充分激發員工潛能，全面調動員工的積極性。

## 推動人才發展

員工的成長與發展是驅動企業穩步前進、保持基業常青的根本所在。本集團持續完善人才培養機制，不斷優化員工晉升體系，引導並支持員工提升專業素養和職業技能，為企業發展提供堅實的內部驅動力。

## 培訓體系

祥生控股以落實人才發展為己任，不斷優化培養思路與體系，為員工發展夯實保障。我們制定並嚴格執行《祥生商學院內訓師管理辦法》(試行版)、《祥生商學院新員工培訓管理辦法》(試行版)以及《祥生商學院培訓管理制度》(試行版)等內部管理制度，並於報告期內，新增了《祥生地產學分管理辦法》(試行版)，指導人才培養體系的全面落地。同時，我們基於業務和員工發展需求，於本年度升級了原有的培訓體系，迭代構建了基於人才階梯式成長的「生力軍」人才培養和賦能體系。目前，「生力軍」人才培養體系在人員層面已經能夠實現公司中、基層員工全覆蓋，在內容層面實現覆蓋一線業務到管理實踐，為公司的人才發展戰略提供了全面的部署與規劃。

In order to rationally allocate human resources, improve the comprehensive quality of employees and give full play to their potential, the Group continues to improve the performance appraisal system. With fairness and transparency as the basic principle, we have established the management position index database to further ensure the standard and quantifiable assessment. At the same time, we continue to optimize the special incentive and line incentive mechanism, and provide complete household administration and talent subsidy for high-quality talents to fully stimulate the potential of employees and fully mobilize the enthusiasm of employees.

## PROMOTE THE DEVELOPMENT OF TALENTS

The growth and development of employees is the fundamental reason to drive the enterprise forward steadily and keep the foundation evergreen. The Group continues to improve the talent training mechanism, optimizes the employee promotion system, guides and supports employees to improve their professional quality and vocational skills to provide a solid internal driving force for the development of the enterprise.

## Training System

Shinsun Holdings takes the development of talents as our responsibility and continuously optimize the training ideas and system to ensure the development of our employees. We have formulated and strictly enforced internal management systems such as Management Measures for Internal Trainers of Shinsun Business School (Trial Version), Management Measures for New Employee Training of Shinsun Business School (Trial Version) and Training Management System of Shinsun Business School (Trial Version), and added Credit Management Regulations of Shinsun Property (trial version) during the Reporting Period to guide the full implementation of the talent training system. At the same time, we upgraded the original training system based on business and employee development needs during the year, and iteratively constructed the "New Trainee, Key Force, Reserve Team" Talent Cultivation and Empowerment System based on the ladder of talent growth. At present, the "New Trainee, Key Force, Reserve Team" Talent Cultivation System has achieved full coverage of employees at middle and junior level at the personnel aspect, and covered front-line business to management practices at the content level, providing comprehensive deployment and planning for the talent development strategy of the Company.



祥生控股圍繞人才多元化培養理念，針對不同層級的員工提供一系列針對性的培訓計劃，並輔以經理人管理訓練、學舟計劃等特色培訓項目，全方位賦能員工。於此同時，針對新員工的啟新計劃實現了新入職員工的100%覆蓋，幫助新員工踏出職業發展第一步，提升人才留存率。

Focusing on the concept of diversified talent training, Shinsun Holdings provides a series of targeted training programs for employees at different levels, supplemented by special training programs such as manager management training and learning boat program to empower employees in all aspects. At the same time, the Initiation Plan for new employees has achieved 100% coverage of new employees, helping new employees take their first step in career development and improving talent retention rate.

### 模範生計劃 The Exemplary Trainee Plan

模範生項目兩年期培養主要包含：集中培訓、輪崗實踐、條線培訓、導師帶教、述職考核

The two-year training period of the Exemplary Trainee Plan mainly includes: centralized training, rotational practice, line training, mentorship, debriefing and assessment



模範生拜師、入職培訓結營  
The exemplary trainee worship and induction training and conclusion camp



模範生「青年說」活動  
The exemplary trainee "Youth Speak" activity

### 強軍計劃 Strong Talent Program

強軍計劃儲備事業部總經理培養項目，包含主題集訓、課後實踐、小組課題匯報

The training programme for the General Manager of the Reserve Division under the Strong Talent Program, including thematic training, post-course practice and group project report



強軍計劃大生產主題培訓  
Training on the topic of mass production for the Strong Talent Program



強軍計劃財務與經營主題培訓  
Training on topics of finance and operation for the Strong Talent Program

## 統軍計劃 The Unified Plan

統軍計劃面向公司內在職事業部總經理，對其進行業務管理能力持續提升訓練

The Unified Plan provides continuous business management skills improvement training for the incumbent general managers of business unit in the Company



統軍計劃行動學習  
Action and learning  
under the Unified Plan



統軍計劃小組自治學習  
Group self-governance study  
under the Unified Plan

## 鑄力計劃 The Advanced Plan

鑄力計劃是在人力部門支持下各業務條線聚焦業務需求展開分層分類的各式專業類培訓

The Advanced Plan is a variety of professional training in a categorized manner for each business line focusing on business needs with the support of the human resources department



人力條線會議暨極簡組織研討工作坊  
Human resource line meeting and  
minimalist organization seminar workshop



大營運條線半年度培訓考試現場  
Semi-annual training and examination site for  
major operation lines

## 啟新計劃 Initiation Plan

啟新計劃通過設置新員工融入的五大關鍵節點，幫助新員工順利進入角色開展工作

By setting up five key points for the integration of new employees, the Initiation Plan helps new employees smoothly enter their roles and carry out their work



每季度一次的新員工集中培訓  
Quarterly centralized training for  
new employees



新員工破冰活動  
Icebreaker activity for  
new employee

在持續完善培訓戰略與內容的同時，祥生控股不斷挖掘豐富多元的培訓渠道與形式，為不同類型的培訓匹配適用高效的媒介，提升員工參與培訓的便利度與主動性。目前，我們的培訓渠道包括人本學堂、祥生大講堂、幸會祥生等平台，培訓形式包括直播、座談、公眾號等，幫助員工有的放矢地獲取體系化的培訓資源，最大程度地提升培訓效果。

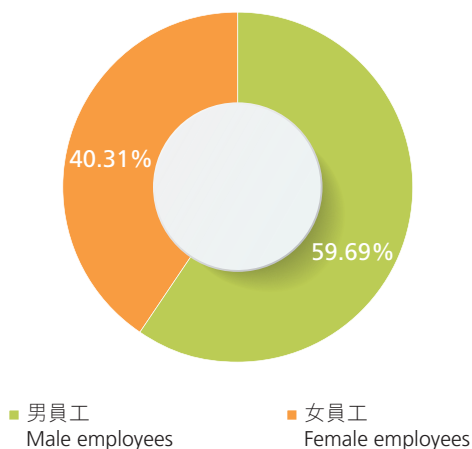
While continuing to improve the training strategy and content, Shinsun Holdings has continued to explore diversified training channels and forms, matched and applied efficient media for different types of training, and improved the convenience and initiative of employees to participate in training. At present, our training channels include People-oriented Classroom, Shinsun Lecture Hall, Shinsun Xinghui platform and other platforms, and the training forms include live broadcasting, seminars, official accounts, to help employees acquire systematic training resources with a targeted purpose and maximize the training effect.



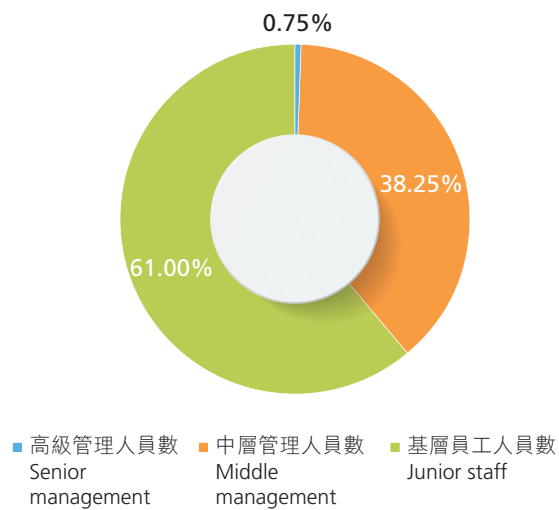
報告期內，本集團的具體培訓數據如下圖：

During the Reporting Period, the specific training data of the Group are shown as follows:

按性別劃分的受訓僱員百分比  
Percentage of trained employees by gender



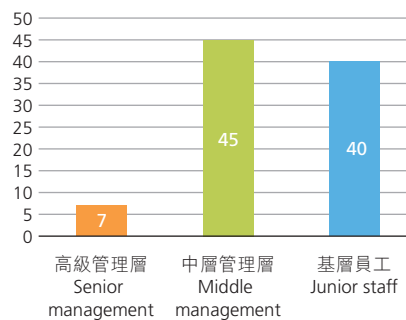
按職級劃分的受訓僱員百分比  
Percentage of trained employees by job level



按性別劃分的員工平均培訓時數  
Average number of training hours for employees by gender



按職級劃分的員工平均培訓時數  
Average number of training hours for employees by job level





### 晉升機制

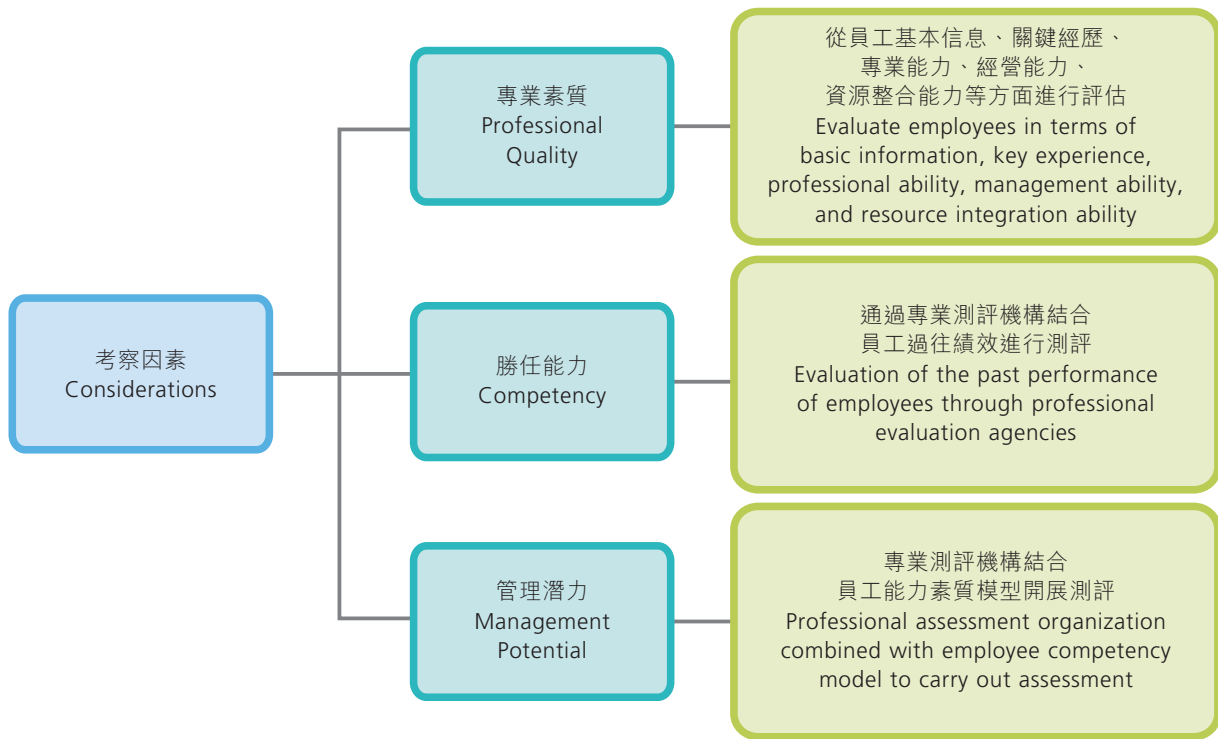
本集團重視員工的全周期職業發展路徑，致力於為員工提供全面的發展規劃與支持。我們制定了《人才發展管理制度》、《人才發展手冊》等一系列內部制度，搭建了完善的人才管理及晉升體系。

報告期內，我們對任職資格評估體系進行了更新，在原有員工能力素質模型的基礎上豐富了考評維度與細分項，提升了評估的綜合性、準確性與客觀性。

### Promotion Mechanism

The Group attaches importance to the full cycle career development path of our employees and is committed to providing comprehensive development planning and support to our employees. We have formulated a series of internal systems such as the Management System for Talent Development and Talent Development Manual to establish a comprehensive talent management and promotion system.

During the Reporting Period, we updated our job qualification assessment system, enriching the assessment dimensions and subdivisions on the basis of the original employee competency model to enhance the comprehensiveness, accuracy and objectivity of the assessment.



任職資格評估  
Assessment of job qualifications

同時，我們開展了崗位勝任力分析及人才盤點管理工作，多方校准員工的綜合素質與發展潛能，並為核心幹部的任用、晉升、調薪等發展流程提供了抓手，在人才選用育留方面構建了公開透明的評估體系。

At the same time, we have carried out job competency analysis and talent inventory management to calibrate the comprehensive quality and development potential of employees in many ways, providing a starting point for the development process of appointment, promotion and salary adjustment of core cadres, and establishing an open and transparent evaluation system for talent selection and retention.

### 文化建設

將企業文化與個人經歷相結合，既有利於豐富企業文化內涵，也有助於激發個人發展動力。報告期內，我們共計開展了三場文化共識營活動，幫助員工理解並認同企業文化，分享員工個人奮鬥經歷，為員工未來發展方向提供指引，實現企業與員工的共同進步。

### Cultural construction

The combination of corporate culture and personal experience not only helps to enrich the connotation of corporate culture, but also helps to stimulate the motivation of personal development. During the Reporting Period, we launched three cultural awareness camps activities to help employees understand and identify with the corporate culture, share their personal experience, provide guidance for their future development direction and realize the common progress of the enterprise and employees.

#### 案例 Case

#### 文化共識營活動 Cultural Awareness Camp Activities

本集團於報告期內在浙東區域分公司、浙北區域分公司及台州城市分公司開展了文化共識營活動，共計120位左右的核心業務骨幹參與共創。活動中各業務骨幹通過價值觀研討、個人發展經歷分享等方式，深入認識企業文化，並進行提煉、宣傳與落地。

During the Reporting Period, the Group launched a culture awareness camp activity in the branch companies in Eastern Zhejiang Region, Northern Zhejiang Region and Taizhou City, with a total of about 120 core business cadres participating into it. During the activities, the business cadres gained a deeper understanding of and refined, publicized and implemented the corporate culture through value discussions and personal development experience sharing.



## 保障健康安全

祥生控股高度重視員工的健康安全，我們持續規範企業安全管理機制，認真落實事前—事中—事後的防控體系與職業病危害防護措施。我們注重員工的安全意識提升工作，通過定期培訓等方式提升員工安全健康認知水平，攜手打造安全、健康與幸福的工作環境。

## 安全管理

祥生控股貫徹執行「安全第一，預防為主，綜合治理」的安全生產方針，嚴格遵守《中華人民共和國安全生產法》、《建築施工安全檢查標準》、《建築工程安全生產管理條例》等法律法規，發佈並執行《安全文明標準化管理作業指引》、《安全管理實施細則》等內部管理制度，並建立了完善的工程安全管理體系。同時，我們設立了完善的安全管理組織架構，以保障安全管理工作的敏捷性、高效性與責任制。

## SAFEGUARDING HEALTH AND SAFETY

Shinsun Holdings attaches great importance to the health and safety of its employees and continues to standardize our corporate safety management mechanism and seriously implement the prevention and control system and occupational disease hazard protection measures before, during and after the event. We pay attention to the safety awareness of our employees and enhance their safety and health awareness level through regular training to create a safe, healthy and happy working environment.

## Safety Management

Shinsun Holdings carries out the production safety policy of "safety-first, with prevention-oriented and comprehensive treatment" and strictly complies with the laws and regulations such as the Production Safety Law of the People's Republic of China, the Standard for Safety Inspection of Building Construction and the Regulations on the Production Safety of Construction Projects and issues and implements the internal management system such as the Operation Guidelines for Standardized Safety and Civilization Management, the Implementation Rules for Safety Management. At the same time, we have established a comprehensive safety management organization structure to ensure agility, efficiency and accountability of safety management.

一線保障：每個項目必須設專職安全工程師，各施工單位設專職安全員，安全員的人數由施工面積大小決定，且按專業配備專職安全生產管理人員，在項目管理中明確安全生產責任制，安全生產工作全員參與  
First-line protection: each project shall have a full-time safety engineer, and each construction unit has a full-time safety officer, the number of which is determined by the size of the construction area, and according to the professional full-time production safety management personnel, and shall clear production safety responsibility system, full participation in production safety work in the project management

區域分工：在每個區域、事業部、項目部設立安全生產管理小組，區域總、事業部總、項目總作為第一責任人，統籌安全生產工作  
Regional division of labor: we set up a safety production management team in each region, business unit and project department, with the regional general manager, business unit general manager and project general manager as the first responsible person to coordinate the safety production work

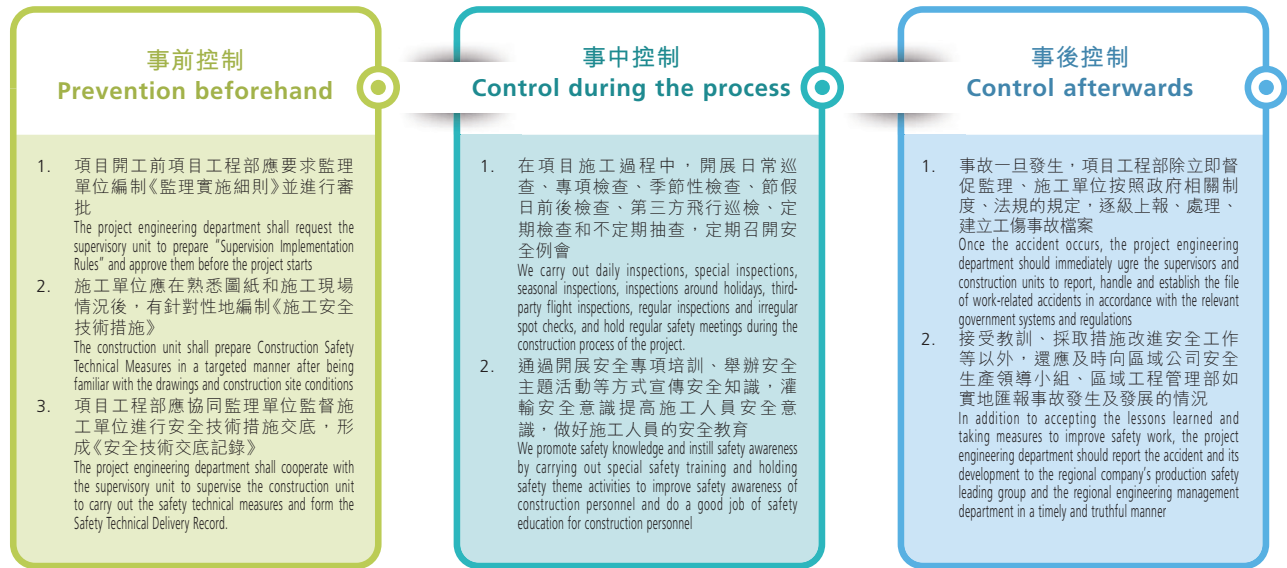
統籌管理：明確區域、事業部、項目部各級安全生產的職責與權限，並制訂以安全生產責任制為主要內容的考核辦法，做到安全管理工作「橫向到邊，縱向到底」，確保施工安全  
Coordinated management: clarify the responsibilities and authority of production safety at all levels in regions, divisions and project departments, and develop assessment methods with the production safety responsibility system as the main content, so as to achieve safety management "horizontally to the edge and vertically to the bottom" and ensure construction safety

### 安全管理體系 Safety Management System



為了落實項目建設全過程的安全管理，集團建立了包含事前預防、事中控制及事後復盤的安全管理機制，為企業的安全管理工作提供閉環式提升路徑。

In order to implement safety management in the whole process of project construction, the Group has established a safety management mechanism that includes prevention beforehand, control during the process and review afterwards, providing a closed-loop enhancement path for the safety management of the enterprise.



全流程項目安全管理過程要求  
Full Process Project Safety Management Process Requirements

祥生控股建立了完善的事故上報機制。一旦發生安全事故，我們將在1個小時內向事故發生地行政主管部門進行報告，並逐級上報、處理、建立工傷事故檔案，並根據事故原因制定改善措施，持續改進安全工作。

Shinsun Holdings has established a perfect accident reporting mechanism. In the event of a safety incident, we will report to the administrative department of the place where the incident occurred within one hour, and report, handle, and establish a file of work-related accidents at each level, and formulate improvement measures based on the cause of the accident to continuously improve safety.

在供應商及承建商安全管理舉措方面，祥生控股將《安全文明標準化管理作業指引》、《安全管理實施細則》等制度政策進行延伸，加強供應商宣貫學習，並將其落實至各項目的管理實施中。地區公司每月組織安全檢查，檢查內容覆蓋基坑安全、臨邊防護、各類洞口防護、腳手架、臨時用電、消防設施、易燃材料管理等重要安全節點。檢查結果將以月度頻率定期反饋至集團。集團不定期現場抽查地區公司的安全生產工作，發現問題並及時督促整改、落實。同時，我們每月按照制度要求對項目進行一次模擬飛檢，嚴格落實常態化管理。本集團也定期開展包含承建商的安全培訓，增強施工人員的安全意識。

In terms of safety management measures for suppliers and contractors, Shinsun Holdings extends the system and policies such as the Operation Guidelines for Standardized Safety and Civilization Management and Implementation Rules for Safety Management, strengthens suppliers' publicity and learning, and implements them into the management of each project. The district company organizes monthly safety inspections, covering important safety points such as pit safety, edge protection, various types of hole protection, scaffolding, temporary electricity, fire-fighting facilities, and flammable material management. The inspection results will be fed back to the Group on a regular basis with monthly frequency. The Group conducts on-site spot checks on the production safety work of regional companies from time to time to identify problems and promptly supervise their rectification and implementation. At the same time, we conduct monthly simulated unannounced inspection of projects in accordance with the requirements of the system and strictly implement regular management. The Group also regularly conducts safety training for contractors to enhance the safety awareness of construction personnel.

祥生控股生建立了應對自然災害、極端天氣和緊急情況的應急預案，堅持「安全第一、預防為主；以人為本、損益合理；統一領導、分級負責；快速反應、安全高效」的基本原則，明確應急組織架構並定期開展應急救援知識輔導、救援設備現場操作、自救常識演練、擬突發事故安全應急演練等活動，提升員工的安全響應能力，增強人員對緊急安全風險的響應水平。

Shinsun Holdings has established emergency plans for natural disasters, extreme weather and emergencies, adhering to the basic principles of "safety first, prevention first; people-oriented, reasonable profit and loss; unified leadership, hierarchical responsibility; rapid response, safety and efficiency", clarifying the emergency organization structure and regularly conducting activities such as emergency rescue knowledge counseling, on-site operation of rescue equipment, self-help general knowledge exercises, and emergency drills for proposed emergencies to enhance the safety response capability of employees and strengthen the level of response to emergency safety risks.

杭州雲境消防、安全演練  
Fire and Safety Drill at Hangzhou Yunjing (杭州雲境)



3月  
March

工地是我家，  
安全靠大家  
Treat the construction site as your own home and rely on everyone for safety

4月  
April

安全意識人人有，  
美好生活樂悠悠  
Safety consciousness for all to enjoy a good life

5月  
May

心繫安全一點，  
擁有藍天一片  
Keep safety in mind and you will own more

6月  
June

生命只有一次，  
安全沒有終止  
There is only one life, safety does not end

安全主題活動  
Safety Theme Activities



## 人才為先 發展為本

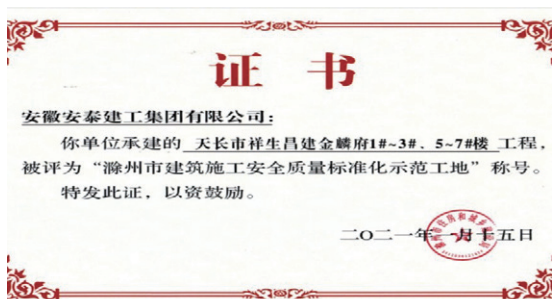
### TALENT FIRST AND DEVELOPMENT ORIENTED

祥生控股對營運過程中的安全管理同樣予以高度重視。我們持續加強商業中心物業的保安管理，每周對保安進行現場培訓，包括消防跑點、日常巡場、反恐防爆等主題，確保降低日常營運中的安全隱患。同時，我們對商戶開展日常消防安全檢查，並每周對營業員進行消防知識培訓，提高安全風險預防能力和事故緊急應對能力。

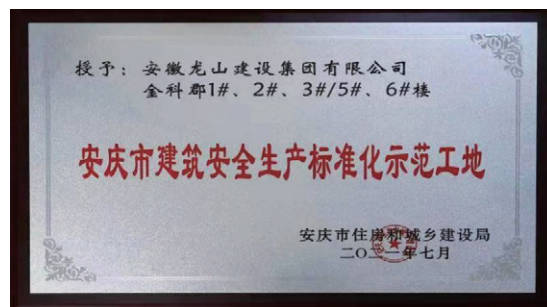
依託完善的安全管理體系，本集團全年未有重大安全事故發生，工傷損失日數為0，過去三年累計因公亡故的人數為0。我們的安全管理工作也得到了廣泛的認可，其中：長祥生金麟府獲得安徽省建築安全生產標準化示範工地獎；寧波潮起雲悅、諸暨辰熙新語西、蕪湖祥生海棠灣、天長祥生金麟府、安慶金科郡獲得市級安全生產標準化示範工地。

Shinsun Holdings also attaches great importance to safety management in the course of its operations. We continue to strengthen the security management of our commercial center properties and conduct weekly on-site training for security guards, including topics such as fire-fighting escaping points, daily patrols and anti-terrorism and explosion prevention, to ensure that safety hazards in daily operations are reduced. At the same time, we conduct daily fire safety inspections for our merchants and weekly fire safety training for our sales staff to improve safety risk prevention and emergency response capabilities.

Relying on a sound safety management system, the Group had no major safety accident throughout the year and there was no work-related loss days. The cumulative number of deaths related to performing working duty in the past three years was 0. Our safety management work has also been widely recognized, including: Chang Shinsun Jinlin Mansion(長祥生金麟府) received the Award of Construction Safety Production Standardization Demonstration Site Award in Anhui Province; Ningbo Chaoqi Yunyue(寧波潮起雲悅), Zhuji Chenxi Xinyu West(諸暨辰熙新語西), Wuhu Shinsun Haitang Bay(蕪湖祥生海棠灣), Tianchang Shinsun Jinlin Mansion(天長祥生金麟府) and Anqing Jinke County(安慶金科郡) received the Award of Municipal Safety Production Standardization Demonstration Site.



天長祥生金麟府獲得安徽省建築安全生產標準化示範工地獎  
Tianchang Shinsun Jinlin Mansion received the Award of Construction Safety Production Standardization Demonstration Site Award in Anhui Province



安慶金科郡獲得市級安全生產標準化示範工地獎  
Anqing Jinke Mansion received the Award of Municipal Safety Production Standardization Demonstration Site

## 職業健康

祥生控股始終堅持以人為本的理念，關注員工身心健康。我們嚴格遵守《中華人民共和國職業病防治法》、《工作場所職業衛生監督管理規定》、《職業健康檢查管理辦法》等法律法規，在《安全文明標準化管理作業指引》、《安全管理實施細則》、《安全紅線管理制度》等相應制度文件中納入職業健康管理方面的相關要求，規避項目實施過程中潛在的粉塵、高溫、噪音等職業病危害因素。我們為員工提供了年度體檢，通過風險前置的安全管理舉措保障員工健康。與此同時，我們積極開展各類以員工身心健康和職業安全為主題的線上及線下培訓，從意識提升的角度促進員工身心健康與安全。

## Occupational Health

Shinsun Holdings always insists on the concept of people-oriented and pays attention to the physical and mental health of our employees. We strictly abide by the laws and regulations such as the Occupational Disease Prevention and Control Law of the People's Republic of China, the Regulations on the Supervision and Management of Occupational Health in Workplaces, and the Administrative Measures for Occupational Health Inspection, and include relevant requirements on occupational health management in the relevant system documents such as the Operation Guidelines or Standardized Safety and Civilization Management, the Implementation Rules for Safety Management, and the Safety Red Line Management System, so as to avoid potential occupational disease hazards such as dust, high temperature and noise during the implementation of projects. We provide annual medical checkups for our employees. We provide annual medical checkups for our employees and protect their health through risk-based safety management measures. At the same time, we actively conduct various online and offline trainings on the theme of employees' physical and mental health and occupational safety to promote employees' physical and mental health and safety from the perspective of awareness raising.

案例  
Case

身心健康和職業安全相關主題培訓  
Training on topics related to physical and mental health and occupational safety

報告期內，本集團開展各類員工身心健康和職業安全的線上及線下培訓共計58課次，覆蓋7,604人次。

During the Reporting Period, the Group conducted a total of 58 sessions of online and offline training on various types of employee physical and mental health and occupational safety, covering 7,604 people.



案例  
Case

年度體檢  
Annual physical examination

報告期內，公司正式啟動年度體檢，提供多家有專業資質的醫療機構供員工選擇。同時，醫療機構為員工提供上門報告解讀服務，方便員工獲取專業分析與後續建議。本年度，祥生控股全體員工的體檢整體完成率為95%。

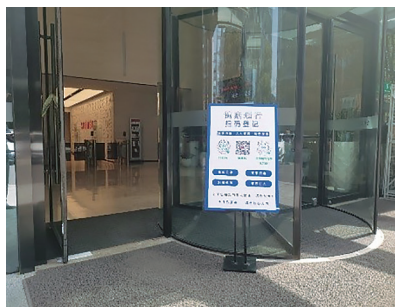
During the Reporting Period, the Company officially launched annual medical checkups and provided a number of qualified medical institutions for employees to choose from. At the same time, the medical institutions provided on-site service interpretation report to facilitate employees to obtain professional analysis and follow-up advice. During the year, the overall completion rate of medical check-ups for all employees of Shinsun Holdings was 95%.



### 疫情保障

2021年是我們積極落實新冠疫情防控常態化工作的一年。祥生控股嚴格執行疫情防控要求，以堅定的決心做好相關工作，並在報告期內達到員工「零感染」的抗疫成果。

集團總部統籌各地區建立疫情通報小組，及時通報各地區疫情動態及應對方案。疫情通報小組與街道緊密配合，確保防疫工作的準確落地。在辦公區疫情防控方面，我們堅持「非必要，不差旅」原則，減少外出機率，同時建立了每日疫情通報機制，向全公司員工通報全國新增病例情況及中高風險地區變動情況，並根據防疫要求及時通知員工差旅規定變動及相應防護要求。



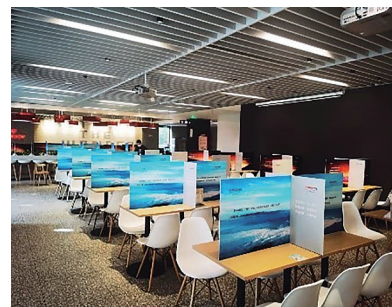
防疫期間，進出公司均須由安保人員驗證行程碼、健康碼，並且體溫正常，外部訪客另須由對接人前往一樓迎接方可進入

During the epidemic prevention period, security personnel must verify the trip code and health code and normal body temperature when entering or leaving the Company, and external visitors must be greeted by the counterpart on the first floor before entering



公司內部保潔每日都對電梯間、空調面板等區域進行消毒，全力做好後勤保障

The Company's internal cleaning daily disinfects the elevator room, the panels of air conditioner and other areas, and makes every effort to ensure high-quality logistics



在食堂餐桌設置隔板，打造獨立就餐空間，阻斷用餐期間的飛沫傳播風險

Install partitions at cafeteria tables to create separate dining spaces and block the risk of droplet transmission during meals

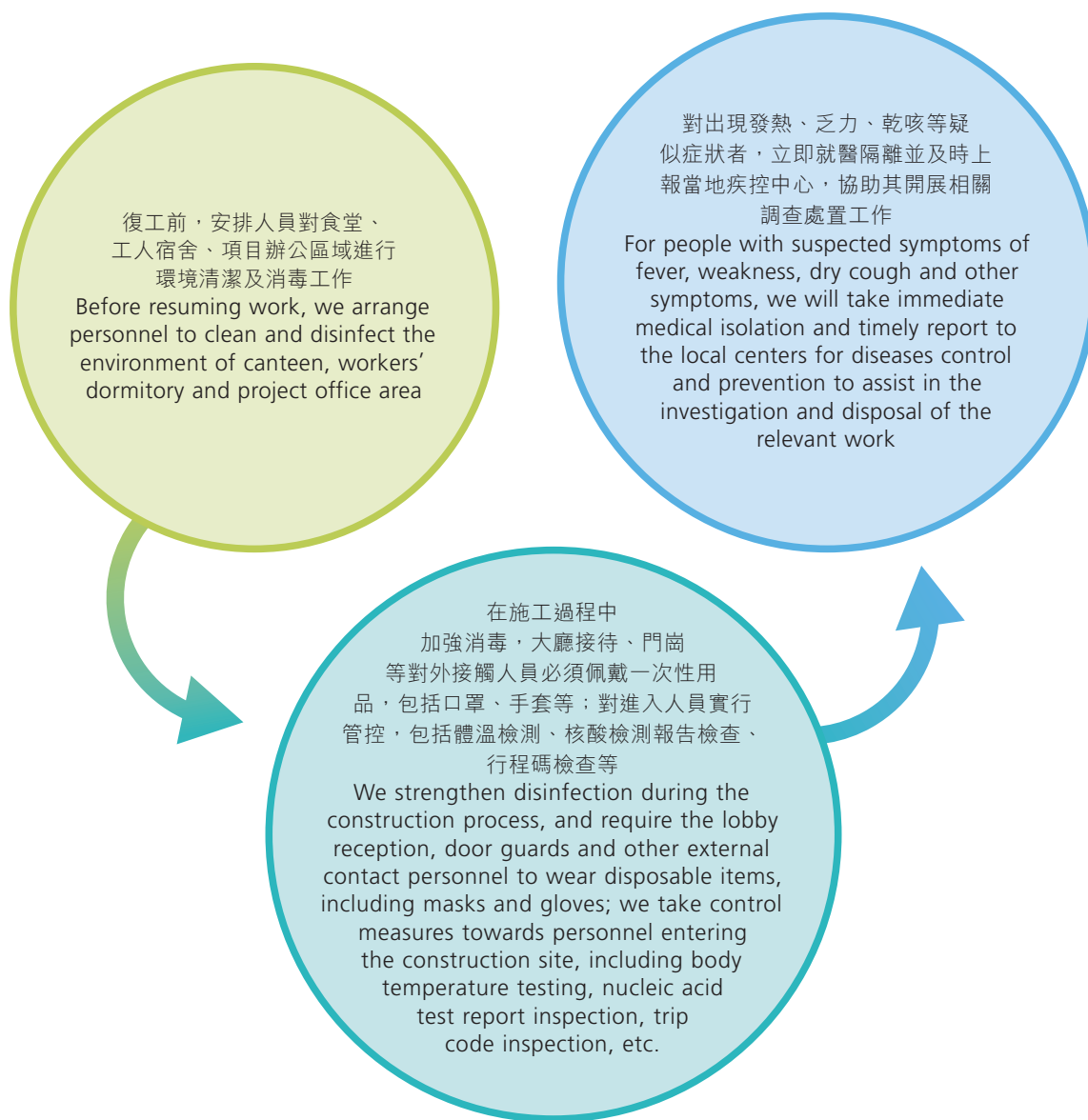
#### 辦公室防疫舉措

#### Office Epidemic Preventive Measures

在施工項目疫情防控方面，我們成立了防控領導小組，制定疫情防控和復工方案，明確了日常管控、後勤保障等工作的規範與分工，確保落實責任制疫情防控。各項目嚴格按照項目所在地主管部門的指示進行有序復工，以全方位安全管理舉措保障人員健康。

In terms of epidemic prevention and control for construction projects, we set up a leading group for prevention and control, formulated a plan for epidemic prevention and control and work resumption plan, and clarified the regulation and division of work for daily control and logistic support to ensure the implementation of responsible epidemic prevention and control. The projects resumed work in an orderly manner in strict accordance with the instructions of the competent authorities of the project sites, and we took comprehensive safety management measures to protect the health of our personnel.





施工項目防疫舉措  
Epidemic Prevention Initiatives for Construction Projects

### 提供全面關懷

祥生控股為員工提供全面關懷，我們打造了企業與員工溝通的有效渠道，通過各種形式的交流活動聆聽員工心聲。同時，我們通過內容多樣、形式豐富的員工活動，營造和諧活躍的工作氛圍，強化團隊凝聚力。

#### 員工溝通

祥生控股致力於打造開放平等的工作環境，鼓勵大家提出想法與建議，促進人才管理工作的進一步改善，形成人才保留與企業管理提升的正向循環。我們搭建了完善的溝通交流體系，設有職工代表大會、總裁信箱、投訴舉報、座談會等多個溝通渠道，全面了解員工訴求與建議。

### PROVIDING COMPREHENSIVE CARE

Shinsun Holdings provides comprehensive care for its employees. We have created an effective channel for communication between the Company and our employees, and listen to their voices through various forms of communication activities. At the same time, we create a harmonious and active working atmosphere and strengthen team cohesion through a variety of employee activities with rich contents.

#### Communication with Employees

Shinsun Holdings are committed to creating an open and equal working environment, encouraging ideas and suggestions, and promoting further improvement of talent management, forming a positive cycle of talent retention and corporate management improvement. We have set up a comprehensive communication system, including employees' congress, complaint box and whistle-blowing box, seminars and other communication channels, to have a fully understanding of the demands of our employees and their suggestions.

#### 陽光政策 Sunshine Policy

- 舉報保密
- 實名必查
- 舉報獎勵
- Keep the identities of whistle-blowers
- Real-name authentication
- Reporting incentives

#### 受理範圍 Purview

- 受理對祥生集團所屬各單位及員工營私舞弊、弄虛作假、不作為、亂作為等違反職業道德準則行為的投訴和舉報
- Receive complaints and reporting of violations of code of professional ethics by companies and employees of Shinsun Group, the violations including jobbery, falsification, omission and casual performance

#### 舉報責任 Reporting Duty

- 舉報人應遵守國家法律法規，不得損害他人合法利益
- 舉報內容應當客觀公正，不得捏造、歪曲事實，不得陷害他人
- Whistle-blowers should obey national laws and regulations, and not damage legitimate interest of others
- The content of report should be justice and fair, and can't be used to fabricate or distort facts nor frame others.

#### 舉報方式 Way of Reporting

- 信箱、郵箱
- 電話
- 在線舉報
- Letter box, mail box
- Telephone
- Online whistle-blowing

#### 投訴舉報渠道

#### Channels of Complaints and Whistle-blowing



### 活動內容 Activities

經營發展交流  
Business Development

文化共建宣貫  
Communication Cultural  
Co-Building Promotion

健康生活倡導  
Healthy Living Advocacy

職場發展分享  
Career Development Sharing

### 活動形式 Activity format

文化共識會  
Cultural Consensus Meeting

員工樂享會  
Staff Fun Meeting

管培生青年說座談會  
Management Trainee Youth Talk Forum

員工交流  
Staff communication

案例  
Case

管培生青年說活動現場  
Management Trainee Youth Talk Event Site



報告期內，祥生控股開展了敬業度調研，共計覆蓋1,979名員工。我們從戰略、組織能力、工作回報、培養發展、領導效能、文化願景等多個維度進行評估。調查結果顯示，集團整體敬業度水平較高，敬業度得分83.4%，處於行業領先地位。

During the Reporting Period, Shinsun Holdings conducted an engagement survey, covering a total of 1,979 employees. The survey was conducted on various dimensions, including strategy, organizational capability, job rewards, training and development, leadership effectiveness and cultural vision. The survey results show that the Group's overall engagement level is relatively high, with an engagement score of 83.4%, placing it in the leading position in the industry.

### 員工活動

為了提升員工體驗感，倡導「快樂工作，幸福生活」的理念，本集團積極組織開展文體活動、娛樂活動、俱樂部專題活動等多樣化員工活動，充分發揮員工特長，豐富員工業餘生活，營造輕鬆向上的工作氛圍。

### Employee Activities

In order to enhance employees' sense of experience and promote the concept of "happy work, happy life", the Group actively organizes various employee activities such as cultural and sports activities, entertainment activities and special club activities to give full play to employees' strengths, enrich their spare time and create a relaxed and active working atmosphere.

案例  
Case

「向上的力量」籃球聯賽  
“Power of Upward Mobility” Basketball League

祥生控股至今年已經連續組織三屆「向上的力量」籃球聯賽，本年度在賽場規模、參與人數、賽制上較去年都做了較大的升級，共有13支球隊200多名運動員參賽，在4個城市賽區共開展78場比賽。

Shin Holdings has organized three consecutive “power of upward mobility” basketball leagues so far in this year. During the year, the scale of the league, the number of participants and the league system have been greatly upgraded compared to those of last year, with a total of 13 teams and more than 200 athletes participating in 78 games in four cities.



案例  
Case

37周年慶  
The 37th Anniversary

2021年是祥生控股成立37周年，本集團組織了周年慶活動，董事長、總裁及集團經營管理人員參與了活動，通過趣味遊戲、美味蟹宴等環節使員工享受周年慶的快樂氛圍；與此同時各地區分公司也組織了形式各異的慶祝活動，全國聯動，分享幸福。

2021 is a year marked the 37th anniversary of the founding of Shinsun Holdings. The Group organized an anniversary celebration activity with the participation of the Chairman, President and the management staff of the Group, enabling employees to enjoy the happy atmosphere of the anniversary through fun games and a delicious crab feast; meanwhile, all regional branches also organized different kinds of celebration activities to share nationwide happiness.



案例  
Case

中秋節慶祝活動  
Mid-Autumn Festival Celebration

祥生控股開展了豐富多樣的節日慶祝活動，每場活動均有200多人參與，全年節日類活動參與約1,500人次。本集團中秋節開展了手工製作花燈的活動，現場員工樂在其中，氣氛歡樂融洽。

Shinsun Holdings held a variety of festival celebrations, with over 200 participants in each event, and about 1,500 participants in festival events throughout the year. During the Mid-Autumn Festival, the Group held a handmade lantern-making activity, which was enjoyed by the staff on site and created a joyful and harmonious atmosphere.



# 構建生態 合作共贏

## BUILDING ECOLOGICAL COOPERATION FOR A WIN-WIN SITUATION

祥生控股始終立足於市場需求，致力於與供應商構建和諧穩定的戰略合作關係。我們充分利用自身優勢，在持續完善供應商管理體系、強化供應鏈路的同時，積極參與行業交流及相關標準制定，從而實現行業共贏，為社會創造多元價值。

### 強化供應鏈路

本集團嚴格遵守《中華人民共和國民法典》適用於營運所在地的相關法律法規，並以此為基礎，建立了《供方管理制度》等內部制度，為集團供應商准入、考核評級、廉潔管理等工作的開展提供制度保障。

截至2021年12月31日，祥生控股共有供應商6,502家，詳情如下：

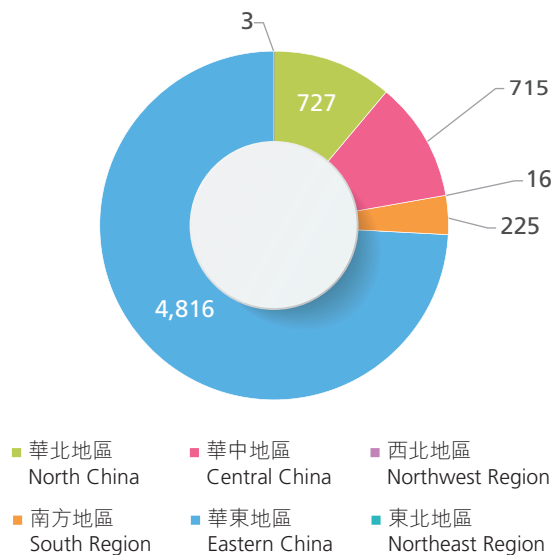
Shinsun Holdings has always been based on market demand and committed to building a harmonious and stable strategic partnership with suppliers. We make full use of our strengths to continuously improve our supplier management system and strengthen our supply chain, while actively participating in industry exchanges and relevant standard setting, thereby achieving a win-win situation for the industry and creating diversified values for society.

### STRENGTHENED SUPPLY CHAIN NETWORK

The Group strictly complies with the Civil Code of the People's Republic of China and other relevant laws and regulations applicable to the place of operation, and based on this, has established internal systems such as the Supplier Management System to provide institutional safeguards for the Group's supplier access, assessment and rating, integrity management and other work.

As of 31 December 2021, the total number of suppliers of Shinsun Holdings was 6,502. Details are as follows:

按地區劃分的供應商分佈  
Suppliers by region





### 供應商管理

本集團高度重視供應鏈的穩定及可持續發展，致力於以完善的供應商管理體系有效提升行業整體價值。我們將供應商分為工程施工類、材料設備類、工商服務類三類，穩步推進各類供應商的准入及考核評估工作，建立高質量、高水平的供方庫。

在供應商准入過程中，我們全方位、多角度地考察供應商實際營運情況，對供應商的專業資質、環保要求、勞工權益等方面進行綜合評估。報告期內，我們進一步完善了供應商准入審核標準，將供應商資金實力及業績經驗等指標納入供應商准入審核標準中，進一步強化供應源頭的穩定性與可靠性，打造堅實的業務經營管理平台。

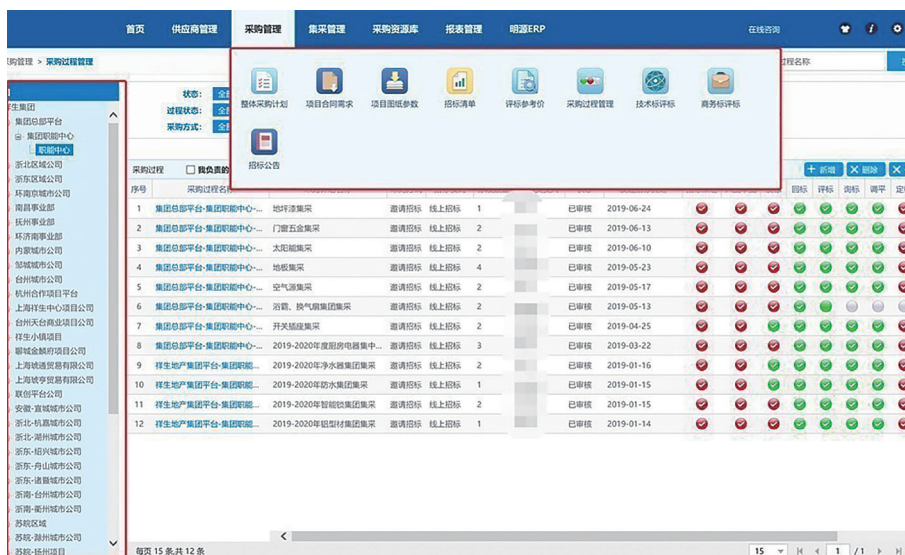
為了高效集成對供應商准入的多維度要求，落實公平、公正與公開的招採工作，我們全面上線了招標採購信息化體系，並以此打通了支付系統，在方便企業篩選各專業供方資源的同時，開展計劃上線、招標工作發佈、需求收集、圖紙清單參數在線審批、發標回標評標定標以及合同簽訂等一系列業務，提升工作效率與工作水平。

### SUPPLIER MANAGEMENT

The Group attaches great attention to the stable and sustainable development of the supply chain and strives to effectively enhance the overall value of the industry with a sound supplier management system. We classify suppliers into three categories: engineering construction, materials and equipment and industrial and commercial services, and steadily promote the admission and assessment of various suppliers to establish a high-quality and high-standard supplier pool.

In the process of supplier admission, we examine the actual operation of suppliers from all aspects and multiple perspectives, and make comprehensive assessments of suppliers' professional qualifications, environmental protection requirements, labor rights and interests, etc. During the Reporting Period, we further improved our supplier access audit criteria, incorporating indicators such as supplier financial strength and performance experience into our supplier access audit criteria to further strengthen the stability and reliability of our supply sources and create a solid business operation and management platform.

In order to efficiently integrate the multi-dimensional requirements for supplier access and implement fair, impartial and open procurement work, we have fully launched the bidding and procurement information system and opened up the payment system to facilitate the screening of various professional supplier resources, while carrying out a series of operations such as plan launch, bidding release, demand collection, online approval of drawing list parameters, bid issuance and evaluation and contract signing to improve its work efficiency and work level.



招標採標線上平台  
Tender Procurement Online Platform

針對已經入庫的供應商，我們建立了完善的供應商考核體系，並通過實地考察、當面溝通、信息搜集、背景調查等方式，對供應商進行打分、排列和定級。針對不同級別的供應商，我們實施針對性的評估標準與激勵舉措，鼓勵入庫供應商持續增強自身管治水平。針對在合作過程中出現嚴重質量、安全、進度、配合等問題的供應商，我們將酌情考慮清退。

2021年，我們嚴格按照相關制度規定，持續加強供應商風險管控，將環境管理、員工職業健康與安全以及產品質量方面的認證納入到供應商評分系統中，陸續開展集中交付、第三方評估、半年度評估、集團戰略庫等供應商評估工作。截至報告期末，我們已累積完成1,992家供應商的資格預審及考察。

We have established a comprehensive supplier assessment system for our registered suppliers, and we score, rank and classify our suppliers through site visits, face-to-face communication, information collection and background investigation. For different levels of suppliers, we implement targeted evaluation criteria and incentive initiatives to encourage the entering suppliers to continuously enhance their own governance levels. For suppliers with serious quality, safety, schedule and cooperation problems in the course of cooperation, we will consider dismissal at our discretion.

In 2021, we continued to strengthen supplier risk control in strict accordance with relevant systems and regulations, incorporated certifications in environmental management, employee occupational health and safety and product quality into our supplier scoring system, and successively carried out supplier assessments such as centralized delivery, third-party assessments, semi-annual assessments and the Group's strategic pool. As of the end of the Reporting Period, we have cumulatively completed the pre-qualification and inspection of 1,992 suppliers.

### 供應商廉潔管理

作為負責任的地產企業，祥生控股在恪守商業道德的同時，持續加強供應商廉潔建設，以提升供應商履責能力，為企業業務佈局提供堅實保障。我們嚴格遵守相關法律法規，並在招標、入圍及中標的過程中，要求各級供應商簽署《廉潔經營承諾書》、《廉政管理協議》、《陽光招採倡議書》等規章條文，並在履約合同中約定罰則的方式，進一步規範供應商日常營運。

為了鼓勵外部共同監督廉潔供應鏈的構建，我們對外公開舉報渠道，在微信公眾號和招標平台設置控股集團審計以及地產集團審計的聯繫方式與郵箱，並在相關投訴審計系統設有相應跟進處理機制。

報告期內，祥生控股旗下已有985家供應商簽訂廉潔協議，供應商簽署比例為100%。

### 供應商溝通與培訓

為持續深化與供應商的合作關係，及時了解供應商需求與反饋，本集團建立了多元化的供應商溝通及培訓體系。我們致力於建設面向全體供應商的溝通渠道與反饋機制，並積極開展未中標單位溝通、年度評估C級以下單位溝通、供方高層答謝會、合作方滿意度調研等活動，認真傾聽供應商意見，滿足供應商合理訴求，促進雙方長期默契合作。

### Supplier Integrity Management

As a responsible real estate enterprise, while abiding by business ethics, Shinsun Holdings continues to strengthen the integrity of suppliers in order to enhance their ability to fulfill their responsibilities and provide a solid guarantee for the business layout of the enterprise. We strictly comply with relevant laws and regulations, and in the process of bidding, shortlisting and winning bids, we require suppliers at all levels to sign the Integrity Operation Undertaking, Integrity Management Agreement, Sunshine Procurement Initiative and other regulations and provisions, and agree on penalties in the performance contract to further regulate the daily operation of suppliers.

In order to encourage external joint supervision of the construction of a clean supply chain, we open the reporting channels to the public, set up contact and mailbox of group audit and real estate group audit through WeChat public account and bidding platform, and tracking treatment mechanism in complaint audit system.

During the Reporting Period, all of 985 suppliers under Shinsun Holdings have signed Integrity Agreements.

### Supplier Communication and Training

In order to continuously deepen the cooperative relationship with our suppliers and understand their needs and feedback in a timely manner, the Group has established a diversified supplier communication and training system. We are committed to building communication channels and feedback mechanisms for all suppliers, and actively carry out activities such as communication with unsuccessful bidders, communication with units below grade C in annual evaluation, senior-level appreciation meetings for suppliers and research on satisfaction of partners to listen carefully to suppliers' opinions and meet their reasonable demands, so as to promote long-term tacit cooperation between the two sides.



供方高層答謝會  
Senior-level Appreciation Meetings for Suppliers

同時，我們針對各項供應鏈重點管控內容，向供應商開展文化宣貫活動，並定期開展集團、地區供應商峰會，不斷提升供應商質量、安全、廉潔等方面的管理水平，確保攜手價值鏈夥伴穩健成長。

At the same time, we carry out cultural promotion activities to suppliers for each key supply chain control content, and regularly carry out group and regional supplier summits to continuously improve the management level of suppliers in terms of quality, safety and integrity to ensure steady growth together with value chain partners.



供方宣貫活動  
Promotion Activities of Suppliers

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### BUILDING ECOLOGICAL COOPERATION FOR A WIN-WIN SITUATION

2021年，面對突如其來的新冠疫情，我們在加強自身防控管理的同時，充分考慮供應商實際情況和基本訴求，採取了增加疫情防控成本、推行線上考察等一系列供應商幫扶政策，與合作夥伴共度難關。

#### 提升行業價值

作為中國地產行業的先行者，祥生控股依託於集團雄厚的背景與豐富的從業經驗，積極參與行業標準制定，並與政府部門、同行企業等機構開展深度合作，以幸福哲學提升行業價值，實現產業鏈可持續發展。

#### 政企合作

我們深耕長三角地區，在精細打磨產品與服務的同時，立足於合作共贏的經營之道，積極聯動政府部門，發掘營運所在地的可持續發展價值。報告期內，我們遵循鄉村振興戰略的指引，通過十里春風小鎮、奉賢吳房村等多個鄉村振興項目，與浙江省旅遊集團有限公司開展深度合作。

In 2021, in the face of the sudden COVID-19 epidemic, while strengthening our own prevention and control management, we fully considered the actual situation and basic demands of our suppliers and adopted a series of supplier support policies such as increasing the cost of epidemic prevention and control and implementing online inspection to tide over the difficulties together with our partners.

#### ENHANCE THE VALUE OF THE INDUSTRY

As a pioneer in China's real estate industry, relying on the Group's strong background and rich experience in the field, Shinsun Holdings actively participates in the formulation of industry standards and carries out in-depth cooperation with government departments, peer companies and other organizations to enhance the value of the industry and achieve sustainable development of the industry chain with the philosophy of happiness.

#### Government-Enterprise Cooperation

We are deeply engaged in the Yangtze River Delta region, and while finely polishing our products and services, we are based on a win-win business approach, actively linking up with government departments to explore the sustainable development value of our operating locations. During the Reporting Period, we followed the guidelines of the rural revitalization strategy and carried out in-depth cooperation with Zhejiang Tourism Group Co., Ltd. through a number of rural revitalization projects such as Spring Wind Ten-mile Town and Fengxian Wufang Village.



案例  
Case

「奉賢吳房村」項目  
“Fengxian Wufang Village” Project

「奉賢吳房村」主打「十里桃花」的美景，建設有科普長廊、農耕體驗區、創意採摘點等設施，以及青年雙創中心、美食部落、文創體驗館、精品民宿等項目，為市民提供了一個體驗傳統農耕文化的新空間，為當地農民創造了更多的增收渠道。

“Fengxian Wufang Village” focuses on the beautiful scenery of “ten miles of peach blossoms” and has built facilities such as a science corridor, a farming experience area, a creative picking point, as well as a youth dual-creation center, a food tribe, a cultural and creative experience hall, a boutique B&B and other projects, providing a new space for citizens to experience traditional farming culture and creating more channels for local farmers to increase their income.



奉賢吳房村  
Fengxian Wufang Village

行業參與

祥生控股亦從行業出發，踴躍參與行業內交流及合作，攜手合作夥伴共同踐行社會責任。報告期內，我們持續參與中國房地產協會、浙江省房地產協會、中城聯盟等行業協會的日常建設，並活躍於第二屆房地產數字化與產品力論壇等行業活動中，以自身豐富從業經驗帶動全行業持續健康發展。

Industry Participation

From the perspective of the industry, Shinsun Holdings also actively participates in exchanges and cooperation within the industry and works together with partners to practice social responsibility. During the Reporting Period, we continued to participate in the daily construction of industry associations such as China Real Estate Association, Zhejiang Real Estate Association and China Urban Real Estate Development Association, and were active in industry events such as the 2nd Real Estate Digitalization and Productivity Forum, driving the sustainable and healthy development of the industry with our rich experience in the industry.



第七屆工程品質管理高峰論壇  
The 7th Engineering Quality Management Summit Forum



第二屆房地產數字化與產品力論壇  
The 2nd Real Estate Digitalization and Productivity Forum

2021年祥生控股參與的行業活動  
Industry Activities Participated by Shinsun Holdings in 2021

案例  
Case

祥生控股參與第十一屆聯採工作  
Shinsun Holdings' participation in the 11th Joint Procurement

作為中城聯盟會員單位，本集團積極參與第十一屆聯採工作，包括參與準備會議、策劃會議，商務談判及定標會議等，以幫助聯盟成員更好的篩選優質供方資源。截至2021年12月31日，我們共計圈定中標單位33家，並根據企業合約規劃情況，提供定標成果至各級分／子公司，按政策引導使用。

As a member of China Urban Real Estate Development Association, the Group actively participated in the 11th Joint Procurement work, including participation in the preparatory meeting, planning meeting, business negotiation and bid finalization meeting, etc., in order to help the Alliance members to better select quality resources from suppliers. As of 31 December 2021, we have selected out a total of 33 successful bidders and provided the finalized results to branches/subsidiaries at all levels according to the enterprise contract planning, and guided the use according to the policy.



本集團高度重視社會公益事業，秉持「落其實者思其樹，飲其流者懷其源」的精神，心懷感恩之情回饋社會，積極協助解決困難群眾幫扶、助學等方面問題，在慈善公益的道路上努力前行。

### 聚焦深耕公益

本集團積極投身參與社會公益事業，主動參加志願服務活動，不斷向社會傳遞愛心和溫暖，不斷向社會傳達綠色發展理念。我們於2019年發起成立浙江省祥生公益基金會，並同步啟動以希望之葉、付出之葉、愛心之葉、健康之葉構成的祥生公益品牌「四葉草計劃」。

截至2021年12月31日，祥生控股員工志願活動服務人數212人，公益項目10個，在扶貧、助學、助孤、助殘、賑災等公益領域捐贈善款累計超過1,525萬元人民幣，持續為當地社區營造積極影響。

帶著傳遞幸福與溫暖的初心，祥生控股開啟了全新的公益道路並建立「四葉草計劃」，旨在通過統籌祥生控股內外部優勢資源，攜手專業及機構，與員工、業主及合作夥伴結成志願者同盟，通過健康醫療、大病救助、生態扶貧等方式實現公益互助，進一步關愛鄉村貧困孩童的健康成長，助力鄉村振興。

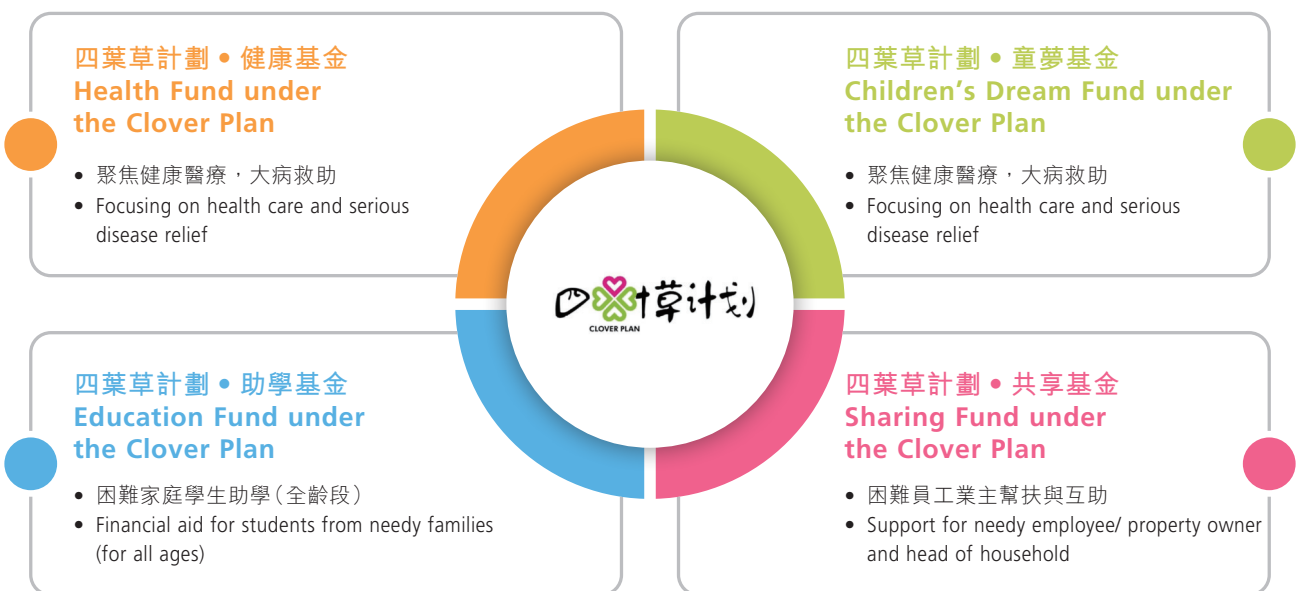
The Group attaches great importance to the social welfare undertakings, upholds the spirit of "one should think of the tree when eating its fruit; and thinking of the source when drinking its water", gives back to society with gratitude, actively assists in solving the problems of people in difficulties and students from needy families, and strives to move forward on the road of charity.

### FURTHER FOCUSING ON CHARITY

The Group actively participates in social welfare undertakings, takes the initiative to participate in voluntary service activities, continuously conveys love and warmth to the society, and continuously conveys the concept of green development to the society. In 2019, we initiated the establishment of Zhejiang Shinsun Foundation, and simultaneously launched the "Clover plan" made up of leaf of hope, leaf of dedication, leaf of love and leaf of health as a charity brand of Shinsun Holdings.

As of 31 December 2021, there were 212 volunteers, 10 charity projects and over RMB15.25 million donated in the public welfare fields of poverty alleviation, education, orphanage, the disabled, and disaster relief, continuing to create a positive impact on the local community.

With the original intention of delivering happiness and warmth, Shinsun Holdings opened a new public welfare road and established the "Clover Plan", which aims to coordinate the internal and external strengths and resources of Shinsun Holdings, join hands with professional organizations and institutions, form volunteer alliances with employees, property owners and partners, and realize mutual assistance of charity through health care, serious disease relief, ecological poverty alleviation to further care for the healthy growth of children from poor rural areas and help rural revitalization.



「四葉草計劃」體系  
The System for the Clover Plan

報告期內，本集團公益品牌體系建設換新升級，通過「四葉草計劃」四大公益子IP—健康基金、童夢基金、助學基金、共享基金，持續關注教育、健康、扶貧、恤病等社會公益互動，讓更多人感受到來自祥生控股「愛的支持」和「幸福生活的力量」，讓幸福和溫暖走進千萬家。

During the Reporting Period, the Group upgraded its public welfare brand system and continued to focus on education, health, poverty alleviation, compassionate disease and other social welfare interactions through the four public welfare sub-IPs of the “Clover Plan” – Health Fund, Children’s Dream Fund, Education Fund and Sharing Fund, so that making more people feel the “love support” and “power of happy life” from Shinsun Holdings by focusing on the groups in need of care and help from the society.

### 四葉草計劃 • 健康基金 Health Fund under the Clover Plan

健康基金長期聚焦健康醫療、大病救助兩大公益板塊，向患有重病、無法承擔高昂醫藥費的家庭及時送去優質醫療與貼心關懷。2021年，浙江省祥生基金會對部分困難員工家庭進行家訪，在了解到員工家庭情況後，為其帶來短暫的陪伴、暖心的關懷、生活物資和一筆慰問金。通過公益走訪、五十餘城聯動，本集團從線上線下持續組織開展「社區老年人健康義診」、「居家護理小課堂」、「兒童護眼健康課堂」、「不吃外賣」打卡、挑戰堅持運動、早睡15天等活動，提醒和倡導更多人關注健康。本集團以實際行動與社會各界並肩作戰，將健康與愛送進千萬家。

The Health Fund focuses on the two major public welfare sectors of health care and serious disease relief, delivering timely, high-quality medical treatment and heartfelt care to families suffering from serious illnesses and unable to afford high medical bills. In 2021, Zhejiang Shinsun Foundation made home visits to some needy families of employees, and brought them short-term companionship, heart-warming care, living materials and a sum of condolence money after learning about their family situation. Through public welfare visits and integration of more than 50 cities, the Group continues to organize activities such as making “community health clinic for the elderly”, “home care class”, “children’s eye care health class”, “no taking-out” records, taking the challenge of persistent exercise and sleeping early for 15 days, etc. from online to offline to remind and advocate more people to pay attention to health. The Group takes practical actions to work side by side with all walks of life to bring health and love to millions of families.



四葉草計劃 • 童夢基金

Children's Dream Fund under the Clover Plan

童夢基金聚焦於5~12歲兒童的成長與課外實踐。每年夏天7~8月，集團會在諸暨開展「祥生小飛象公益夏令營」，定期為定點幫扶的困難家庭兒童帶去快樂，2021年，祥生控股開展「用愛的光，為夢掌燈」六一公益主題慰問活動，為柱山6所小學，近3,000名孩子送去兒童節禮物。集團還關注雲南、西藏、貴州等地困難家庭子女上學問題，為其建立持續性幫扶鏈條，切實為5-12歲兒童的上學問題提供幫助。

The Children's Dream Fund focuses on the growth and extracurricular practice of children aged 5-12 years old. Every summer from July to August, the Group conducts the "Dumbo Charity Summer Camp" in Zhuzhi to bring happiness to children from families in need of help on a regular basis. In 2021, Shinsun Holdings carried out the "Light with Love, Light for Dreams" charity event, sending Children's Day gifts to 6 elementary schools in Zhushan and nearly 3,000 children. The Group also focuses on the schooling of children from families in need in Yunnan, Tibet and Guizhou, and establishes a continuous support chain for their schooling to help children aged 5-12 years old.



祥生小飛象公益夏令營  
Dumbo Charity Summer Camp  
of Shinsun



小飛象夏令營「星空繪夢」  
Dumbo Summer Camp "Starry  
Sky Painting Dream"



六一公益活動  
Children's Day  
Charity Event



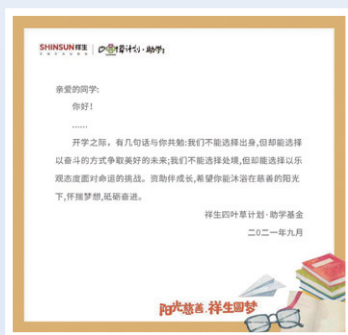
## 四葉草計劃 • 助學基金 Education Fund under the Clover Plan

助學基金是關注全年齡段困難家庭，致力於資助家庭條件有限學子完成學業的公益項目。我們在努力為每一位心中懷揣求學夢的學子加油打氣，助其圓夢的同時，亦號召更多人參與助學基金中，以真誠的公益之心，助學子逐夢。

2021年，伴隨著新冠疫情的常態化影響，祥生控股採取「書信」的方式為困難家庭學生表達心意，為學子們送去學習和生活物資，為其求學之路加油打氣，成為學子們最堅實的後備軍，讓他們感受到愛的溫暖和力量。

The Education Fund is a public welfare program that focuses on families of all ages in need and is dedicated to helping students with limited family conditions to complete their education. While we strive to cheer up every student who has a dream of pursuing education, we also call on more people to participate in the fund to help students pursue their dreams with a sincere heart of public welfare.

In 2021, along with the normalized impact of the COVID-19 epidemic, Shinsun Holdings adopted the "letter" method to express its heart for students from families in need, sending them study and living materials and cheering them on their way to school, becoming the most solid backup for them and making them feel the warmth and power of love.



四葉草計劃 • 助學基金的一封信

A letter from the Education Fund under the Clover Plan

同時，我們攜手浙江省祥生公益基金會與諸暨市慈善總會祥生圓夢基金，資助近700名貧困家庭學生，共計捐贈200餘萬元善款。助力每一位追夢的學子完成心中的夢想，推開理想之門，讓每一位追尋幸福的學子，獲得幸福生活的力量。

At the same time, we join hands with Zhejiang Shinsun Charity Foundation and Charity Federation Shinsun Dream Fund of Zhujia to finance nearly 700 students from needy families with a total donation of more than RMB2 million. We help every dream-chasing student to complete the dream in their hearts, push them to open the door of ideal, so that every student in pursuit of happiness can get the power of happy life.



助學基金 — 青春有夢 • 幸福前行

Education Fund – Youthful Dreams, Happiness Forward

### 四葉草計劃 • 共享基金 Sharing Fund under the Clover Plan

共享基金是為發揚互幫互助、奉獻愛心的精神，發揮集體幫扶的優越性，幫助員工本人及父母、配偶、未滿十八歲的子女，緩解因患重大疾病或發生意外傷害時，給家庭造成的困難情況而設立的員工定向幫扶基金。

2021年4月，共享基金全新升級，在持續秉持救濟救難、一事一議、陽光公示原則的基礎上，為有需要的員工送上溫暖與關懷。報告期內，祥生控股一位員工的父親被確診為肺惡性腫瘤，四葉草計劃•共享基金進行3,000元現金幫扶；一位員工的母親被診斷為脑梗死後遺症、冠狀動脈粥樣硬化性心臟病，四葉草計劃•共享基金進行3,000元現金幫扶。

The Sharing Fund is an employee-oriented help fund established to carry forward the spirit of mutual help and dedication, bring into play the superiority of collective help, and help employees themselves and their parents, spouses and children under the age of 18 to alleviate the difficult situation caused to their families due to serious diseases or accidental injuries.

In April 2021, the Sharing Fund was newly upgraded to provide warmth and care for employees in need on the basis of the principles of continuous relief and rescue, one-issue discussion and sunshine public announcement. During the Reporting Period, the father of an employee from Shinsun Holdings was diagnosed with malignant lung tumor, and the Sharing Fund under the Clover Plan provided cash assistance of RMB3,000; an employee's mother was diagnosed with sequelae of cerebral infarction and coronary atherosclerotic heart disease, and the Sharing Fund under the Clover Plan provided cash assistance of RMB3,000.

## 攜手共創未來

祥生控股堅持以「幸福生活營運商」為基本理念，在企業發展的同時，聚焦關注社會各界的需要。集團以實際行動支援殘障人士，幫助其在工作崗位中實現自己的人生價值，同時，本集團高度支持國家鄉村振興戰略部署，多方面支持社會公益活動。

### 關愛弱勢群體

本集團持續以務實的行動關愛與助力弱勢群體，積極投身社會公益事業，以實際行動回報社會。2021年祥生控股為3名殘障人士提供了服務工作崗位，同時為其提供必要的社會福利保障，助其在力所能及及範圍內發揮自身勞動價值，讓其感受到來自作為祥生人的幸福感。

## CREATING THE FUTURE TOGETHER

With the basic concept of "happy life operator", Shinsun Holdings focuses on the needs of the community while developing its business. The Group takes practical actions to support people with disabilities and help them realize their life values in the workplace, and at the same time, the Group highly supports the deployment of the national rural revitalization strategy and supports social welfare activities in many aspects.

### Caring for the Disadvantaged

The Group continues to take pragmatic actions to care for and help the disadvantaged, actively engage in social welfare undertakings and give back to the society with practical actions. In 2021, Shinsun Holdings provided service jobs for three disabled people while providing them with necessary social welfare and helping them to bring into play the value of their own labor within their capabilities to make them feel the sense of happiness of being a Shinsun staff.

### 協同愛心力量

祥生控股組建員工志願者隊伍，致力於為公益活動提供支持與幫助，通過堅持做「有溫度的事」為更多人帶去愛與溫暖。2021年度，員工志願者隊伍儲備超過100人，足跡遍佈困難戶走訪、六一兒童節民工子弟學校慰問、基金會周年活動、小飛象公益夏令營、秋季助學活動、共享基金線下活動以及困難地區的助農活動中。



### Collaborating with the Volunteer Team

Shinsun Holdings has formed a team of employee volunteers to provide support and assistance for public welfare activities and bring love and warmth to more people by insisting on doing “warm things”. In 2021, more than 100 volunteers will be involved in visits to families in need, the sympathy visit to schools for migrant workers’ children on Children’s Day, the Foundation’s annual event, the Dumbo Charity Summer Camp, the fall school campaign, the offline activities of the Sharing Fund and farming assistance activities in difficult areas.



員工志願者活動

Staff Volunteer’s Activities

### 踐行消費助農

祥生控股重視社會公益服務，認為人與人之間的互幫互助是最好的幸福。報告期內，本集團聯合諸暨市慈善總會圓夢基金，面向貴州、重慶、新疆等地區開展農產品採購，包括重慶城口老臘肉、貴州沙文的羊肚菌、新疆葉城的核桃、南疆莎車的堅果等。通過此次消費助農活動，讓更多人享受到來自大自然的禮物，也讓更多人感受到公益的溫暖力量。

### Practicing Consumerism for Agriculture

Shinsun Holdings pays attention to social welfare services and believes that mutual help among people is the best happiness. During the Reporting Period, the Group joined hands with the Charity Federation Dream Fund of Zhuji to carry out agricultural products procurement from Guizhou, Chongqing and Xinjiang, including preserved meat from Chengkou in Chongqing, morel mushrooms from Shawen in Guizhou, walnuts from Yecheng in Xinjiang and nuts from Shache in South Xinjiang. Through this Consumerism for Agriculture activity, more people can enjoy the gifts from nature and feel the warm power of public welfare.



祥生控股採購新疆葉城核桃  
Xinjiang Yecheng walnuts purchased by Shinsun Holdings

### 助力鄉村振興

祥生控股堅持「為幸福而生」的理念，尊重「以人為本」的發展理念，不斷回饋社會。在美麗鄉村、鄉村振興戰略的指引下，祥生控股聯合浙江省旅遊投資集團有限公司開展深度合作，在保障房、城市社區改造等方面持續發光發熱，探索高水平的強村富民目標之路，為提升居民的幸福感持續貢獻自己的力量。

報告期內，本集團開展了「春風十里小鎮」項目，立足當地特色資源，積極推進現代農業、中央廚房、農旅、文旅、康養、教育等三產融合，推動產業融合發展，探索出科學有效、農民受益的產業發展之路，為農旅、文旅、康養產業發展貢獻自己的力量。

### Helping to Revitalize the Countryside

Shinsun Holdings insists on the concept of "pursuing happy life", respects the development concept of "people-oriented", and keeps giving back to the society. Under the guidance of beautiful countryside and rural revitalization strategy, Shinsun Holdings, together with Zhejiang Tourism Investment Group Co., Ltd. have made efforts in the areas of housing and urban community transformation, exploring a high-level road to achieve the goal of strengthening the village and enriching the people, and continues to contribute their power to bringing the happiness to the residents.

During the Reporting Period, the Group carried out the "Spring Wind Ten-mile Town" project, based on local characteristic resources, actively promoted the integration of modern agriculture, central kitchen, agricultural tourism, cultural tourism, recreation and health care, education and other projects from three industries, promoted the integration and development of industry, explored a scientific and effective way of industrial development for the benefit of farmers, and contributed to the development of agricultural tourism, cultural tourism and health care industries.



案例  
Case

諸暨「祥生•春風十里」小鎮  
Zhuji “Xiang Sheng – Spring Wind Ten-mile” Town

「祥生•春風十里」小鎮位於「西施故里」諸暨市東和鄉，項目建設緊緊圍繞諸暨旅遊「十三五」規劃，大力助推美麗鄉鎮、美麗山村建設，以旅遊為助力的產業融合，關注以產業為導向的康養旅遊、鄉村生態休閒旅遊發展方向，旨在為人們打造多功能為一體的大型田園綜合鄉村旅遊度假區。

“Shinsun•Spring Wind Ten-mile Town” is located in Donghe Township, Zhuji City, which is the hometown of Xishi. The project construction is closely focused on the 13th Five-Year Plan of the Tourism of Zhuji, vigorously promotes the construction of beautiful townships and beautiful mountain villages, and is focused on the development direction of industry-oriented recreation tourism and rural ecological leisure tourism, aiming to create a multi-functional large-scale integrated rural tourism resort.





# 附錄一：法律法規及內部政策清單

## APPENDIX I: LIST OF LAWS AND REGULATIONS AND INTERNAL POLICIES

### 適用的主要外部法律法規

#### Applicable major external laws and regulations

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- 1 《中華人民共和國公司法》  
Company Law of the People's Republic of China
- 2 《中華人民共和國反不正當競爭法》  
Anti-unfair Competition Law of the People's Republic of China
- 3 《中華人民共和國反洗錢法》  
Anti-money Laundering Law of the People's Republic of China
- 4 《關於禁止商業賄賂行為的暫行規定》  
Interim Provisions on the Prohibition of Commercial Bribery
- 5 《中華人民共和國著作權法》  
Copyright Law of the People's Republic of China
- 6 《中華人民共和國商標法》  
Trademark Law of the People's Republic of China
- 7 《中華人民共和國專利法》  
Patent Law of the People's Republic of China
- 8 《中華人民共和國建築法》  
Construction Law of the People's Republic of China
- 9 《建設工程質量管理條例》  
Regulations on the Quality Management of Construction Projects
- 10 《建設工程施工現場管理規定》  
Construction Site Management Regulations for Construction Projects
- 11 《住宅建築規範》  
Construction Code for Residential Buildings
- 12 《建築工程施工質量驗收統一標準》  
Unified Standard for Constructional Quality Acceptance of Building Engineering
- 13 《中華人民共和國廣告法》  
Advertising Law of the People's Republic of China
- 14 《中華人民共和國物權法》  
Real Right Law of the People's Republic of China
- 15 《中華人民共和國消費者權益保護法》  
Law of the People's Republic of China on the Protection of the Rights and Interests of Consumers
- 16 《中華人民共和國個人信息保護法》  
Personal Information Protection Law of the People's Republic of China
- 17 《中華人民共和國民法典》  
Civil Code of the People's Republic of China
- 18 《中華人民共和國民法通則》  
General Provisions of the Civil Law of the People's Republic of China
- 19 《中華人民共和國環境保護行政處罰辦法》  
Measures of the People's Republic of China on Administrative Punishment of Environmental Protection
- 20 《中華人民共和國固體廢物污染環境防治法》  
Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution

## 附錄一：法律法規及內部政策清單

### APPENDIX I: LIST OF LAWS AND REGULATIONS AND INTERNAL POLICIES

- 21 《中華人民共和國水污染防治法》  
Law of the People's Republic of China on the Prevention and Control of Water Pollution
- 22 《綠色施工導則》  
Guidelines on Green Construction
- 23 《中華人民共和國環境保護法》  
Environmental Protection Law of the People's Republic of China
- 24 《中華人民共和國環境影響評價法》  
Law of the People's Republic of China on Environmental Impact of Assessment
- 25 《中華人民共和國環境噪聲污染防治法》  
Law of the People's Republic of China on the Prevention and Control of Pollution from Environmental Noise
- 26 《國家危險廢物名錄》  
National Catalogue of Hazardous Wastes
- 27 《國家防汛抗旱應急預案》  
National Emergency Plan for Flood Prevention and Drought Relief
- 28 《建設部安全事故與自然災害預防、接報與應急處置工作程序》  
Safety Accident and Natural Disaster Prevention, Reporting and Emergency Response Work Procedures of Ministry of Construction
- 29 《浙江省住房和城鄉建設系統防汛防颱抗旱工作應急預案》  
Zhejiang Province Housing and Urban-rural Development System to Fight Typhoon Flood and Drought Emergency Plan
- 30 《中華人民共和國勞動法》  
Labour Law of the People's Republic of China
- 31 《中華人民共和國勞動合同法》  
Labour Contract Law of the People's Republic of China
- 32 《中華人民共和國勞動爭議調解仲裁法》  
Law of the People's Republic of China on Mediation and Arbitration of Labour Disputes
- 33 《中華人民共和國最低工資規定》  
Provisions on Minimum Wage of the People's Republic of China
- 34 《中華人民共和國安全生產法》  
Production Safety Law of the People's Republic of China
- 35 《中華人民共和國消防法》  
Fire Prevention Law of the People's Republic of China
- 36 《建築施工安全檢查標準》  
Standard for Safety Inspection of Building Construction
- 37 《施工企業安全生產評價標準》  
Safety Evaluation Standard for Construction Enterprises
- 38 《建築工程安全生產管理條例》  
Regulations on the Production Safety of Construction Projects
- 39 《中華人民共和國職業病防治法》  
The Occupational Disease Prevention and Control Law of the People's Republic of China
- 40 《職業健康檢查管理辦法》  
Administrative Measures for Occupational Health Inspection
- 41 《中華人民共和國招標投標法》  
Bidding Law of the People's Republic of China

內部政策

Internal Policies

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- 1 《審計管理制度》  
Audit Management System
- 2 《責任追究制度》  
Accountability System
- 3 《責任追究細則》  
Accountability Articles
- 4 《擬申請註冊商標審批要點》  
Points for Approval of Proposed Application for Registered Trademarks
- 5 《工程巡檢管理辦法》  
Management Measures of Engineering Inspection
- 6 《第三方飛行巡檢管理辦法4.0版》  
Third Party Flight Inspection Management Measures Version 4.0
- 7 《呼叫中心作業指引》  
Call Center Operation Guidelines
- 8 《基於客戶觸點的服務里程碑節點管理標準及操作指引1.0》  
Customer Contact-based Service Milestone Management Standards and Operation Guidelines 1.0
- 9 《「幸福服務官」操作指引1.0》  
Operation Guideline of "Happy Service Officer" 1.0
- 10 《「業主品質官」操作指引1.0》  
Operation Guidelines for "Property Owner Quality Officer" 1.0
- 11 《客關操作手冊》  
Customer Relationship Operation Manual
- 12 《客戶投訴作業指引》  
Customer Complaint Operation Guidelines
- 13 《客戶危機事件操作指引》  
Operation Guidelines for Customer Crisis Events
- 14 《祥生地產責任追究制度》  
Accountability System of Shinsun Property
- 15 《銷售流程管理規範》  
Sales Process Management Standards
- 16 《營銷系統佣金管理方法》  
Marketing System Commission Management Method
- 17 《祥生地產集團分銷、全民渠道管理辦法》  
Management Measures of Shinsun Property Group for Distribution and Universal Channels
- 18 《祥生地產集團營銷組織管理辦法》  
Marketing Organization and Management Measures of Shinsun Property Group
- 19 《祥生地產營銷採購管理辦法》  
Management Measures of Shinsun Property for Marketing and Procurement

## 附錄一：法律法規及內部政策清單

### APPENDIX I: LIST OF LAWS AND REGULATIONS AND INTERNAL POLICIES

- 20 《檔案管理辦法》  
Management of Archives
- 21 《人事營運管理手冊》  
Personnel Operation Management Manual
- 22 《招聘管理制度》  
Recruitment Management System
- 23 《內部推薦管理辦法》  
Internal Recommendation Management Method
- 24 《超級伯樂計劃操作指引》  
Operation Guidelines of Super Talent Scout Program
- 25 《全面薪酬管理制度》  
Comprehensive Compensation Management System
- 26 《福利管理辦法》  
Welfare Management System
- 27 《考勤與休假管理辦法》  
Attendance and Leave Management System
- 28 《祥生商學院內訓師管理辦法》(試行版)  
Management Measures for Internal Trainers of Shinsun Business School (Trial Version)
- 29 《祥生商學院新員工培訓管理辦法》(試行版)  
Management Measures for New Employee Training of Shinsun Business School (Trial Version)
- 30 《祥生商學院培訓管理制度》(試行版)  
Training Management System of Shinsun Business School (Trial Version)
- 31 《人才發展管理制度》  
Talent Development Management System
- 32 《人才發展手冊》  
Talent Development Manual
- 33 《安全文明標準化管理作業指引》  
Operation Guidelines for Standardized Safety and Civilization Management
- 34 《安全管理實施細則》  
Implementation Rules for Safety Management
- 35 《安全紅線管理制度》  
Safety Red Line Management System
- 36 《廉政管理協議》  
Integrity Management Agreement



## 附錄二：香港聯交所《環境、社會及管治報告指引》內容索引

### APPENDIX II: THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE CONTENT INDEX PUBLISHED BY HKEX

環境、社會及管治範疇與一般披露及關鍵績效指標(KPI) Environmental, Social and Governance Areas, General Disclosures and KPIs		所在章節 In Chapter	
環境 Environmental			
A1： 排放物 Emissions	一般披露 General Disclosure Information on	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。  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.	綠色營運踐行低碳 強化綠色管理 GREEN OPERATION AND LOW CARBON Strengthen Green Management
	A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	綠色營運踐行低碳 倡導綠色營運 GREEN OPERATION AND LOW CARBON Advocating Green Operation
	A1.2	直接（範圍1）及能源間接（範圍2）溫室氣體排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	綠色營運踐行低碳 倡導綠色營運 GREEN OPERATION AND LOW CARBON Advocating Green Operation
	A1.3	所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	綠色營運踐行低碳 倡導綠色營運 GREEN OPERATION AND LOW CARBON Advocating Green Operation
	A1.4	所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	綠色營運踐行低碳 倡導綠色營運 GREEN OPERATION AND LOW CARBON Advocating Green Operation
	A1.5	描述所訂立的排放量目標及為達到這些目標所採取的步驟。 Description of emissions target(s) set and steps taken to achieve them.	綠色營運踐行低碳 強化綠色管理 GREEN OPERATION AND LOW CARBON Strengthen Green Management
	A1.6	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	綠色營運踐行低碳 強化綠色管理 GREEN OPERATION AND LOW CARBON Strengthen Green Management

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<b>環境</b> Environmental			
A2： 資源使用 Use of Resources	一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策。 Policies on the efficient use of resources, including energy, water, and other raw materials.	綠色營運踐行低碳 強化綠色管理 GREEN OPERATION AND LOW CARBON Strengthen Green Management
	A2.1	按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh) and intensity (e.g. per unit of production volume, per facility).	綠色營運踐行低碳 倡導綠色營運 GREEN OPERATION AND LOW CARBON Advocating Green Operation
	A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	綠色營運踐行低碳 倡導綠色營運 GREEN OPERATION AND LOW CARBON Advocating Green Operation
	A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of energy use efficiency target(s) set and steps taken to achieve them.	綠色營運踐行低碳 強化綠色管理 GREEN OPERATION AND LOW CARBON Strengthen Green Management
	A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	綠色營運踐行低碳 強化綠色管理 GREEN OPERATION AND LOW CARBON Strengthen Green Management
	A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	不適用 N/A

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<b>環境 Environmental</b>			
A3： 環境及 天然資源 The Environment and Natural Resources	一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	綠色營運踐行低碳 強化綠色管理 GREEN OPERATION AND LOW CARBON Strengthen Green Management
	A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	綠色營運踐行低碳 強化綠色管理 GREEN OPERATION AND LOW CARBON Strengthen Green Management
A4： 氣候變化 Climate change	一般披露 General Disclosure	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies on identifying and addressing major climate-related issues that have already had or may have an impact on the issuer.	綠色營運踐行低碳 強化綠色管理 GREEN OPERATION AND LOW CARBON Strengthen Green Management
	A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	綠色營運踐行低碳 強化綠色管理 GREEN OPERATION AND LOW CARBON Strengthen Green Management

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社會 Society			
B1： 僱傭 Employment	一般披露 General Disclosure	有關薪酬及解僱，招聘及晉升，工作時數，假期，平等機會，多元化，反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。  Information on: (a) The policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	人才為先發展為本 踐行合規僱傭 TALENT FIRST AND DEVELOPMENT ORIENTED Practicing Compliance With Employment Regulations
	B1.1	按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。  Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region.	人才為先發展為本 踐行合規僱傭 TALENT FIRST AND DEVELOPMENT ORIENTED Practicing Compliance With Employment Regulations
	B1.2	按性別、年齡組別及地區劃分的僱員流失比率。  Employee turnover rate by gender, age group and geographical region.	人才為先發展為本 踐行合規僱傭 TALENT FIRST AND DEVELOPMENT ORIENTED Practicing Compliance With Employment Regulations

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社會 Society			
B2： 健康與安全 Health and Safety	一般披露 General Disclosure Information	有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	人才為先發展為本 保障健康安全 TALENT FIRST AND DEVELOPMENT ORIENTED Safeguarding Health and Safety
	B2.1	過去三年（包括匯報年度）每年因工亡故的人數及比率。 Number and rate of work-related fatalities in each of past three years (including the reporting year).	人才為先發展為本 保障健康安全 TALENT FIRST AND DEVELOPMENT ORIENTED Safeguarding Health and Safety
	B2.2	因工傷損失工作日數。 Lost days due to work injury.	人才為先發展為本 保障健康安全 TALENT FIRST AND DEVELOPMENT ORIENTED Safeguarding 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。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	人才為先發展為本 保障健康安全 TALENT FIRST AND DEVELOPMENT ORIENTED Safeguarding Health and Safety



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社會 Society			
B3： 發展及培訓 Development and Training	一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	人才為先發展為本 推動人才發展 TALENT FIRST AND DEVELOPMENT ORIENTED Promoting Talent Development
	B3.1	按性別及僱員類別(如高級管理層、中級管理層)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	人才為先發展為本 推動人才發展 TALENT FIRST AND DEVELOPMENT ORIENTED Promoting Talent 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。 The average training hours completed per employee by gender and employee category.	人才為先發展為本 推動人才發展 TALENT FIRST AND DEVELOPMENT ORIENTED Promoting Talent Development
B4： 勞工準則 Labour Standards	一般披露 General Disclosure	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。  Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	人才為先發展為本 踐行合規僱傭 TALENT FIRST AND DEVELOPMENT ORIENTED Practicing Compliance With Employment Regulations
	B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	人才為先發展為本 踐行合規僱傭 TALENT FIRST AND DEVELOPMENT ORIENTED Practicing Compliance With Employment Regulations
	B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	人才為先發展為本 踐行合規僱傭 TALENT FIRST AND DEVELOPMENT ORIENTED Practicing Compliance With Employment Regulations

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社會 Society			
B5： 供應鏈管理 Supply Chain Management	一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	構建生態合作共贏 強化供應鏈路 BUILDING ECOLOGICAL COOPERATION FOR A WIN-WIN SITUATION Strengthened Supply Chain Network
	B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	構建生態合作共贏 強化供應鏈路 BUILDING ECOLOGICAL COOPERATION FOR A WIN-WIN SITUATION Strengthened Supply Chain Network
	B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	構建生態合作共贏 BUILDING ECOLOGICAL COOPERATION FOR A WIN-WIN SITUATION
	B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices relating to identifying environmental and social risks in every part of the supply chain, and how they are implemented and monitored.	構建生態合作共贏 強化供應鏈路 BUILDING ECOLOGICAL COOPERATION FOR A WIN-WIN SITUATION Strengthened Supply Chain Network
	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的方法。 Description of practices relating to promoting usage of environmental friendly products and services when selecting suppliers, and how they are implemented and monitored.	構建生態合作共贏 強化供應鏈路 BUILDING ECOLOGICAL COOPERATION FOR A WIN-WIN SITUATION Strengthened Supply Chain Network

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社會 Society			
B6： 產品責任 Product Responsibility	一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。  Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	匠心質造極致創新 保障優質服務 CREATE QUALITY PRODUCTS OF EXTREAM INNOVATIVENESS WITH CRAFTSMANSHIP Guarantee of Quality Services
	B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	不適用 N/A
	B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	匠心質造極致創新 保障優質服務 CREATE QUALITY PRODUCTS OF EXTREAM INNOVATIVENESS WITH CRAFTSMANSHIP Guarantee of Quality Services
	B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	匠心質造極致創新 專注創新研發 CREATE QUALITY PRODUCTS OF EXTREAM INNOVATIVENESS WITH CRAFTSMANSHIP Focusing on Innovation, Research and Development
	B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	匠心質造極致創新 打造品質產品 CREATE QUALITY PRODUCTS OF EXTREAM INNOVATIVENESS WITH CRAFTSMANSHIP Creating Quality Products
	B6.5	描述消費者資料保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	匠心質造極致創新 保障優質服務 CREATE QUALITY PRODUCTS OF EXTREAM INNOVATIVENESS WITH CRAFTSMANSHIP Guarantee of Quality Services

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社會 Society			
B7： 反貪污 Anti- corruption	一般披露 General Disclosure	有關防止賄賂，勒索，欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。  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.	誠信致祥幸福而生 夯實責任治理 BUILDING HARMONY ON INTEGRITY AND PURSUING HAPPY LIFE Responsibility Governance Improved
	B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases.	誠信致祥幸福而生 夯實責任治理 BUILDING HARMONY ON INTEGRITY AND PURSUING HAPPY LIFE Responsibility Governance Improved
	B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistleblowing procedures, and how they are implemented and monitored.	誠信致祥幸福而生 夯實責任治理 BUILDING HARMONY ON INTEGRITY AND PURSUING HAPPY LIFE Responsibility Governance Improved
	B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	誠信致祥幸福而生 夯實責任治理 BUILDING HARMONY ON INTEGRITY AND PURSUING HAPPY LIFE Responsibility Governance Improved

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社會 Society			
B8： 社區投資 Community Investment	一般披露 General Disclosure	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。 Policies on community engagement to understand the needs of the communities where the issuer operates and ensure its activities take into consideration communities' interests.	回饋社會傳遞影響 聚焦深耕公益 CONTRIBUTING TO THE SOCIETY AND DELIVERING THE INFLUENCE Further Focusing on Charity
	B8.1	專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。 Focus areas of contribution (eg. education, environment, labor, health, culture, sport).	回饋社會傳遞影響 聚焦深耕公益 CONTRIBUTING TO THE SOCIETY AND DELIVERING THE INFLUENCE Further Focusing on Charity
	B8.2	在專注範疇所動用資源（如金錢或時間）。 Resources contributed (e.g. money or time) to the focus area.	回饋社會傳遞影響 聚焦深耕公益 CONTRIBUTING TO THE SOCIETY AND DELIVERING THE INFLUENCE Further Focusing on Charity



**SHINSUN** 祥生