



浙能锦江环境

ZHENENG JINJIANG ENVIRONMENT

ZHENENG JINJIANG ENVIRONMENT HOLDING COMPANY LIMITED

2024 Annual Report TOWARDS AN INNOVATIVE & SUSTAINABLE FUTURE



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Zheneng Jinjiang Environment Holding Company Limited (“**Zheneng Jinjiang Environment**”, or the “**Company**”) is a forerunner and leading operator in China’s **waste-to-energy** (“**WTE**”) industry. In 1998, the Company established the first WTE facility in China employing differential-density circulating fluidised bed technology, making it the first domestic WTE operator to develop and industrialise this technology. The Company has a proven track record in investment, construction, operations, and management of WTE facilities.

On 3 August 2016, the Company was successfully listed on the Mainboard of the Singapore Exchange marking a significant milestone in its growth journey. On 21 August 2019, Zhejiang Provincial Energy Group Co., Ltd (“**Zheneng Group**”) became its largest controlling shareholder. Subsequently, on 25 November 2019, the Company rebranded from “China Jinjiang Environment Holding Company Limited” to “Zheneng Jinjiang Environment Holding Company Limited”. This strategic move positioned the Company as Zheneng Group’s primary platform for circular economy development and a key catalyst for Zheneng Group’s green transition.

Zheneng Jinjiang Environment stands as one of the leading WTE industry players in the People’s Republic of China (“**PRC**”), notable for its superior waste treatment capabilities and broad geographical presence. The Company strives to be a promoter and leader in the localisation of WTE technology, and as an enhancer and integrator in the utilisation of fluidised bed technology and moving grate technology. The Company also aspires to be an outstanding manager in operating WTE facilities. At present, the Company is transitioning from a singular focus on WTE plant to a diversified portfolio that includes the treatment of sludge, kitchen waste, animal carcasses and many other fields to provide clean energy like green electricity, steams and hot water. Leveraging the cross-business synergies and digitally empowered development, the Company aims to build an urban ecological complex, positioning itself as the “heart of the city” and “the heart of industry”. Dedicated to sustainable and high-quality growth, the Company is determined to fulfil the increasing desires for environmental improvements, contributing to the enhancement of people’s lives.

浙能锦江环境控股有限公司（以下简称“**浙能锦江环境**”或“**公司**”）是中国垃圾焚烧发电行业的先行者和引领者。1998年，公司在中国建立了第一家异重循环流化床垃圾焚烧发电厂，是中国首家开发异重循环流化床技术并使之工业化的垃圾焚烧发电运营企业。公司具有成熟的投资、建设、运营和管理经验。

2016年8月3日，公司在新加坡证券交易所主板成功挂牌上市，是发展过程中的重要里程碑。2019年8月21日，浙江省能源集团有限公司（“**浙能集团**”）入股，成为公司最大控股股东；同年11月25日，公司由“中国锦江环境控股有限公司”更名为“浙能锦江环境控股有限公司”，成为浙能集团循环经济发展的主要平台和转型发展的重要抓手。

浙能锦江环境垃圾处置能力及地域覆盖范围均居行业前列，公司力争在国产化垃圾焚烧发电技术方面做推广者和引领者，在流化床技术和炉排炉技术应用方面做整合提升者，在垃圾发电企业运行方面做优秀管理者。当前公司正由单一垃圾焚烧厂，逐步延伸产业链，涉足污泥、餐厨/厨余垃圾处理、病死动物无害化处理等多个领域，对外提供绿色电力、蒸汽、热水等清洁能源，发挥协同循环优势，依托存量、外延拓展，数字赋能、融合发展，努力融入城市和谐发展，着力打造城市生态综合体，成为“城市之心”“工业之心”，坚定不移走绿色高质量发展之路，满足人民日益增长的对美好生活的环境需求。

CORPORATE INFORMATION

公司信息

BOARD OF DIRECTORS

Wei Dongliang
(Executive Chairman)

Wang Ruihong
(Executive Deputy Chairman and Deputy General Manager)

Jin Ruizhi
(Executive Director and Chief Financial Officer)

Ang Swee Tian
(Lead Independent Director)

Ni Mingjiang
(Independent Director)

Kan Yaw Kiong (Ernest)
(Independent Director)

Liang Weiwen
(Non-Executive and Non-Independent Director)

AUDIT AND RISK MANAGEMENT COMMITTEE

Kan Yaw Kiong (Ernest) (Chairman)
Ang Swee Tian (Member)
Liang Weiwen (Member)

NOMINATING COMMITTEE

Ang Swee Tian (Chairman)
Wei Dongliang (Member)
Ni Mingjiang (Member)

REMUNERATION COMMITTEE

Ang Swee Tian (Chairman)
Ni Mingjiang (Member)
Kan Yaw Kiong (Ernest) (Member)
Liang Weiwen (Member)

JOINT COMPANY SECRETARIES

Hoon Chi Tern (LLB (Hons))
Toh Li Ping, Angela (ACS, ACG)

REGISTERED OFFICE

Grand Pavilion
Hibiscus Way, 802 West Bay Road
P.O. Box 31119, KY1-1205
Cayman Islands

PRINCIPAL PLACE OF BUSINESS

1 Yinxiu Road
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LEGAL ADVISER TO THE COMPANY AS TO SINGAPORE LAW

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9 Straits View
#06-07 Marina One West Tower
Singapore 018937

LEGAL ADVISER TO THE COMPANY AS TO PRC LAW

Zhejiang Sunshine Law Firm
15F, Block C, World Trade Center
No.122 Shuguang Road, Hangzhou city,
Zhejiang Province 310007
People's Republic of China

Jingtian & Gongcheng
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77 Jianguo Road, Chaoyang District
Beijing 100025
People's Republic Of China

LEGAL ADVISER TO THE COMPANY AS TO CAYMAN ISLANDS LAW AND BRITISH VIRGIN ISLANDS LAW

Walkers (Singapore) Limited Liability Partnership
3 Church Street
#16-02 Samsung Hub
Singapore 049483

INDEPENDENT AUDITORS

PricewaterhouseCoopers LLP
7 Straits View
#12-00 Marina One East Tower
Singapore 018936

Partner-In-Charge:
Mr Tham Tuck Seng
(Appointed since the financial year ended
31 December 2020)

SHARE REGISTRAR AND SHARE TRANSFER AGENT

Boardroom Corporate & Advisory Services Pte Ltd
1 Harbourfront Avenue
#14-07 Keppel Bay Tower
Singapore 098632

董事

韦东良 (执行董事长)
王瑞红 (执行副董事长和副总经理)
金睿智 (执行董事和首席财务官)
汪瑞典 (首席独立董事)
倪明江 (独立董事)
简耀强 (独立董事)
梁伟文 (非执行和非独立董事)

审计及风险管理委员会

简耀强 (主席)
汪瑞典 (会员)
梁伟文 (会员)

提名委员会

汪瑞典 (主席)
韦东良 (会员)
倪明江 (会员)

薪酬委员会

汪瑞典 (主席)
倪明江 (会员)
简耀强 (会员)
梁伟文 (会员)

联席公司秘书

洪啟騰 (法学学士 (荣誉))
卓丽萍 (新加坡特许秘书协会准会员, 新加坡特许治理协会分部准会员)

注册办公室

Grand Pavilion
Hibiscus Way, 802 West Bay Road
P.O. Box 31119, KY1-1205
Cayman Islands

主要业务地点

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新加坡邮区 608526

公司的新加坡法律事务法律顾问

新加坡立杰有限责任合伙律师事务所
海峡景9号
#06-07 滨海盛景西座
新加坡邮区 018937

公司的中国法律事务法律顾问

浙江阳光时代律师事务所
中国浙江省杭州曙光路122号
世贸中心C座15楼
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北京市竞天公诚律师事务所
中国北京朝阳区建国路77号
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邮编: 100025

公司的开曼群岛法律事务和英属维尔京群岛法律事务法律顾问

汇嘉开曼群岛律师事务所
新加坡三教堂街
#16-02 三星中心
新加坡邮区 049483

独立审计师

普华永道会计师事务所有限合伙
海峡景7号
#12 滨海盛景东座
新加坡邮区 018936

合伙人: 谭德成
(任命自截止2020年12月31日的财政年度起)

股票过户登记处和股票过户代理人

宝德隆企业 & 咨询服务私人有限公司
1 海滨大道
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新加坡邮区 098632

CHAIRMAN'S MESSAGE

主席致辞



Dear shareholders:

On behalf of Zheneng Jinjiang Environment Holding Company Limited (“**Zheneng Jinjiang Environment**” or the “**Company**”, together with its subsidiaries, the “**Group**”), I would like to express my sincere gratitude to all shareholders who have consistently supported the Group’s development. Your trust and support have been a driving force behind our pursuit of green and sustainable growth, and will always be a solid backing for us to forge ahead.

Industry Analysis

2024 marks the 75th anniversary of the founding of the People’s Republic of China and is a crucial year for achieving the goals of the 14th Five-Year Plan. Amid rising external pressures and growing internal challenges, the Chinese government has remained steady and resolute, navigating against all of the uncertainty. The national economy has stayed broadly stable, with continued progress in transformation and upgrading.

Guided by its “carbon peaking and carbon neutrality” goal, China is accelerating a comprehensive green transformation across its economy and society through coordinated pollution and carbon reduction efforts. Green development is gaining momentum, with China leading the world in wind and solar power capacity, steadily increasing investment in low-carbon technologies, and accelerating the development of a diversified clean energy system. Government policies remain supportive of the waste-to-energy (“**WTE**”) sector and the broader environmental protection industry.

尊敬的各位股东：

首先，本人谨代表浙能锦江环境控股有限公司（“**浙能锦江环境**”或“**公司**”，及其附属公司，统称为“**集团**”），向长期以来关心和支持集团发展的各界同仁致以诚挚谢意。各位的信任与支持为集团的绿色可持续发展注入了强大动力，这份携手同行的情谊将始终是我们砥砺前行的坚实后盾。

行业分析

2024年是新中国成立75周年，是实现“十四五”规划目标任务的关键一年，面对外部压力加大、内部困难增多的复杂严峻形势，中国政府乘风破浪、稳健前行，国民经济运行总体平稳，转型升级稳步推进。

在“双碳”目标引领下，中国以减污降碳协同治理为核心抓手，加速推进经济社会全方位绿色变革，不断刷新经济增长的“生态成色”。绿色动能强势崛起，风电光伏等清洁能源装机规模领跑全球，低碳技术研发投入连年递增，多层次清洁能源供应体系加速成型，中国政府鼓励垃圾焚烧发电产业乃至整个环保行业发展的政策基本面依然保持稳定。

In 2024, as China advances its “carbon peaking and carbon neutrality” strategy, the country is deepening the integration of a circular economy with green and low-carbon development. Policy guidance and financial investment serve as dual drivers to strengthen ecological progress. The Central Economic Work Conference has called for the ultra-long-term special treasury bonds towards green transformation. In line with this, the Ministry of Finance has allocated a RMB300 billion special fund, aimed at fostering the “Two New” initiatives (“Cultivation of New-Quality Productivity” and “Filling Gaps in New-Type Infrastructure”), along with the construction of “carbon peaking and carbon neutrality” projects. This strategy seeks to leverage green financial mechanisms to drive iterative upgrades in the environmental protection industry.

China’s “Two Key Areas” policies (referring to “Major Ecological and Environmental Protection Projects” and “Key Resource Recycling Projects”) and “Two New Initiatives” policies (referring to “Cultivation of New-Quality Productivity” and “Filling Gaps in New-Type Infrastructure”) have created structural growth opportunities for the WTE industry. In 2024, the central government is expected to increase its investment in environmental protection by billions of RMB. WTE, as the core scenario for solid waste disposal, projected to receive nearly 30% of the funding. This is expected to push the sector’s annual processing capacity beyond 150 million tonnes and raise the leading players’ market share to over 45%. Favourable policies, including Value-Added Tax (“VAT”) rebates and subsidies for resource-based products, are encouraging a shift toward a “dual-output” model focused on both energy and materials. Meanwhile, financing channels are broadening through tools like interest rate cuts, REITs and special-purpose bonds, helping reduce capital costs for industry players.

In response to the Ministry of Housing and Urban-Rural Development’s release of the Technical Requirements for Municipal Solid Waste Treatment Industrial Parks, the Group has reacted swiftly to align with policy direction. The Group is actively participating in the development of eco-industrial parks and advancing a coordinated disposal system for household waste, construction waste, and industrial solid waste, with waste incineration as the central hub. At the same time, the Group is driving the synergy between recycling networks and clean energy technologies, accelerating the transition toward a low-carbon manufacturing value chain in China.

The Decision of the CPC Central Committee on Further Deepening Reform and Advancing Chinese Modernisation explicitly calls for the development of “regionally adaptive green and new productive forces”. Driven by policy and technological innovation, the Group is advancing its development toward full-chain digitalisation and resource efficiency. This approach has enabled the transformation of new productive forces from theoretical innovation to industrial application, and from top-level planning to project-level implementation, forming a complete and actionable development cycle.

在“双碳”战略纵深推进的2024年，中国将循环经济绿色低碳发展深度融合，以政策导向与资金投入“双轮驱动”夯实生态根基。中央经济工作会议明确要求超长期特别国债向绿色转型精准发力，财政部设立3000亿元专项额度重点支持“两新”（“新质生产力培育”“新型基础设施补短板”）产业培育与“双碳”项目建设，通过绿色金融杠杆撬动环保产业迭代升级。

中国“两重”（“重大生态环保工程”“重点资源循环利用项目”）“两新”政策为垃圾焚烧行业开辟了结构性增长空间。2024年中央财政新增千亿级环保投资中，垃圾焚烧作为固废处置核心场景，占据近30%份额，推动行业年处理规模突破1.5亿吨，头部企业市占率提升至45%以上。通过增值税即征即退、资源化产品补贴等政策工具，催化垃圾焚烧厂向“能源+材料”双输出模式转型，并通过降息、REITs、专项债等工具拓宽融资渠道，降低企业资金成本。

住房和城乡建设部发布《生活垃圾处理产业园区技术要求（修订征求意见稿）》，公司迅速响应政策导向，深度融入生态工业园区布局，深化构建生活垃圾、建筑垃圾、工业固废协同处置体系，以垃圾焚烧为核心枢纽，推动再生资源回收网络与清洁能源技术深度融合，加速中国制造向全链条低碳化转型。

《中共中央关于进一步全面深化改革、推进中国式现代化的决定》明确提出“区域适配型绿色新质生产力”战略，公司通过政策引导与技术创新双轮驱动，推进发展模式向全链条数字化、资源化方向演进，使得新质生产力完成从理论创新到产业实践、从顶层规划到项目落地的完整闭环。

CHAIRMAN'S MESSAGE

主席致辞



At the end of 2024, China's National Development and Reform Commission introduced a new Public-Private Partnership (PPP) framework. Leveraging its dual advantages as both a state-owned and privately operated enterprise, the Group actively aligned with policies encouraging private sector involvement in asset revitalisation. By closely matching policy direction with technological innovation, the Group has established a comprehensive strategic system encompassing research & development (R&D), asset operations, and international expansion, laying a solid foundation for high-quality development under the 15th Five-Year Plan.

Business Review

In 2024, the solid waste industry continued to navigate a challenging environment shaped by payment delays, reduced government subsidies, and asset restructuring in the post-build-operate-transfer (“BOT”) era. These headwinds intensified throughout the year, adding pressure across the sector. Against this backdrop, the Group remained focused and disciplined. Guided by its three-year strategic roadmap, the Group is working towards improving operational efficiency, service capabilities, and overall market positioning. Through steady, measured progress, we delivered consistent year-on-year improvements and laid the groundwork for long-term, high-quality growth.

In 2024, the Group advanced its development through innovation, translating technological progress into real-world applications and accelerating its digital transformation under a four-step smart integration strategy. Seizing the momentum of new productive forces trends, the Group actively embraced digital reform. The integration of AI technology significantly improved operational stability, reduced labour intensity, and steadily enhanced waste-to-output efficiency. At the same time, the Group moved swiftly to adapt to new technologies.

2024年，中国国家发展和改革委员会Public-Private Partnership (PPP) 新机制出台，公司充分发挥国有与民营双重属性优势，依托政策对民营企业参与存量资产盘活的支持，精准对接政策导向与技术变革，构建起覆盖技术研发、资产运营、海外拓展的立体化战略体系，为“十五五”高质量发展奠定坚实基础。

业务回顾

2024年，百年未有之大变局加速演进，固废行业在支付拖欠、国补退坡及后BOT时代资产重置等因素作用下，固废产业的不利因素仍在不断上升，但集团上下承压前行、稳扎稳打，以“三年蓝图目标”为基础，谋篇布局，蓄势启航，稳健前行，以高质量发展引领未来，不断提高运营服务能力和专业竞争力，寻找自身新定位，各项指标逐年持续提升。

2024年，集团以创新驱动发展，不断推动成果转化，以数字化改革为牵引，抢抓新质生产力发展机遇，沿数智融合四步走战略，积极推动数字化转型。得益于AI技术的融入，集团各企业运行安全性、环保性等方面均更稳定，工人劳动强度得以降低，吨垃圾产出逐步提升增加。与此同时，集团全面且快速地适应新技术，围绕存量垃圾发



Around our existing WTE projects, we launched feasibility studies and technology assessments for initiatives such as the disposal of waste tyres, air separation gas production, slag resource disposal (self-built), fly ash resource utilisation, fly ash reduction. These efforts support the Group's broader ambitions to move into adjacent sectors, strengthen its value chain, and build a more integrated, forward-looking industrial ecosystem.

In 2024, the Group focused on strengthening execution and accountability through the implementation of a robust safety and environmental responsibility framework. With the overarching goal of "zero accidents, zero casualties, zero tolerance, and zero penalties", we refined target management and strengthened risk prevention and control. At the same time, we promoted a strong health, safety, and environmental ("HSE") culture and introduced multiple initiatives to solidify our HSE foundation and enhance the overall risk management framework.

As of 31 December 2024, the Group has invested in and operated 27 WTE facilities, 3 kitchen waste treatment projects, and 8 waste resource recycling facilities in 13 provinces, autonomous regions, and centrally-administered municipalities in China with a total waste treatment capacity of 44,405 tonnes per day and a total installed capacity of 921MW. In addition, Zheneng Jinjiang Environment has 7 projects under construction and 13 in the preparatory stage both domestically and internationally. Taking into consideration all its projects in operation, under construction and in the planning phase, the Group's total waste treatment capacity will reach 59,305 tonnes per day.

电项目，推进废旧轮胎处置、空分制气、炉渣资源化处置(自建)、飞灰资源化、飞灰减量等项目前期调研论证和技术选型等工作，为集团延伸产业链、构建产业生态链、发展新质生产力奠定基础。

2024年，公司抓执行、重考核，压实全员安全环保责任制，进一步优化安全环保目标管理，以“零事故、零伤亡、零容忍、零处罚”为总体目标，层层分解，紧抓隐患风险防控，提升治理成效，弘扬健康安全环保文化，多措并举，夯实安全环保基础，筑牢企业防控体系。

截至2024年12月31日，集团在中国境内13个省、自治区和直辖市投资并运营27家垃圾焚烧发电厂，3个餐厨垃圾处理项目和8个垃圾资源化设施，垃圾处理能力达44,405吨/日，装机容量达921MW；另外，浙能锦江环境在境内外有7个在建的项目和13个筹建项目；待所有在建、筹建项目全部建成后垃圾处理能力将达到59,305吨/日。

CHAIRMAN'S MESSAGE

主席致辞

Social responsibility

Zheneng Jinjiang Environment is committed to the mission of "Making Cities More Beautiful and Environments More Natural", striving to become an outstanding guardian of urban environments. The Group builds integrated urban eco-complexes that combine environmental management, energy supply, and ecological restoration. By leveraging smart operations, it aims to transform the traditional "Not In My Backyard" mindset into shared benefits for surrounding communities. Positioning itself as a key engine for both urban and industrial functions, the Group seeks to deeply integrate into city development, continuously delivering clean energy and circular economy solutions.

In 2024, the Group processed a total of 12.83 million tonnes of household waste and generated nearly 3.377 billion kilowatt hours of green electricity, which can power approximately 2.49 million households. These waste recycling efforts translated to a reduction of around 1.83 million tonnes of standard coal, a decrease in carbon dioxide emissions by 4.55 million tonnes, and a conservation of approximately 42,400 mu of land.

社会责任

浙能锦江环境坚守“让城市更美丽，让环境更自然”的企业使命，致力于成为卓越的城市环境守护者。通过构建集环保治理、能源供给、生态修复于一体的城市生态综合体，以智慧化运营实现“邻避效应”向“邻利效益”转化，力争发展为承载城市功能的“城市之心”“工业之心”，深度融入城市发展进程，持续输送清洁能源与循环经济解决方案。

2024年，集团累计处理了1,283万吨生活垃圾，产生近33.77亿千瓦时的绿色电力，可满足约249万户居民的生活用电需求。经折算集团在2024年共节约标准煤约183万吨，减少二氧化碳排放455万吨，至少为地球节约了近4.24万亩土地。



In 2024, the Group strengthened its collaboration with government partners to uphold market order. Drawing on its industry expertise, we developed a standardised system for the disposal of counterfeit goods, enhancing supply chain traceability and creating a strong deterrent effect. At the same time, a cloud-based monitoring platform was also launched to publicly disclose disposal data in real time, enhancing transparency and enabling social oversight. As an urban environmental infrastructure operator, the Group also extended its efforts into environmental law education, fostering a responsible ecosystem that integrates environmental governance, market integrity, and public welfare.

At the same time, as an ecological public service enterprise, the Group has established a virtuous cycle of public welfare, responsibility, and growth by developing a structured platform for sustained community engagement. This initiative not only activated employee value recognition, but also empowered urban civilisation construction. On 2 December, the Zibo Green Energy WTE Facility in Shandong Province launched the "Life Continuation Initiative", a voluntary blood donation drive that brought employees together to support the local healthcare system and strengthen the spirit of compassion within the workplace.

2024年，集团依托政企协同治理联盟，助力构建市场秩序守护新范式，充分发挥行业优势建立伪劣商品无害化处置标准体系，不仅形成制假产业链溯源打击的震慑效应，更通过云端监控平台向公众实时披露处置数据，构建透明化社会监督机制。作为城市环境基础设施运营商，集团将打假行动延伸至环保普法宣传等衍生服务，塑造“环境治理-市场规范-民生保障”三位一体的责任生态。

同时，作为生态型公共服务企业，集团通过建立“公益-责任-成长”的良性循环，构建系统化公益实践平台，持续激活员工价值认同，赋能城市文明建设。12月2日，山东省淄川垃圾发电厂启动“生命续航计划”，以赤诚热血构筑爱心共同体，组织员工无偿献血，活动既是对城市医疗系统的实质支撑，更是培育员工公民意识的沉浸式教育场景。



CHAIRMAN'S MESSAGE

主席致辞

In 2024, Zheneng Jinjiang Environment leveraged a mix of online and offline channels – including its WeChat public account, video platform, and official website – to establish a dual-track model combining digital science education with on-site experiences. Over the year, the Group organised nearly 100 immersive environmental education activities, engaging more than 6,000 participants in low-carbon and sustainability awareness. These efforts continue to enhance public understanding of environmental protection and sustainable living. To date, 13 of the Group's WTE facilities have been designated as National Environmental Education Sites in China. Notably, the Songyuan Xinxiang WTE Facility in Jilin Province was named as "Top Environmental Education Base of 2024" under the Polaris Cup Awards.

Future prospects

Empowered by intelligence, advancing ecological co-benefits – entering the 15th Five-Year Plan period with strength and confidence

We are entering the intelligent era, where innovation and foresight have become key to sustainable growth. Moving forward, we will leverage smart technologies to upgrade our capabilities and build an ecosystem of shared value, laying a solid foundation for the 15th Five-Year Plan.

In 2025, Zheneng Jinjiang Environment will remain focused on long-term, high-quality growth. We are committed to moving beyond outdated strategies and stepping out of our comfort zone to meet new challenges. We prioritise long-term value creation over short-term expediency. With the drive of pioneers and the resilience of long-term builders, we will continue to harness intelligent technologies and promote ecological collaboration – turning strategy into action and delivering lasting value.

Sincere thanks and best wishes

In 2024, the achievement of Zheneng Jinjiang Environment's strategic goals reflects the innovative efforts of our entire team and the enduring trust of our investors and partners. On behalf of the Board and Management, I would like to extend our sincere appreciation to our shareholders and eco-partners for their continued support and commitment to sustainability.

Looking ahead, we will continue to strengthen our foundation in new productive forces, and build an innovation-driven ecosystem spanning clean energy, circular economy, and ecological restoration. We look forward to working closely with all our partners to explore new opportunities in sustainable development under China's "carbon peaking and carbon neutrality" goals, and to create a future where people and nature coexist in harmony. We hope every step we take contributes to a greener, healthier planet.

2024年，浙能锦江环境通过微信公众号、视频号、官网等媒介，线上与线下联动，形成“云端科普+实境体验”双线联动机制，全年累计开展近百场沉浸式环保教育场景活动，赋能超6000人次参与低碳、环保认知升级，向社会输送可复制的绿色认知提升解决方案。当前，集团旗下共有13家垃圾发电企业被列为中国国家环保设施公众开放单位，其中，吉林省松原垃圾发电厂获评“北极星杯”2024年度“优秀环保科普教育基地”。

未来展望

智能赋能 生态共赢 以最佳姿态进入“十五五”新时期

当前，我们正站在智能时代的浪潮之巅，惯性思维已是沉锚，创新与远见才是破浪的帆！未来，唯有以智能赋能重塑发展基因，以生态共赢织就价值网络，方能锚定“十五五”的星辰大海！

“梦虽遥，追则能达；愿虽艰，持则可圆。”2025年，浙能锦江环境绝不用旧地图寻新大陆，绝不在舒适区筑思维藩篱，绝不让短视割裂共生生态！全体浙能锦江环境人，当以开拓者的锐气劈开迷雾，以深耕者的韧性播种未来，在时代的答卷上，刻下“智能赋能 生态共赢”的铿锵宣言！

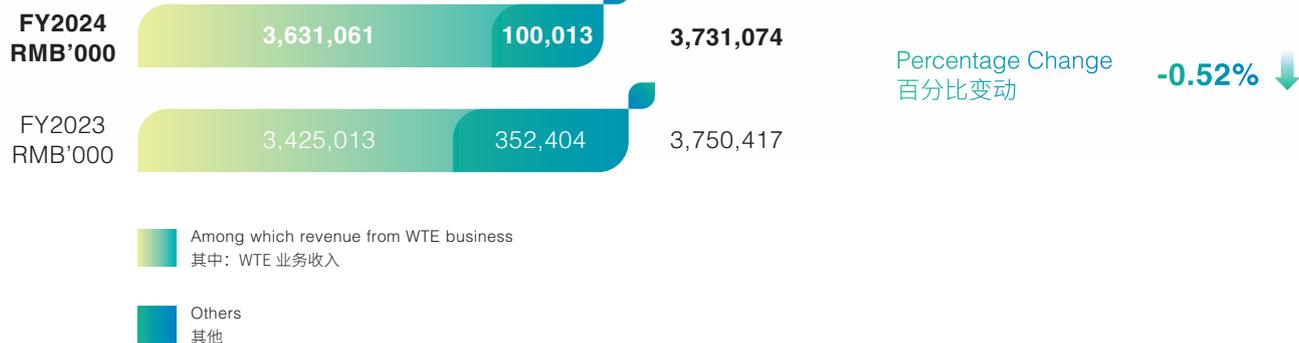
衷心感谢和良好祝愿

2024年，浙能锦江环境战略目标的实现，凝结着全体员工的创新实践，更承载着各位投资者与生态伙伴的信任托付。本人谨代表浙能锦江环境董事会与管理层，向持续赋能企业发展的股东、践行绿色承诺的合作伙伴们致以崇高敬意。

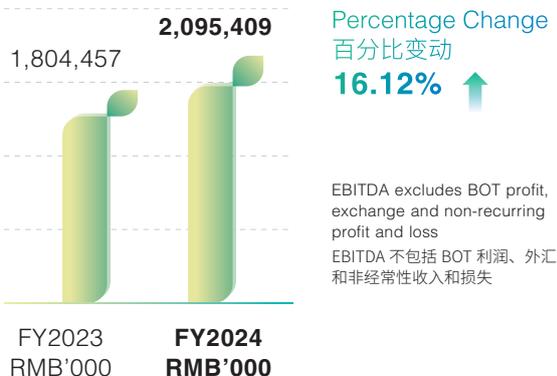
展望新程，我们将深化以新质生产力为基座，打造覆盖清洁能源、循环经济、生态修复的创新联合体。期待与各位持续携手，在“双碳”战略的星辰大海中开辟可持续发展新境界，共同绘制人与自然和谐共生的美丽图景。愿我们的每份付出，都能化作滋养地球的绿色能量！

Results 业绩

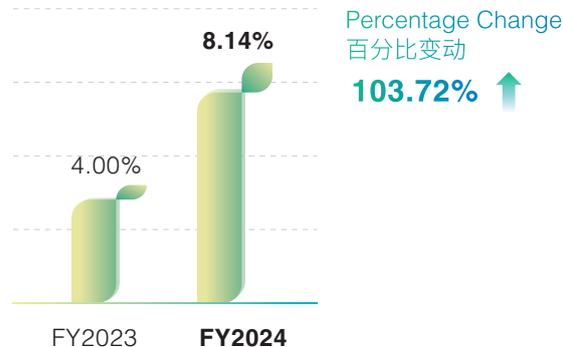
Revenue 收入



EBITDA 除利息、税项、折旧及摊销前盈利



Return on shareholders' equity 股东资金回报



Profit attributable to equity holders of the Company 本公司权益持有人应占盈利



Basic earnings per share 每股基本盈利

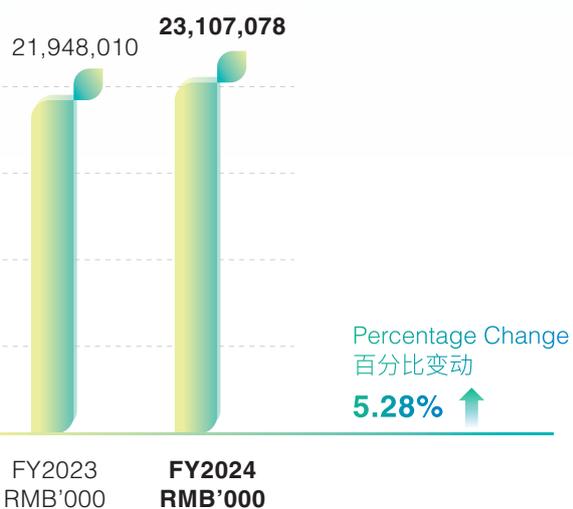


FINANCIAL HIGHLIGHTS

财务概况

Financial Position 财务状况

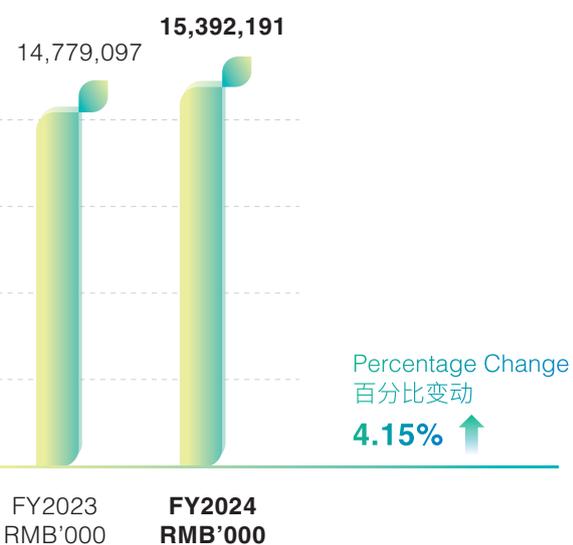
Total assets 总资产



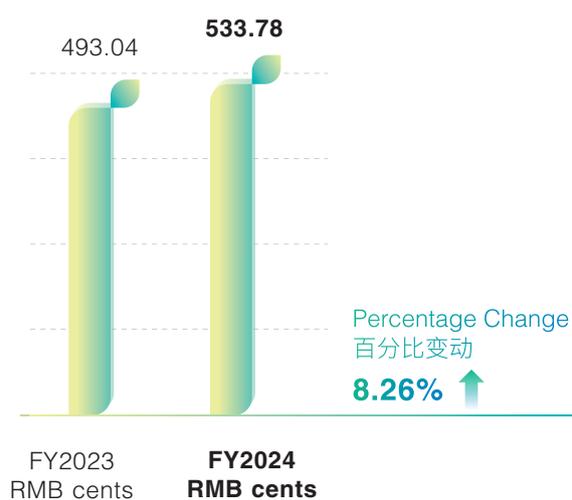
Equity attributable to equity holders of the Company 本公司权益持有人应占权益



Total liabilities 总负债



Net asset value per share 每股净资产值



2024

Q1 2024
2024 年第一季度



- Zheneng Jinjiang Environment won “Top Ten Influential Enterprises of Solid Waste” award.
- Zheneng Jinjiang Environment has won multiple awards in the 2023 “Polaris Cup” WTE Industry Awards.
- 浙能锦江环境蝉联 “固废十大影响力企业”
- 浙能锦江环境荣膺 “北极星杯” 2023 垃圾焚烧发电行业评选多个奖项



CORPORATE MILESTONES

企业大事记

Q2 2024
2024 年第二季度



- The Tianjin Sunrise WTE Facility boiler and turbine reconstruction project has been successfully put into operation. The project involves constructing two 600 tonnes/day mechanical grate furnaces, along with a 1×C15MW+1×C12MW condensing steam turbine generator set, and a 1×C15MW + 1×18MW steam turbine generator.
- Zheneng Jinjiang Environment's participated in the development of the group standard titled “Technical Requirements for the Online Detection System of Dioxins in Flue Gas from Municipal Solid Waste Incineration Using Laser Ionization Time-of-Flight Mass Spectrometry”, which has been awarded the Outstanding Group Standard Project Award.
- Zheneng Jinjiang Environment convened its FY2023 Annual General Meeting and released its FY2023 Annual Report.
- Kunming Jinjiang WTE Facility in Yunnan Province signs the first integrated “Old-for-New” waste furniture disposal cooperation agreement.
- The Gaobeidian Resource Recycling Project in Hebei Province has officially commenced construction. The project is designed to handle 1,200 tonnes of municipal solid waste per day, featuring two mechanical grate incinerators with a capacity of 600 tonnes per day each, along with waste heat boilers. It is equipped with a 35 MW steam turbine generator unit, and the site reserves space for future expansion with an additional incinerator and generator unit.
- 天津垃圾发电厂机炉改建项目顺利投产，项目建设规模为 2 台 600 吨 / 日机械炉排炉，配套建设 1×C15MW+1×C12MW 抽凝式汽轮发电机组，1×C15MW+1×18MW 汽轮发电机组
- 浙能锦江环境参编的团标《生活垃圾焚烧烟气二噁英激光电离飞行时间质谱在线检测系统技术要求》获得团体标准优秀项目奖
- 浙能锦江环境召开 2023 年度股东大会，发布 2023 财年年度报告
- 云南省五华垃圾发电厂签订云南省首个“以旧换新”废旧家具处置合作协议
- 河北省高碑店垃圾发电项目正式开工，项目日处理生活垃圾规模 1200 吨，建设 2 台 600 吨 / 日机械炉排焚烧锅炉及余热锅炉，配置 1 台 35MW 汽轮发电机组，并预留远期 1 炉 1 机扩建场地



Q3 2024
2024 年第三季度



- Zheneng Jinjiang Environment has been awarded the title of "Leading Enterprise in High-Quality Development of Solid Waste Industry".
- Zheneng Jinjiang Environment and Alibaba Cloud renew strategic cooperation agreement.
- Palembang WTE project in Indonesia officially commenced construction. The project design handles a scale of 1,000 tonnes per day, with plans to construct two 500 tonnes per day mechanical grate furnaces, along with a 20MW intermediate temperature and sub-high pressure steam turbine generator.
- 浙能锦江环境荣获“固废领域高质量发展领军企业”称号
- 浙能锦江环境和阿里云续签战略合作协议
- 印度尼西亚（“印尼”）巨港项目正式开工，项目设计处理规模 1000 吨 / 日，计划建设两台 500 吨 / 日机械炉排炉及余热锅炉 +20MW 中温次高压汽轮发电机组



CORPORATE MILESTONES

企业大事记

Q4 2024
2024 年第四季度



- Zheneng Jinjiang Environment has been selected as one of the “Top 50 Environmental Enterprises by Revenue” for 7 consecutive years.
- Zheneng Jinjiang Environment has consecutively retained its title as one of the “Top Ten Influential Enterprises of Solid Waste” for several years.
- Reconstruction project of Shijiazhuang Jiasheng WTE Facility in Hebei Province has been granted support from the first batch of 2024 ultra-long-term special treasury bond by the state. The project involves upgrading the existing two high-parameter circulating fluidized bed boilers, each with a capacity of 800 tonnes per day, into grate furnace boilers.
- 浙能锦江环境连续 7 年入选 “中国环境企业营收前 50” 榜单
- 浙能锦江环境连续多年蝉联 “固废十大影响力企业”
- 河北省石家庄垃圾发电厂改造项目获国家 2024 年第一批超长期特别国债资金支持，项目将原有 2 台 800 吨 / 日高参数流化床锅炉改造成炉排炉锅炉



OPERATIONS AND FINANCIAL REVIEW

经营和财务回顾

Forge ahead with determination, strengthen capabilities through development

In 2024, amid unprecedented global changes unseen in a century, Zheneng Jinjiang Environment has remained strategically focused, forging ahead with determination amidst fierce competition. From pursuing operational excellence and workplace safety, to meticulous strategic planning and steady market expansion, we have established development plans tailored to local conditions and implemented comprehensive policies to chart our course. Centered on our core missions, we are accelerating the development of new productive forces with distinct Zheneng Jinjiang Environment characteristics, driving high-quality development.

In 2024, guided by an in-depth industry trend analysis and strategic planning, the Group took a refined approach – think beyond WTE while still developing it – strategically laying out plans to foster new business models and projects, gathering momentum for high-quality growth. The Group conducted a comprehensive review of the steam supply capacity across all operating enterprises and projects, promoting collaborative steam supply to improve capacity utilization. Notable progress was made in expanding the steam markets in key regions such as Zhuji in Zhejiang, Wuchang in Hebei, Tangshan in Hebei, Xishan in Yunan, Shijiazhuang in Hebei, Wuhu in Anhui, and Songyuan in Jilin. Collectively, the Group delivered the total steam supply of 5.251 million tonnes for the year, a year-on-year increase of 11.5%; The Group also successfully completed the re-tendering and price adjustment for slag sales, generating an additional RMB9.6 million in revenue this year, significantly improving the Group's

锐意进取 淬炼发展硬实力

2024年，面对百年未有之大变局，浙能锦江环境保持战略定力，百舸争流、奋楫笃行，从运营的精益求精，到安全的未雨绸缪，从战略的精心谋划，到市场的稳扎稳打，因地制宜求发展，综合施策绘蓝图，紧扣中心任务，加快形成具有浙能锦江环境特色新质生产力，扎实推进高质量发展。

2024年，基于对行业发展趋势分析及对发展战略谋划，集团精细研究，跳出垃圾发电，发展垃圾发电，谋篇布局，培育新业态、新项目，汇聚高质量发展合力。集团全面系统梳理各个运行企业和项目供热能力，以协同供热，提升公司产能利用率，大力拓展浙江诸暨、湖北武昌、河北唐山、云南西山、河北石家庄、安徽芜湖、吉林松原等区域的供热市场，全年共实现供暖和供汽总量525.1万吨，同比增长11.5%；顺利完成炉渣销售的重新招标及调价工作，本年度合计新增炉渣销售收入达人民币960万元；顺利完成江苏连云港、云南景洪、河北唐山、河北乐亭、浙江温岭电厂炉渣销售的重新招标及调价工作，有效提升了公司的经济效益。同时，集团积极开展炉渣

OPERATIONS AND FINANCIAL REVIEW

经营和财务回顾



economic performance. The retendering and price adjustment tasks for slag sales have been successfully completed for power plants in Lianyungang, Jiangsu; Jinghong, Yunnan; Tangshan, Hebei; Leting, Hebei; and Wenling, Zhejiang, significantly enhancing the Company's economic benefits. At the same time, the Group actively carries out the preparation work for slag resource recycling projects. Comprehensive planning was conducted for projects in areas including Wuchang, Hubei; Lianyungang, Jiangsu; Kunming, Yunnan; Tianjin, and progressing the projects as planned.

In 2024, the Group actively responded to the national "carbon peaking and carbon neutrality" strategic goals, further integrating its core waste-to-energy operations with green and low-carbon development. Through technological innovation, efficient resource utilization, and optimized carbon asset management, the Group comprehensively advanced its climate change response efforts, contributing to the establishment of a green, low-carbon, and circular economy system. The Group empowered energy transition through green electricity certification and trading. The Xiaoshan Jinjiang WTE Facility in Hangzhou, Zhejiang Province, successfully applied for 153,123 green electricity certificates in 2024 and sold 39,793 certificates through market mechanisms, effectively supporting regional green electricity consumption needs and helping corporate users achieve green energy goals. Additionally, the Group actively participated in the carbon market to unlock the value of carbon assets. The Zhuji Bafang Facility in Zhejiang Province, consistently achieved surplus carbon allowances through refined operational management, completing market-based transactions of 200,000 tonnes of carbon allowances in 2024, further optimizing carbon asset allocation efficiency. Meanwhile, the Group closely monitored the progress of the national Certified Voluntary Emission Reduction (CCER) mechanism's revival, proactively preparing projects and following updates on relevant methodologies.

资源化项目筹建工作，对湖北武昌、江苏连云港、云南昆明、天津等炉渣资源化项目进行全面梳理，并按计划推进项目。

2024年，集团积极响应国家“双碳”战略目标，持续深化垃圾焚烧发电主业与绿色低碳发展的深度融合，通过技术创新、资源高效利用及碳资产优化管理，全方位推动气候变化应对行动，助力构建绿色低碳循环经济体系。集团通过绿色电力认证与交易，赋能能源转型，浙江省杭州市萧山垃圾发电厂2024年累计申领绿色电力证书153,123张，并通过市场化机制销售绿证39,793张，有力支持区域绿色电力消费需求，助力企业用户实现绿色用能目标。同时集团积极参与碳市场，激活碳资产价值，旗下浙江省诸暨八方电厂持续通过精细化运营管理，实现碳配额富余，并于2024年完成20万吨碳配额的市场化交易，进一步优化碳资产配置效率。同时，集团密切关注国家核证自愿减排量（CCER）机制重启进展，提前开展项目储备并持续关注相关方法学研究进展。



In 2024, the Group actively tracked national policy development, and applied for central budget funds and ultra-long-term treasury bond and other policy funds to support the steady development of projects. The reconstruction project of Shijiazhuang Jiasheng WTE Facility in Hebei Province has obtained ultra-long-term treasury bond of RMB50 million, of which RMB20 million has been received. The reconstruction project of Suihua Green Energy WTE Facility in Heilongjiang Province has obtained super long term treasury bond of RMB77 million. Zhongwei Kitchen Waste Treatment Project was granted central funds of RMB20 million with RMB18 million already received. Tangshan Jiasheng WTE Facility has obtained RMB3.9 million in central funds for air pollution prevention and control (SCR equipment).

All construction projects under the Group were steadily implemented in strict accordance with planned milestones. The reconstruction of Tianjin Sunrise WTE Facility was successfully commissioned. The project features a construction scale of two mechanical grate incinerators, each with a capacity of 600 tonnes per day, along with supporting facilities including a 1×C15MW + 1×C12MW condensing steam turbine generator unit and a 1×C15MW+1×18MW steam turbine generator. This setup replaces the original three furnaces and two machines, and increasing the installed capacity by 6MW. During the year under review, Zheneng Jinjiang Environment did not add any new waste treatment capacity in China, with the only increase being 6MW in installed capacity. As of 31 December 2024, the Group's operational domestic waste treatment facilities (including kitchen waste treatment projects) had a total waste treatment capacity of 44,405 tonnes per day, with an installed electricity generation capacity of 921MW.

2024年，集团积极追踪国家相关政策发布，申报中央预算资金及超长期国债等政策性资金，推进项目有序开展。河北省石家庄改建项目取得超长期国债人民币5000万元，已到账人民币2000万元；黑龙江省绥化改建项目取得超长期国债人民币7700万元；中卫餐厨项目取得中央预算资金人民币2000万元，目前已到账人民币1800万；河北省唐山垃圾发电厂取得大气污染防治中央资金（SCR设备）390万元。

集团各建设项目严格遵循预定规划节点稳步实施，天津垃圾发电厂改建项目顺利投产，项目建设规模为2台600吨/日机械炉排炉，配套建设1×C15MW+1×C12MW抽凝式汽轮发电机组，1×C15MW+1×18MW汽轮发电机组，替代原有的三炉二机，增加装机容量6MW；于回顾年内，浙能锦江环境在中国国内无新增垃圾处理能力，新增装机容量6MW。截至2024年12月31日，运营中的生活垃圾处理设施的垃圾处理能力（含已运行的餐厨项目）达44,405吨/日，装机容量为921MW。

OPERATIONS AND FINANCIAL REVIEW

经营和财务回顾

The Gaobeidian Resource Recycling Project in Hebei Province and Palembang WTE project in Indonesia have held groundbreaking ceremonies in 2024 and both of which are on schedule for construction. As of 31 December 2024, Zheneng Jinjiang Environment has three WTE projects, two kitchen waste treatment project and one resource recycling project under construction both domestically and internationally. Upon completion, these will increase our waste treatment capacity by 5,900 tonnes per day and installed capacity by 188MW.

In 2024, the Group focused on guiding its subsidiaries to align operations with their annual budget. Taking a three-year perspective, each enterprise conducted in-depth self-assessments, identified areas for improvement, and set quantifiable goals. Efforts focused on securing waste resources, expanding to external markets, promoting synergistic circular economy development, advancing technical transformation, and strengthening cost-effectiveness management. Centering on existing WTE projects, the Group looked to extend the industrial value chain, build an integrated industrial ecosystem, and develop new productive forces. Preliminary research, feasibility studies, and technology selection were initiated for key projects such as in-house slag treatment, fly ash resource recycling, and waste tire disposal. In April 2024, the expansion and reconstruction of the Jilin Xixiang WTE Facility in Jilin Province obtained official approval, which includes the construction of two new mechanical grate furnaces and supporting facilities to further enhance regional steam supply. As of 31 December 2024, Zheneng Jinjiang Environment has 12 WTE projects and 1 kitchen waste treatment projects in the preparatory stage in China and overseas, which are undergoing active preparatory work. This will increase the waste treatment capacity by 9,000 tonnes per day and the installed electricity generation capacity by 191MW upon completion.

In summary, the waste treatment capacity will reach 59,305 tonnes per day while installed electricity generation will reach 1,300MW after all domestic and overseas facilities, including projects under construction and projects in preparation are completed.

河北省高碑店垃圾发电项目、印尼巨港项目于2024年举行开工仪式，正积极有序开展项目建设。截至2024年12月31日，浙能锦江环境在国内外有3个在建垃圾发电项目、2个在建餐厨垃圾处理项目和1个在建资源化项目正在稳步推进中，待投运后将新增垃圾处理能力5,900吨/日及装机容量188MW。

2024年，集团重点部署并指导各企业对照年度预算目标，以三年为维度，剖析自身问题，量化提升目标，就垃圾资源争取、外部市场拓展、循环经济协同发展、技术改造效率提升、降本增效管理提升等方面挖掘发展潜能，围绕存量垃圾发电项目，延伸产业链、构建产业生态链、发展新质生产力，着手炉渣处置（自建）、飞灰资源化、废旧轮胎处置等项目前期调研论证和技术选型等工作。吉林省长春垃圾发电厂改扩建项目于2024年4月取得备案，将新建两台机械炉排炉及配套设施，进一步稳定供热市场。截至2024年12月31日，浙能锦江环境在国内外共有12个筹建的垃圾发电项目和1个筹建的餐厨/厨余垃圾项目，正按计划积极推进开工前各项准备工作，待投运后将新增垃圾处理能力9,000吨/日及装机容量191MW。

综上，待境内外所有在建项目及筹建项目全部建成后的垃圾处理能力将达到59,305吨/日，装机容量1,300MW。



Strengthening the foundation and explore new frontiers; empowering new development through digitalisation

In 2024, Zheneng Jinjiang Environment thoroughly implemented the “carbon peaking and carbon neutrality” strategy, gradually breaking through the boundaries of the traditional environmental protection industry, and making a systematic transition from single pollution control to a collaborative urban ecological complex. Amid the convergence of the energy and digital revolutions, the Group drives high-quality development with innovation and is reshaping the industry ecosystem through digital and intelligent transformation. A new closed-loop model is established, which integrates technology introduction, scenario-based validation, and commercial transformation, to foster the development of new productive forces. By effectively transforming technological innovation potential into green competitive advantages, the Group is setting a benchmark for the industry’s green transformation.

In 2024, the second phase of Zheneng Jinjiang Environment’s AI Intelligent Management and Control System was successfully completed, greatly improving the timeliness of the Group’s operational performance analysis. Daily management goals have been fully achieved across revenue, cost, and material management. At present, the Group’s digitalization team has demonstrated strong capabilities, particularly in the implementation of AI-driven autonomous combustion control. The team has successfully developed the capacity for independent project delivery and continuous self-improvement. As planned at the beginning of the year, AI combustion system upgrades were completed at three power plants: Baishan in Jilin, Qitaihe in Heilongjiang, and Jinghong in Yunnan. To date, the Group has completed upgrades in 21 facilities, covering nearly 60 incinerators, laying the foundation for the broader digital transformation within the Group.

固本拓新 数字赋能新发展

2024年，浙能锦江环境深度践行“双碳”战略指引，逐步突破传统环保产业边界，从单一污染治理向减污降碳协同治理的系统性变革跃迁。在能源革命与数字革命交汇的浪潮中，集团以创新驱动高质量发展，以数智化重构产业生态，逐步形成技术引进、场景验证、商业转化的新质生产力培育闭环，将科技创新势能高效转化为绿色竞争优势，为行业绿色转型提供示范样本。

2024年，浙能锦江环境AI智慧管控二期建设顺利完工，使得集团对经营效益分析的及时性大大提高，从收入端、成本端、物资管控等方面全面实现了日管控的目标。当前，集团数字化团队已经展现出强大的实力，在AI自动驾驶实现方面，已成功具备自主完成交付并持续自我提升能力，按照年初计划，已顺利完成吉林白山、黑龙江七台河、云南景洪三家电厂的AI燃烧自动改造实施，目前累计已完成21家企业（近60台锅炉）的实施改造，为集团数字化改造、转型奠定了基础。

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At the same time, the Group has leveraged digitalization to enhance the effectiveness of safety and quality management. The smart construction site management platform, following initial communication, system setup, and debugging, and the platform has officially launched trial operations. Once fully deployed, the safety control, environmental protection, and quality management processes will become more standardized, convenient, and efficient.

In 2024, Zheneng Jinjiang Environment closely followed national policies, actively engaging in communication and coordination efforts to secure support while capitalising on technological innovation to drive sustainable growth. By leveraging its expertise, technological advantages, and intelligent capabilities within the industry, the Group continue to empower its long-term development. Our Baishan Green Energy WTE Facility in Jilin Province was recognised as a “National High-Tech Enterprise”, while Hangzhou Kesheng Energy Technology Co., Ltd., Jilin Xixiang WTE Facility in Jilin Province, and Tangshan Jiasheng WTE Facility in Hebei Province have successfully passed the re-certification process for national high-tech enterprise status. Yunan Green Energy WTE Facility in Yunan Province, Yinchuan Zhongke WTE Facility in in Ningxia Hui Autonomous Region and Xingjin Green Energy WTE Facility in Henan Province have been newly designated as Provincial-Level ‘Specialized, Refined, Distinctive, and Innovative (“SRDI”) Small and Medium-Sized Enterprises’. As of now, the Group has received a total of 17 National High-Tech Enterprises and 9 Provincial-Level SRDI Enterprises status.

In 2024, Zheneng Jinjiang Environment continued to focus on the strategic planning of intellectual property rights, vigorously implementing the full life cycle management of patent assets. By applying a phased incubation strategy, the Group accelerated the value transformation of technological achievements and further strengthened its strategic technology pools in the environmental protection sector. Over the year, the Group obtained 105 new patents, including 10 invention patents and 93 utility model patents. To date, the Group holds a total of 495 patents and software works, including 68 invention patents, 408 utility model patents, and 19 software copyrights.

同时，集团以数字化提高安全质量管控效能，在智慧化工地管控平台建设方面，通过前期沟通、搭建、调试，系统功能已正式上线试运行，投用后，使安全环保、质量管理工作更加规范、便捷、高效。

2024年，浙能锦江环境紧跟国家政策，积极沟通协调争取，以科技创新为抓手，发挥行业内领先的专业优势、技术优势、智能化优势，赋能集团可持续发展。浙能锦江环境旗下吉林省白山垃圾发电厂获得“国家高新技术企业”，杭州科晟能源技术有限公司、吉林省长春垃圾发电厂和河北省唐山垃圾发电厂顺利通过国家高新技术企业重新认证工作；云南省西山垃圾发电厂、宁夏回族自治区银川垃圾发电厂、河南省荥阳垃圾发电厂新增为省级专精特新中小企业。至此，体系内已有17家国家高新技术企业、9家省级专精特新企业。

2024年，浙能锦江环境继续聚焦知识产权战略布局，大力实施专利资产全生命周期管理，运用分级培育策略催化技术成果价值裂变，持续强化企业在环保科技领域的战略科技力量储备，于年内新取得105项专利，其中发明专利10项、实用新型93项；累计取得495个专利及软著，其中68个发明专利，408个实用新型专利，19个软件著作。



At the same time, under the strategic vision of building an “Urban Ecological Complex”, the Group is actively proceeding with its plan. Taking the Wuhan Southern Ecological Industrial Park in Hubei Province for example, building on the existing WTE facilities, the Group plans to integrate multiple sources of solid waste such as household waste, sludge, and kitchen waste for collaborative treatment, while supplying resource recycling products such as green electricity, steam, and environmentally friendly bricks. The service radius is expected to cover high-energy-consuming users within a 20-kilometer range. Through technological transformation and management optimization, the Group continues to enhance its operational capabilities, demonstrating the strong support of new productive forces for the Group’s green transformation.

Main economic indicators and financial summary

In 2024, the solid waste industry faces enormous challenges, with slowing growth in the existing market and a trend towards overcapacity. Despite these pressures, the Group remained strategically focused, pursued development tailored to local conditions, and steadily advanced its core objectives to promote high-quality development. During the reporting period, despite a 3.3% year-on-year (“y-o-y”) decrease in waste disposal volume to 12.826 million tons, the Group successfully expanded its steam supply business and improved per-ton efficiency. As a result, steam supply increased by 11.5% to 5.251 million tons, and electricity generation rose by 8.1% to 3.38 billion kilowatt hours.

In FY2024, the Group’s operating revenue was RMB3.731 billion, which was a 0.5% y-o-y decrease as build-operate-transfer (“BOT”) construction revenue declined. Revenue for the WTE business rose 6.0% y-o-y to RMB3.631 billion mainly due to the expansion steam supply business of existing power plant, higher tonnage supply following the technical transformation and optimization of the power plant management and recognition of revenue from by-product such as slag under the WTE business according to the strategic layout of circular economy. Revenue from construction services and financial income provided under BOT concession agreements (“**BOT Construction**”) decreased by RMB219 million y-o-y to RMB88 million for FY2024 due to the decrease in implementation of BOT projects in the current period. Project technical and management services, equipment selection and sale and EMC business decreased by RMB7 million y-o-y to RMB12 million for FY2024 as sales volume dropped. The Company will remain focussed on its main business going forward to maintain its earnings resiliency, and the revenue contribution of each segment is as follows: the WTE business (excluding revenue from construction services provided under BOT concession agreements) accounted for 97.3% of total revenue, BOT Construction accounted for 2.4%, and project technical and management services, equipment selection and sale and the EMC business accounted for 0.3%. Between FY2018 and FY2024, the gross profit contribution of WTE business (excluding revenue from construction services provided under BOT concession agreements) has increased from 53% to 96%, providing us with a more resilient income stream.

同时，集团在构建“城市生态综合体”战略设定下，围绕存量垃圾发电项目有序谋划包括湖北省武汉南部生态产业园在内的综合体项目，未来整合生活垃圾、污泥、餐厨等多源固废协同处置，并提供绿电、蒸汽及环保砖等资源产品，预计可覆盖周边 20 公里以内高能耗用户需求。通过技改和管理优化，集团业务能力正持续优化，彰显新质生产力对集团绿色转型的强劲支撑。

主要经济指标及财务摘要

2024 年，固废产业发展面临巨大挑战，存量市场增长放缓、产能趋向过剩；集团保持战略定力，因地制宜求发展，紧扣中心任务，扎实推进高质量发展。报告期内，尽管公司垃圾处理量同比减少 3.3% 至 1,282.6 万吨，但公司通过供汽业务拓展、吨供提升实现供汽量同比增加 11.5% 达 525.1 万吨、供电量同比增长 8.1% 达 33.8 亿度。

公司 2024 年营业收入达到人民币 37.31 亿元，较上年下降 0.5%，主要是 BOT 建造收入减少所致。其中，垃圾焚烧发电业务实现收入人民币 36.31 亿元，较上年增长 6.0%，主要是由于存量电厂供热业务拓展，电厂技术改造和管理优化后吨供增加，以及根据循环经济战略布局，炉渣等副产品收入在 WTE 业务收入中确认；BOT 特许服务及项目建设业务实现收入人民币 0.88 亿元，较上年减少人民币 2.19 亿元，主要是本报告期内 BOT 项目建造实施减少；项目技术与管理服务、设备选型和销售及 EMC 业务实现收入人民币 0.12 亿元，较上年减少人民币 0.07 亿元，主要是业务量较上年减少。公司持续坚持聚焦主业原则，各板块营业收入比重为：WTE 业务收入占营业收入 97.3%，BOT 业务收入占营业收入 2.4%，EMC 业务收入占营业收入 0.3%。WTE 业务毛利在集团业务占比由 2018 年 53% 稳步提升至 2024 年的 96% 水平，公司盈利质量和持续性向好。

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In terms of its bottom line, the Group achieved a net profit of RMB621 million, of which RMB618 million was attributable to shareholders, this represents an increase of RMB337 million as compared to the RMB282 million in FY2023. This was mainly due to (1) the increase in the gross profit from WTE business by RMB238 million, an increase of 22.8%. The proportion of the WTE business continues to increase, and its profitability is of higher quality, resulting in a 5.6% increase in the Group's overall gross profit margin, (2) reduction in loss allowance recognised on financial assets and other expenses compared to last year, resulting in an increase in net profit attributable to shareholders by RMB249 million, mainly because related impairment losses were recognised in the FY2023 for the India project, and the Group completed the disposal of its equity in Indian subsidiaries in FY2024. The above increase was partially offset by (3) the other income decreased by RMB50 million y-o-y, mainly due to the revenue from by-product such as slag has been recognised under revenue from WTE business according to the strategic layout of circular economy; (4) increase in financial expenses by RMB42 million due to the increase in interest expenses after the new power plant began operations, for which the interest expenses were previously capitalised; and (5) increase in income tax expenses by RMB54 million due to the growth in profit before income tax.

As part of our efforts to reward our shareholders, the Board has recommended final cash dividend of 2.30 Singapore cents per share for FY2024 which will translate to a payout of 29.0% based on basic and diluted earnings per share for FY2024.

利润方面，集团实现了净利润人民币 6.21 亿元，其中，归属于股东的净利润为人民币 6.18 亿元，较 2023 年的人民币 2.82 亿元增加人民币 3.37 亿元，主要由于 (1) WTE 业务毛利增加人民币 2.38 亿元，增幅 22.8%。WTE 业务比重持续增加且盈利质量更优，使得公司综合毛利率上升 5.6%；(2) 信用减值损失及其他费用较上年减少使得归属股东的净利润增加人民币 2.49 亿元，主要是 2023 财年计提印度相关减值损失人民币 2.72 亿元，集团 2024 财年已经完成印度股权处置；以下因素部分抵减了以上增加：(3) 其他收入同比减少人民币 0.50 亿元，主要是炉渣等副产品收入根据管理层对循环经济战略布局列入 WTE 收入中列示；(4) 财务费用随新电厂运营后利息支出费用化增加人民币 0.42 亿元；及 (5) 所得税费用因税前利润增长而增加 0.54 亿元等。

作为我们回报股东的一部分，公司已建议就 2024 财年派发年末现金股息新币 2.30 分 / 股，按 2024 财年基本及稀释后每股收益计算，派息率为 29.0%。



As of 31 December 2024, the Company's total assets amounted to RMB23.107 billion and its net assets amounted to RMB7.715 billion. Net assets per share increased 8.3% to RMB5.338 at the end of FY2024, versus RMB4.930 at the end of FY2023. The Company's liabilities to assets ratio stood at 66.6%. The Company has been strictly controlling the amount of liabilities to ensure that our liabilities to assets ratio and related liabilities indicators remain within reasonable industry ranges.

In FY2024, the Company's net cash inflow from operating activities (excluding the BOT business expenditures classified as intangible assets amounting to RMB175 million) was RMB1.465 billion, mainly due to an increase in operating profit. The net cash outflow in investment activities (including intangible asset expenditure of BOT project amounting to RMB175 million) was RMB1.371 billion, primarily for the reconstruction and expansion projects at Tianjin Sunrise WTE Facility, Wuhan Jinjiang WTE Facility and others. The net cash inflow from financing activities was RMB44 million.

The Group adheres to a prudent and stable financial strategy, building a multi-layered risk prevention and control system. By optimizing capital allocation efficiency and managing its debt structure, the Group has effectively reduced its overall financing costs. In terms of liquidity management, the Group has established a three-pronged funding assurance mechanism driven by internal cash flow, strategic financing, and bank credit facilities. A strict capital expenditure safety threshold is in place to ensure financial discipline. This approach not only maintains strong operating cash flow but also strengthens the financial resilience necessary for high-quality and sustainable development. As of 31 December 2024, the Company's cash position remained stable with a cash balance of RMB600 million.

截止 2024 年 12 月 31 日，公司总资产为人民币 231.07 亿元，净资产为人民币 77.15 亿元，每股净资产人民币 5.338 元，较 2023 年底的每股净资产人民币 4.930 元增加 8.3%，公司资产负债比率为 66.6%，公司一直严格控制负债水平，确保资产负债率以及相关负债指标在行业合理范围内。

公司 2024 年经营活动所得（不含 BOT 项目的无形资产支出人民币 1.75 亿元）净现金流入为人民币 14.65 亿元，主要得益于收益增加引起的现金流增加；投资活动（含 BOT 项目的无形资产支出人民币 1.75 亿元）净现金流支出为人民币 13.71 亿元，主要用于天津垃圾发电厂、武昌垃圾发电厂等改扩建项目支出；融资活动净现金流入为人民币 0.44 亿元。

公司秉持审慎稳健的财务策略，构建多层次风险防控体系，通过优化资产配置效率与债务结构管控，有效降低综合融资成本。在流动性管理方面，形成内生现金流、战略融资、银行授信三擎驱动的资金保障机制，严格设定资本性支出安全阈值，在维持经营性现金流充沛度的同时，为高质量可持续发展筑牢财务韧性基底。截止 2024 年 12 月 31 日，公司现金状况维持稳健，持有现金结余人民币 6.00 亿元。



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Growth Strategy

Amidst the pivotal transition period of the “14th Five-Year Plan” and the “15th Five-Year Plan”, Zheneng Jinjiang Environment will continue to focus on key areas, striving to enhance its steady and positive growth momentum. By collaborating with upstream and downstream industries and surrounding regions, the Group aims to build an integrated industrial ecosystem. It will continue to strengthen technological innovation, seize opportunities, build on existing momentum, and boldly open new chapters of development, fostering a strong and proactive work culture. The Group is committed to concrete implementation, prioritising action, and turn strategic plans to tangible results. With a deep focus on the industry, driven by high-quality development, high-level operations, and a strong talent pipeline, we are laying a solid foundation for the successful conclusion of the “14th Five-Year Plan”.

Environmental and National Policies

In February 2024, the National Development and Reform Commission, National Bureau of Statistics, and National Energy Administration jointly issued the “Notice on Strengthening the Connection between Green Electricity Certificates and Energy Conservation and Carbon Reduction Policies to Vigorously Promote the Consumption of Non-Fossil Energy” (hereinafter referred to as the “Notice”). The Notice further clarified the specific mechanisms for accounting and deducting green certificate (“GEC”) transaction volumes, and called for accelerating the registration and issuance of GECs for renewable energy projects, laying a solid foundation for the standardization of the green certificate trading market. All subsidiaries of the Group have completed the required registration process, among which Xiaoshan Jinjiang WTE Facility, and Zhuji Bafang Facility in Zhejiang Province have obtained 153,123, and 36,007 green certificates respectively. This effectively enhanced the Group’s market competitiveness and operational efficiency, while contributing to the expansion of non-fossil energy consumption and the achievement of China’s dual carbon goals.

In February 2024, the General Office of the Ministry of Housing and Urban-Rural Development released a draft revision of the national standard “Technical Requirements for Domestic Waste Treatment Industrial Parks (Revised Draft for Comments)” (hereinafter referred to as the “Standard”). The Standard has put forward comprehensive and strict requirements for the industrial park of domestic waste treatment, emphasizing the importance of collaborative treatment, and particularly highlighting the core position of waste incineration in the treatment system. This not only provides clear technical guidance for the Group’s waste treatment operations, but also encourages the green transformation and resource recycling of the industrial parks. The standard supports the Group’s long-term layout in the fields of environmental protection and sustainable development and promotes the Group’s deep integration into the “carbon peaking and carbon neutrality” strategy to establish a new paradigm for green corporate development.

目标策略

在“十四五”与“十五五”承上启下的关键时期，浙能锦江环境将进一步聚焦关键环节，着力增强稳中求进向好态势，协同上下游产业及区域周边，着力构建产业生态链，进一步增强科技创新，抢抓机遇、乘势而上、勇开新局，努力营造干事创业良好氛围。公司将抓好落实，干字当头，以实际行动将战略规划转化为发展成果，持续深耕行业，以高质量发展、高水平运营和高水平人才队伍建设，调整到最好的姿态，为“十四五”规划圆满收官筑牢坚实基础。

环境及国家政策

2024年2月，国家发展改革委、国家统计局、国家能源局发布《关于加强绿色电力证书与节能降碳政策衔接 大力促进非化石能源消费的通知》（下称“《通知》”）。《通知》进一步明确了绿证交易电量的指标核算、扣除方式等具体安排，并要求加快可再生能源项目建档立卡和绿证核发，为绿证交易市场的规范化奠定了坚实基础。公司下属企业已全部完成建档立卡工作，其中浙江省萧山垃圾发电厂和诸暨八方电厂分别取得153,123张和36,007张绿证，有效提升了企业的市场竞争力和经营效益，为非化石能源消费的扩张和双碳目标的实现贡献了力量。

2024年2月，住房和城乡建设部办公厅就国家标准《生活垃圾处理产业园区技术要求（修订征求意见稿）》（以下简称“标准”）公开征求意见。标准对生活垃圾处理产业园区提出了全面而严格的要求，强调了协同处理的重要性，尤其突出了垃圾焚烧在处理体系中的核心地位。这不仅为公司运营的垃圾处理项目提供了明确的技术指引，而且鼓励了园区的绿色化转型和资源循环利用，有利于公司在环保和可持续发展领域的长远布局，推动公司深度融入“双碳”战略，构建企业绿色发展新范式。

In March 2024, the State Council issued a notice on the “Action Plan for Promoting Large-Scale Equipment Upgrades and the Replacement of Used Consumer Goods”, which is a major decision made with a focus on the overall high-quality development of the country. The Kunming Jinjiang WTE Facility in Yunnan Province actively responded to the call and signed the first integrated “old-for-new” waste furniture disposal cooperation agreement with Taoyuan Furniture City in Yunnan Province. This partnership focuses on the joint disposal of used and discarded furniture. The initiative will help prevent the accumulation of waste furniture that can lead to environmental pollution, promote green development of the furniture industry, and greatly unlock the consumption potential of furniture replacement market.

On 31 July 2024, the Central Committee of the Communist Party of China and the State Council issued the “Opinions on Accelerating the Comprehensive Green Transformation of Economic and Social Development”, stating that China should focus on promoting coordinated efficiency in reducing pollution and carbon emissions, accelerating the green transformation of economic and social development, and continuously improve the “green content” of economic development. The new energy industry is thriving, investment in clean energy continues to increase, and the construction of a new energy system is accelerating. By the end of 2024, China’s installed capacity of new energy power generation, including wind power, solar power, and biomass power, reached 1.45 billion kilowatts, surpassing the installed capacity of thermal power for the first time.

In July 2024, in the explanatory statement on the “Decision of the Central Committee of the Communist Party of China on Further Deepening Reform Comprehensively and Advancing Chinese Modernization”, the General Secretary emphasized that “the draft decision outlines plans for improving the institutional mechanisms that drive high-quality economic development and promote the development of new productive forces.” This deployment is specifically reflected in “Improving the institutions and mechanisms for fostering new quality productive forces in line with local conditions”. With this, the concept of new productive forces has progressed from initial proposal to formal incorporation into the top-level design of the Party’s national development agenda.

On 26 August 2024, the National Energy Administration of China issued the “Rules for the Issuance and Trading of Renewable Energy Green Power Certificates”, clarifying that green certificates are the only proof of the environmental attributes of renewable electricity in China, and the only valid certificate for renewable energy power production and consumption. The rules also mandate full coverage in the issuance of green certificate. Following the release of the document, the scale of GEC issuance and trading has steadily expanded, and green electricity consumption across society has rapidly increased.

2024年3月，国务院印发了《推动大规模设备更新和消费品以旧换新行动方案》的通知，这是着眼于国家高质量发展大局作出的重大决策。云南省五华垃圾发电厂积极响应号召，与云南省桃园家具城签订云南省首个“以旧换新”废旧家具处置合作协议，共同开展废旧垃圾处置工作，此项合作将有效避免废旧家具堆积如山、造成环境污染的情况出现，促进家具行业绿色发展，极大释放了家具更新消费潜力。

2024年7月31日，中共中央、国务院发布《关于加快经济社会发展全面绿色转型的意见》，中国要着力推动减污降碳协同增效，加紧经济社会发展全面绿色转型，经济发展的“含绿量”持续提升。新能源产业生机勃勃，清洁能源投资持续加大，新型能源体系加快构建。截至2024年底，包括风电、太阳能发电以及生物质发电在内的中国新能源发电装机达14.5亿千瓦，首次超过火电装机规模。

2024年7月，在《中共中央关于进一步全面深化改革、推进中国式现代化的决定》的说明中，总书记强调：“决定稿对健全推动经济高质量发展体制机制、促进新质生产力发展作出部署。”而这一部署具体体现在“健全因地制宜发展新质生产力体制机制”方面。至此，新质生产力实现了从概念提出到党中央顶层设计擘画的落地。

2024年8月26日，中国国家能源局印发《可再生能源绿色电力证书核发和交易规则》，明确绿证是中国可再生能源电量环境属性的唯一证明和可再生能源电力生产、消费唯一凭证地位，要求绿证做到核发全覆盖。文件印发后，绿证核发和交易规模稳步扩大，全社会绿色电力消费水平快速提升。

OPERATIONS AND FINANCIAL REVIEW

经营和财务回顾

In 2024, a series of policies and plans aimed at solving risks such as hidden debts of local governments were successively implemented in China. In October, the General Office of the Central Committee of the Communist Party of China and the General Office of the State Council jointly issued the “Opinions on Resolving the Issue of Overdue Payments to Enterprises”, which further defined the work direction and specific measures for tackling overdue payments. On November 8, the 12th meeting of the Standing Committee of the 14th National People’s Congress deliberated and adopted the most powerful debt reduction measure in recent years – an increase of RMB 6 trillion in the local government debt limit, designated for the replacement of existing implicit debt. This move aims to create fiscal space for local governments to better support economic development and safeguard public welfare. With the implementation of the debt policy, the Group expects an accelerated recovery of accounts receivable, leading to an improved asset-liability structure and cash flow position, while also reducing the risk of asset impairment.

In 2024, China’s support for the circular economy will not only be reflected at the policy level, but also implemented in real investment. The Central Economic Work Conference proposed to increase the issuance scale of extra-long-term special treasury bonds and continue to support the implementation of “dual” projects and “two new” policies. The Ministry of Finance has arranged about RMB 300 billion of extra-long-term special treasury bond funds, offering a renewed development opportunity for the environmental protection sector. The Group actively tracks the release of relevant national policies and applies for the central budget funds and policy funds, such as ultra-long-term treasury bond, to support orderly development of its projects. In 2024, both the Shijiazhuang and Suihua reconstruction projects were successfully included in the list of equipment upgrade projects supported by these special government bonds. The Group also plans to actively submit applications for support through ultra-long-term special treasury bond funding for several projects.

On 24 December 2024, the National Development and Reform Commission of China issued a “Notice on Further Standardizing the Implementation of New Mechanism PPP Projects”. The notice stipulates that highly market-oriented commercial and industrial projects, as well as public welfare projects without operating income, are not permitted to adopt the concession model. The notice also emphasizes the priority of supporting private enterprises to participate in revitalizing existing asset projects through franchising models while encouraging eligible state-owned enterprises to participate in revitalizing existing asset franchising projects that do not involve new construction or expansion. The Group has a dual nature of state-owned and private enterprises, and the implementation of the new mechanism is expected to facilitate further expansion of its business operations. The implementation of the new mechanism will facilitate the further expansion of the Company’s business operations.

2024年，中国针对解决地方政府隐性债务等风险的一系列政策和方案陆续落地，10月，中共中央办公厅、国务院办公厅印发《关于解决拖欠企业账款问题的意见》，进一步明确了解决拖欠账款的工作方向和具体措施，11月8日，十四届全国人大常委会第十二次会议审议通过近年来力度最大的化债举措：增加地方政府债务限额6万亿元，用于置换存量隐性债务，为地方政府腾出空间更好发展经济、保障民生。随着化债政策的实施，集团应收账款有望加速回笼，资产负债结构及现金流状态将得以改善，资产减值风险也会相应降低。

2024年，中国对循环经济的支持不仅体现在政策层面，更落实到真金白银的投入上。中央经济工作会议提出，要增加发行超长期特别国债规模，持续支持“两重”项目和“两新”政策实施，财政部统筹安排了约3000亿元的超长期特别国债资金，环保行业再次迎来发展的契机。公司积极追踪国家相关政策发布，申报中央预算资金及超长期国债等政策性资金，推进项目有序开展，2024年，石家庄改建项目、绥化改建项目均已成功纳入超长期特别国债资金支持设备更新项目清单，集团还有多个项目也将积极申报超长期特别国债资金支持。

2024年12月24日，中国国家发展改革委发布了《关于进一步做好政府和社会资本合作新机制项目规范实施工作的通知》。《通知》规定，市场化程度高的商业项目和产业项目，以及没有经营收入的公益项目，不得采用特许经营模式。《通知》还强调要优先支持民营企业通过特许经营模式参与盘活存量资产项目，鼓励符合条件的国有企业规范参与不涉及新建和改建的盘活存量资产特许经营项目。公司有国有企业和民营企业的双重性质，新机制的实施将有利于公司业务的进一步拓展。

Our industry has gone through several distinct phases—from the industrialization-driven growth during the 13th Five-Year Plan, to the “boom period” of rapid expansion, followed by the significant adjustments and downturn during the 14th Five-Year Plan. As we approach the 15th Five-Year Plan, the industry is expected to enter a new stage where enterprises will each leverage their strengths in pursuit of high-quality development. The Chinese government has introduced a series of guiding policies to accelerate market-based competition and the process of eliminating weaker players. These efforts aim to channel industry resources toward technologically advanced and operationally efficient enterprises, thereby improving the overall competitiveness of the industry and advancing the WTE industry to move towards a high-quality development phase.

Zheneng Jinjiang Environment will continue to deepen and refine management practices, consistently improving power generation parameters and efficiency to effectively respond to the phase-out of national subsidies. The Group will further unlock value along the industrial chain and enhance the efficiency of resource recycling. At the same time, the Group will actively explore overseas market expansion in Southeast Asia and beyond, exporting its professional expertise, and steadily expanding its international business footprint.

Main risks and uncertainties

During the “14th Five-Year Plan” period, the WTE industry encountered numerous challenges, and the overall industry ecosystem underwent significant changes. In the post-pandemic era, with growing fiscal constraints on local governments, delays in waste treatment fee payments began to emerge, placing increased financial pressure on enterprises. As a result, business operations were forced to shift from the relatively self-contained, single-mode approach typical of the 13th Five-Year Plan period to a more complex model that balances both internal and external factors.

Although the overall volume of municipal solid waste continues to trend upward, fierce market competition and scarcity of high-quality project resources have made business expansion increasingly difficult for enterprises. Over the past decade, the number of WTE plants nationwide has grown by 300%, while annual municipal waste generation only increased at a rate of 8-10% during the period. In addition, with the implementation of waste sorting policies, kitchen waste and recyclables have been separated from the general waste stream, significantly reducing municipal solid waste volumes. In many cities, overcapacity has emerged due to early-stage overinvestment in treatment infrastructure, leading to widespread underutilization across the industry. As a result, many of the Group’s WTE plants are now facing a serious challenge in securing sufficient waste feedstock. Taking Lianyungang Sunrise WTE Facility in Jiangsu Province as an example, during the renovation period, prior operating experience had led the team to believe that resource reserves were adequate. However, after the renovation was completed, it became clear that the available waste volume fell short of expectations, significantly constraining subsequent production and operations. The reconstruction and expansion project of Wuhan Jinjiang WTE Facility also faced the same problem.

我们行业先后经历了“十三五”工业化时代，高增长的“亢奋”时期，到“十四五”时期大调整的“低迷”时期，即将在“十五五”时期迈入各企业高质量发展的“各显神通”时期。中国政府出台一系列引导性政策，大力推动市场优胜劣汰化进程，旨在促使行业资源向技术先进、运营高效的优质企业靠拢，从而实现行业整体竞争力的提升，推动垃圾发电行业迈向高质量发展阶段。

浙能锦江环境将持续深耕精细化管理，不断提升发电参数和效率，有效应对国补退坡；深度挖掘产业链价值，高效实现资源循环利用。与此同时，集团将积极开拓东南亚等海外市场，输出专业力量，稳步拓展海外业务版图。

主要风险及不确定性

“十四五”时期，垃圾发电行业遇到了很多问题，行业生态发生了变化，“后疫情”时期，政府财政吃紧，处理费开始出现拖欠，企业财务压力倍增，企业经营被迫从“十三五”时期以围墙内为主的单一模式，转向内外兼顾的复杂模式。

城市生活垃圾产生量虽整体呈上升趋势但由于市场竞争激烈，优质项目资源稀缺，企业拓展业务难度加大。过去十年，全国垃圾焚烧厂数量增长300%，同期城市生活垃圾年增速8-10%，垃圾分类政策实施后厨余和可回收物分类导致生活垃圾减量明显，大部分城市因处理能力超前布局，导致行业普遍面临“产能闲置”困境。集团旗下各垃圾发电厂逐步面临着资源缺口的严峻挑战。以江苏省连云港垃圾发电厂为例，在改造期间，该厂基于过往运营经验，一度认为资源储备尚可，然而，待改造结束后，发现有资源问题，实际资源状况不如预期，对后续生产运营造成明显制约，湖北省武昌垃圾发电厂改扩建项目也面临着同样问题。

OPERATIONS AND FINANCIAL REVIEW

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As government subsidies for various projects gradually expire, the WTE industry is transitioning from being policy-driven to facing market-based competition. This shift highlights the need for industry players to innovate, optimize operations, and enhance efficiency to remain competitive in an evolving market landscape. At the same time, the gradual improvement of environmental awareness in the whole society and the deepening of environmental protection strategies, regulatory standards continue to tighten. To meet these new emission requirements, greater investment is needed in equipment upgrades and technological retrofits. In 2024, environmental emissions and regulatory controls in Tianjin, Jiangsu, and Zhejiang provinces were further tightened, undoubtedly increasing the capital expenditure for technical upgrades and the operational cost risks faced by enterprises. The overall pace of industry development has slowed down, and the sector is gradually entering a period of stagnation. The Group is striving to explore new growth verticals amidst the industry headwinds, actively seeking new ways for cost reduction, efficiency improvement, and long-term growth.

In addition, the Company is still following up on the progress of the compensation work for the closure of the Old Zibo New Energy WTE Facility in Zibo City, Shandong Province, and Old Kunming Wuhua WTE Facility in Kunming, Yunnan Province. The Group completed soil remediation for the Old Zibo New Energy WTE Facility and passed on-site acceptance. After completing the evaluation report on the remediation effect, it will be submitted to the Shandong Provincial Environmental Protection Department, and it is expected that land acquisition and storage can be completed within 2025, followed by the application for closure compensation from the local government. Due to the sluggish real estate market in recent years, the auction of land has been difficult, putting significant pressure on Kunming city's finances. After communication with the Kunming Soil Storage Center, it was agreed that the land acquisition and storage procedure and compensation agreement negotiations would only begin after a buyer submits a bid to purchase the Old Kunming Wuhua WTE Facility's land. The Company will continue to coordinate the land acquisition process and strive to sign the compensation agreement by 2025.

各项目国家补贴陆续到期，垃圾焚烧发电行业从政策驱动转向市场化竞争。与此同时，随着全社会环保意识的逐步提升以及环保战略的深入推进，环保标准不断提高，我们需要投入更多资金用于设备升级、技术改造等满足环保新要求，来达到排放新标准。2024年，天津、江苏、浙江省环保排放和管控进一步升级趋严，无疑新增各企业技改投资支出和运行成本风险。行业整体发展速度放缓，逐渐步入低迷期。集团在多重困境的夹击中艰难探索，积极寻求降本增效、突破发展的新路径。

另外，公司仍在持续跟进山东淄博老厂和云南昆明五华老厂关停补偿工作的推进进度。集团已完成对淄博老厂土壤修复，并已完成现场验收，待修复效果评估报告编制完成后报山东省环保厅，预计2025年内可完成土地收储，并向当地政府申请拨付关停补偿款。鉴于过去几年房地产市场的低迷导致土地难以拍卖，给昆明市财政带来了显著压力，经与昆明市土储中心沟通，需在确认有买家愿意竞拍五华老厂土地的情况下，才会启动土地收储程序及补偿协议的谈判与签订工作。公司将继续推进土地收储工作，力争2025年签署补偿协议。

In response to current risks and challenges, Zheneng Jinjiang Environment has established a risk anticipation mechanism and a resilient development model to systematically enhance its ability to identify and penetrate potential risks. Guided by bottom-line thinking, the Company maintains strategic focus while using forward-looking scenario analysis to take proactive control of risk management. By accurately analysing the transmission paths of both “grey rhino” and “black swan” events, the Group is strengthening its capacity for sustainable development across industry cycles, paving the way for transformation and upgrading under the new development paradigm.

Future development

In the face of the ever-changing market environment, Zheneng Jinjiang Environment is committed to forging ahead with determination to navigate uncertainty, breaking through industry boundaries to build a broader ecological landscape. Seizing momentum and advancing with purpose, the Group anchors its direction with a clear roadmap and calibrates its pace with a defined timeline. Centered around the development of eco-complexes, the Group is driving forward its vision of “grand synergy and circular integration”. Through meticulous, precision-driven operations, it is unlocking new growth momentum. By preparing in advance, it builds a strong risk defence system. Amid intense industry competition, it unites strength to break through bottlenecks. Ultimately, the Group aims to stand as a pillar of strength in the new era of the environmental protection industry.

In 2025, Zheneng Jinjiang Environment will focus on core subsidiaries to drive resource market expansion, conducting in-depth analysis and planning. The Group will continue to closely monitor and analyze the policy landscape, industry trends, and market dynamics relevant to its business and potential growth directions. We will fully implement the concept of ecological complex solid waste disposal centers and energy hubs, developing high-quality strategies tailored to local environment. Leveraging policy incentives and resource integration, the Group aims to strategically plan and execute high-quality fluidized bed retrofit projects in an orderly manner. In addition, using the construction of the Palembang project in Indonesia as a springboard, the Group is looking to deepen its presence in the Indonesian market.

The Company will make every effort to expand its resource market to ensure full utilization of production capacity. Centered on market demand and supported by intelligent technologies and scientific management methods, we will efficiently handle various types of resources while strictly adhering to high standards of “zero accidents, zero penalties, zero regulatory interventions, and zero unplanned shutdowns”. At the same time, the Group will keep pace with the times by increasing investment in digital technology and cultivating a skilled team specialized in digitalization. By fully leveraging the advantages of digitalization, we aim to comprehensively improve operational efficiency, reduce operating costs, and enhance the core competitiveness in the market.

当前，应对风险与挑战，浙能锦江环境通过构建风险预判机制与韧性发展模型，系统性提升风险穿透识别能力，以底线思维锚定战略定力，以前瞻推演把握风险治理主动权，在精准拆解“灰犀牛”与“黑天鹅”事件传导路径中，锻造穿越行业周期的可持续发展能力，实现新发展格局下的转型升级。

未来发展

面对风云变幻的市场环境，浙能锦江环境将以笃行之力破无常之局，突破行业边界构筑生态版图，借势而起、乘势而进，以路线图锚定航向，以时间表校准节奏，围绕生态综合体推进实现“大协同·大循环”构想，以毫厘之功的精细运营激活发展动能，在未雨绸缪中构筑风险屏障，于千帆竞发时凝聚破局合力，最终成为新时代环保产业的中流砥柱。

2025年，浙能锦江环境将围绕重点企业，抓好资源市场拓展，深入分析与规划，持续监控和解析公司业务领域及其潜在发展方向的政策环境、行业趋势和市场动向，全面贯彻生态综合体固废处置中心和能源中心理念，因地制宜高质量策划符合自身的规划场景，并整合资源，结合政策红利，高质量谋划和有序实施流化床改造项目，同时，以印尼巨港项目建设为契机，深耕印尼市场。

公司将千方百计开拓资源市场，确保产能充分利用，围绕市场需求，借助智能化技术和科学管理方法，高效处置各类资源，严格落实零事故、零处罚、零督办、零非停的高标准要求。同时，我们将紧跟时代步伐，加大对数字化技术的投入，培养专业数字化人才队伍，充分发挥数字化技术优势，全面提升企业运营效率，降低运营成本，增强企业在市场中的核心竞争力。

OPERATIONS AND FINANCIAL REVIEW

经营和财务回顾

The Company will continue to focus on talent development strategy – selecting the right people, forming the right team, and ensuring the right value is realized. We will strengthen talent pipeline development, continuously upskill the key management team, and optimize business assessment mechanism. By raising baseline management standards and leveraging digital tools to support organizational reform, the Group aims to create greater social and individual value, ensuring that the organization remains dynamic and continuously energized.

Additionally, against the backdrop of accelerating global climate governance, Zheneng Jinjiang Environment consistently places climate change response at the core of its strategy. Guided by the ESG standards framework, the Company systematically drives low-carbon transformation through technological innovation, industrial collaboration, and resource recycling. Furthermore, it focuses on digitalization reform and the construction of ecological complexes to restructure its development logic. The Group is driving a strategic shift from solid waste incineration operator to urban ecological service providers. We are upgrading WTE plants into dual core hubs – centers of both energy and resource – positioned as the “heart of the city” and the “heart of industry”. This transformation enables exponential value creation through simultaneous carbon reduction and resource regeneration. By digitally integrating the upstream and downstream industrial chains, the Group continues to deliver essential green urban infrastructure products such as clean electricity, industrial steam, and recycled building materials. Through these efforts, the Group is contributing zero-waste system solutions to support the advancement of new urbanization.

As the drums of progress beat and the journey begins in full stride, Zheneng Jinjiang Environment seizes the moment with a spirit of determination, embracing a mindset of “starting strong means winning early”. The Group is activating organizational momentum and establishing a robust implementation mechanism focused on clear goal alignment, process oversight, and value creation. With a shared sense of responsibility-embodied in the belief that “Success does not have to be attributed to me, but I must contribute to the success” – the entire Zheneng Jinjiang Environment team is steadfastly committed to becoming a leading urban environmental service provider. Together, they forge ahead on the path of building a full life-cycle waste management system, striving to become a benchmark for ecological civilization construction and a pioneer in advancing China’s dual carbon goals.

公司将继续聚焦人才发展战略，选择正确的人，组建正确的团队、正确地发挥价值，完善人才梯队建设，持续打磨“一把手”队伍，优化经营考核机制，提高底线管理要求，以数字化手段助力机构改革，创造更多的社会价值和个人价值，让企业永远处于激活的状态。

此外，在全球气候治理加速深化的大背景下，浙能锦江环境始终将应对气候变化作为战略核心，以 ESG 标准体系为导航，通过技术创新、产业协同与资源循环，系统性推进低碳转型，进一步锚定数字化改革和构建生态综合体重构发展逻辑，推动企业从固废焚烧商向城市生态服务商蝶变，将垃圾焚烧发电厂升级为“能源+资源”双核驱动的“城市之心”“工业之心”，实现碳减排与资源再生的双重价值裂变，以数字化打通上下游产业链，持续输出清洁电力、工业蒸汽、再生建材等城市绿色基础设施刚需产品，为新型城镇化建设注入零废系统解决方案。

战鼓催征马蹄疾，扬帆起航正当时。浙能锦江环境以“开局即决战”的奋进姿态激活组织动能，建立健全目标穿透、过程督导、价值创造的狠抓落实机制。全体浙能锦江环境人正以“功成不必在我，功成必定有我”的担当，锚定城市环境服务领跑者目标，在构建废弃物全生命周期治理体系的征程中勇毅前行，争做生态文明建设的时代标杆与双碳先锋。

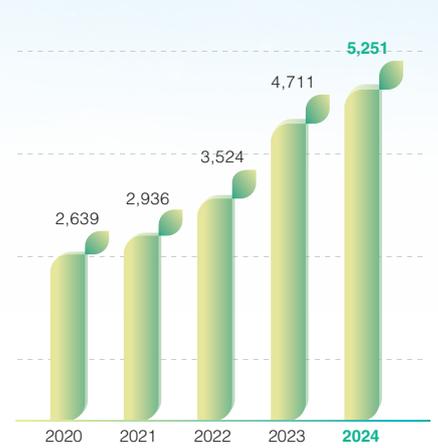
Electricity Generated (MWh)



On-grid Electricity Supplied (MWh)



Steam Supplied ('000 tonnes)



Waste Treated ('000 tonnes)



Total Assets (RMB million)

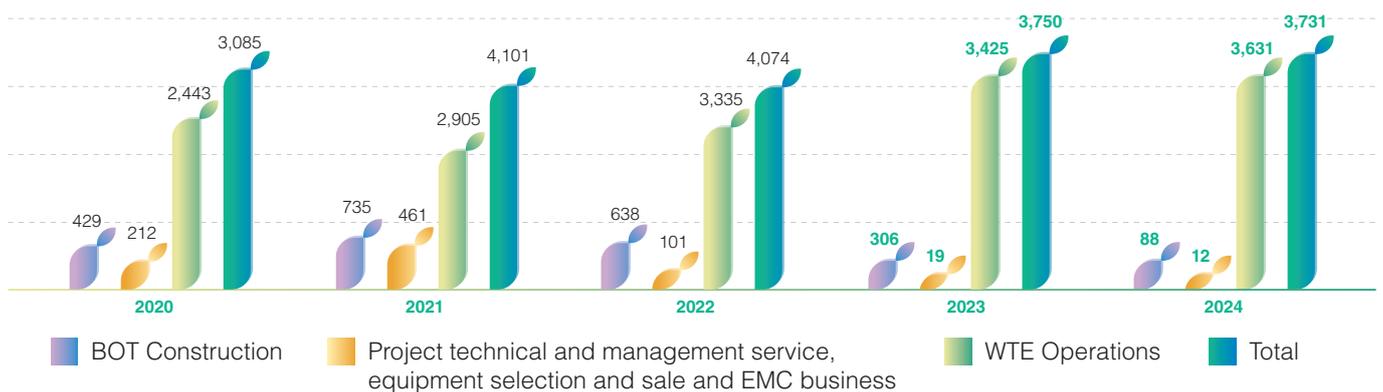


Net profit attributable to owners of the Company (RMB million)



The above data included resource recycling and kitchen waste treatment.

Revenue (RMB million)



OUR WTE NETWORK IN THE PRC

中国垃圾焚烧发电网络

As at 31 December 2024

GROWING CAPABILITIES AND STRENGTHS

With 27 WTE facilities (excluding the waste resource recycling projects and kitchen waste treatment projects) already in operation and more in the pipeline, we are steadily expanding our capacity to deliver cleaner energy. We are working to grow both breadth and depth of our business via diversifying in the WTE value chain.

FACILITIES IN OPERATION



1 KUNMING WUHUA
云南昆明五华



2 YUNNAN GREEN ENERGY
云南昆明西山



3 JINGHONG JIASHENG
云南西双版纳景洪



4 ZHUJI BAFANG
浙江诸暨



5 XIAOSHAN JINJIANG
浙江杭州萧山



6 WENLING GREEN ENERGY
浙江温岭



7 GAOMI LILANGMINGDE
山东高密



8 ZIBO NEW ENERGY
山东淄博临淄



9 ZIBO GREEN ENERGY
山东淄博淄川



10 JILIN XINXIANG
吉林长春



11 BAISHAN GREEN ENERGY
吉林白山



12 SONGYUAN XINXIANG
吉林松原

OUR WTE NETWORK IN THE PRC

中国垃圾焚烧发电网络

As at 31 December 2024



13 ZHENGZHOU XINGJIN
河南郑州荥阳



14 LINZHOU JIASHENG
河南林州



15 LIANYUNGANG SUNRISE
江苏连云港



16 ZHONGWEI GREEN ENERGY
宁夏中卫



17 YINCHUAN ZHONGKE
宁夏银川



18 HOHHOT NEW ENERGY
内蒙古呼和浩特



19 SHIJIAZHUANG JIASHENG
河北石家庄



20 LETING JINHUAN
河北乐亭



21 TANGSHAN JIASHENG
河北唐山



22 HANKOU JINJIANG
湖北武汉汉口



23 WUHAN JINJIANG
湖北武汉武昌



24 TIANJIN SUNRISE
天津



25 SUIHUA GREEN ENERGY
黑龙江绥化



26 QITAIHE GREEN ENERGY
黑龙江七台河



27 WUHU JINJIANG
安徽芜湖

OUR WTE NETWORK IN THE PRC

中国垃圾焚烧发电网络

As at 31 December 2024



FACILITIES UNDER CONSTRUCTION

1. WUHAN JINJIANG WTE FACILITY RECONSTRUCTION PROJECT
武汉市绿色环保能源有限公司 (改建项目)
2. WUHAN JINJIANG WTE FACILITY EXPANSION PROJECT
武汉市绿色环保能源有限公司 (扩建项目)
3. BAODING JINHUA WTE FACILITY
保定锦环新能源科技有限公司

FACILITIES IN THE PREPARATORY STAGE

1. TAIGU ZHANNENG WTE FACILITY 太谷湛能环保有限公司	5. LIANYUNGANG SUNRISE WTE FACILITY RECONSTRUCTION AND EXPANSION PROJECT 连云港晨兴环保产业有限公司 (改扩建项目)	9. SHIJIAZHUANG JIASHENG WTE FACILITY (UNIT NO. 3 BOILER) 石家庄嘉盛新能源有限公司 (3号炉)
2. ZHONGWEI GREEN ENERGY WTE FACILITY 2ND PHASE 中卫市绿能新能源有限公司 (二期项目)	6. TANGSHAN JINHUAN WTE FACILITY 唐山市锦环新能源有限公司	10. ZHENGZHOU XINGJIN WTE FACILITY RELOCATION PROJECT 郑州荣锦绿色环保能源有限公司 (迁建项目)
3. YAN'AN GUOJIN WTE FACILITY 延安国锦环保能源有限责任公司	7. BAYANNAO'ER WTE FACILITY 巴彦淖尔市锦鹏云环保有限公司	11. YINCHUAN ZHONGKE 3RD PHASE 银川中科环保电力有限公司 (三期项目)
4. LINZHOU JIASHENG WTE FACILITY 2ND PHASE 林州市嘉盛新能源有限公司 (二期项目)	8. JINGHONG WTE FACILITY 2ND PHASE 景洪嘉盛新能源有限公司 (二期项目)	12. JILIN XINXIANG WTE FACILITY RECONSTRUCTION AND EXPANSION PROJECT 吉林省鑫祥有限责任公司 (改扩建项目)

OUR OVERSEAS WTE NETWORK

海外垃圾焚烧发电网络*

As at 31 December 2024

INDONESIA



① Facilities under construction

1. PALEMBANG PROJECT

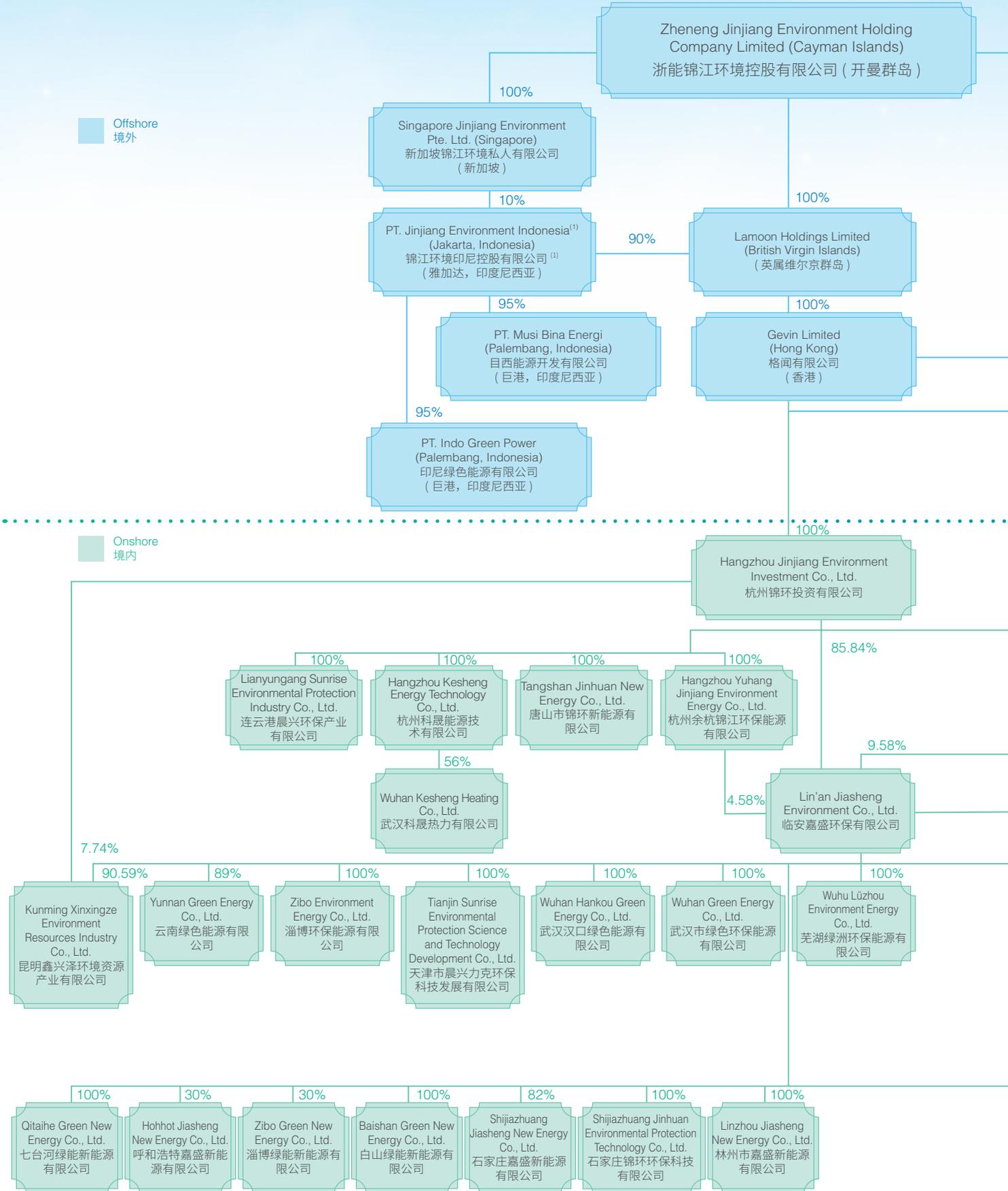


* Our WTE Network in the PRC and overseas showed here exclude the waste resource recycling projects and kitchen waste treatment projects.
此处展示的中国及海外垃圾焚烧发电网络不含垃圾资源化、餐厨项目。

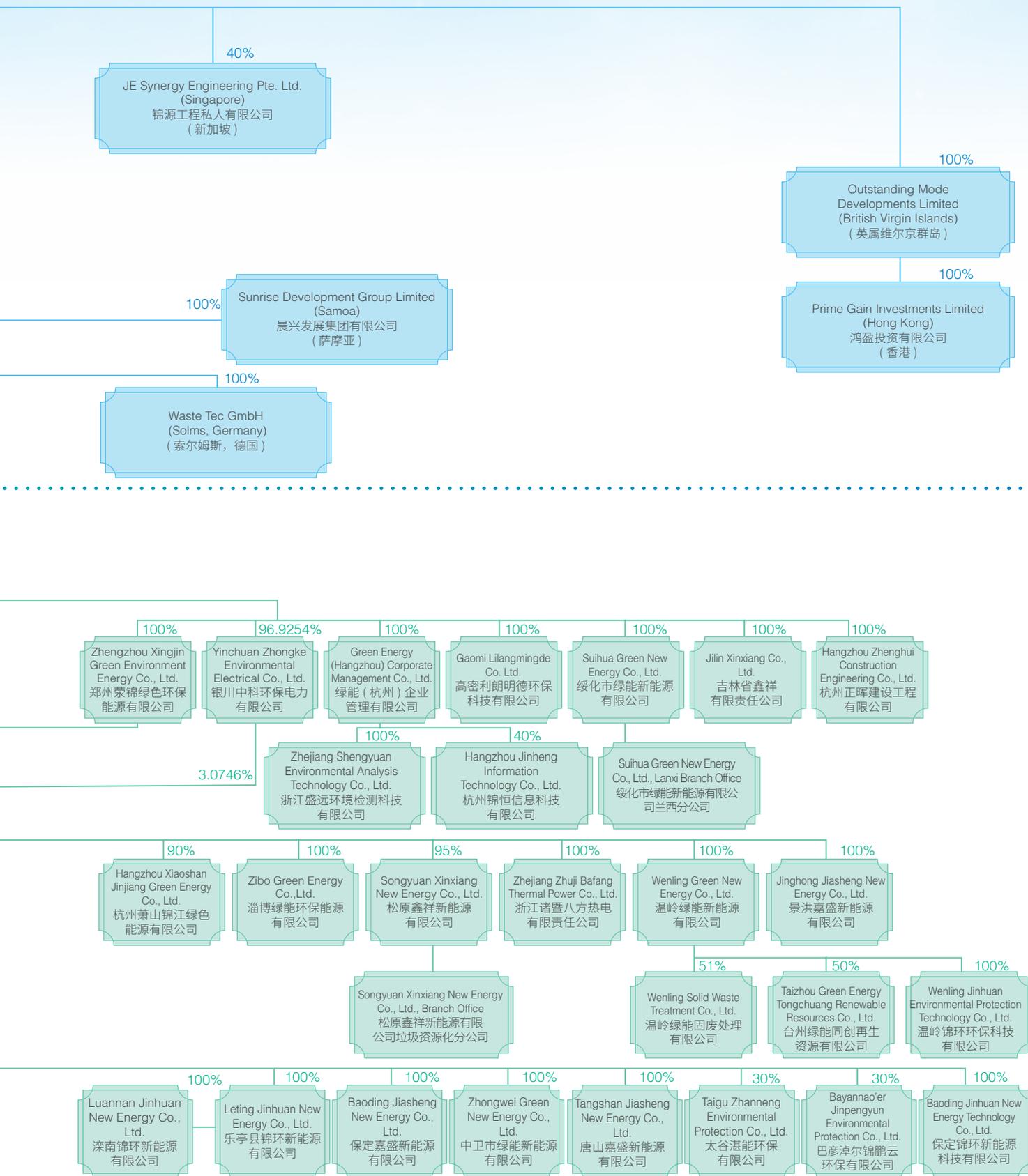
CORPORATE STRUCTURE

公司结构

As at 31 December 2024



(1) The Group has completed an internal restructuring exercise in February 2025 to transfer the 90% of the shares of PT. Jinjiang Environment Indonesia to Hangzhou Jinjiang Environment Investment Co., Ltd. instead of Lamoon Holdings Limited. As of 31 December 2024, there are no changes in the shareholding. 集团已于 2025 年 2 月完成内部重组, 将锦江环境印尼控股有限公司的 90% 股权划归杭州锦环投资有限公司, 而非 Lamoon Holdings Limited。截至 2024 年 12 月 31 日, 股权没有发生变化。



BOARD OF DIRECTORS

董事会



WEI Dongliang (韦东良)

Executive Chairman

WEI Dongliang (韦东良) is the Executive Chairman of our Company. Mr. Wei is responsible for the overall strategic planning and management of the Group.

Mr. Wei has more than 20 years of working experience. Prior to joining our Group, Mr. Wei was Deputy General Manager of Zhejiang Zheneng Lanxi Power Generation Co., Ltd. (浙江浙能兰溪发电有限责任公司) from September 2006 to February 2010. From February 2010 to April 2011, Mr. Wei was Deputy General Manager of Zhejiang Water Resources and Hydropower Investment Group Co., Ltd. (浙江省水利水电投资集团有限公司). From April 2011 to September 2016, he was Deputy Director and Director of Asset Management Department of Zhejiang Provincial Energy Group Co., Ltd. (浙江省能源集团有限公司). From September 2016 to September 2019, he served as Director and General Manager of Zheneng Capital Holdings Co., Ltd. (浙能资本控股有限公司).

Mr Wei graduated from Zhejiang University (浙江大学) with a Bachelor of Chemical Engineering (Industrial Automation) (化学工程学系工业自动化专业) in August 1996 and a Master of Business Administration (工商管理专业硕士) in March 2004. He is also conferred Advanced Economist (Corporate Management) by the Zhejiang Province Human Resources and Social Security Department (浙江省人力资源和社会保障厅).



WANG Ruihong (王瑞红)

Executive Deputy Chairman and Deputy General Manager

WANG Ruihong (王瑞红) is the Executive Deputy Chairman and Deputy General Manager of our Company and is responsible for general administrative management, market branding and legal compliance of our Group. Mr. Wang joined our Group in June 2004 and was Deputy General Manager of Green Energy Hangzhou. He was appointed as a Director of our Company in December 2010.

Mr. Wang has more than 30 years of experience in accounting and corporate finance. Prior to joining our Group, Mr. Wang took up various positions at Zhejiang Institute of Silk Textile (浙江丝绸工学院) (currently known as Zhejiang Sci-Tech University (浙江理工大学)) from July 1985 to March 1999, including Deputy Director of Infrastructure Construction Department (基建处), Deputy Director of Finance Department (财务处) and Director of State Owned Asset Management Office (国有资产管理办公室). From March 1999, Mr. Wang took up several positions at Jinjiang Group, including Director of Finance Department and Accounting Department, Assistant to General Manager, Deputy General Manager and Chief Officer of Inspection and Evaluation Department (稽查评估中心) and General Management Center (综合管理中心) and has been Chief Director of Office (办公室) since 2013. Mr. Wang was also Chairman of the board of directors of Zhejiang Huadong Aluminium Co., Ltd. (浙江华东铝业有限公司), a non-ferrous metal smelting and processing company and a subsidiary of Jinjiang Group, from December 2013 to June 2016.

Mr. Wang received a Bachelor's Degree in Economics (Infrastructure Construction Finance and Credit) (基建财务信用专业经济学学士学位) from the Shanghai Institution of Finance and Economics (上海财经学院) (currently known as Shanghai University of Finance and Economics (上海财经大学)) in July 1985 and is registered as an Accountant by the Zhejiang Province Department of Ministry (浙江省财政厅). He is also conferred Advanced Economist (Corporate Management) by the Zhejiang Province Human Resources and Social Security Department (浙江省人力资源和社会保障厅). From September 2009 to March 2010, Mr. Wang also attended the Environmental Protection Seminar for Senior Management organised by the Department of Environmental Science and Engineering of Tsinghua University.



JIN Ruizhi (金睿智)

Executive Director and Chief Financial Officer

JIN Ruizhi (金睿智) is the Executive Director and Chief Financial Officer (CFO) of our Company and is responsible for the Group's overall finance function, including corporate finance and financial management. Mr. Jin has more than 30 years of management experience in energy field and finance. Prior to joining our Group, Mr. Jin was the Director of Finance Department of Zhejiang Zheneng Lanxi Power Generation Co., Ltd. (浙江浙能兰溪发电有限责任公司) from July 2005 to June 2010. From June 2010 to June 2012, Mr. Jin served as Director of Finance Department of Zhejiang Zheneng Zhongmei Zhoushan Coal and Electricity Co., Ltd. (浙江浙能中煤舟山煤电有限责任公司).

From June 2012 to January 2015, he was Deputy General Manager and Chief Accountant of Huaizhe Coal and Electricity Co., Ltd. (淮浙煤电有限责任公司) and from January 2015 to February 2019, he was Deputy General Manager of Zhejiang Zheneng Zhongmei Zhoushan Coal and Electricity Co., Ltd. (浙江浙能中煤舟山煤电有限责任公司). From February 2019 to September 2019, Mr. Jin was Deputy General Manager of Guangsha (Zhoushan) Energy Group Co., Ltd. (广厦(舟山)能源集团有限公司) and Zhoushan Huanyu Wharf Co., Ltd. (舟山寰宇码头有限公司). Mr. Jin is an Intermediate level Accountant as recognised by the Ministry of Finance of the People's Republic of China (中级会计师, 中华人民共和国财政部) in July 1992. He is also conferred Advanced Economist (Corporate Management) by the Zhejiang Province Human Resources and Social Security Department (浙江省人力资源和社会保障厅). Mr. Jin graduated with a College Degree (Financial Accounting) from North China Electric Power University (华北电力大学, 财务会计专业) in July 1997 and a Bachelor Degree in Business Management from Zhejiang University (浙江大学工商管理专业, 本科学历) in June 2004.



ANG Swee Tian

Lead Independent Director

ANG Swee Tian is the Lead Independent Director of our Company. Mr. Ang is also an Independent, Non-Executive Director of a public listed company, iWOW Technology Ltd.

Mr. Ang was the President of the Singapore Exchange Ltd ("SGX") from 1999 to 2005 during which he played an active role in successfully promoting SGX as a preferred listing and capital raising venue for Chinese enterprises. Mr. Ang also played a pivotal role in establishing Asia's first financial futures exchange, the Singapore International Monetary Exchange ("SIMEX") in Singapore in 1984. Following his retirement in January 2006, Mr. Ang served as a Senior Advisor to SGX until December 2007.

In March 2007, Mr. Ang became the first person from an Asian stock and futures exchange to be inducted into the international Futures Industry Association's Futures Hall of Fame, which was established to honour and recognise outstanding individuals for their contributions to the futures and options industry. In December 2014, he was also inducted into the SIMEX Hall of Fame which was introduced by SGX to honour the pioneers who laid the foundation for the success of the Singapore futures industry.

Mr. Ang graduated from Nanyang University, Singapore with a First-Class Honours Degree in Accountancy in 1970. He was conferred a Masters in Business Administration with distinction by Northwestern University U.S.A. in 1973.

BOARD OF DIRECTORS

董事会



NI Mingjiang (倪明江)

Independent Director

NI Mingjiang (倪明江) is the Independent Director of our Company. Prof. Ni is currently the Vice Chairman of Develop Committee of Zhejiang University. Prof. Ni is also an Independent Director of a public listed company, Hangzhou Cogeneration Group Co., Ltd. (杭州热电集团股份有限公司).

Prof. Ni has 30 years of experience and technical expertise in the WTE and renewable energy field. Prior to joining Zhejiang University, he was a lecturer at the Northeast Electric Power University (东北电力学院) from December 1975 to September 1979. In January 1986, he joined Zhejiang University. Before assuming his current position, Prof. Ni served successively as Deputy President and Executive Deputy President of Zhejiang University from April 1996 to December 2009.

Prof. Ni has been conferred the National Prize for Natural Sciences (国家自然科学奖) on one occasion, the National Technical Invention Award (国家技术发明奖) on two occasions and the National Prize for Progress in Science and Technology (国家科技进步奖) on two occasions.

Prof. Ni graduated from Northeast Electric Power University (东北电力大学) in December 1975. He then successively received a Master's Degree and Doctorate in Engineering Thermal Physics in December 1981 and July 1987 from Zhejiang University.



KAN Yaw Kiong (Ernest)

Independent Director

KAN Yaw Kiong (Ernest) is the Independent Director and the Chairman of the Audit and Risk Management Committee of our Company. Dr. Kan is appointed Justice of the Peace by the President of the Republic of Singapore since September 2015 and Board Member of Visiting Justices Board & Board of Inspection (Ministry of Home Affairs) since March 2018. He is currently an Independent Non-Executive Director of CapitaLand India Trust Management Pte Ltd (in its capacity as trustee-manager of CapitaLand India Trust, which is listed on the Mainboard of the Singapore Exchange).

With over 30 years of professional experience, Dr. Kan has vast expertise in assurance, financial advisory and consultancy, particularly in capital markets including IPOs. While serving as Chief Advisor of SGX, he was responsible for raising awareness of and promoting SGX as a capital raising platform in both equities and fixed income market. He also worked closely with SGX's equities, fixed income and international coverage teams, to deepen its relationships in China and with the Chinese business community in Singapore and Asia Pacific region.

Dr. Kan was the Deputy Managing Partner of Deloitte Singapore responsible for the firm's operation, specifically in client management and market development. He advised on the IPOs of national and multi-national companies in diverse sectors, and conducted acquisitions and due diligence reviews of companies in China, Hong Kong, Taiwan and Southeast Asia. He was also the financial advisor to several companies with operations in the Asia Pacific region, regarding their public listings on SGX, including REITs and business trusts.

Dr. Kan holds professional accountancy memberships with the Institute of Singapore Chartered Accountants (also elected President 2009-2014), Institute of Chartered Accountants in England & Wales, Association of Chartered Certified Accountants UK and CPA Australia.

**LIANG Weiwèn (梁伟文)****Non-Executive and Non-Independent Director**

LIANG Weiwèn (梁伟文) is the Non-Executive Non-Independent Director of the Company. Mr. Liang is also the Chairman of Guangdong Lantern Lake High-Tec AMC Co., Ltd. (广东灯湖高新私募基金管理有限公司).

Mr. Liang has 15 years' of working experience in Hong Kong, of which 9 years in the industrial listed companies at the senior level. He has been engaged in investment banking and public fund management for 14 years in the domestic securities industry and has led the initial public offerings of a number of enterprises, mergers & acquisitions and restructuring of listed companies, equity fundraisings and bond issuances. He is familiar with the operation rules of the capital market in China and Hong Kong, and has rich experience in the management of finance, securities, public funds and listed companies.

Mr. Liang received a Master degree in Business Administration from The Open University of Hong Kong in 2000. He is also a Senior-level Accountant conferred by the Ministry of Finance of the People's Republic of China and Certified Public Accountant in China.

KEY MANAGEMENT

管理层

WANG Wuzhong (王武忠)

Deputy General Manager

WANG Wuzhong (王武忠) is the Deputy General Manager of our Company and is responsible for the environmental protection, safety, daily operation and research and development and assisting in the overall strategic planning of our Group. Mr. Wang joined Jinjiang Group in 1992 and has since been engaged in the green energy business, including as a Director of various entities within our Group.

Mr. Wang has approximately 30 years of industry experience. Prior to joining our Group, Mr. Wang worked as Director of Product Department in the Lin'an thermal power plant of Jinjiang Group from July 1992 to June 1995. From June 1995 to December 1995, he served as Deputy General Manager responsible for production in the Yuhang thermal power plant of Jinjiang Group. From January 1996 to February 1997, he served as Deputy Plant Manager responsible for production and operation in the Lin'an thermal power plant of Jinjiang Group. From February 1997 to September 1998, he took up various positions including Plant Manager, Deputy General Manager and Assistant to the General Manager of the Jiaying power plant of Jinjiang Group. From September 1998 to March 2001, he took up various positions including Director of technical team, Plant Manager and General Manager of the Yuhang thermal power plant of Jinjiang Group. From March 2001 to August 2001, he served as Manager in the Operations Department of Jinjiang Group. He then served as General Manager of the Yuhang thermal power plant of Jinjiang Group from September 2001 to May 2002 and General Manager of the Qiaosi power plant of Jinjiang Group from June 2002 to June 2005. He was appointed as General Manager of Green Energy (Hangzhou) Corporate Management Co., Ltd since June 2005 and has been serving as Vice General Manager of the Company since August 2016. Mr. Wang is professor level Senior Engineer. He completed his Executive Master of Business Administration at the Zhejiang University (浙江大学) in April 2006.

He now is a member of the National Municipal Environmental Sanitation Standardization Technical Committee (SAC/TC451) of the National Standardization Administration (国家标准化管理委员会全国城镇环境卫生标准化技术委员会 (SAC/TC451) 委员), a Committee Member of Technical Committee on Urban Appearance and Sanitation of Standardization Administration of the Ministry of Housing and Urban-Rural Development (住房和城乡建设部市容环境卫生标准化技术委员会委员), a Committee Member of Expert Committee of China Electric Power Federation (中国电力联合会专家委员会委员), Deputy Director of Environmental Protection Equipment and Technology Promotion Center of China Equipment Management Association (中国设备管理协会环保设备与技术推广中心副主任), Expert of the Technical Committee of the Advisory Committee on the Comprehensive Utilization of Power Generation Resources of China (中国资源综合利用发电技术咨询委员会技术委员会专家), Expert of the WTE group of the Expert Committee of the All-China Environment Federation (中华环保联合会专家委员会垃圾焚烧发电组专家), Director of Zhejiang Environmental Monitoring Association (浙江省环境监测协会理事) and Executive Director of Zhejiang Energy Conservation Association (浙江省节能协会常务理事) and Hangzhou Energy Conservation Association (杭州市节能协会常务理事).

QI Liang (戚亮)

Deputy General Manager

QI Liang (戚亮) is the Chief Engineer of our Company and is responsible for all technical and engineering-related matters of the Group. Mr. Qi has more than 20 years of experience in production, technology and infrastructure. From March 2007 to August 2014, Mr. Qi was Vice Chairman of Cixi Zhongke Zhongmao Environmental Thermal Power Co., Ltd. (慈溪中科众茂环保热电有限公司).

From August 2014 to September 2019, he served as Deputy Director of the Equipment Management Department, Deputy Director of the Engineering Department and subsequently as Director of the Engineering Department, of Zhejiang Zheneng Zhenhai Power Generation Co., Ltd. (浙江浙能镇海发电有限责任公司).

Mr. Qi graduated with a College Diploma in Thermal Power conferred by Zhejiang Electric Power Workers' College (浙江省电力职工大学热能动力专业) in September 1993 and is an Electrician recognised by the National Electric Power Company Intermediate Professional Technical Qualification Review Committee of the People's Republic of China (电力工程师, 国家电力公司中级专业技术资格评审委员会) in December 2000.

The cover features a vibrant, multi-colored wavy graphic in shades of green and blue at the top. Below this graphic are four circular icons: a globe with a leaf, a CO2 molecule with downward arrows, a recycling symbol, and a plant growing from a mound of earth. The background is a scenic view of a large industrial facility with a tall chimney, situated in a valley with rolling green hills and mountains in the distance under a blue sky with white clouds.

SUSTAINABILITY REPORT 2024

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Zheneng Jinjiang Environment Holding Company Limited (“**Zheneng Jinjiang Environment**” or the “**Company**”) and its subsidiaries (collectively, the “**Group**”) adhere to the corporate mission of “Beautifying the Cities and Making the Environment more Natural”, firmly adhere to the road of ecological priority, green and low-carbon development and will uphold the practice of sustainable development. The Group believes providing a clear and transparent report to its stakeholders is key to managing corporate sustainability, and therefore continues to proactively disclose its practice and performance in environmental, social and governance (“**ESG**”) aspects to help shareholders, partners, employees and public better understand our Group.

Reporting Scope and Standard

This Sustainability Report describes Zheneng Jinjiang Environment's sustainability practices and performance from 1 January 2024 to 31 December 2024 (“**FY2024**”). To make the report more comparable and forward-looking, part of the content extends to the previous and later years. This report covers the listed entity, Zheneng Jinjiang Environment Holding Company Limited, and all its subsidiaries globally. As at 31 December 2024, there are 27 Waste-to-Energy (“**WTE**”) facilities, 3 Kitchen Waste Treatment projects and 8 Waste Resource Recycling projects currently in operation in China and there are also 7 projects under construction and 13 projects in the preparatory stage in China and overseas.

The data sources used in this report include public data from government departments, public information and internal statistical information of Zheneng Jinjiang Environment, reports from some industry research institutions, etc. Due to the limited availability of data access and the lack of consistent data monitoring methods among various engineering, procurement and construction contractors, for the avoidance of doubt, the operational data involved in this report do not include the WTE facilities operated by the Group as associated companies or joint venture companies, nor the projects under construction or preparation within PRC and overseas. All data included in the report are rounded. In addition, unless otherwise stated, this report does not reflect the ESG performance of our contractors and suppliers. Looking ahead, the Group will continue to enhance its internal data collection system and, where feasible, further expand the scope of reporting.

This report has been prepared in accordance with the requirements of Rules 711A and 711B and Practice Note 7.6: “Sustainability Reporting Guide” of the Listing Manual of the Singapore Exchange Securities Trading Limited (“**Listing Manual**”). This report provides climate-related disclosures consistent with the recommendations of the Task Force on Climate-related Financial Disclosures (“**TCFD**”). In addition, with a view to raising the standards of disclosure, this report also refers to the Global Reporting Initiative (“**GRI**”) Sustainability Reporting Guidelines, a globally recognised framework for reporting on sustainability issues. The GRI Content Index and TCFD Content Index are provided in the appendix to this report. No external assurance has been sought for this report. Please forward any enquiries or feedback you may have to znjjhj@hzjj.cn.

浙能锦江环境控股有限公司 (“**浙能锦江环境**” 或 “**公司**”) 及其附属公司 (统称为 “**集团**”) 秉承 “让城市更美丽, 让环境更自然” 的企业使命, 坚定走生态优先、绿色低碳发展之路, 践行可持续发展, 相信为利益相关者提供透明清晰的报告是企业实现可持续发展管理的关键, 因此本集团持续主动披露在环境、社会和管治 (“**ESG**”) 方面的实践和表现, 以帮助股东、合作伙伴、员工、社会公众更加深入了解集团。

报告范围及准则

本可持续发展报告概述了 2024 年 1 月 1 日至 2024 年 12 月 31 日 (“**2024 财年**”) 浙能锦江环境的主要可持续发展实践和表现。为增强报告可比性及前瞻性, 部分内容往前后年份适度延伸。报告涵盖了上市实体 -- 浙能锦江环境控股有限公司, 以及包括截至 2024 年 12 月 31 日浙能锦江环境在中国拥有的 27 个已投入运营的垃圾焚烧发电厂, 3 个已运营的餐厨垃圾处理项目, 8 个已运营的垃圾资源化项目, 在境内外的 7 个在建项目以及 13 个正在筹建阶段的项目。

本报告使用数据来源包括政府部门公开数据、浙能锦江环境公开信息、内部相关统计数据和信息、部分行业研究机构报告等。由于资料数据的可获得权限有限以及各工程、采购及施工承包商之间缺乏统一的数据监控方法, 为免生疑问, 本报告所涉及的运营数据暂不包括本集团分类为联营公司或合营公司的运营中垃圾焚烧发电厂, 也不包括境内外在建及筹建项目。本报告中所列的所有数据已作舍入调整。此外, 除非另有注明, 本报告也不会反映我们承包商和供应商在 ESG 方面的表现。展望未来, 本集团将继续提升内部资料收集系统, 在可行情况下进一步扩大报告披露范围。

本报告是根据上市手册第 711A 和 711B 条规则以及应用说明 7.6 “可持续发展报告指南” 的要求编制的。本报告提供了符合气候相关财务信息披露工作组 (“**TCFD**”) 建议的气候相关披露。此外, 为提升报告披露水平, 本报告还参考了全球报告倡议组织 (“**GRI**”) 可持续发展报告指南, 该标准是一个全球公认的可持续发展问题报告框架。本报告在附录部分提供了 GRI 内容索引和 TCFD 内容索引。本报告未寻求第三方审核, 如有任何问询或反馈, 请发至电子邮箱 znjjhj@hzjj.cn。

ABOUT THIS REPORT

关于本报告

Reporting Principles

The Group defines the ESG content to be disclosed in this Report based on the following principles:

Materiality: We conduct annual materiality assessments to ensure that the identified and prioritised ESG issues reliably reflect the most material concerns to us and our stakeholders.

Sustainability Context: This report evaluates the Group's performance within the broader context of sustainable development and, to the extent possible, considers sustainable development goals, strategies, climate risks and opportunities when discussing sustainable development issues.

Quantitative: We strive to quantify data with accurate and scientific standards, methodologies and assumptions and to compare with past performance where feasible.

Consistency: We have produced sustainability reports using familiar reporting formats and have adopted consistent statistical methods where feasible to make meaningful comparisons.

Clarity: We strive to present relevant ESG information in a way that is easy to understand and accessible, such as by presenting information graphically and providing supporting information in appropriate places in the form of annotations when necessary.

Completeness: This report covers issues of importance to stakeholders during FY2024 with sufficient information and allows them to assess our performance during the reporting period.

Board Statement

Zheneng Jinjiang Environment has established a formal sustainability governance structure to manage these sustainability priority areas in 2018 to incorporate ESG issues into its business development strategy. As the highest governing unit, the Board oversees and approves the direction of sustainability management, regularly listens to the management's report on sustainable development and has ultimate responsibility for the Company's sustainability reporting. The management of the Group is responsible for ensuring that the ESG factors are monitored on an ongoing basis and properly managed. Zheneng Jinjiang Environment has established the Sustainability Steering Committee ("SSC"), formed by senior management, to develop the Company's sustainability strategy, manage overall sustainability performance and report to the Board. At the same time, as a useful supplement to the SSC, the ESH Management Committee (formerly known as Safety Production Management Committee) with middle-level and management-level staff members at the Company headquarters was established for management of health, environmental and safe production related issues.

In FY2024, to further strengthen social responsibility management and promote sustainable economic, social, and environmental development, the Group actively fulfills its ESG responsibilities. Based on relevant laws, regulations, and company circumstances, it has formulated and issued the 'ESG Management System' to ensure effective implementation of the Group's sustainable development strategy. The board has identified key ESG factors, which have been disclosed in this report under the guidance of the SSC. It has also managed and supervised these identified key ESG factors and approved the disclosure of sustainability performance and goals in this report.

报告原则

本集团根据以下原则确定了本报告披露的 ESG 内容：

重要性：我们每年都会进行重要性评估，以确保已确定和优先考虑的 ESG 议题能够可靠地反映我们和利益相关者最深切关注的议题。

可持续发展背景：本报告按更广泛的可持续发展考虑和评价集团的表现，并尽可能在讨论可持续发展议题时，考虑可持续发展目标、战略、气候风险及机遇等。

量化：我们努力用准确、科学的标准、计算方法和假设设定来量化数据，并在可行情况下与过往业绩进行比较。

一致性：我们采用熟悉的报告格式编制可持续发展报告，为进行有意义的比较，在可行情况下，采用了一致的统计方法。

清晰性：我们努力用易于理解及容易获取的方式呈现相关 ESG 信息，如通过图文呈现信息，在必要时以批注方式在适当位置提供辅助信息。

完整性：本报告包含 2024 财年对利益相关者重要的议题，并提供足够资料让其评估我们在报告期内的表现。

董事会声明

浙能锦江环境已于 2018 年建立了正式的可持续发展管理体系，以将 ESG 相关议题纳入其发展战略规划。董事会作为最高管治单位，负责监督和批准可持续发展管理的方向，并定期听取管理层对于可持续发展工作的汇报，对集团可持续发展报告负最终责任。集团管理层有责任确保 ESG 因素得到持续监测和妥善管理。浙能锦江环境已组建了以高级管理层为成员的可持续发展指导委员会 ("SSC") 制定可持续发展战略，管理整体绩效并向董事会报告。同时，成立以集团总部中层及以上人员为成员的 ESH 管理委员会 (以前称为安全生产管理委员会)，负责健康、环境及安全生产方面的管理工作，作为可持续发展指导委员会的有益补充。

2024 财年，集团为进一步加强社会责任管理，推动经济社会和环境的可持续发展，积极履行 ESG 职责，根据有关法律法规、规范性文件，结合公司实际情况，制定并出台《ESG 管理制度》，进一步确保集团的可持续发展策略得到有效执行。董事会已确定重要 ESG 因素，并在 SSC 指导下披露在本报告中，也已管理和监督这些已确定的重要 ESG 因素，并批准在本报告中披露可持续发展业绩和目标。

Zheneng Jinjiang Environment attaches great importance to communication with stakeholders such as shareholders/investors, government/regulators, customers, employees and society, actively expands communication channels, timely understands their concerns and expectations and gradually takes these concerns and expectations as an important consideration for the Group's strategic development to deepen ESG practice and continuously improve ESG management level.

浙能锦江环境关注各利益相关者高度重视与股东/投资者、政府/监管机构、员工及社会等利益相关者的沟通，积极拓展沟通渠道，及时了解他们的关注点和期望，并逐步将这些关注点与期望作为集团战略发展的重要考虑因素以深化 ESG 实践、持续提升 ESG 管理水平。

The following chart shows the Group's key stakeholders, relevant communication channels, and ESG issues of concern:

下表为集团主要的利益相关者、相关沟通渠道及关注的 ESG 议题：

Key Stakeholders 主要利益相关者	Expectation 期望与要求	Major Communication Channels 主要沟通方式
Shareholders/Investors 股东 / 投资者	Economic performance is consistent with investment returns 经济表现符合投资回报	General meeting 股东大会
	Corporate governance meets regulatory compliance 公司治理符合监管合规	Information disclosure 信息披露
	Controllable risk management 风险管理可控	Company visits 公司参观
Government/Regulators 政府 / 监管机构		Company official website 公司官方网站
		Communication meeting and Q&A 沟通会议及问答
	Compliant Environmental Service 合规环境服务	Periodic report 定期汇报
	Green operations 绿色经营	Visit reception 来访接待
	Addressing Climate Changes 应对气候变化	Supervision and inspection on site 现场监督检查
	Safe production 安全生产	Participate in industry conferences 参与行业会议
	Environmental education 环境教育	Information disclosure 信息披露

MATERIALITY ASSESSMENT

重要因素评估

Key Stakeholders 主要利益相关者	Expectation 期望与要求	Major Communication Channels 主要沟通方式
Employees 员工	Stable employment environment 稳定就业环境	Employee solicitation 员工意见征求
	Talent training and promotion 人才培养与提升	Employee training 员工培训
	Welfare treatment 福利待遇	Job performance review 工作绩效考核
	Occupational health and safety 职业健康和安全	Employee care activities 员工关爱活动 Employee health check-up 员工体检
Society 社会	Promote social harmony 促进社会和谐	Carry out public welfare activities 开展公益活动
	Support public welfare activities 支持公益活动	Environmental protection education and facilities open to public 环保教育和设施公开
	Advocate energy conservation and emission reduction 倡导节能减排	

In conjunction with its own development strategy planning, Zheneng Jinjiang Environment evaluates the importance of the issues concerned by stakeholders. The materiality assessment process was guided by the GRI Principles of Materiality and Stakeholder Engagement, and considered the following aspects:

结合自身发展战略规划，浙能锦江环境对利益相关者关注的议题进行重要性评估，评估过程以 GRI 原则和利益相关者参与原则为指导，并考虑了以下几个方面：

- Global and local emerging sustainability trends;
全球和地方新兴的可持续发展趋势；

- Hot topics and future challenges in the WTE and green energy sectors, as identified by peers;
固废和绿色能源行业的热门话题和未来挑战；

- Insights gained from interactions with stakeholders.
与利益相关者的来往中获得的见解。

Eight material factors were identified from the assessment and shown in the table below. Underpinned by these factors, we focus on five priority areas in sustainability, namely economic performance¹, environmental services and impacts, workforce, corporate governance and social responsibility, to bring positive value for our key stakeholders including investors, employees, the local community and regulators.

我们确定了八个重要因素，在这些因素支持下，我们专注于可持续发展的五个优先领域，即经济表现¹、环境服务和影响、人才团队、公司治理和社会责任，致力于为主要利益相关者带来积极的价值，详见下表。

Priority Areas 优先领域	Material Factor 重要因素
Economic Performance 经济表现	Economic Performance 经济表现
	Environmental Services and Education 环境服务和教育
Environmental Services and Impacts 环境服务和影响	Green Operations 绿色经营
	Addressing Climate Change 应对气候变化
	Talent Training and Advancement 人才培养与提升
Workforce 人才团队	Occupational Health and Safety 职业健康和安全
	Corporate Governance 公司治理
Corporate Governance 公司治理	Regulatory Compliance 监管合规
Social Responsibility 社会责任	Local Community 当地社区



1 Details of Zheneng Jinjiang Environment's financial performance in FY2024 can be found in the Financial Statement section of this Annual Report.
2024 财年浙能锦江环境的经济表现可在本年报财务报表章节查阅。

MATERIALITY ASSESSMENT

重要因素评估



ECONOMIC PERFORMANCE 经济表现

We aspire to create healthy and sustainable economic returns for our investors and shareholders. We are making steady progress in the development of existing projects, building on existing capacity, enhancing synergy and exploring new markets to capitalise on opportunities for growth.

我们希望为投资者和股东创造健康和可持续的经济回报。我们正稳步推进现有项目发展，以存量拓增量，同时增强协同能力，开拓新市场，把握增长机遇。



ENVIRONMENTAL SERVICES AND IMPACTS 环境服务和影响

We are committed to providing green energy and hazard-free waste treatment services to the community. We improve the operation capacity of WTE facilities and expand upstream and downstream business through green technology, support existing projects to break through the growth bottleneck, help new projects through the incubation period, and strictly control material use and emissions during production and operation to reduce resource consumption and prevent pollution. We pay attention to the risks and opportunities brought by climate change, and improve the sustainability of the Group's operation. We also actively promote public awareness of the WTE industry and environmental protection through education, which enhances the value of the Company.

我们致力于为更多城市提供绿色能源和无害化垃圾处理服务。通过绿色技术提升 WTE 设施的运营能力并拓展上下游业务，支持存量项目突破增长瓶颈期，帮助增量项目度过培育期，在生产运营过程中严格把握物料使用及排放，减少资源消耗并防止污染，关注气候变化所带来的风险和机遇，提高集团运营的可持续性；通过环境教育，增强公众对 WTE 行业以及环保的认识，提升公司价值。



WORKFORCE 人才团队

We are committed to the provision of comprehensive training, the introduction and the effective utilisation of talent. We are dedicated to attracting and carefully cultivating talent. By valuing our talent and contributing to their growth, we aim to expedite the transition from traditional productivity to the higher quality productivity.

我们致力于全方位培养、引进、使用人才，倾心引才、悉心育才、真心爱才，厚植人才成长的沃土，推动传统生产力更快向新质生产力跃升。



CORPORATE GOVERNANCE 公司治理

In the process of production and business development, we strive to comply with all applicable laws and regulations, use of scientific methods, raise and resolve business risks, improve risk monitoring, early warning and disposal mechanisms and strictly implement the internal control system. We have zero tolerance for corruption and strive to create a clean and positive development environment.

我们在生产经营发展过程中始终坚持底线思维，遵守各项适用法律法规，运用科学方法，完善风险监测、预警和处置机制，着力防范化解经营风险，严格执行内控制度，对腐败行为零容忍，创造风清气正发展环境。



SOCIAL RESPONSIBILITY 社会责任

We actively utilise our strengths, pay attention to the needs of various groups in society, participate in public welfare charities, and strive to return to the society to achieve a balance of economic, social and environment benefits

我们积极发挥所长，关注社会各群体需求，参与公益慈善事业，努力回馈社会，实现经济效益和社会环境效益的共赢。

For FY2024, Zheneng Jinjiang Environment has set defined targets in relation to each material ESG factor identified, which are explained in further detail in the following sections of this Report. The targets are consistent with those used for the Group's strategic planning and financial reporting.

2024 财年，浙能锦江环境已就确定的每个 ESG 重要因素设定了明确的目标范围，本报告的以下部分将进一步详细解释。目标与本集团战略规划及财务报告所用目标一致。

FY2024 SUSTAINABILITY HIGHLIGHTS

2024财年可持续发展重点



ECONOMIC PERFORMANCE

经济表现

REVENUE

RMB 3.731B

收入达人民币 37.31 亿元



CORPORATE GOVERNANCE

公司治理

0

confirmed cases of corruption

腐败事件零发生



ENVIRONMENTAL SERVICES AND IMPACTS

环境服务和影响

27

operating WTE facilities, **8** resource recycling projects and **3** kitchen waste treatment projects across China

27 个在中国运营的 WTE 设施, 8 个资源化项目和 3 个餐厨垃圾处理项目

Around 6,000

visitors participated in Zheneng Jinjiang Environment's public education programme in FY2024

约 6 千名参观者在 2024 财年参与到浙能锦江环境

12.826

million tonnes

of waste treated

垃圾处理量达 1,282.6 万吨

4,238,271

MWh

of green electricity generated

发电量 4,238,271 兆瓦时

5.251

million tonnes

of steam supplied

供汽量 525.1 万吨



WORKFORCE

劳动力

151

average hours of training per employee per year

每年每名员工平均培训 151 小时

100%

of employees received a performance review

100% 的员工接受了绩效考核

0

employee workplace fatality

员工伤亡事件零发生



SOCIAL RESPONSIBILITY

社会责任

5

aspects in which the Company fulfils its social responsibility

5 大方面履行社会责任

SUSTAINABLE BUSINESS OF ZHENENG JINJIANG ENVIRONMENT

浙能锦江环境可持续业务

Zheneng Jinjiang Environment specialises in the planning, development, construction, operation and management of WTE facilities, using state-of-the-art technology to deliver environmentally sustainable waste treatment and energy utilization and realising the reduction, recycling and harmless treatment of waste. Presently, the Group has been shifting away from the WTE industry towards comprehensive urban solid waste solutions and focusing on deepening the efficient use and recycling of solid waste resources on an overall city scale, adopt green production practices and realize business sustainability, as well as contribute to the construction of zero-waste cities and a beautiful China.

Waste Resource Recycling

At present, the new consumption mode of Chinese urban residents has brought new challenges, and new forms of consumption models such as take-out and online shopping have provided convenience for human life, but have brought a series of new problems in resources and environment. The basic composition of waste is divided into organic, inorganic, plastic, metal and non-recyclable materials. Organic materials include kitchen waste, animal and plant waste, etc.; Inorganic materials include lime soil, brick, ceramic, glass, etc.; Plastics include plastic bottles, plastic bags, plastic packaging, etc.; Metals include iron, aluminum, copper and other metals.

Waste Resource Recycling is the pre-treatment of waste, taking management and certain technological measures to recover substances from domestic waste, and separating discarded waste as recycling raw materials for conversion into renewable resources. The Group adopts pre-treatment technology. After the collected waste is crushed, the non-combustible materials such as metal, pottery and stone are removed, and the moisture and chlorine content in the waste is reduced through drying and sorting, before it is converted into fuels for incineration, which helps to improve the heat conversion efficiency of waste, improve the waste quality and significantly reduce pollutant emissions, so as to truly achieve the comprehensive reuse of resources and energy. Focusing on the solid waste treatment market in small and medium-sized cities and towns, Zheneng Jinjiang Environment taps on the existing enterprises as a starting point and extends its outreach to the surrounding areas to expand into potential markets.

浙能锦江环境致力于 WTE 设施的设计、开发、建设、运营和管理，采用先进的技术，提供废弃物处理和能源利用方案，实现垃圾的减量化、资源化、无害化处理。当前，集团正在从单一的垃圾发电转变为整体城市固废综合服务提供商，以城市整体层面深化固体废弃物资源的高效利用和循环利用为核心，践行绿色生产方式，实现业务的可持续性，为建设无废城市、美丽中国贡献自己的力量。

垃圾资源化

目前，中国城市居民新消费方式带来了新挑战，外卖、网购等新业态、新模式在为人类生活提供便利的同时也带来了一系列资源环境方面的新问题。垃圾基本构成大体上分为有机物、无机物、塑料类、金属类、不可回收物。有机物包括厨余、动物和植物废弃物等；无机物包括灰土、砖瓦、陶瓷、玻璃等；塑料类包括塑料瓶类、塑料袋类、塑料包装类等；金属类包括铁、铝、铜等金属。

垃圾资源化，则是对垃圾进行预处理，采取管理和一定工艺措施从生活垃圾中回收物质，将废弃的垃圾分类后作为循环再利用原料，使其成为再生资源。集团采用预处理技术，将收集的垃圾破碎后，通过干化、分选，去除垃圾中金属、陶瓷和石块等不可燃烧物，降低垃圾中水分和氯含量，将生活垃圾制备燃料后再进行焚烧，有助于提高垃圾热转换效率，提升进厂垃圾质量的同时，大幅降低污染物的排放，真正实现资源化、能源化综合再利用。围绕中小城镇的固废处理市场，浙能锦江环境以现有企业为辐射点，向周边区域延伸，布局潜在市场。

Waste-to-Energy

WTE involves combusting domestic waste at high temperature to convert its combustible portion into materials like carbon dioxide and water in a relatively short time. The residual heat generated by incineration is used for power generation, while the waste gas and fly ash generated undergo harmless treatment. WTE can not only avoid methane emissions in the landfill process so as to save land resources, but also replace fossil fuels through thermal energy recovery and power generation, with the dual carbon emission reduction effect of “controlling methane emissions + replacing power generation”, in line with the three principles of “harmlessness, reduction and recycling”.

Domestic waste incineration power generation follows the national standard “Standards for Pollution Control of Domestic Waste Incineration”, and there are strict requirements on the conditions of waste entering the furnace, operating parameters and pollutant discharge during the incineration process. Zheneng Jinjiang Environment uses advanced technologies and adopts best industry practices for WTE. The Company strives to reduce the input resources required, while closely monitoring the environmental outputs such as air-borne emissions, effluents and solid waste in compliance with regulatory requirements.

The Company has integrated and developed various technologies for waste incineration power generation based on the characteristics of China’s domestic waste, such as high moisture content, complex composition, and high ash content, etc. The Company is committed to becoming an integrated enhancer of fluidised bed and grate furnace waste incineration power generation technology and continuing to be a promoter and leader in localisation of waste incineration power generation technology. At present, the fluidized bed and grate furnaces adopted accounted for 30% among the Group’s operational WTE facilities.

垃圾焚烧发电

垃圾焚烧发电是将生活垃圾在高温下燃烧，使生活垃圾中的可燃废物在较短时间内转变为二氧化碳和水等，产生的余热用于发电，产生的废气、飞灰进行无害化处理。生活垃圾焚烧发电既能避免填埋过程的甲烷排放，节约土地资源，又能通过热能回收发电而代替化石燃料，具有“控制甲烷排放+代替发电”的双重碳减排效果，符合“减量化、无害化、资源化”三原则。

生活垃圾焚烧发电遵循国家标准《生活垃圾焚烧污染控制标准》，焚烧过程中入炉废物条件、运行参数、污染物排放均有严格的要求。浙能锦江环境采用先进的技术和丰富的经验，减少生产中需要投入的资源；同时严格监控空气、污水和固体废物的排放，以达到国家监管要求。

中国生活垃圾具有水份高、组份复杂、灰分多等特点，浙能锦江环境因此集成、发展了多种垃圾焚烧发电技术，并致力成为流化床和炉排炉垃圾焚烧发电技术的整合提升者，继续在国产化垃圾焚烧发电技术方面做推广者和引领者。目前，集团旗下运营中的垃圾焚烧发电厂中，炉排炉占比约30%。

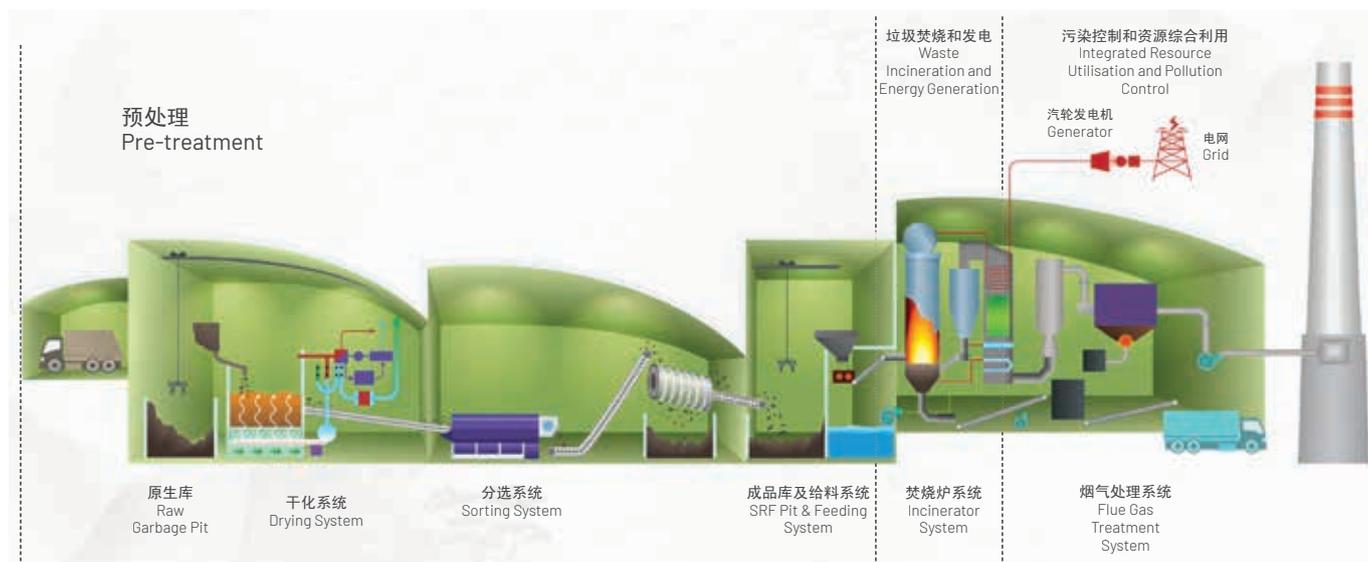


Figure 1: Overview of the fluidised bed technology
图 1: 流化床工艺流程概览

SUSTAINABLE BUSINESS OF ZHENENG JINJIANG ENVIRONMENT

浙能锦江环境可持续业务

The differential-density circulating fluidised bed waste incineration power generation technology is a high-efficiency clean incineration power generation technology developed in cooperation with the Company and Zhejiang University, with complete and independent intellectual property rights, and is applied in most of the Group's existing WTE facilities. The technology has the characteristics of wide fuel adaptability, high combustion efficiency, large regulation load ratio, fast load regulation, low nitrogen oxide emission and low-cost limestone furnace desulfurisation. It is one of the globally recognised clean burning technologies for domestic waste.

异重循环流化床垃圾焚烧发电技术是公司与浙江大学合作开发、拥有完全自主知识产权的高效清洁焚烧发电技术，并在集团大部分存量电厂得到应用。该技术具有燃料适应性广、燃烧效率高、调节负荷比大、负荷调节快、氮氧化物排放低、低成本石灰石炉内脱硫等特点，是全球公认的生活垃圾清洁燃烧技术之一。

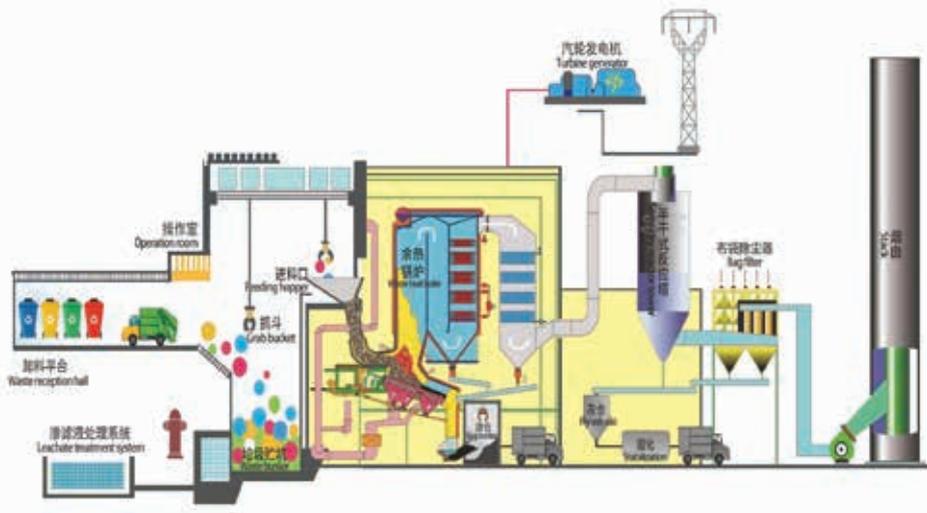


Figure 2: Overview of the grate furnace technology
图 2: 炉排炉工艺流程概览

Grate furnace technology is another technical method of waste incineration which operates stably and reliably, and most of the solid waste can be directly burned into the furnace without any pretreatment. While improving and optimising the technology of circulating fluidised bed waste incineration power generation, Zheneng Jinjiang Environment also adopts and utilises moving grate furnaces and actively collaborates with notable peers on moving grate furnace technology. The collaboration studies and analyses the characteristic of local municipal waste, helping to advise the appropriate furnace type according to the waste profile of different projects and how continuous technological improvements can be made. With the continuous progress of technology, we also make extensive use of high-parameter technology, such as the use of medium-temperature ultra-high voltage technology, which can improve the energy efficiency of power generation by 5-8%.

炉排炉技术是另一大垃圾焚烧技术流派，该技术运行稳定、可靠，绝大部分固体垃圾不需要任何预处理可直接进炉燃烧。浙能锦江环境在提升优化循环流化床垃圾焚烧发电技术的同时，引进并应用了炉排炉工艺，积极与行业内各知名企业展开炉排炉项目合作，仔细分析并研判各地生活垃圾的特性，根据不同的项目选择合适的炉型，不断提升技术水平。随着技术的不断进步，我们也大量使用高参数技术，如采用中温超高压技术，发电能效可提高 5-8%。

Urban Ecological Complex

The operation of Urban Ecological Complex is guided by the theory of sustainable development through the integration of park elements and optimization of system functions, so as to maximize the overall benefit.

The Urban Ecological Complex is integrated into the city and empowers the city. As a hub of urban arteries and veins, it collaborates with WTE facilities to dispose sludge, kitchen, industrial waste and other solid wastes. In addition to the output of electricity and heat, the WTE facilities can provide a steady stream of high-quality green power for the surrounding industrial enterprises, and the generated slag and fly ash can be converted into high value-added products such as metals and building materials through resource recycling treatment. The exhaust gas generated can be used to produce green methanol through carbon capture, and ultimately achieve zero carbonization of the entire park.

As China promotes the goal of “carbon peaking and carbon neutrality”, Zheneng Jinjiang Environment is relying on existing enterprises to transform the single operational model of the WTE facilities to a diversified business model to build an ecological complex. While treating all kinds of solid waste in the city, it provides green energy and products for the city, and better integrates into the urban industrial park as the heart of the city and the industry.

城市生态综合体

城市生态综合体的运行是在可持续发展理论指导下通过对园区要素的整合以及系统功能的优化，从而使整体效益最大化。

城市生态综合体融于城市、赋能城市，作为城市动脉、静脉枢纽，依托垃圾发电厂协同处置污泥、餐厨、工业垃圾等其他固废。除输出电力、热力外，电厂可为周边工业企业提供源源不断的优质绿色动力，产生的炉渣、飞灰等可通过资源化处理转换为金属、建材等高附加值产品；产生的尾气可通过碳捕集，用于制绿色甲醇，最终实现整个园区的零碳化。

随着中国推进实现“碳达峰·碳中和”目标，浙能锦江环境正依托存量企业，使垃圾发电厂从单一经营转向多元化经营模式，大力谋划打造城市生态综合体，在处理城市各类固废的同时为城市提供绿色能源及产品，更好融入城市工业园区，成为城市之心、工业之心。



Figure 3: Overview of the Urban Ecological Complex
图 3: 城市生态综合体概览

浙能锦江环境可持续业务

AI-powered Incineration

AI incineration technology primarily uses big data analysis, machine learning, and deep neural networks to establish an index prediction engine and a multi-variable control optimization engine. It leverages robust data collection and processing capabilities, such as industrial optimization algorithms, to achieve full automation of the waste incineration process according to specific incineration requirements.

By incorporating multi-variable reinforcement learning algorithms and main operational parameter prediction algorithms, the combustion state anomaly detection algorithm is integrated into the process control of each piece of equipment. Based on overall load changes, the multi-variable reinforcement learning algorithm generates reference values for various control variables. These values, along with predicted steam volume, furnace temperature, pollutant emissions, and actual measurement values, form closed-loop feedback control systems for each subsystem. The system takes into account key operational parameters like load, furnace temperature, and emissions. The combustion anomaly detection module provides timely feedback to each subsystem to perform corresponding operations, alleviating or eliminating the impact of abnormal conditions and ensuring the stable operation of the incineration optimization control system.

AI 智能焚烧技术

AI 智能焚烧技术主要通过大数据分析、机器学习等，利用深度神经网络构建立指标预测引擎、通过多变量控制优化引擎，在工业优化算法等强大的数据采集处理能力基础上，结合垃圾焚烧的工艺要求实现垃圾焚烧过程的全自动化。

通过多变量强化学习算法、主要运行参数预测算法，将燃烧状态异常识别算法融合到各设备的工艺过程控制中去，依据整体负荷变化依据，以多变量强化学习算法输出形成各控制量基准量，同时结合蒸汽量预测值、炉膛温度预测值、污染物排放预测值及实际测量值构成各个子系统的闭环反馈控制调节，兼顾负荷、炉温、排放等主要运行参数，并通过燃烧异常识别模块的输出及时反馈到各子控制系统进行相应的操作，缓解或消除异常工况造成的影响，保证焚烧优化控制系统稳定投运。



Environmental Services

Zheneng Jinjiang Environment strives to improve the technical and operational efficiency, explore more possibilities in the WTE ecosystem, transition the waste power plant from a mode of single operation to a mode of diversified operation. The Company strives to build an ecological complex, provide green energy and products for the city while treating all kinds of urban solid waste, better integrate into the urban industrial park, and become the heart of the city and the heart of the industry. At the same time, the Group continues to strengthen communication and cooperation with the government, industry peers, technical experts and scholars, popularize environmental education, improve the public's understanding of waste incineration power generation from point to point, and actively advocate and encourage green production and lifestyle.

In FY2024, Zheneng Jinjiang Environment leveraged intelligent technologies to further enhance the four key control objectives of project construction, improve standardization and regulation, and promote the sustainable development of engineering projects. During the year, the Group commissioned one WTE project (Tianjin Sunrise WTE Facility boiler and turbine reconstruction project), replacing the original three-boiler-two-turbine setup and increasing the installed capacity by 6MW. This effectively addressed a series of local environmental management challenges and pain points, significantly reducing the volume and mass of municipal solid waste and maximizing resource utilization.

Facing development challenges, the Group maintains strategic focus over a three-year period, analyzing the issues, and adapting strategies to local conditions for growth. From striving for operational excellence to preparing for potential safety issues, from meticulously planning strategies to steadily capturing market opportunities, the Group is committed to advancing high-quality development. Focused on existing WTE projects, the Group is extending its industrial chain, building an industrial ecosystem, and developing new productive capacities. It is also initiating preliminary research, argumentation, and technology selection for projects such as slag disposal (self-built) and fly ash resource utilization.

Meanwhile, the Group is actively promoting the construction and upgrading of WTE projects both domestically and internationally. Gaobeidian Resource Recycling Project in Hebei Province and Palembang WTE project in Indonesia have successfully commenced and are currently under construction. The expansion project of the Jilin Xixiang WTE Facility in Jilin Province has been approved in April 2024, which will involve the construction of two mechanical grate furnaces and related facilities, further enhance waste disposal capacity and stabilize the steam market.

环境服务

浙能锦江环境努力提高技术和运营效率，在 WTE 生态系统中探索更多可能性，使垃圾发电厂从单一经营转向多元化经营模式，努力构建生态综合体，在处理城市各类固废的同时为城市提供绿色能源及产品，更好融入城市工业园区，成为城市之心、工业之心。同时，集团持续加强与政府、业内同行、技术专家和学者的沟通与合作，普及环境教育，由点到面提升公众对垃圾焚烧发电的理解，积极倡导、鼓励绿色生产和生活方式。

2024 财年，浙能锦江环境借助智能手段，进一步提高项目建设的四大控制目标，提升标准化和规范化，推动工程建设可持续发展。集团于年内投运 1 个垃圾焚烧发电项目（天津垃圾发电厂机炉改建项目），替代原有的三炉二机，增加装机容量 6MW，有效应对当地环保管控升级等一系列痛点、难点，有力实现城市生活垃圾减量、减容，实现资源利用最大化。

面临发展挑战，集团以三年为维度，保持战略定力，剖析自身问题，因地制宜求发展，从运营的精益求精，到安全的未雨绸缪，从战略的精心谋划，到市场的稳扎稳打，紧扣中心任务，扎实推进高质量发展。集团围绕存量垃圾发电项目，延伸产业链、构建产业生态链、发展新质生产力，着手炉渣处置（自建）、飞灰资源化等项目前期调研论证和技术选型等工作。

同时，集团大力推进海内外垃圾发电项目建设和提升改造，河北省高碑店垃圾发电项目、印尼巨港项目顺利开工，当前正积极开展项目建设；吉林省长春垃圾发电厂改扩建项目于 2024 年 4 月取得备案，将新建两台机械炉排炉及配套设，进一步提升垃圾处理能力并稳定供热市场。

Zheneng Jinjiang Environment's Palembang WTE project in Indonesia officially commenced construction

浙能锦江环境印度尼西亚（“印尼”）巨港项目正式开工

On 22 September 2024, after thorough preliminary preparations, Zheneng Jinjiang Environment's Palembang WTE project in Indonesia (“**Palembang Project**”) smoothly commenced pile foundation work, marking the official start of the Zheneng Jinjiang Environment Palembang Project.

2024年9月22日，经过前期充分筹备，浙能锦江环境印尼巨港垃圾焚烧发电项目（“巨港项目”）顺利开展桩基工程，这标志着浙能锦江环境巨港项目正式开工。

Zheneng Jinjiang Environment has always adhered to the philosophy of ‘making cities more beautiful and the environment more natural.’ It actively responds to the Belt and Road Initiative, vigorously promoting China's advanced waste-to-energy technology abroad, providing Chinese experience and wisdom for environmental protection in Indonesia.

浙能锦江环境始终秉承“让城市更美丽，让环境更自然”的理念，积极响应“一带一路”倡议，大力推进中国先进的垃圾焚烧发电技术走出去，为印尼环境保护提供中国经验和智慧。

The Palembang Project is located in Palembang, the capital city of South Sumatra Province, Indonesia. It is designed to handle a capacity of 1,000 tonnes of waste per day, with plans to construct two mechanical grate furnaces of 500 tonnes/day each, along with a waste heat boiler and a 20MW medium-temperature, sub-high-pressure steam turbine. Once completed, the project will be capable of processing nearly 300,000 tonnes of municipal solid waste annually, completely transforming the current practice of landfilling all waste in Palembang. It will serve as an excellent model for environmental protection and waste management in Indonesia.

巨港项目位于印尼南苏门答腊省首府巨港市，设计处理规模 1000 吨 / 日，计划建设两台 500 吨 / 日机械炉排炉及余热锅炉 +20MW 中温次高压汽轮机，建成后，每年可处理近 30 万吨生活垃圾，将彻底改变巨港市生活垃圾全部填埋的现状，为印尼的环境保护、垃圾处置做出良好的示范。

The Palembang Project is a national strategic initiative in Indonesia and has garnered significant attention from Indonesia's state electricity company. Waste management is currently a major environmental challenge in the country. The Palembang Project not only addresses the critical issue of mounting waste in the city but also reduces greenhouse gas emissions and generates green electricity. Indonesia's state electricity company is committed to fully supporting the construction and commissioning of the Palembang Project.

巨港项目是印尼国家战略项目，受到印尼国家电力公司的高度重视，生活垃圾处理问题是目前印尼面临的重大环保难题，巨港项目不仅能解决巨港垃圾堆积如山的现状，还能减少温室气体排放并生产绿色电力，印尼国家电力公司将全力支持印尼巨港项目的建设和投产。



Figure 4: Design rendering of Palembang Project in Indonesia
图 4：印尼巨港项目设计效果图

As at 31 December 2024, Zheneng Jinjiang Environment operates 27 WTE facilities, 3 Kitchen Waste Treatment Facility and 8 Waste Resource Recycling projects, across 13 provinces, autonomous regions and municipalities in China with a total waste treatment capacity of 44,405 tonnes per day, and a total installed capacity of 921 MW. Taking into consideration all the projects under construction and in the planning phase, the Group's total installed waste treatment capacity is expected to reach 59,305 tonnes per day of municipal waste upon the completion of these projects. In FY2024, the Group treated a total of 12.766 million tonnes of municipal solid waste, serving approximately 35.14 million people², while generating 4,238,271 MWh of green electricity and 5,251 thousand tonnes of steam. (Refer to Table 4 for details).

Environmental Education

In recent years, China has placed great emphasis on environmental education, viewing it as a crucial tool for promoting ecological civilization and achieving sustainable development. The government has introduced various policies, such as the 'Green School Creation Action Plan' and the 'National Environmental Education Action Plan,' integrating environmental education into school curricula and social publicity activities to significantly enhance public environmental awareness.

Zheneng Jinjiang Environment's WTE plants, leveraging environmental education bases, new media technologies, and community activities, actively cooperate with the local government to deepen public access to environmental facilities and widely disseminate environmental knowledge, encouraging public participation in environmental actions. Currently, all power plants under Zheneng Jinjiang Environment are proactively open to the public. Additionally, 13 WTE plants have been designated as public-access national environmental protection facilities in China. The public can schedule visits through phone reservations or via the official Zheneng Jinjiang Environment WeChat public account.

In FY2024, approximately 6,000 individuals, including investors, students, non-profit organizations, public institutions, and other members of the community, visited our facilities.

截至 2024 年 12 月 31 日，浙能锦江环境在中国 13 个省、自治区和直辖市拥有 27 个已投入运营的垃圾焚烧发电项目，3 个餐厨垃圾处理项目和 8 个垃圾资源化项目，垃圾处理能力累计 44,405 吨 / 日，装机容量达 921MW，待所有在建、筹建项目全部建成后，垃圾处理总能力将达 59,305 吨 / 日。在 2024 财年，集团共处理了 1282.6 万吨的城市生活垃圾，产生了 4,238,271MWh 电力和 5,251 千吨蒸汽，相当于为大约 3,514 万² 人提供了垃圾处理服务。(详情参阅表 4)。

环境教育

近年来，中国高度重视环保教育，将其作为推动生态文明建设和实现可持续发展的重要抓手。政府通过出台多项政策，如《绿色学校创建行动方案》和《全民环境教育行动计划》等，将环保教育纳入学校教育体系和社会宣传活动中，全面提升公众的环保意识。

浙能锦江环境旗下垃圾发电厂以环保教育基地为载体，利用新媒体技术和社区活动等形式，积极配合当地政府，面向公众深化环保设施开放，广泛传播环保知识，鼓励公众参与环保行动。目前，浙能锦江环境旗下所有电厂均主动对外开放，且已有 13 座垃圾发电厂被列为中国国家环保设施公众开放单位，公众可通过电话预约、浙能锦江环境微信公众号等途径进行预约参观。

2024 财年，已有包括投资者、学生、公益组织、事业单位和其他群众在内的约 6 千人参观我们的设施。

² Estimated based on the assumption that on average, each urban resident in China produces 1 kg of municipal waste per day. 根据中国城市居民每天平均产生 1 千克生活垃圾来估算。

ENVIRONMENTAL SERVICES AND EDUCATION

环境服务和教育

On 11 January 2024, the “Opinions of the CPC Central Committee and The State Council on Comprehensively Promoting the Construction of a Beautiful China” by the Central Committee of the Communist Party of China and the State Council was officially released. It aims to build a new model for ecological governance under the “carbon peaking and carbon neutrality” strategy, targeting the basic realization of the Beautiful China goal by 2035. As a guiding document for the new era’s ecological civilization construction, the Opinions integrate the concept of ‘a community of life for man and nature’ deeply into the governance system for the first time. Through 38 innovative measures such as establishing a digital environmental monitoring network and improving mechanisms for realizing the value of ecological products, it provides a Chinese solution to address global climate change.

Zheneng Jinjiang Environment will effectively leverage digital technologies to focus on building an environmental education platform and actively create immersive experience scenarios, with the environmental education exhibition hall of the reconstruction and expansion project of Wuhan Jinjiang WTE Facility in Wuhan City, Hubei Province as a demonstration model. By establishing a digital closed-loop system of “environmental management-public participation-value sharing”, the Company aims to contribute to a modern framework where humanity and nature coexist harmoniously.

In FY2024, Zheneng Jinjiang Environment focused on the development requirements of “new quality productivity”, with “technology first” as its core strategy. The Company deeply integrated cutting-edge technologies such as AI and big data to establish a hub for technological innovation in the environmental protection sector. Leveraging its intelligence management platform, the Company significantly enhanced operational management technologies while systematically advancing professional environmental education through the expertise of industry specialists.

2024年1月11日,《中共中央、国务院关于全面推进美丽中国建设的意见》(“《意见》”)正式出台,围绕2035年基本实现美丽中国目标,系统构建“双碳”战略下的生态治理新范式。作为新时代生态文明建设纲领性文件,《意见》首次将“人与自然生命共同体”理念深度融入治理体系,通过构建数字化环境监测网络、完善生态产品价值实现机制等38项创新举措,为应对全球气候变化提供中国方案。

浙能锦江环境将有力借助数字化手段,重点打造环境宣教平台,积极打造沉浸式体验场景,并以湖北省武汉市武昌垃圾发电厂改扩建项目环保宣教展厅为示范,通过构建“环境治理-公众参与-价值共享”的数字化闭环,助力形成人与自然和谐共生的现代化新格局。

2024财年,浙能锦江环境锚定“新质生产力”发展要求,以“技术至上”为核心战略,深度融合AI大数据技术等前沿科技,打造环保领域技术创新高地。公司依托智慧管控平台,有效提升运营管理技术,同时借助行业专家力量,有序提升专业环境教育。



Zheneng Jinjiang Environment organized a specialized training session on water treatment and alternative fuels for FY2024

浙能锦江环境组织开展 2024 财年水处理及替代燃料专项培训

In response to the national 'Zero Waste City' construction campaign and to align with the requirements of the '14th Five-Year Plan for the Development of a Circular Economy,' Zheneng Jinjiang Environment held a '2024 Special Training on Water Treatment and Alternative Fuels' in Wuhan, Hubei on 19 December 2024. The training aimed to enhance employees' expertise in water treatment and alternative fuel management, keep them updated on industry trends, and focus on waste processing from 'beginning to end' to drive new green development engines. Technical experts from the Group participated in this training, focusing on the full-chain upgrade from 'reduction at the source to resource utilization at the end.'

为响应国家“无废城市”建设攻坚年行动，深度对接《“十四五”循环经济发展规划》要求，有效提升员工水处理及替代燃料管理专业知识储备、掌握行业最新动态，聚焦垃圾处理“头与尾”，驱动绿色发展新引擎，2024年12月19日，浙能锦江环境在湖北武汉召开“2024年水处理及替代燃料专项培训”，集团各技术骨干参加本次培训，聚焦垃圾处理“前端减量-末端资源化”全链条升级。

The conference invited experts from peer companies to share insights on topics such as leachate operation management, common issues in steam-water systems, and the sampling, preparation, and analysis of alternative fuels. Through on-site teaching sessions, they deeply connected theory with practical production. Wuhan Green Energy WTE Facility in Wuhan was selected as the training base. The experts provided clear and in-depth explanations of every step, from theory to practice, enabling employees to gain comprehensive knowledge and skills. Participants listened attentively, actively asked questions, and contributed to a lively and interactive atmosphere.

会议特邀同行企业专家就渗滤液运行管控，汽水系统常见问题，替代燃料的取样、制样及化验分析等方面等方面分享，通过现场教学环节深度联动生产实际，选取汉口垃圾发电厂作为实训基地，专家们深入浅出地讲解了从理论到实践的每一个环节，使得员工能够全面掌握相关知识和技能。参训人员认真聆听、积极提问，现场互动氛围热烈。

Through on-site visits to the wastewater treatment facility and the alternative fuel sampling site, employees gained a more direct and in-depth understanding of the training content, laying a solid foundation for strengthening future management. The meeting highlighted the severe challenges currently faced by the environmental protection industry, including slowing economic growth, a 30% increase in pollutant emission standards, waste incineration capacity utilization rates below 65%, and the phasing-out of national subsidies, which pressures the transition to market-driven models. The Company must adopt a three-pronged strategy—"technological breakthroughs, management efficiency improvement, and market expansion"-to effectively navigate opportunities and challenges.

通过实地参观污水处理站及替代燃料取样现场，员工们对此次培训的内容有了更为直观且深入的了解，为日后加强管理奠定坚实基础。会议指出，当前环保行业面临经济增速放缓、污染物排放标准提升30%、垃圾焚烧产能利用率不足65%、国补退坡倒逼市场化转型等严峻挑战，公司需确立“技术突围、管理提效、市场拓展”三位一体应对策略，有效应对机遇与挑战。



Figure 5: Zheneng Jinjiang Environment held a specialized training session on water treatment and alternative fuels for FY2024.

图 5: 浙能锦江环境召开 2024 财年水处理及替代燃料专项培训

ENVIRONMENTAL SERVICES AND EDUCATION

环境服务和教育

In FY2024, Zheneng Jinjiang Environment continued to play its role as the Chair of the Green Development Committee of the Zhejiang Entrepreneurs Research Center. The Company united leaders from multiple green development industries in Zhejiang Province to build communication platforms and bridges, fostering integrated corporate development and green transformation. By enhancing new growth drivers, it explored how to adapt to new circumstances and embark on new journeys. Through collaborative efforts, it sought to revitalize existing assets, reduce costs, increase efficiency, embrace intelligent solutions, and jointly create new quality productivity for the circular economy industry.

At the same time, Zheneng Jinjiang Environment also participated in the compilation of five industrial standards to promote the healthy development of the WTE industry with higher standards. Among these, three standards have been published with its participation, while the rest are still seeking public opinions.

2024 财年，浙能锦江环境继续以浙商研究中心绿色发展委员会主任单位的角色，凝聚多家浙江省绿色发展行业的领军者力量，构建沟通平台、桥梁，促进企业融合发展、绿色转型，增强发展新动能，共同探讨在新形势、新征程下，如何通过协同合作激活存量、降本增效、拥抱智能，共同打造循环产业的新质生产力。

同时，浙能锦江环境还参与 5 项行业标准的编制工作以促进垃圾焚烧发电行业以更高标准健康发展，其中出版 3 项参编标准，其余仍在征求意见中。

Category 类别	Name 名称	Status 状态
Co-authored standards 参编标准	Technical Specification for Prevention and Control of Odor Pollution in Domestic Waste Incineration Plants 《生活垃圾焚烧厂臭气污染防治技术规范》	Published 已出版
	Technical Specification for Nitrogen Oxide Pollution Control in Domestic Waste Incineration Plants 《生活垃圾焚烧厂氮氧化物污染防治技术规范》	Published 已出版
	Technical Specification for Prevention and Control of Dioxin Pollution in Domestic Waste Incineration Plants 《生活垃圾焚烧厂二噁英污染防治技术规范》	Published 已出版
Standards as the lead author 主编标准	Technical Specification for Carbon Monoxide Pollution Prevention in Domestic Waste Incineration Plants 《生活垃圾焚烧厂一氧化碳污染防治技术规范》	Seeking opinions 征求意见中
	Technical Specification for Furnace Temperature Control of Domestic Waste Incineration Plant 《生活垃圾焚烧厂炉温控制技术规范》	Seeking opinions 征求意见中

Table 3: Standards completed in FY2024
表 3: 2024 财年完成的标准

The year 2025 marks a pivotal stage for advancing China's "carbon peaking and carbon neutrality" strategy and a critical window for restructuring the environmental protection industry. We will further expand the scale of environmental services, focusing on the dual engines of "new quality productivity and circular economy". By leveraging digital and intelligent technologies, we aim to establish a new paradigm in environmental services and jointly write a new chapter for China's environmental protection industry.

2025 年，是中国“双碳”战略深化攻坚年，也是环保产业格局重构的关键窗口期，我们将进一步扩大环保服务规模，锚定“新质生产力+循环经济”双引擎，数智化赋能构建环境服务新范式，共同书写中国环保产业的新篇章。

Amid the rapidly evolving industrial landscape driven by the global carbon neutrality agenda, Zheneng Jinjiang Environment is redefining green competitiveness as the foundational principle for corporate survival and growth. The Company integrates green principles into technology research and development, production operations, and even the practice of business models. Leveraging the digital technology revolution as a fulcrum, it aims to lead the way in creating corporate value.

Green Technology

In FY2024, Zheneng Jinjiang Environment remained committed to the “carbon peaking and carbon neutrality” strategy, continuing to implement its four-step digital and intelligent transformation plan. The Company utilized AI combustion optimization algorithms to improve the thermal efficiency of WTE plants and piloted the application of technologies such as digital twins and digital engineering management. By gradually integrating digital tools into the full lifecycle management of the Company, it significantly enhanced management capabilities and injected “digital + green” hybrid competitiveness into the traditional environmental protection industry.

The National High-Tech Enterprise Qualification Certification is considered the ‘gold standard’ in China’s innovation sector, conducting dynamic evaluations on various indicators such as the autonomy of core technologies and the proportion of high-tech product revenue. In FY2024, Zheneng Jinjiang Environment further strengthened its innovation matrix, with four of its subsidiaries being awarded the title of “National High-Tech Enterprise” during the year. These include the newly recognized Baishan Green Energy WTE Facility in Jilin Province and three companies that passed the recertification (Hangzhou Kesheng Energy Technology Co., Ltd., Jilin Xixiang WTE Facility in Jilin Province, and Tangshan Jiasheng WTE Facility in Hebei Province). As a result, the Group’s cluster of national high-tech enterprises has expanded to 17 companies, encompassing technological fields such as solid waste incineration power generation, clean energy, and environmental monitoring.

Furthermore, Zheneng Jinjiang Environment has made significant breakthroughs in its innovation map. Yunan Green Energy WTE Facility in Yunnan Province, Yinchuan Zhongke WTE Facility in Ningxia Hui Autonomous Region and Xingjin WTE Facility in Zhengzhou City, Henan Province have been recognized as provincial ‘specialized, refined, unique, and innovative small and medium-sized enterprises.’ As a result, the Group’s cluster of “Specialized, Refined, Distinctive, and Innovative” enterprises has expanded to nine companies.

在全球碳中和进程加速的产业变局中，浙能锦江环境将绿色竞争力重构为企业生存发展的底层逻辑，将绿色基因融入技术研发、生产运营乃至商业模式的实践，以数字化技术革命为支点，引领企业价值创造。

绿色技术

2024 财年，浙能锦江环境锚定“双碳”战略，继续沿着数智化改革四步走战略，使用 AI 燃烧优化算法提升垃圾焚烧发电厂热效率，试点推广数字孪生、数字化工程管理等技术，逐渐将数字化手段赋能企业全生命周期管理，全面提升公司管理水平，为传统环保行业注入“数字+绿色”的复合型竞争力。

国家高新技术企业资质认证作为我国科技创新领域的“金标准”，对企业核心技术自主性、高新产品收入占比等多项指标实施动态考评。2024 财年度，浙能锦江环境创新矩阵再添生力军，集团旗下 4 家企业于年内取得“国家高新技术企业”称号，包括新认定的吉林省白山垃圾发电厂和重新认定的 3 家企业（杭州科晟能源技术有限公司、吉林省长春垃圾发电厂和河北省唐山垃圾发电厂）。至此，集团国家高新技术企业集群扩至 17 家，覆盖固废焚烧发电、清洁能源、环境检测等技术领域。

此外，浙能锦江环境创新版图迎来重要突破，旗下云南省昆明市西山垃圾发电厂、宁夏回族自治区银川垃圾发电厂和河南省郑州市荥阳垃圾发电厂先后被认定为省级“专精特新中小企业”，至此，集团“专精特新”企业集群扩容至 9 家。

GREEN OPERATIONS

绿色经营

In FY2024, the Company continued to advance its four-step digital strategy plan, transitioning from the first and second stages to the third stage, further enhancing the Smart Control System (Phase II) and promoting the acceptance of the Grate Furnace Simulator project. Focusing on six key areas – AI combustion automation, the financial module of the smart control system, coding module, smart construction sites, fuel management systems, and the digitalized simulator system – the AI combustion automation system has evolved to the AI Incineration 2.0 phase through iterative improvements, while the smart control system has optimized the budget module, gradually moving towards business and finance integration. Additionally, in terms of smart construction site management, the system functions have officially been launched for trial operation, significantly improving the intelligence of engineering management; the fuel management platform has preliminarily established its blueprint and will form a unique digital competitive advantage under the competitive fuel market situation. In FY2024, the Group achieved direct and indirect benefits exceeding RMB30 million through advancements in digitalization.

Green Production

In the current deep advancement of the “carbon peaking and carbon neutrality” strategy, Zheneng Jinjiang Environment is reshaping the logic of green development by redefining productivity through AI combustion optimization systems to reduce carbon emission intensity. This practice, driven by technological revolution, is propelling the environmental protection industry from end-of-pipe treatment to value creation, injecting green momentum into high-quality development. At the same time, through green production practices, the Group has effectively reduced landfill pollution and greenhouse gas emissions, safeguarded soil, water bodies, and the atmospheric environment, maintained ecological balance, and provided clean habitats for wildlife, thereby contributing to biodiversity conservation.

As a pioneer in digital transformation, Zheneng Jinjiang Environment is deeply advancing digital and standardized management mechanisms, supporting green production process innovation with intelligent operation and maintenance. By constructing preventive maintenance models and standardized equipment maintenance systems, the Company ensures continuous and stable operation of production systems, continuously optimizing energy consumption per unit of production capacity. In terms of safety management, the Group comprehensively achieves full-process safety supervision through full participation, specialized governance, and technological empowerment, significantly improving its safety production standardization rate to industry-leading levels. To further pursue low-carbon development, the Company advocates the implementation of paperless office systems, encouraging employees to achieve low-carbon offices through behaviors such as green commuting and electronic office work. Additionally, by building a three-dimensional publicity network both online and offline, it promotes the extension of corporate low-carbon culture to families and communities.

2024 财年公司持续推进数字化战略四步走方案，已经从第一、第二阶段，逐步过渡到第三阶段，进一步完善智慧管控系统（二期），并推进炉排炉仿真机项目验收。在 AI 燃烧自动、智慧管控系统财务模块、编码模块、智慧工地、燃料管理系统以及仿真机数字化系统等 6 个方面，AI 燃烧自动系统通过迭代，已经进化到 AI 焚烧 2.0 阶段，智慧管控系统优化了预算模块，逐步向业务、财务一体化的方向接近。此外，在智慧工地管控方面，系统功能已正式上线试运行，对于工程管理的智慧化有了较大提升；燃料管理平台已初步完成蓝图搭建，将在燃料竞争态势下，形成本集团特有的数字化竞争优势。2024 财年，集团在数字化提升方面带来的直接和间接收益达到 3000 万元以上。

绿色生产

在“双碳”战略纵深推进的当下，浙能锦江环境以新质生产力重塑绿色发展逻辑，通过 AI 燃烧优化系统降低碳排放强度，以技术革命驱动碳生产力提升的实践，正推动环保产业从末端治理向价值创造的质变，为高质量发展注入绿色动能。同时，集团通过绿色生产，有效减少填埋污染、降低温室气体排放，保护土壤、水域及大气环境，维护生态平衡，为野生动植物提供清洁栖息地，助力生物多样性保护。

作为数字化转型的行业先行者，浙能锦江环境深度推进数字化与标准化管理机制，以智能化运维支撑绿色生产工艺革新。通过构建预防性维护模型与标准化设备检修体系，企业实现生产系统连续稳定运行，推动单位产能能耗指标持续优化。在安全管理维度，集团以全员参与、专项治理、科技赋能等维度，全面实现全过程安全监管，安全生产标准化达标率提升至行业前列。为深化低碳发展内涵，公司提倡实施无纸化办公系统，鼓励员工通过绿色通勤、电子化办公等行为实现低碳办公，同时，通过构建线上线下载体宣教网络，推动企业低碳文化向家庭和社区延伸。

Zheneng Jinjiang Environment consistently adheres to the principles of green design and full lifecycle environmental management. The Company promotes the intelligent transformation of production processes, employs refined process controls to reduce energy consumption, and improves production efficiency. All operating subsidiaries have designated dedicated environmental information managers responsible for regularly collecting energy usage data and meticulously documenting input materials and energy for incineration. This provides a foundation for enhancing the Group's production and operational efficiency. In FY2024, the Group generated 4,238,271 MWh of green electricity and 5,251 thousand tonnes of steam. Other materials and energy consumption are shown in the table below.

浙能锦江环境始终贯彻绿色设计和全生命周期环境管理理念，推进生产工艺智能化改造，通过精细化过程控制，降低生产能耗，提升生产效率。旗下各运营企业均安排专职环境信息管理工作人员，负责定期收集能源使用数据，详尽记录入炉焚烧物质和能量，为集团提升改善生产运营效率提供基础。2024 财年，集团共产出绿色电力 4,238,271MWh，蒸汽 5,251 千吨，其他物料和能源消耗参阅下表。

FY2024	Unit 单位	Amount 数量
Renewable Materials 可再生物质		
Municipal Solid Waste 城市固体废物	Tonnes 吨	12,826,000
Non-renewable Materials 非可再生物质		
- Lime 石灰	Tonnes 吨	80,923
- Ammonia 氨水	Tonnes 吨	27,657
- Activated Carbon 活性炭	Tonnes 吨	4,061
Purchased Energy 购买的能源		
- Electricity 电	MWh 兆瓦时	18,418
- Coal 煤	Tonnes 吨	494,587
- Diesel 柴油	Tonnes 吨	5,164
Green Energy Generated 产生的绿色能源		
- Electricity 电	MWh 兆瓦时	4,238,271
- Steam 蒸汽	'000 Tonnes 千吨	5,251

Integrated Resource Utilisation and Pollution Control

Zheneng Jinjiang Environment continues to strengthen full-chain environmental management, strictly adhering to national and local ecological and environmental regulations. The Company has established a comprehensive control system covering the "three wastes" (wastewater, waste gas, and solid waste). To ensure the operational efficiency of its environmental protection facilities, its operating units have implemented routine monitoring mechanisms. In FY2024, they conducted third-party professional testing on 12 environmental indicators, including organized emissions, sewage networks, groundwater quality, fly ash stability, noise control, and slag characteristics, achieving a 100% compliance rate for the year. The Group's technical support platform, Zhejiang Shengyuan Environmental Analysis Technology Co., Ltd., is the first independent testing institution in China's WTE sector to obtain China

污染控制和资源综合利用

浙能锦江环境持续强化全链条环境治理，严格遵循国家和属地生态环保法规要求，构建了覆盖“三废”（废水、废气、固体废物）的全流程管控体系。为确保环保设施运行效能，所属运营单位建立常态化监测机制，2024 财年累计开展包括有组织废气、污水管网、地下水质量、飞灰稳定性、噪音控制及炉渣特性等 12 类环境指标的第三方专业检测，年度检测合规率达 100%。集团技术支撑平台 -- 浙江盛远环境检测科技有限公司作为国内垃圾焚烧领域首家获得中国计量认证 / 认可 (CMA) 资质的独立检测机构，现已形成覆盖除二噁英之外的全垃圾焚烧企业的检测资质，是中国生活垃圾焚烧检测最专业的第三方检测公司之一，累计为行业

GREEN OPERATIONS

绿色经营

Metrology Accreditation (CMA) certification. It has now established testing qualifications covering all WTE enterprises except for dioxins, making it one of the most professional third-party testing companies for municipal waste in China. The Company has provided the industry with over 100,000 sets of precise testing data, offering authoritative technical support for environmental governance in the WTE industry.

To establish a comprehensive emissions monitoring system, the Company has fully implemented an intelligent monitoring model for flue gas emissions in WTE plants. All projects are equipped with Continuous Emission Monitoring Systems (CEMS), which display real-time data on nine key indicators, including particulate matter, sulfur dioxide, and nitrogen oxides, on electronic boards at the plant boundaries. The monitoring data is directly transmitted to the national pollution source monitoring platform, achieving 100% compliance with the “installation, networking, and monitoring” regulations of the Ministry of Ecology and Environment. Simultaneously, the Group has implemented full-process management of flue gas purification technologies. Through intelligent adjustments to operational parameters and upgrades such as multi-stage treatment of activated carbon for acid gas and nitrogen oxides removal, emission concentrations are strictly controlled to remain below 50% of the emission limit requirements outlined in the “Pollution Control Standard for Municipal Solid Waste Incineration” (GB18485). Throughout the year, the compliance rate for flue gas emissions reached industry-leading levels.

To address the leachate generated from the front-end dehydration process in waste incineration, the Company implemented a standardized, full-process treatment system. In FY2024, a total of 1.5388 million tonnes of leachate was treated in compliance with regulations, achieving a 100% safe disposal rate. By constructing a process chain of “physicochemical pre-treatment + biochemical degradation + multi-stage membrane separation”, and employing a two-stage anaerobic reactor coupled with a membrane bioreactor (MBR)-ultrafiltration-nanofiltration-reverse osmosis technologies, the resource utilization rate of leachate exceeded 85%. The treated water quality fully met the control indicators of the Reuse of Urban Recycling Water for Industrial Use (GB/T 19923-2005) standard and was primarily reused in power plant cooling water systems. Residual concentrated liquid was processed through a Mechanical Vapor Recompression (MVR) evaporation crystallization system, achieving a crystallized salt resource utilization rate of 92%, ultimately realizing zero discharge of leachate across the plants. The system integrates a DCS intelligent control system, with key process data uploaded in real time to the provincial solid waste management platform, forming a traceable digital archive for environmental governance.

提供超 10 万组精准检测数据，为垃圾焚烧行业环保治理提供权威技术保障。

为构建全天候排放监测体系，公司全面推行垃圾焚烧发电厂烟气排放智能监管模式，所有项目均配置在线连续监测系统 (CEMS)，在厂界电子看板实时公示烟尘二氧化硫、氮氧化物等 9 项关键指标，监测数据同步直传国家污染源监控平台，100% 落实生态环境部“装树联”监管规范。集团同步实施烟气净化工艺全流程管理，通过运行参数智能调控、脱酸脱硝活性炭多级处理等技术升级，确保排放浓度严控在《生活垃圾焚烧污染控制标准》(GB18485) 排放限值要求的 50% 以下，全年烟气排放达标率实现行业领先水平。

针对垃圾焚烧前端脱水工艺产生的渗滤液，公司执行全流程标准化治理体系，2024 财年累计规范化处置渗滤液 153.88 万吨，安全处置率 100%。通过构建“物化预处理 + 生化降解 + 多级膜分离”工艺链，采用两段式厌氧反应器耦合膜生物反应器 (MBR) - 超滤 - 纳滤 - 反渗透组合工艺，实现渗滤液资源化率突破 85%，产水水质全面达到《城市污水再生利用工业用水水质》(GB/T19923-2005) 控制指标，优先回用于电厂循环冷却水系统；剩余浓缩液经蒸汽机械再压缩技术 (MVR) 蒸发结晶系统处理后，结晶盐资源化利用率达 92%，最终实现全厂渗滤液零外排。工艺系统集成 DCS 智能控制系统，关键工序数据实时上传省级固废管理平台，形成可追溯的环保治理数字档案。

Zheneng Jinjiang Environment actively implements a circular economy strategy by conducting precise classification and management of WTE by-products. A multi-tiered resource utilization system has been established for slag, while fly ash with heavy metal leaching risks is managed using a chelation stabilization technology. By optimizing the formulation of composite chelating agents, a heavy metal stabilization rate of 99.97% has been achieved, meeting the Hazardous Waste Landfill Pollution Control Standards (GB 18598-2019) before safe landfill disposal. The Company is also exploring processes for resource utilization of fly ash, preventing both pollution and resource waste. In FY2024, 757,098 tonnes of fly ash (hazardous waste) were safely disposed of, and 1,878,080 tonnes of slag (general solid waste) were comprehensively utilized, representing a 14% increase compared to FY2023. In FY2025, the Group plans to establish a full-process intelligent supervision system, leveraging digital management platforms to ensure environmental compliance reaches advanced industry standards.

In FY2025, the Company will continue to lead the industry's low-carbon transformation through technological innovation, with a focus on advancing the upgrade of intelligent management platforms and implementing projects like digital twins. The Company aims to build an all-element digital management model covering the entire lifecycle of equipment, leveraging AI algorithms to enhance operational efficiency, further expand markets, and establish an industry ecosystem. This will involve restructuring business models and creating an integrated urban ecological complex that combines waste-to-energy, circular economy, and ecological restoration, ensuring improvements in resource utilization efficiency and operational optimization. At the same time, the Company will prioritize innovation-driven and precise governance strategies, benchmarking against industry leaders to enhance the operational efficiency of existing assets through intelligent transformation. Strengthening public participation will also be a key initiative, achieved through real-time disclosure of environmental data and collaborative actions like building low-carbon communities. These efforts aim to cultivate a large-scale network of green citizens, driving and sustaining the industry's green transformation.

浙能锦江环境深度践行循环经济战略，针对垃圾焚烧产物实施分类精准治理，对炉渣建立进行多级资源化利用体系；对具有重金属浸出风险的飞灰，采用螯合稳定化技术路线，通过复合螯合剂配比优化使重金属稳定化率达 99.97%，满足《危险废物填埋污染控制标准》(GB 18598-2019) 后实施安全填埋，同步探寻尝试飞灰资源化处置工艺，杜绝污染与资源浪费。2024 财年，实现 757,098 吨飞灰（危险废物）无害化处置，1,878,080 吨的炉渣（一般固废）被资源综合利用（比 2023 财年同比上升 14%）。2025 财年，集团将构建全过程智慧监管体系，进一步借助数字化管控平台，确保环境合规性达行业先进水平。

2025 财年，我们将继续以科技创新持续领跑行业低碳转型，重点推进智慧管控平台升级、数字孪生等工程落地，构建覆盖设备全生命周期的全要素数字化管理模型，通过 AI 智能算法提升运营管理效率，进一步拓展市场，构建行业生态链，整合重塑业务格局，打造集焚烧发电、循环经济、生态修复三位一体的城市生态综合体，有效实现资源综合利用率提升和运营能效优化。同时，我们将以创新驱动、精准治理为核心，对标行业标杆，智能化改造提升存量资产运营效率；强化公众参与，通过环境数据实时公开、低碳社区共建行动等创新形式，培育万级规模绿色公民网络，持续引领行业绿色转型。

ADDRESSING CLIMATE CHANGE

应对气候变化

In 2024, the world faced escalating risks from climate change, with frequent occurrences of extreme weather such as heatwaves, droughts, heavy rainfall, and flooding in many regions across the globe. These events caused significant loss of life and property, sounding repeated “climate alarms” for humanity.

In November 2024, during the 29th Conference of the Parties (COP29) to the United Nations Framework Convention on Climate Change, the World Meteorological Organization released a report stating that 2024 is the hottest year on record. The extreme heat also triggered numerous wildfires and drought disasters worldwide. Many regions were hit by devastating hurricanes, leading to storm surges and heavy rainfall, resulting in significant casualties and extensive property damage.

Climate action and low-carbon transformation have become the central themes driving the evolution of civilization, reshaping the global development landscape. This strategic transition, centered on carbon neutrality, will catalyze transformative breakthroughs in the new energy matrix. It also propels the innovative growth of cutting-edge technological clusters, such as carbon capture and smart grids. Together, these advancements are sparking waves of systemic change in dimensions such as energy revolutions and industrial restructuring.

As a strategic node in the renewable energy matrix with carbon removal capabilities, WTE projects provide valuable functions such as solid waste disposal, energy regeneration, and carbon sink benefits. These projects not only address the entropy increase challenges in urban metabolic systems but also play a pioneering role in the carbon circular economy during the carbon neutrality process. Zheneng Jinjiang Environment leverages continuous iterations of technological innovation to actively combat climate change and achieve high-quality development for the Group. Although the Group does not operate in industries identified by TCFD as being most affected by climate change, it proactively aligns with the TCFD climate governance framework as part of its forward-looking strategy. In this year's report, we continue to reference the TCFD framework to voluntarily provide climate-related information to stakeholders and the public.

2024年，世界面临的气候变化风险增加，高温、干旱、暴雨和洪涝等极端天气在全球多地频发，给人类造成巨大生命和财产损失，“气候警钟”已反复鸣响。

2024年11月，世界气象组织在《联合国气候变化框架公约》第二十九次缔约方大会(COP29)期间发布报告表示，2024年为有记录以来最热的一年，高温天气还引发全球诸多山火及干旱灾害，多地遭遇猛烈飓风袭击，引发风暴潮和强降雨，造成重大人员伤亡和财产损失。

气候行动与低碳转型已成为文明演进的主旋律，正在重塑全球发展格局。这场以碳中和为轴心的战略转型将催化新能源矩阵的裂变式突破，更驱动着碳捕捉、智能电网等前沿技术集群的创新能级跃升，在能源革命、产业重构等维度掀起系统性变革浪潮。

作为可再生能源矩阵中兼具碳移除功能的战略节点，垃圾焚烧发电项目具有固废处置、能源再生、碳汇增益等价值，不仅破解了城市代谢系统的熵增困局，更在碳中和进程中扮演着碳循环经济的先锋角色。浙能锦江环境借助技术创新的持续迭代，积极应对气候变化，真正实现集团高质量发展。本集团虽未涉足在上市手册实践说明7.6“可持续发展报告指南”第4.9段所述的TCFD界定的受气候变化影响最大的任何行业领域，仍基于战略前瞻，主动接轨TCFD气候治理框架，我们在本年度报告中，继续参照TCFD的框架，主动为利益相关者和公众提供气候相关信息。

About TCFD

In December 2015, the Financial Stability Board under G20 established the industry-led TCFD to develop climate-related disclosures that can promote more informed investment, credit and insurance underwriting decisions, and also enable stakeholders to better understand the concentrations of carbon-related assets and the exposures to climate-related risks. The TCFD has gained widespread acceptance in international markets as a common framework to disclose climate-related financial information.

Areas of disclosure recommended by the TCFD include governance, strategy, risk management and metrics and targets.

关于气候相关财务信息披露工作组

2015年12月，由G20辖下的金融稳定委员会成立了由行业主导的TCFD，以制定与气候相关的信息披露，促进更明智的投资、信贷和保险承保决策，也能使利益相关者更好地了解碳相关资产的集中情况，以及对气候相关风险的敞口。TCFD作为与气候相关的财务信息披露的通用框架，已在国际市场上得到广泛认可。

TCFD建议披露的领域包括治理、战略、风险管理、指标和目标。

Governance

治理

The Group's governance around climate-related risks and opportunities

集团围绕气候相关风险和机遇的治理

Risk Management

风险管理

Process for identifying, assessing and managing climate-related risks

识别、评估和管理气候相关风险的流程

Strategy

战略

Impacts of climate-related risks and opportunities on the Group's business, strategic and financial planning

气候相关风险和机会对于集团业务、战略和财务规划的影响

Metrics and Targets

指标和目标

Metrics and targets to assess and manage climate-related risks and opportunities

用以评估和管理与气候相关风险和机会的指标和目标



ADDRESSING CLIMATE CHANGE

应对气候变化

Governance

The Board is ultimately responsible for the long-term management of the Group. Addressing climate change and the risks it entails is an important task for the Board. The Group has incorporated sustainable development governance into its corporate governance structure and established a three-level management structure of group, business and project, as shown below.

治理

董事会对集团的长期管理负有最终责任。应对气候变化及其带来的风险是董事会的重要任务。集团已将可持续发展治理纳入公司治理架构中，建立起集团、业务、项目三级管理架构，具体如下。



Business Level 业务层面	Enterprise Management Department (“EMD”) 企业管理部	Risk Control Department 风控部
	Responsible for supervising the implementation and performance of subordinate enterprises in terms of environment, health and safety, including the implementation of climate change management measures 负责监督下属企业环境、健康及安全生产方面的执行和表现，包括气候变化管理措施的执行	Responsible for identifying and monitoring sustainable development risks in the production process and proposing mitigation measures, developing appropriate internal monitoring and risk management systems and reviewing their effectiveness annually 负责识别、监督生产过程中存在的可持续发展风险并提出缓解措施，制定适当的内部监控及风险管理制度，每年定期审查其有效性

Reports to 汇报



Oversees 监督

Project Level 项目层面	Safety and Environmental Management Department 安全与环境管理部
	Each subsidiary has a safety and environmental management department, which is responsible for implementing the sustainable development plan and monitoring its own sustainable development performance 下属企业均设有安全与环境管理部，负责落实可持续发展计划并监督自身可持续发展表现

In the FY2024, the Executive Chairman will submit quarterly reports to the Board, focusing on new opportunities and challenges faced by the Group, primarily through improving operational management to achieve carbon reduction goals and transforming traditional waste-to-energy plants into urban ecological complexes for efficient resource recycling. The chairman is deeply involved in the top-level design of the Company’s “carbon peaking and carbon neutrality” transformation, and the senior management team collaboratively creates a systematic risk management matrix covering strategic, operational, and financial dimensions, establishing a sustainable development symbiotic system with the distinctive features of Zheneng Jinjiang Environment.

2024 财年，执行董事长以季度为周期向董事会提交报告，着重介绍集团所面临的新机遇与新挑战，主要是通过提升运营管理实现减碳目的，以及通过将传统垃圾发电厂转变为城市生态综合体，实现资源高效循环利用。董事长深度参与到公司“双碳”转型的顶层设计，公司高管团队共同打造覆盖战略 - 运营 - 财务维度的系统性风险管控矩阵，构筑起具有浙能锦江环境特色的可持续发展共生体系。

Strategy

As part of our business processes, we recognize that understanding and managing key climate risks and opportunities contributes to business sustainability. We have begun to adopt the TCFD’s disclosure recommendations by identifying 3 physical risks, 4 transition risks and 3 opportunities that we believe are relevant to our business, specifying their potential financial impact³ and impact duration⁴. We will add scenario analyses to our future disclosures.

战略

作为业务流程的一部分，我们认识到了解和管理主要气候风险和机遇有助于实现业务的可持续发展。我们已开始采纳 TCFD 的披露建议，识别了我们认为和我们业务有关的 3 项物理风险、4 项转型风险和 3 项机会，明确它们的潜在财务影响³ 和影响时长⁴。我们将在以后的披露中增加情景分析。

3 Financial impact is classified into five levels: (1) High: S\$50 million or more; (2) Medium-high: S\$35 million to S\$50 million; (3) Medium: S\$20 million to S\$35 million; (4) Medium-low: S\$10 million to S\$20 million; (5) Less than S\$10 million
 财务影响分为 5 个级别：(1) 高：5,000 万新币或以上；(2) 中高：3,500 万新币 -5,000 万新币；(3) 中：2,000 万新币 -3,500 万新币；

(4) 中低：1,000 万新币 -2,000 万新币；(5) 少于 1,000 万新币

4 The impact duration is divided into three levels: (1) Short-term: no more than 2 year; (2) Middle term: 2-5 years; (3) Long-term: 5 years and above

影响时长分为 3 个级别：(1) 短期：不超过 2 年；(2) 中期：2-5 年；(3) 长期：5 年及以上

ADDRESSING CLIMATE CHANGE

应对气候变化



1) Transition Risks

- Policy and Legal Changes
Impact duration: Medium to long term
Financial Impact degree: Medium to low

Our principal business is mainly in China, where the Chinese government has proposed the goal of achieving carbon peaking and carbon neutrality and may adopt more stringent standards or other environmental laws or regulations in the future. The regulatory policies for the WTE industry (such as emission regulation, carbon pricing, etc.) may also change, and we may have to incur additional costs or suspend operations of WTE facilities to comply with relevant new laws and regulations that apply to our operations could result in significant penalties or fines. In this event, our financial position and operations may be adversely affected.

1) 转型风险

- 政策和法规变化
影响时长：中长期
财务影响程度：中低

我们的主营业务主要在中国，中国政府已提出碳达峰、碳中和目标，未来可能采纳更严格的标准或其他环境法律或规定，针对垃圾发电行业的监管政策（如排放监管、碳定价等）也可能发生变化，我们可能要承担额外成本或暂停垃圾焚烧发电厂的经营，以遵守相关新订法律和法规。不遵守适用我们经营的相关行业规则及环境法律和法规可能导致严重处罚或罚款。在这种情况下，我们的财务状况及经营业绩可能受到不利影响。

Zheneng Jinjiang Environment will strengthen communication with various regulatory authorities, grasp the adjustment of relevant laws and regulations and comply with them strictly, and take the initiative to implement countermeasures. At the same time, we will improve internal management, advocate the concept of sustainable development from top to bottom and practice low-carbon production and lifestyles so as to develop awareness and improve responsiveness in relation to any regulatory or policy change. Further information on the Group's track record in practicing low-carbon production and lifestyles can be found in the "Green Operations" on page 65 of this Report.

- Technology Innovation
Impact duration: Short term
Financial Impact degree: Low

Our business relies heavily on continuously upgrading technology, especially in a carbon peaking and carbon neutrality context where the transition to low carbon technology is even more important. Although we continue to improve our technology, there is a possibility that new technologies may not be successfully applied, which may increase our R&D expenditure and operating costs, thereby affecting our financial performance.

The Group will continue to promote technological innovation, promote the deep integration of production, education and research, introduce and train professional and technical talents, stimulate innovation vitality, gradually realize intelligent transformation and upgrading, create urban ecological complex, and build "zero-waste" and "garden-style" factories. Further information on the Group's track record in technology innovation can be found in the "Green Technology" section on page 65 of this Report.

- Market
Impact duration: Short term
Financial Impact degree: Low

The process of waste incineration power generation requires a certain level of input of materials. The price of materials is subject to market fluctuations, and there may be a risk of price inflation, thus increasing our operating costs.

The Group will strengthen communication with existing suppliers to promptly monitor market price changes and expand its supplier list to find better suppliers or cost-effective alternative materials. At the same time, through technology development, the Company will reduce the consumption of materials as much as possible without compromising the quality of waste treatment.

浙能锦江环境将加强与各监管部门的沟通联系，掌握相关法律法规调整并严格遵守，主动实施应对措施。同时，提升内部管理，自上而下倡导可持续发展理念，践行低碳生产和生活，以提高对任何监管或政策变化的意识和反应能力。关于集团在践行低碳生产和生活方面的详情可参阅本报告第 65 页“绿色经营”部分。

- 技术创新
影响时长：短期
财务影响程度：低

我们的业务在很大程度上依赖于不断更新的技术，特别是在双碳背景下，低碳技术转型更为重要。尽管我们持续进行技术提升，但新技术存在无法成功应用的可能性，这可能会增加我们的研发支出和运营成本，从而影响财务表现。

集团将持续推动技术创新，推进产学研深度融合，引进、培养专业技术人才，激发创新活力，逐步实现智能化转型升级，打造城市生态综合体，建设“无废工厂”和“花园式工厂”。关于集团在技术创新方面取得的成果详情可参阅本报告第 65 页“绿色技术”部分。

- 市场
影响时长：短期
财务影响程度：低

垃圾焚烧发电的过程中需要投入一定的物料，而物料价格受市场波动，可能存在物料成本上涨的风险，从而增加我们的运营成本。

集团将加强与现有供应商的沟通，及时了解市场价格变化；还将拓宽供应商名录，寻找更优质的供应商或性价比高的替代物料；同时通过技术开发，在保证垃圾处理质量的前提下尽可能减少物料的消耗。

ADDRESSING CLIMATE CHANGE

应对气候变化

- Reputational
Impact duration: Medium to long term
Financial Impact degree: Medium to low

Due to concerns about environmental quality, WTE is one of the industries in China where the “not in my backyard” mindset is the most prominent and public misconceptions persist as to the nature of the industry. Increase in industry stigma or stakeholder concerns and negative feedback may increase the cost of ESG disclosure and climate risk management for the Group, as well as affecting the Group’s talent recruitment and retention appeal.

The Group will strengthen communication and contact with the public and stakeholders to help them understand the social and environmental benefits of WTE business by improving the variety, outreach and frequency of environmental education, so as to eradicate misconceptions and transform the “not in my backyard” mindset into “neighborhood” mindset.

2) Physical Risks

- Typhoons, Floods and Other Extreme Weather Events
Impact duration: Short term
Financial Impact degree: Medium to low

The increased frequency and intensity of extreme weather events, such as typhoons, will increase health and safety risks for employees working outdoors, may also damage our buildings, facilities and public infrastructure (such as power cables), and affect traffic and roads used for the transportation of waste, which in turn can cause operational disruptions, and negatively affect the Group’s business. There will also be increased capital investment in maintenance and/or the need for more climate-resilient infrastructure.

- Continuous hot weather
Impact duration: Medium term
Financial Impact degree: Low

Continuous hot weather will increase workplace temperatures, increase health risks for employees and also lead to increased investment in on-site environmental treatment of WTE facilities.

- Sea level rise
Impact duration: Medium term
Financial Impact degree: Medium to low

Sea levels rise could lead to storm surges and potentially impact facilities near coastal areas that are at greater risk, which in turn could lead to higher insurance premiums or assets becoming uninsurable, resulting in higher operating costs.

- 名誉
影响时长：中长期
财务影响程度：中低

出于对环境质量等方面的担忧，生活垃圾焚烧发电是中国“邻避效应”较为突出的行业，公众对该行业的性质一直存在误解。行业污名化加剧或利益相关者的关注与负面回馈日益增加，可能会增加集团在 ESG 披露和气候风险管理方面的成本，也会影响集团人才招聘和留任吸引力。

集团将加强与公众和利益相关者的沟通与联系，通过丰富环境教育形式、加大教育频次，以消除误解，化“邻避效应”为“邻利效应”。

2) 实体风险

- 台风、洪水等极端天气事件
影响时长：短期
财务影响程度：中低

台风等极端天气事件的频率和强度增加，会增加户外工作人员的健康和安全风险，也可能会破坏我们的建筑物、设施和公用基础设施（如电缆等），并影响交通和垃圾运输道路，进而造成运营中断，对集团业务造成负面影响，也会增加维修工作的资本投资和 / 或需要配备更具气候适应能力的基础设施。

- 持续高温天气
影响时长：中期
财务影响程度：低

持续的高温天气将会使工作场所温度升高，增加员工健康风险，也会造成垃圾焚烧发电厂现场环境治理投入加大。

- 海平面上升
影响时长：中期
财务影响程度：中低

海平面上升可能会导致风暴潮，并对沿海地区附近的设施造成潜在影响，这些地区面临更大的风险，进而导致保费提高或者资产难以承保，从而使得营运成本增加。

To mitigate physical risks, the Group will continue to strengthen emergency preparedness for rapid response and recovery from unexpected events, regularly conduct inspections and assessments on disaster prevention and loss prevention, test severe weather-related protection measures and emergency inventory levels, and improve employees' ability to prevent and handle accidents through training and rehearsal. At the same time, we will undertake regular maintenance of key equipment to reduce fault variation and extend operating hours, and select several strong and credible insurance companies to underwrite the insurance policies.

3) Opportunities

- Resource Efficiency
Impact duration: Medium to long term
Financial Impact degree: Medium to low

Climate change will encourage the Group to make technological improvements, adopt more efficient production processes, promote resource recycling and enhance the Company's overall value chain, which may be beneficial to its business. At the same time, the carbon trading market brought about by climate change is also conducive to attracting more investors to the WTE industry.

- Market
Impact duration: Medium to long term
Financial Impact degree: Medium to low

In response to climate change, governments may introduce incentives or regulations for energy efficiency and reduced carbon emissions, which may be beneficial to the Group's business and may enhance the diversification of its financial instruments (such as green bonds and asset-backed security).

- Resilience
Impact duration: Medium to long term
Financial Impact degree: Low

Climate change will create ESG investment opportunities. Investors will look to the Group's ESG performance when investing, as well as the Group's implementation of sustainable waste treatment solutions (such as urban ecological complex), which will enhance the Group's reputation and market valuation.

WTE business is our main business. As the source of domestic waste is the main power generation fuel, and the generated green electricity is renewable energy, so as to help achieve greenhouse gas emission reduction, the implementation of the "carbon peaking and carbon neutrality". All subsidiaries of Zheneng Jinjiang Environment have successfully completed the registration and documentation of green certificate process. This achievement has significantly enhanced the Company's market competitiveness and operational efficiency, contributing to the expansion of non-fossil energy consumption and the realization of the dual-carbon goals. Leveraging a framework for decoding industrial policies and forecasting trends, the Group will continue to advance green certificate and green electricity trading across its power plants. Within the coordinates of the dual-carbon strategy, it aims to achieve a value leap in the solid WTE system and establish a sustainable value growth hub. In addition, Zhuji Bafang Facility in Zhejiang Province has leveraged digital tools to enhance refined operational management, achieving surplus carbon allowances. In FY2024, it completed market-based transactions of 200,000 tonnes of carbon allowances, continuously optimizing the allocation of carbon assets.

为缓解实体风险，集团将继续加强针对突发事件的快速反应和恢复的应急准备，定期进行防灾防损检查和评估，检测恶劣天气相关保护措施和应急物资保障，通过培训、演习提高员工事故预防和处理能力。同时对关键设备进行定期检修，减少故障变化并延长运行时间，选择数家保险实力强的保险公司共同承保。

3) 机会

- 资源效率
影响时长：中长期
财务影响程度：中低

气候变化会促使集团进行技术提升，采用更高效的生产工艺，促进资源的回收再利用，提升公司整体价值链，助力集团业务；同时气候变化带来的碳交易市场，也有利于吸引更多投资人看好垃圾焚烧发电行业。

- 市场
影响时长：中长期
财务影响程度：中低

为应对气候变化，政府可能会出台一些节能减碳的奖励办法或规定，促进集团业务，并提升金融工具的多元化（如绿色债券和资产支持证券）。

- 韧性
影响时长：中长期
财务影响程度：低

气候变化会带来 ESG 方面的投资机会，投资者在投资时会参照集团 ESG 方面的表现，以及集团实施的可持续的垃圾处理方案（如城市生态综合体），均将提高集团的声誉和市场估值。

垃圾焚烧发电业务是浙能锦江环境主营业务，作为来源的生活垃圾是主要发电燃料，而产生的绿色电力则是可再生能源，从而助力实现温室气体减排，落实“双碳”目标。浙能锦江环境旗下企业已全部完成绿证建档立卡工作，有效提升了企业的市场竞争力和经营效益，为非化石能源消费的扩张和双碳目标的实现贡献了力量。依托解码产业政策与预判趋势决策框架，本集团将继续推进旗下各垃圾发电企业绿证和绿电交易，在双碳战略坐标下实现固废能源化系统的价值跃迁，构筑具有可持续性的价值增长极。此外，浙江省诸暨八方电厂还通过借助数字化手段，提升精细化运营管理水平，实现碳配额富余，2024 财年完成 20 万吨碳配额市场化交易，持续优化碳资产配置。

ADDRESSING CLIMATE CHANGE

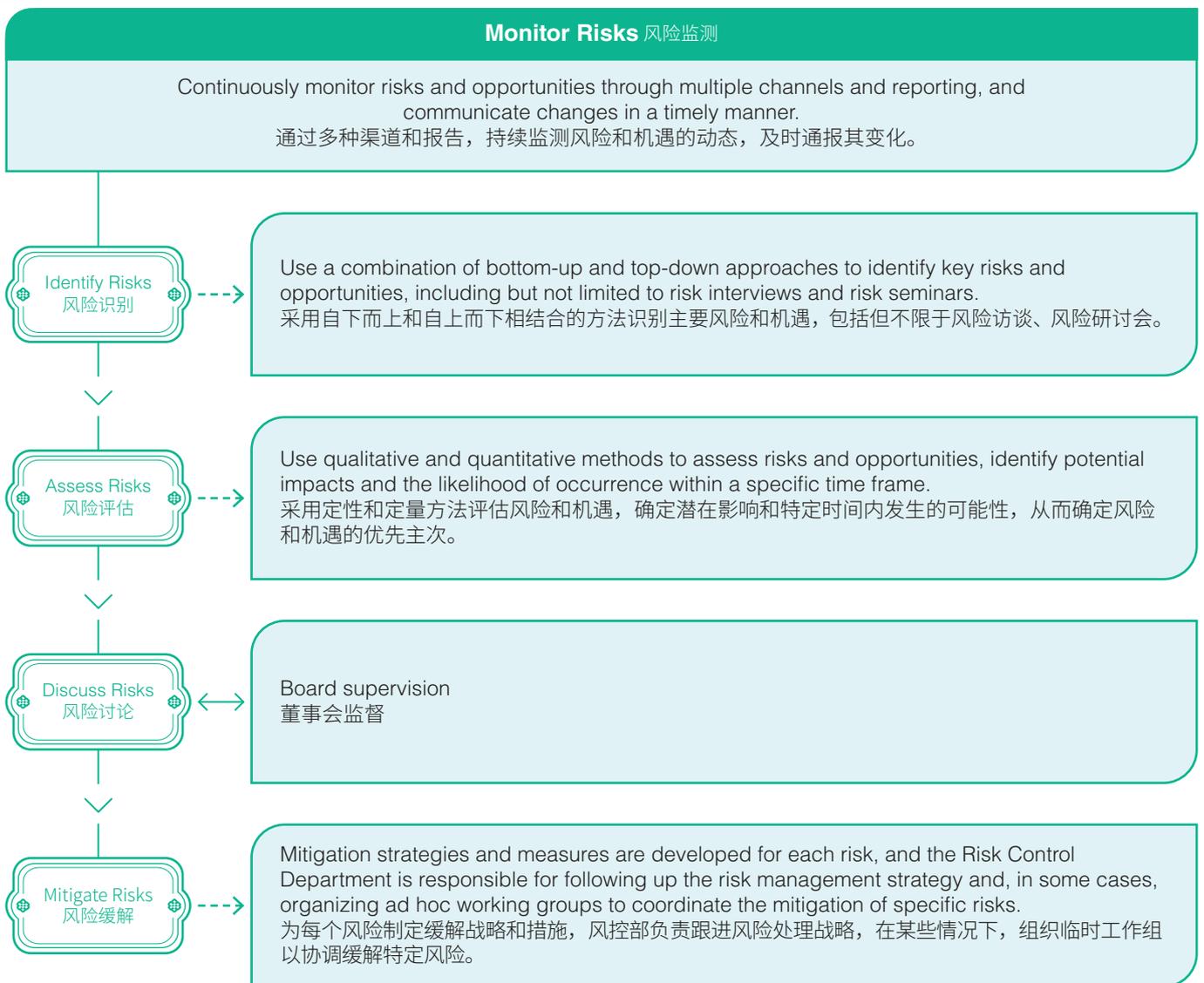
应对气候变化

Risk Management

Zheneng Jinjiang Environment has developed an ongoing risk management framework to measure and manage the risks and opportunities associated with our business to ensure the Group can continue to weather the impact of climate change in its operations and development and safeguard the interests of shareholders, as shown in the chart below. Further information on the Group's identified climate change risks and the measures undertaken to manage these risks can be found in the "Strategy" section on page 73 of this Report.

风险管理

浙能锦江环境制定了一套持续的风险管理框架，旨在衡量和管理与我们业务相关的风险和机遇，确保集团在气候变化影响下能持续稳健经营发展，并维护股东利益，具体见下图。关于集团确定的气候变化风险和为管理这些风险采取的措施详情可参阅本报告第 73 页“战略”部分。



At the same time, we have also developed a comprehensive internal control system for key business processes to address financial, operational, compliance and information technology risks as well as risk management issues. Zheneng Jinjiang Environment has incorporated the identified processes relating to sustainability reporting into the internal audit plan, and the procedures for this report have been reviewed by internal auditors. The internal review will be conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors. The Audit and Risk Management Committee reviews the risk profile at least once a year. Please refer to page 138 of the Annual Report for more information on the Group's internal controls and risk management systems.

Metrics and Targets

In January 2024, the Ministry of Ecology and Environment issued the Notice on the Allocation of Carbon Emission Trading Allowances for the Power Generation Industry for 2024-2026. The notice refined inclusion standards, reducing the annual carbon emissions threshold from 26,000 tonnes of CO₂ equivalent (equivalent to 10,000 tonnes of standard coal) to 13,000 tonnes of CO₂ equivalent (equivalent to 5,000 tonnes of standard coal), thus expanding coverage to more small and medium-sized power generation enterprises. Additionally, power plants with a biomass co-firing ratio of $\geq 30\%$ are now required to participate in the national carbon market allowance management, whereas pure biomass power plants (co-firing ratio $< 10\%$) are still temporarily excluded. However, these plants must establish carbon emissions data monitoring systems to ensure compatibility with future policies.

In March 2024, the Ministry of Ecology and Environment, in collaboration with multiple departments, released the "Second Batch of Greenhouse Gas Voluntary Emission Reduction Project Methodologies". This added five new methodologies, including those focusing on the energy utilization of biomass from agricultural and forestry waste and municipal solid waste. It requires a lifecycle carbon reduction accounting precision error of $\leq 5\%$. Eligible biomass power generation projects can have their emission reductions verified and enter the national voluntary emission reduction trading market, potentially generating an additional revenue of RMB0.03-0.05 per kilowatt-hour for the industry.

Except Zhuji Bafang Facility in Zhejiang Province, all the WTE facilities under the Group are pure biomass power enterprises and are not included in the above mentioned report management for the time being. The Group will consider to disclose the metrics and targets for climate change in the future years, with reference to (1) the Clean Development Mechanism (CDM) greenhouse gas emission calculation method under the "United Nations Framework Convention on Climate Change", and (2) the calculation method described in the Guidelines. We will also gradually expand the scope of greenhouse gas emissions to be included in calculations.

同时，我们也为主要业务流程制定了一套全面的内部控制体系，以处理财务、业务、合规、信息技术和风险管理等问题。浙能锦江环境已将已确定的与可持续发展报告有关的程序纳入内部审计计划，内部审计师已就本报告的程序进行审查。内部审计将根据内部审计师协会发布的《内部审计专业实践国际标准》进行。审计和风险管理委员会至少每年审查一次风险概况。有关本集团内部控制和风险管理系统的更多信息，请参阅年报138页。

指标和目标

2024年1月，生态环境部发布《关于做好2024-2026年发电行业碳排放权交易配额分配工作的通知》，进一步优化纳入标准，将年度碳排放量纳入标准从2.6万吨二氧化碳当量（对应1万吨标煤）下调至1.3万吨二氧化碳当量（对应0.5万吨标煤），覆盖更多中小型发电企业，明确生物质掺烧比例 $\geq 30\%$ 的发电企业需纳入全国碳市场配额管理，而纯生物质发电（掺烧比例 $< 10\%$ ）仍暂不纳入，但要求其建立碳排放数据监测体系，为未来政策衔接预留接口。

2024年3月，生态环境部联合多部门发布《第二批温室气体自愿减排项目方法学》，新增5类方法学，针对农林废弃物、生活垃圾等生物质资源化利用项目，要求全生命周期碳减排量核算精度误差 $\leq 5\%$ ；符合条件的生物质发电项目可通过减排量核证进入全国自愿减排交易市场，预计为行业带来每度电人民币0.03-0.05元的额外收益。

除浙江省诸暨八方电厂外，集团旗下垃圾发电厂均为纯使用生物质发电企业，暂不纳入上述报告管理，集团将考虑在后续参照(1)《联合国气候变化框架公约》下的清洁发展机制(CDM)温室气体排放计算方法，和(2)指南所述计算方法披露气候变化的指标和目标，并逐步扩大纳入计算的温室气体排放范畴。

TALENT TRAINING AND ADVANCEMENT

人才培养与提升

To anchor its focus on high-quality development, the Group has established a four-dimensional collaborative system encompassing precise talent selection, ecological talent cultivation, scenario-based talent utilization, and value-driven talent retention. This approach aims to build a multi-dimensional competency cluster that spans various fields. Simultaneously, the Group is advancing the construction of a “talent-business-strategy” resonance mechanism, ultimately build a value-driven and resilient growth strategic talent ecosystem. This initiative is designed to forge a corporate talent team equipped with next-generation leadership to support the Group’s high-quality development goals.

Talents Selection

In FY2024, Zheneng Jinjiang Environment upheld its commitment to precise talent recruitment by establishing a “dual-dimensional evaluation model” that assesses both virtue and capability. ESG principles were integrated into talent evaluation standards, setting six core indicators, including values alignment, professional ethics, and compliance awareness. The focus was on emerging fields such as solid waste management and carbon asset management. School-enterprise cooperation, talent attraction channels, and management trainee programs have been utilized, and special task teams have been formed across businesses and departments. It also developed a talent supply chain connecting “industry, academia, research, and application” and established a dynamically evolving reserve team to match business needs in real time. This comprehensive approach aimed to create an intellectual engine that supports the Company’s green transformation efforts.

In FY2024, we had 282 new employees and 245 instances of employee turnover. The overall annual new hires rate was 11.3% and the annual turnover rate was 9.79%, reflecting a 3% decrease compared to 2023.

为锚定高质量发展主轴，集团打造了精准选才、生态育才、场景用才、价值留才四维协同体系，打造具备跨领域的多维胜任力集群，同步推进“人才、业务、战略”共振机制建设，最终构建起价值驱动、韧性生长的战略人才生态系统，为公司高质量发展锻造具备新时代领导力的企业人才队伍。

选拔人才

浙能锦江环境 2024 财年坚持精准选才，建立“德才双维评估模型”，以 ESG 理念融入人才评价标准，设置价值观匹配度、职业道德、合规意识等 6 项核心指标，聚焦固废处理、碳资产管理等新兴领域，通过校企合作与管培计划等引才渠道，跨业务、跨部门组建专项任务工作组，打造“产学研用”人才供应链，建立动态演进的后备团队，实时匹配业务需求，构建支撑绿色转型的智力引擎。

2024 财年入职新员工为 282 人，离职人员为 245 人，整体年度员工入职率为 11.3%，年流动率为 9.79%，比 2023 年下降 3%。

FY2024	New Hires 新员工		Turnovers 流动	
	Number of Individuals 个人数	Proportion 占比	Number of Individuals 个人数	Proportion 占比
By Age Group 按年龄层				
<30 years old	161	57.09%	94	38.36%
30-50 years old	116	41.14%	127	51.84%
>50 years old	5	1.77%	24	9.80%
By Gender 按性别				
Male 男性	235	83.33%	200	81.63%
Female 女性	47	16.67%	45	18.37%
By Region 按地区				
China 中国	279	98.94%	231	94.29%
Singapore 新加坡	0	—	0	—
Germany 德国	0	—	14	5.71%
Indonesia 印度尼西亚	3	1.06%	0	—

Table 5: Employee New Hires and Turnover by Age Group, Gender and Region in FY2024

表 5：按年龄层、性别和地区的 2024 财年新进员工和离职员工

As of 31 December 2024, Zheneng Jinjiang Environment has a total of seven board members and 2,492 permanent employees giving full play to their strengths in different fields. Globally, we have two key operational locations: China and Indonesia, where five of our senior management are based and 100% are from the local community⁵. The charts below provide a quantitative measure of board and employee diversity. Please also refer to the Corporate Governance Report of this Annual Report for more information on the Company's Board Diversity Policy and, among other things, the Company's targets to achieve diversity on its board.

截至 2024 年 12 月 31 日，浙能锦江环境共有 7 名董事会成员和 2,492 名长期员工在不同领域发挥所长，我们在全球业务中共有 2 个重要运营点，即中国及印度尼西亚，其中 5 名高级管理人员均在中国，100% 来自当地社区⁵。下面的图表提供了董事会和员工多样性的量化指标。有关公司董事会多元化政策的更多信息，以及公司实现董事会多元化的目标等，请参阅本年度报告的公司治理报告。

Board of Directors 董事会成员



By Country of Residence 按居住国家

China 中国 : 5
Singapore 新加坡 : 2



By Gender 按性别

Female 女性 : 0
Male 男性 : 7



By Age Group 按年龄

<30 years old 30 岁以下 : 0
30-50 years old 30-50 岁 : 0
>50 years old 50 岁以上 : 7

Workforce 人才团队



By Location 按地区

China 中国 : 2,484
Singapore 新加坡 : 1
Germany 德国 : 3
Indonesia 印度尼西亚 : 4



By Employee Category 按员工类别

Senior Management
高层管理员 : 5
Middle Management
中层管理员 : 88
Associate
普通职员 : 2,399



By Gender 按性别

Female 女性 : 513
Male 男性 : 1,979



By Age Group 按年龄

<30 years old 30 岁以下 : 600
30-50 years old 30-50 岁 : 1,671
>50 years old 50 岁以上 : 221

⁵ Disclosed as per requirement of GRI202-2 (2016). The "senior management" refers to the Group's personnel who report to the Board of Directors of Zheneng Jinjiang Environment, assume the responsibilities of daily business decision-making and operation management of the Group, and have overall responsibility for the management of the entire Group, and "local community" refers to persons with Chinese nationality. 根据 GRI202-2 (2016) 要求披露，其中“高层管理人员”是指集团中向浙能锦江环境董事会报告、承担集团日常经营决策与运营管理职责、对整个集团的管理负有全面责任的人员，“当地社区”指拥有中国国籍的个人。

TALENT TRAINING AND ADVANCEMENT

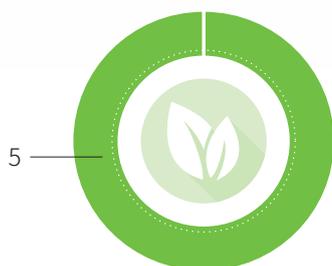
人才培养与提升

Percentage of Employees per Employee Category 员工类别的员工百分比



By Gender
按性别

Senior Management
高层管理人员



Middle Management
中层管理人员



Associate
普通职员



Male
男性

Female
女性

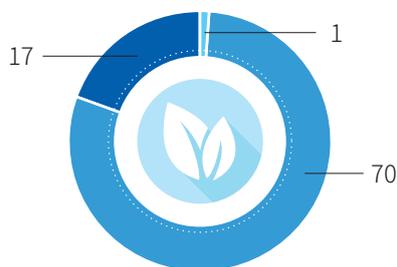


By Age Group
按年龄

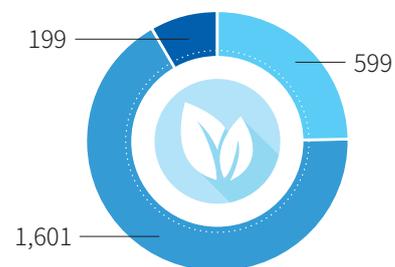
Senior Management
高层管理人员



Middle Management
中层管理人员



Associate
普通职员



<30
30 岁以下

30-50
30-50 岁

>50
50 岁以上

Talents Cultivation

Zheneng Jinjiang Environment adheres to the implementation of systematic, precise and diversified cultivation, and strives to create a group of company talents with strong faith, strong responsibility, strong ability and strong style.

The Company consistently adheres to a “people-oriented” philosophy, establishing a scientific strategic talent development system to nurture diverse talents that meet the demands of high-quality development. This system is consisting of five plans, namely “Baby Eagle Plan”, “Flying Eagle Plan”, “Soaring Eagle Plan”, “Strong Eagle Plan” and “Leading Eagle Plan”. These programs aim to expand opportunities for talent development through multi-tiered and multi-dimensional approaches. Through these initiatives, the Company gradually transforms participants into successors for critical positions and reserve talents. Individuals selected for the reserve talent pool are given priority consideration when suitable vacancies arise within the Company. This structured talent development framework not only supports organizational growth but also reinforces leadership for sustainable high-quality progress.

Zheneng Jinjiang Environment paying attention to teaching employees according to their aptitude, carrying out different precision training according to the characteristics of posts, work needs and other specific situations, and changing “flood irrigation” into “precise drip irrigation”. Also, we plan paths for the growth of different categories of personnel, formulate targeted training programs, and better activate professional advantages.

Additionally, we provide all employees with systematic, suitable, and continuous training opportunities tailored to their learning needs. These personalized training and development plans cover areas such as professional skills, leadership abilities, and language communication techniques. In FY2024, our training approach remained centered on cultivating executives at headquarters, middle management at regional levels, and grassroots employees within individual enterprises. Efforts focused on optimizing regional training resources and fostering inter-company collaborative learning, aiming to build a comprehensive learning organization. We also encourage employees to enhance their skillsets through job rotations, external training programs, professional title evaluations, and participation in industry-specific training. This strategy aims to develop more high-level, strategically capable talents while constructing a team of technical and managerial professionals with exceptional innovation capabilities and problem-solving expertise. In FY2024, the total training time of Zheneng Jinjiang Environment employees was 376,823 hours and the average training time per employee was 151 hours, up 11% from last year. In 2025, we will continue to provide training and career development programs with the goal of an average of at least 150 hours of training per employee per year.

培育人才

浙能锦江环境坚持实施体系化、精准化、多样化培育，竭力打造一批信念过硬、责任过硬、能力过硬、作风过硬的公司人才队伍。

公司始终秉持“以人为本”的方针，构建科学的战略人才培养体系，着力培养更多适应高质量发展的各类人才，该体系主要由“雏鹰计划”“飞鹰计划”“翔鹰计划”“雄鹰计划”和“领鹰计划”五个部分组成，多层次多角度拓展人才发展空间。通过上述五个计划，逐步将培养对象培养成为关键岗位继任者和公司后备人才，经选拔进入后备人才库的人员在公司有合适岗位空缺时会优先考虑选用。

浙能锦江环境注重因材施教，根据岗位特点、工作需要等具体情况进行不同的精准化培养，变“大水漫灌”为“精准滴灌”。为不同类别人员成长规划路径，制定有针对性的培养方案，更好激活专业优势。

此外，我们也为所有员工提供系统、合适和持续培训的机会，根据员工的学习需求，为其量身定制培训和发展计划，其中包括职业技能、领导技能以及语言沟通技巧。2024 财年，仍然围绕“总部培养经营层，片区培养企业中层，企业培养企业基层员工”的培训思路，重点优化片区培训资源，鼓励企业间交互学习，全面打造学习型组织。我们也鼓励员工通过轮岗方式提升岗位技能，参加外部培训，通过评职称、参与行业培训等方式提升自我能力，进而培养更多具有战略潜力的高层次复合型人才，建设一支具有突出技术创新能力、善于解决复杂问题的技术及管理人才队伍。2024 年，浙能锦江环境员工培训总时长为 376,823 小时，每名员工平均培训时间为 151 小时，比去年提升 11%。在 2025 年，我们将继续提供培训和职业发展计划，目标是每位员工每年平均接受至少 150 小时的培训。

TALENT TRAINING AND ADVANCEMENT

人才培养与提升

FY2024 2024财年	Average Hours of Training per Permanent Employee per Year (Hours) 每位员工每年的平均培训时长 (小时)
By Gender 按性别	
Female 女性	151
Male 男性	151
By Employee Category 按雇员类别	
Associate 普通职员	156
Middle management 中层管理人员	30
Senior management 高层管理人员	36
Overall 总计	
Overall 总计	151

Zheneng Jinjiang Environment organized the 2024 annual comprehensive literacy and professional skills enhancement training program for middle and senior management in the Jilin Province region 浙能锦江环境开展 2024 年度吉林省区域中高层管理人员综合素养与专业技能提升培训

To further enhance the comprehensive management capabilities and professional expertise of its leadership, Zheneng Jinjiang Environment successfully conducted a training program for middle and senior management in the Jilin Province region from 21 to 22 November 2024. More than 40 managers from Jilin Xixiang WTE Facility, Baishan Green Energy WTE Facility, and Songyuan Xinxiang WTE Facility participated in this session. The training covered multiple dimensions, including goal setting and execution, team management and communication skills, and the principles of refined management, aiming to foster well-rounded leadership and operational excellence.

为进一步提升管理人员综合管理能力和专业水平，浙能锦江环境吉林省区域中高层管理人员综合素养与专业技能提升培训于 2024 年 11 月 21 日 -22 日顺利举办，长春垃圾发电厂、白山垃圾发电厂、松原垃圾发电厂中高层管理人员 40 余人参加本次培训。此次培训从目标设定与执行、团队管理和沟通能力、精细化管理理念等多方面开展。

The core focus of this training was to develop the comprehensive management mindset of middle and senior management, enhance practical operational skills, and facilitate the inheritance and exchange of experiences. Through a well-structured curriculum, the training utilized case studies, simulation exercises, and real-world experience sharing to establish a platform for internal knowledge transfer and collaboration. Participants gained critical management skills and improved their ability to solve practical problems. Insights shared by trainers with outstanding management expertise were widely disseminated and applied across power plants in the Jilin Province region. This initiative fostered cross-departmental learning and cooperation, strengthened comprehensive management thinking, and introduced cost reduction and efficiency improvement methods. The program ultimately aimed to achieve holistic, coordinated, and sustainable management objectives.

本次培训的核心是培养中高层管理人员的综合管理思维、提升实践操作能力、促进经验传承与交流。通过科学系统的课程设置，利用案例分析、模拟演练、实战经验分享等方式搭建企业内部经验传承与交流的平台，掌握管理技能，提高解决实际问题的能力，通过培训老师优秀管理经验的分享，在吉林省区域电厂内部得到广泛传播和应用，促进了不同部门之间的相互学习和合作，提高了中高层管理人员的综合管理思维，学习降本增效方法，以达成全面、协调、可持续管理的目的。

The successful completion of this training provided middle and senior management in the Jilin Province region with a valuable learning and development experience. It has also offered strong support for the Company's sustained growth and efficient operations, further reinforcing its commitment to excellence and innovation.

本次培训的成功举办，为公司吉林省区域中高层管理人员带来了一场丰富的学习提升体验，也为公司的持续发展和高效运营提供了有力支撑。



Figure 6: Zheneng Jinjiang Environment conducted FY2024 Jilin Regional Training Program
图 6: 浙能锦江环境开展 2024 财年度吉林片区培训

Talents Utilization

Zheneng Jinjiang Environment adheres to the philosophy that “recognizing talent enables effective appointments”, systematically building a talent competency model. This model comprehensively analyzes professional skills and career potential, tracks performance and growth trajectories throughout the entire lifecycle, and observes emergency response and collaboration efficiency across various scenarios. By integrating a 360-degree dynamic evaluation model, the Company scientifically quantifies the strengths and weaknesses of its talent pool, establishing an objective and neutral assessment system. It emphasizes not only the precise identification of both explicit abilities and implicit potential but also the closed-loop management of developmental evaluations and improvement recommendations. This approach ensures dynamic alignment between individuals and positions, while maximizing the release of talent effectiveness.

The Group has been advancing its organizational streamlining strategy, focusing on precise alignment between job requirements and individual talents. By establishing a “professional-oriented, competency-matched” dual optimization mechanism, it ensures that specialized talents lead their respective fields while well-suited individuals excel in designated roles. This creates a virtuous ecosystem where everyone can fully utilize their abilities and every position achieves optimal effectiveness. For high-potential employees, the Group has introduced an innovative “step-by-step cultivation plan”. This plan provides opportunities for honing practical skills through critical roles, empowering individuals via major projects, and cultivating comprehensive qualities by tackling challenging tasks. Simultaneously, the Group has developed an integrated assessment system featuring “dynamic tracking and multi-dimensional evaluation”. This system uses work performance as the primary benchmark and relies on objective data to form a transparent, traceable, and standardized evaluation cycle. By eliminating subjective judgments and formalistic appraisals, it ensures that talent development trajectories are measurable and their growth value is perceptible. These efforts have significantly enhanced organizational effectiveness and talent vitality. Notably, in FY2024, 100% of employees participated in the annual performance evaluation process, reinforcing the Group's commitment to fostering growth and excellence.

We strictly abide by the “Labour Law of the People's Republic of China” and relevant local laws and regulations, to protect and respect the legitimate rights and interests of workers. Zheneng Jinjiang Environment firmly prohibits the use of child labor and forced labor, and strictly checks personal identity documents or necessary background checks during recruitment. In FY2024, there were no instances of child labour or forced labour within the Group. The Group attaches great importance to protecting the legal rights and interests of female employees and ensuring that they can enjoy equal rights to work. Our employees are entitled to maternity leave, pre-maternity leave and parental leave in accordance with relevant laws. The Group will retain positions for employees who take leave and ensure that their future career paths and salaries are not affected by the leave.

使用人才

浙能锦江环境秉持“识方能善任”的理念，系统性构建人才素质模型，全维度解析专业技能与职业潜能，全周期跟踪工作实绩与成长轨迹，全场景观察应急响应与协作效能，结合360度动态评估模型科学量化人才长短板，建立客观中立的评价体系，既聚焦显性能力与隐性潜质的精准识别，更注重发展性评价与改进建议的闭环管理，真正实现人岗动态适配与人才效能最大化释放。

集团深入推进组织精健化战略，以岗位需求与人才特质精准匹配为核心，构建“专业导向、能力适配”的人岗双优机制，确保专业人才主导专业领域、适配人才扎根适配岗位，形成人尽其才、岗显其效的良性生态。针对高潜力人才，创新实施“阶梯式培养计划”，通过关键岗位压担历练、重大项目搭台赋能，在攻坚克难中锻造实战能力，于急难险重中淬炼复合素质。同步构建“动态跟踪、多维评估”的立体化考评体系，以工作实绩为核心标尺，以客观数据为评价支撑，打造“过程可溯、标准统一、公正透明”的考核闭环，坚决破除主观臆断与形式化评判，让人才成长轨迹可量化、发展价值可感知，全面激活组织效能与人才活力。2024财年，100%的员工接受了年度绩效评估。

我们严格遵守《中华人民共和国劳动法》及企业所在地的相关法规，以保护和尊重劳动者的合法权益。浙能锦江环境坚决禁止使用童工和强迫劳动的行为，在招聘时严格查验个人身份文件或进行必要的背景调查，2024财年集团不存在使用童工或强迫劳动的事件。集团重视保障女性员工的合法权益，确保她们能享有平等劳动的权利。我们的员工可根据相关法律要求享受产假、待产假、育儿假，集团会为休假的员工保留职位，并确保他们的未来职业发展方向和薪酬不受休假影响。

TALENT TRAINING AND ADVANCEMENT

人才培养与提升

Category 类别	Male 男	Female 女
Number of employees who can enjoy parental leave 可享受育儿假的员工人数	86	41
Number of employees who took parental leave in FY2024 2024 财年休育儿假的员工人数	25	18
Number of employees scheduled to return to work after parental leave in FY2024 在 2024 财年放育儿假后应重返岗位的员工人数	25	18
The number of employees who returned to work in FY2024 after parental leave 育儿假结束后于 2024 财年重返岗位的员工人数	25	18
The number of employees who returned to work after parental leave in FY2023 and were still employed by the end of FY2024 2023 财年育儿假结束后重返工作岗位并于 2024 财年底仍在职的 员工人数	20	17
Return to work rate ⁶ of employees on parental leave 休育儿假的员工返岗率 ⁶	100%	100%
Retention rate ⁷ of employees on parental leave 休育儿假的员工留存率 ⁷	100%	100%

Table 7: Statistics of employees' parental leave in FY2024
表 7: 2024 财年员工育儿假统计

Retain Talents

Zheneng Jinjiang Environment firmly believes in the virtuous cycle of “an excellent ecological system attracts talent and drives prosperity”. It solidifies the foundation of employee development through institutional safeguards, inspires intrinsic motivation with a vision-driven approach, and fosters value alignment through cultural identity. The Group strives to build an ecological system where “platforms for action, opportunities for growth, and rewards for effort” converge. This framework allows employees to experience the fulfillment of realizing their value in their professional journey and to build sustained momentum for progress as they grow. By leveraging regulations to guide, careers to empower, and culture to unite, Zheneng Jinjiang Environment is achieving a sustainable development framework that releases human potential while aligning organizational growth with individual fulfillment.

留住人才

浙能锦江环境始终坚信“发展生态优，则人才聚、事业兴”的良性循环，以制度保障为基础筑牢员工发展根基，以事业蓝图为导向激发干事创业内生动力，以文化认同为纽带凝聚价值共识，着力构建“干事有平台、发展有空间、奋斗有回报”的生态体系，让人才在事业攀登中感受价值实现的获得感、在成长进阶中积蓄砥砺前行的续航力，真正实现用制度规范人、用事业成就人、用文化凝聚人的可持续发展格局。

6 Return to work rate = Number of employees who have returned to work in FY2024 after parental leave/Total number of employees who should return after parental leave in FY2024 x100%
返岗率 = 育儿假结束后于 2024 财年重返岗位的员工人数 / 在 2024 财年放育儿假后应重返岗位的员工总数 x100%

7 Retention rate = Number of employees returning to work after parental leave in FY2023 and still in employment at the end of FY2024/Number of employees returning after parental leave in FY2023 x100%
留存率 = 2023 财年育儿假结束后重返工作岗位并于 2024 财年底仍在职的员工人数 / 2023 财年育儿假结束后重返岗位的员工人数 x100%

We remain steadfast in guiding our efforts through Party building, deepening ideological education to instill a sense of patriotism, and nurturing a strong mission of commitment to environmental protection. By establishing and improving a talent evaluation system centered on both virtue and capability, as well as performance-first principles, we have innovatively developed a comprehensive mechanism that integrates talent selection, promotion, and performance evaluation. This system firmly establishes the principle of “positions for achievers, and replacement for mediocrity”, ensuring that politically reliable, highly capable, and performance-driven talents stand out and take on leadership roles. It creates a working environment where capable individuals take the helm, virtuous talents take responsibility, and outstanding individuals set examples. Through this framework, we are cultivating a team of high-caliber talents who are loyal, competent, and mission-driven, providing robust support for the development of environmental protection initiatives.

Zheneng Jinjiang Environment continues to enhance its human resource management system to comprehensively safeguard employee rights. All regular employees are entitled by law to full coverage of the “five insurances and one fund”, which include pension insurance, medical insurance, unemployment insurance, work injury insurance, maternity insurance, and housing provident fund. Additionally, the Company offers supplemental commercial insurance and meal subsidies, creating a multi-layered protection network combining statutory guarantees with corporate benefits. By dynamically optimizing the welfare system, the Company has achieved a 100% employee insurance participation rate and a 100% welfare coverage rate. Furthermore, an employee rights protection hotline has been established to ensure the transparent implementation of compensation and welfare policies. These measures effectively enhance employees' sense of fulfillment and belonging, laying a solid foundation of talent to support the Company's sustainable development.

Zheneng Jinjiang Environment consistently upholds the philosophy of a “talent ecosystem community”, building a comprehensive talent service system. The management plays the role of being approachable and supportive, with enterprises organizing initiatives such as “General Manager Open Day” to directly listen to concerns and demands successfully addressing 320 practical issues for grassroots staff and significantly enhancing employee satisfaction. In terms of living support, the Company's subsidiaries have upgraded employee dormitories and provided recreational facilities such as sports fields and gyms. Throughout the year, a variety of green cultural activities, including cycling events, eco-photography contests, and outdoor team-building exercises, were organized to strengthen team cohesion. Additionally, the introduction of a digital service platform improved responsiveness to employee needs by 60%, fostering a professional environment that is warm, growth-oriented, and inclusive, while ensuring a strong sense of belonging and well-being.

我们坚持以党建为引领，持续深化理想信念教育，厚植家国情怀，培育矢志环保事业的使命担当，通过建立、健全以德才兼备、业绩为先为核心的人才评价体系，创新构建涵盖选拔任用、职级晋升、绩效考核的全链条机制，鲜明树立“有为者有位、平庸者让位”的用人导向，让政治过硬、能力突出、实绩显著的优秀人才脱颖而出、勇挑大梁，切实营造能者掌舵、贤者担当、优者示范的干事创业环境，为环保事业发展锻造忠诚干净担当的高素质人才队伍。

浙能锦江环境持续完善人力资源管理体系，全面保障员工权益。所有正式员工依法享有养老保险、医疗保险、失业保险、工伤保险、生育保险及住房公积金“五险一金”全覆盖，同步叠加商业补充保险、餐费补贴等特色福利，形成“法定保障+企业增配”的多层次保障网络。通过动态优化福利机制，实现全员参保率100%、福利覆盖率100%，并设立员工权益保障专线，确保薪酬福利政策透明落地，切实提升员工获得感与归属感，为企业可持续发展筑牢人才根基。

浙能锦江环境始终践行“人才生态共同体”理念，构建全方位人才服务体系，管理层当好身边人，各企业通过开展“总经理开放日”等直接倾听诉求，切实解决基层员工实际问题320项，提升员工满意度。生活保障方面，下属企业为员工全面升级配备宿舍，并提供运动场、健身房等休闲娱乐设施，全年组织绿色骑行、生态摄影大赛、户外素质拓展等丰富多彩的各类绿色文化活动，有效提升团队凝聚力，并通过数字化服务平台实现需求响应效率提升60%，全面营造有温度、有成长、有归属的事业发展生态。

TALENT TRAINING AND ADVANCEMENT

人才培养与提升

Linzhou Jiashang WTE Facility in Henan Province Organizes Team-Building Activities 河南省林州垃圾发电厂组织团建活动

In October 2024, employees from the Linzhou Jiashang WTE Facility in Henan Province participated in a team-building activity at the stunning Taihang Grand Canyon. The event, titled “Uniting Hearts to Set Sail, Striving Forward for New Heights”, offered an opportunity for everyone to laugh, hike, and unwind amidst the crisp autumn breeze. Fully embracing nature, participants found relief from stress and immersed themselves in the majestic landscapes of the Taihang Mountains. With its breathtaking “Ten-Mile Gallery”, the Taihang Mountains boast seasonal beauty that is ever-changing. While climbing, hiking, and running through the forest trails, participants enjoyed the scenery and strengthened their bonds, moving forward together as one cohesive team. This activity reinforced camaraderie and created lasting memories, all while celebrating the beauty of teamwork and nature.

2024年10月，河南省林州垃圾发电厂员工分批来到太行大峡谷，开展“凝心聚力共扬帆，砥砺奋进再飞跃”的团建活动。大家在飒飒秋风里一起欢笑、徒步，忘记压力，舒缓精神，全身心拥抱大自然，沉醉在太行山的壮丽风景中。太行山十里画廊，四季风景皆不相同，大家在山林间攀爬、徒步、奔跑，一边观景，一边团结共进。

Standing atop the high peaks and gazing down, it feels as though no obstacle can confine anyone anymore. Riding the wave of the times, the Linzhou Jiashang WTE Facility will gather even greater strength, stand united, scale countless mountains, and stride confidently toward the ultimate destination of its dreams. It’s an inspiring vision of progress and unity—a testament to perseverance and shared ambition.

站在高高的山顶俯瞰脚下，这一刻好像没有任何难题能再困住大家。乘着时代扬帆的步伐，林州垃圾发电厂将更凝聚力量，团结一处，跨越一座座高山，奔向梦想终点。

Linzhou Jiashang WTE Facility will continue to work closely with its employees, constantly strengthening cooperation among team members, building relationships of mutual trust and support, encouraging mutual understanding and learning among employees, clarifying team goals and missions during the learning process, and conquering the next mountain with strength.

林州垃圾发电厂将继续和员工们同心协力，不断强化团队成员之间的合作，建立相互信任、相互支持的团结关系，鼓励员工相互了解、相互学习，在学习过程中明确团队目标和使命，用实力征服下一座高山。



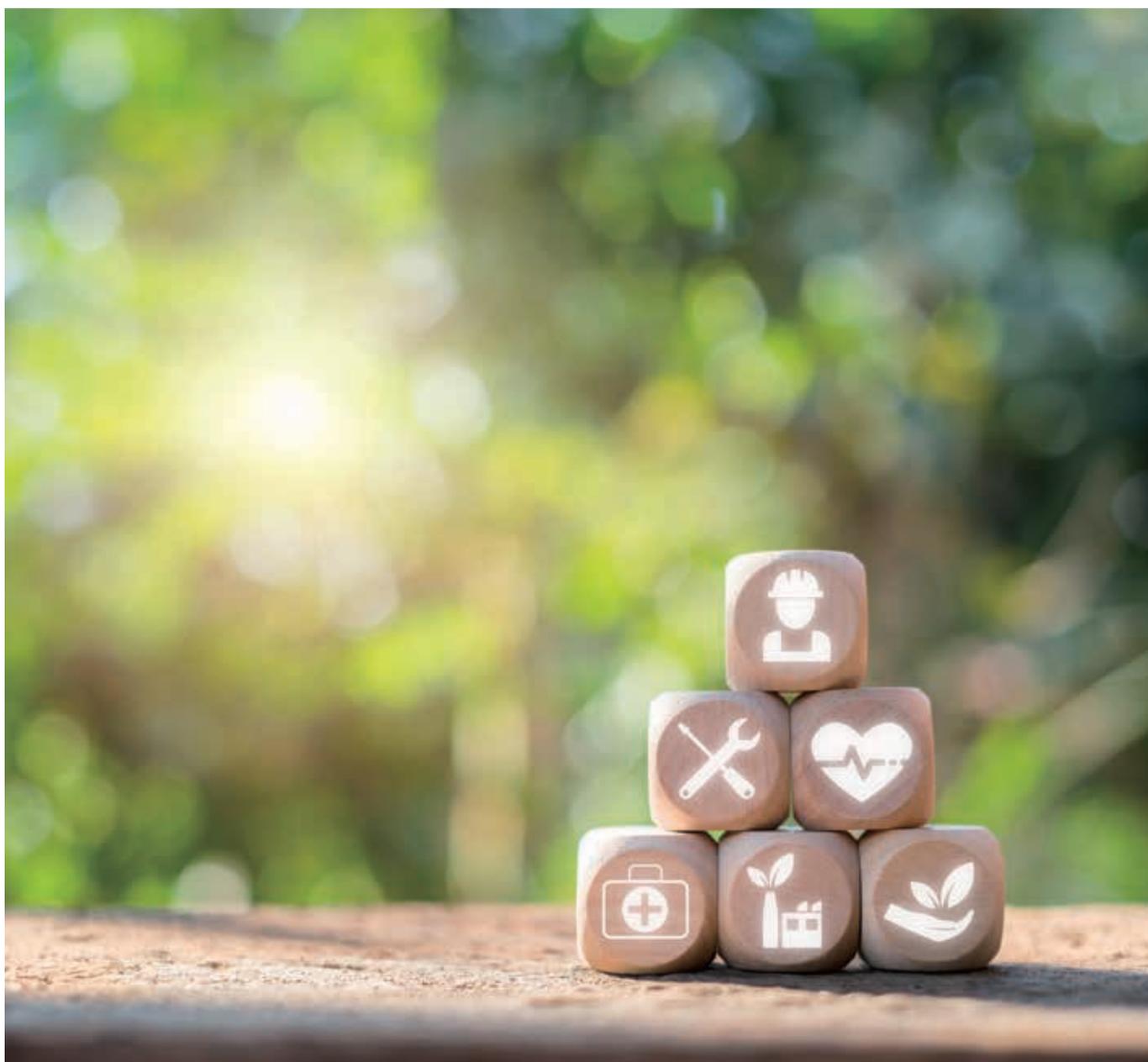
Figure 7: Linzhou Jiashang WTE Facility in Henan Province organized fun team-building activity
图 7: 河南林州垃圾发电厂组织开展趣味团建活动

TALENT TRAINING AND ADVANCEMENT

人才培养与提升

In 2025, Zheneng Jinjiang Environment will comprehensively upgrade its talent strategy by leveraging digital foundations to further enhance talent capabilities. The strategy will deeply integrate performance incentives, leadership pipeline development, and innovative cultivation approaches, with a focus on driving talent transformation. The Company aims to increase the proportion of innovative talents and multi-skilled managers within its workforce. To support this initiative, Zheneng Jinjiang Environment plans to collaborate with research institutions to establish a Green Talent Alliance. This will create a pipeline of technical and managerial talent for strategic directions such as the intelligent upgrading of waste incineration and carbon asset development. These efforts aim to build a knowledge engine to support the “Zero Waste City” strategy, paving the way for sustainable urban solutions.

浙能锦江环境 2025 年将全面升级人才战略，在数字化基础上，进一步提升人才能力，深度融合绩效激励、梯队建设与培养创新，重点推动人才能力转型，进一步提升创新型人才和复合型管理者比例，联合科研院所打造绿色人才联盟，为垃圾焚烧智慧化升级、碳资产开发等战略方向储备技术管理人才，构筑支撑“无废城市”战略的智力引擎。



OCCUPATIONAL HEALTH AND SAFETY

职业健康和安全

We advocate safety first, adhere to the principle of life first, focus on problems, and safe development, to provide a healthy and safe working environment for all employees as our own responsibility, effectively control the occupational health and safety risks related to production and operation, strictly rectify and implement, consolidate the occupational health and safety responsibilities of enterprises, and further promote health and safety management. Zheneng Jinjiang Environment upholds the core value of “intrinsic safety and prevention first”, treating the protection of employee occupational health as the lifeline of corporate development. By establishing a tiered control model for occupational health and safety risks and utilizing risk maps and intelligent monitoring, the Company has created a dense prevention and control network. It implements a dynamic hazard rectification mechanism to achieve zero residual risks and has developed a full-chain management model that integrates risk identification with closed-loop governance. The Company has also innovatively linked safety performance with job promotions and salary incentives, reinforcing accountability at every level. Through “scenario-based training and immersive drills”, it reshapes safety behavior habits and fosters a three-dimensional responsibility community where “everyone knows their duties, fulfills their responsibilities, and faces accountability for negligence”. These efforts continuously strengthen the safety foundation, ensuring high-quality development for the organization.

Zheneng Jinjiang Environment has established the Production Safety Management Measures, set up the ESH Management Committee at the headquarters, and the Safety Production Leading Group in each operating enterprise to ensure the personal safety of employees in the production process. The ESH Management Committee holds quarterly meetings, organizes learning safety accident warning educational films, in-depth analysis of the current safety and environmental protection situation and deployment of key safety and environmental protection work in the next stage. In FY2024, the Group achieved a significant milestone with zero fatalities. Building on this success, the focus for FY2025 is to further enhance safety standardization efforts, deepen the development of dual prevention mechanisms, and advance intrinsic safety construction. These initiatives aim to maintain an excellent safety and environmental record, ensuring sustainable and responsible production practices.

我们倡导安全为先，坚持生命至上、聚焦问题、安全发展的原则，以为所有员工提供健康安全的工作环境为己任，切实管控与生产经营相关的职业健康安全风险，严格整改落实，压实各企业职业健康和安全责任，深入推进健康和安全管理。浙能锦江环境秉持“本质安全、预防为先”的核心价值观，将保障员工职业健康作为企业发展的生命线。通过建立职业健康安全风险分级管控模型及风险地图、智能监测织密防控网络，实施隐患整改动态清零机制，打造从风险识别到闭环治理的全链条管理模式，创新式推行安全绩效与岗位晋升、薪酬激励的深度挂钩机制，以“场景化培训+沉浸式演练”重塑安全行为习惯，构建起“人人明责、层层履责、失职追责”的立体化责任共同体，持续筑牢企业高质量发展的安全基石。

浙能锦江环境已在总部设立 ESH 管理委员会、在各运行企业设立安全生产领导小组，以保障员工在生产过程中人身安全。ESH 管理委员会每季度召开会议，组织学习安全事故警示教育片，深入分析当期安全环保情况并对下一阶段重点安全环保工作进行部署。2024 财年，集团未发生人身死亡事件。2025 财年，我们将持续开展安全标准化提升工作，深化双重预防机制建设，推进企业本质安全建设，保持良好的安全、环保生产记录。

We abide by the relevant Occupational Health and Safety (“OHS”) laws and regulations and uphold the “Three Concurrent” principle, ensuring safety design and establishment during new project implementation. In FY2024, with reference to various judgment standards and requirements, the Group compiled and promulgated the Judgment Standard for Major safety and Environmental Protection Accidents, organized and carried out special activities for major accident hidden dangers investigation and completed closed-loop treatment of hidden dangers. At the same time, a number of special trainings have been carried out, such as mechanical injury, leachate fire and explosion prevention, safety standardization creation and risk classification control, and the dual prevention mechanism of hidden danger investigation and treatment, etc., and the special test of enterprise safety work procedures has been organized, and the accident risk identification and prevention ability of enterprise employees has been effectively improved through training and education activities. At the same time, it also deepens the staff’s understanding of safety standardization and double prevention mechanism construction.

Zheneng Jinjiang Environment has developed a comprehensive safety culture cultivation system, creating an annual safety education matrix centered around “Safety Production Month”. This framework integrates key events such as Occupational Disease Prevention Week, Disaster Prevention and Mitigation Week, and the “6/5 Environment Day”, utilizing thematic training, scenario-based drills, and cultural immersion to deepen employees’ safety awareness. Focusing on critical links in the risk prevention chain, the Group organizes targeted initiatives like the Safety and Environmental Awareness Month and Fire Safety Awareness Month. These activities, supported by case reviews to inspire innovative thinking and the dissemination of regulations to reinforce accountability, are designed to enhance safety understanding. By incorporating immersive experiences and participatory interactions, the Company fosters a transformation of safety concepts from “policy constraints” to “value recognition”. This approach establishes a “know the risks, prevent the risks, respond to emergencies” safety ecosystem, ensuring the alignment of knowledge and action while strengthening the proactive safety defenses of all employees.

Zheneng Jinjiang Environment has consistently adhered to the “people-oriented” philosophy, prioritizing employees’ health and safety. The Company strictly complies with relevant laws and regulations, including the Law of the People’s Republic of China on Prevention and Control of Occupational Diseases and the Classification Catalogue of Occupational Hazard Factors. It ensures that its subsidiaries fulfill their primary responsibilities for occupational disease prevention by conducting hazard detection and evaluation, and offering occupational health training in accordance with legal requirements. To enhance employees’ awareness of occupational hazards and preventive measures, the Group provides free health check-ups for all staff and offers employer liability insurance and group accident insurance. Additionally, technical personnel engaged in hands-on operations benefit from long-term free occupational health examinations to identify potential health risks early, further emphasizing the Company’s dedication to safeguarding employee well-being.

我们遵守相关的职业健康安全 (“OHS”) 法律法规, 坚持“三同时”原则, 确保在新项目实施过程中的安全设计和建立。2024 财年, 参照各类判定标准及要求, 组织开展重大事故隐患排查专项活动并完成隐患的闭环处理。同时开展了多项专项培训, 如机械伤害、渗滤液防火防爆、安全标准化创建和风险分级管控及隐患排查治理双重预防机制等, 并组织运行企业安全工作规程专项抽考, 通过培训和教育活动的开展有效提升了企业员工的事风险辨识及防范能力, 同时也深化了员工对安全标准化及双重预防机制建设的理解。

浙能锦江环境全面构建安全文化培育体系, 打造覆盖全年的安全宣教主题矩阵 -- 以安全生产月为核心轴, 联动职业病防治法宣传周、防灾减灾周、“六五”环境日等特色节点, 通过专题培训、场景演练、文化浸润多维联动深化员工安全认知, 聚焦风险防控链关键环节, 开展安全环保警示月、消防安全宣传月等靶向教育活动, 以案例复盘促进思维革新, 以法规宣贯强化责任传导, 通过沉浸式体验与参与式互动, 推动安全理念从“制度约束”向“价值认同”转化, 构建起“知风险、会防范、能应急”的知行合一安全生态, 持续筑牢全员主动安全防线。

浙能锦江环境一直以来贯彻执行“以人为本”的理念, 重视员工的身体健康及安全, 严格遵守《中华人民共和国职业病防治法》《职业病危害因素分类目录》等相关法律法规, 始终督促下属企业切实落实职业病防治主体责任, 开展职业病危害因素检测评价, 依法依规开展职业健康培训, 提高员工对职业病危害的重视程度和防护意识。集团为所有员工提供免费健康检查, 并投保雇主责任险和团体意外险, 企业实际操作的技术人员还可以享受长久免费的职业病健康体检, 以便尽早识别潜在的疾病危害。

Subordinate enterprises organize the Occupational Disease Prevention and Control Law Awareness Week activities

各下属企业组织开展《职业病防治法》宣传周活动

From 25 April to 1 May 2024, the 22nd National Occupational Disease Prevention and Control Law Promotion Week took place, with the theme 'Prioritize Prevention, Safeguard Occupational Health.' The Group actively responded to national calls, ensuring employee health and preventing potential occupational health risks while raising awareness of occupational disease prevention. During the event, the Gaomi Lilangmingde WTE Facility in Shandong Province and Jinghong Jiasheng WTE Facility in Yunnan Province widely promoted knowledge about occupational disease prevention through various forms, reminding employees to pay attention to their occupational health.

2024年4月25日至5月1日，是第22个全国《职业病防治法》宣传周，活动主题为：坚持预防为主，守护职业健康。集团积极响应国家号召，保障员工身体健康，防范潜在职业健康风险，提高职业病的预防意识。在活动期间，山东省高密垃圾发电厂、云南省景洪垃圾发电厂围绕主题，通过多种形式广泛宣传职业病防治知识，提醒员工关注职业健康。

Since its inception, Gaomi Lilangmingde WTE Facility has consistently adhered to occupational disease prevention principles, diligently safeguarding employee health by continuously improving workplace monitoring and management. Regular inspections of occupational disease prevention facilities, along with organized occupational health check-ups, have been conducted to create a safer and healthier work environment for employees. During the awareness campaign period, the plant organized employees to watch promotional videos on occupational disease prevention laws, conducted specialized training on the hazards and preventive measures of occupational diseases, and reviewed and improved occupational health records and factory signage.

高密垃圾发电厂自投产以来，一直坚定不移地践行职业病防治理念，用心守护员工的健康，不断完善对工作场所的监测和管理，定期检查职业病防护设施、组织开展职业健康体检，为员工创造了更加安全、健康的工作环境。宣传周期间，高密垃圾发电厂组织员工观看职业病防治法宣传视频，开展职业病的危害和预防措施专题培训，并对职业健康档案以及厂区标识牌进行梳理、完善。

Jinghong Jiasheng WTE Facility organized employees to deeply study the 'Occupational Disease Prevention Law' and meticulously arranged relevant exams to further enhance employees' occupational health awareness and self-protection abilities. During the learning process, employees listened attentively and actively participated in discussions, gaining a more comprehensive and in-depth understanding of occupational disease prevention. The subsequent exam thoroughly tested the employees' learning outcomes, further reinforcing their grasp of occupational disease prevention knowledge. During the exam, employees answered questions carefully, demonstrating a good attitude towards learning and a strong emphasis on occupational health.

景洪垃圾发电厂组织员工深入学习《职业病防治法》，并精心组织了相关考试，以进一步增强员工职业健康意识和自我保护能力。在学习过程中，员工们认真聆听，积极参与讨论，对职业病防治有了更全面、更深入的理解。随后进行的考试，全面检验了员工的学习成果，进一步强化了他们对职业病防治知识的掌握。考试过程中，员工们认真答题，展现出良好的学习态度和对职业健康的重视。

Through this awareness week, the Group has further enhanced employees' awareness and ability to prevent occupational diseases and protect themselves. Moving forward, it will continue to uphold a people-centric philosophy, focus on employees' occupational health, and continuously improve its efforts to prevent occupational diseases, ensuring the health of its employees and the sustainable development of the Company.

通过本次宣传周活动，集团进一步增强了员工职业病防治意识和自我保护能力，后续将继续秉持以人为本的理念，关注员工职业健康，不断完善职业病防治工作，为员工的健康和企业的可持续发展保驾护航。



Figure 8: Subordinate enterprises organized the Occupational Disease Prevention and Control Law Awareness Week activities
图 8：下属企业组织开展《职业病防治法》宣传周活动

In FY2024, Zheneng Jinjiang Environment implemented a strategic upgrade of the 'dual-wheel drive' strategy focusing on procurement sourcing, contract fulfillment, and acceptance, among other critical control points in the value stream, using an embedded risk warning mechanism to achieve 'prevention before illness'. Special actions were launched, while simultaneously building a three-dimensional prevention and control system featuring institutional foundations, dynamic monitoring, and closed-loop governance, embedding compliance standards throughout the entire business process. This aims to shift risk management from reactive responses to value creation, strengthening the firewall

Zheneng Jinjiang Environment has established a comprehensive risk governance system by improving the closed-loop mechanism of supervision, assessment, warning, and disposal. This ensures precise identification of risk rectification deadlines and standards, achieving full-cycle dynamic control of key area risks. In FY2024, the Group will adhere to compliance bottom lines such as environmental emissions, information disclosure, labor rights, and occupational health and safety while proactively adapting to changes in regulatory environments. It will focus on critical business processes like procurement and warehousing, conducting specialized training on contract legal risk prevention and procurement standards. By promoting development environment optimization through targeted governance, it will hold thematic risk warning conferences to deepen the cultivation of risk awareness among all employees. Through the integration of system improvement, capability building, and cultural shaping, the Company aims to create a compliance management ecosystem characterized by 'knowledge of risks, ability to prevent, and capacity to handle,' continuously enhancing risk prevention and control effectiveness to ensure steady and sustainable corporate growth.

Zheneng Jinjiang Environment adheres to the combination of serious investigation and strict system, the unity of solving problems and improving mechanisms, the deepening of style construction, and the integration of systematic thinking to promote the "three no rot". In FY2024, the Group will review, compile, and revise all existing policies to ensure their standardization and management relevance. It will conduct a comprehensive examination of the legal and compliance procedures of all enterprises, release key compliance points for WTE enterprises, and address practical challenges by implementing general clauses alongside operational-level solutions.

2024 财年，浙能锦江环境实施“制度流程双轮驱动”战略升级，聚焦采购寻源、履约验收等价值流关键控制节点，以嵌入式风险预警机制实现“未病先防”，开展专项治理行动，同步打造制度根基、动态监控、闭环治理的立体防控体系，将合规标准嵌入业务流程全链条，推动风险防控从被动应对向价值创造跃迁，筑牢合规经营防火墙，护航企业高质量发展。

浙能锦江环境建立健全风险治理体系，通过完善监察、评估、预警、处置闭环机制，精准划定风险整改时限与标准，实现重点领域风险的全周期动态管控。2024 财年，集团在坚守环保排放、信息披露、劳工权益及职业健康安全等合规底线的同时，主动适应监管环境变革，聚焦采购与仓储等关键业务环节，开展合同法律风险防控与采购规范专项培训；以专项治理促发展环境优化，召开主题风险警示大会，深化全员风险意识培育。通过制度完善、能力建设、文化塑造三位一体推进，打造“知风险、会防范、能处置”的合规管理生态，持续提升风险防控效能，护航企业行稳致远。

浙能锦江环境坚持严肃查处和严密制度相结合、解决问题和完善机制相统一，纠树并举深化作风建设，以系统思维一体推进“三不腐”。2024 财年，集团组织审核所有现有制度并进行汇编修订，确保制度规范性、管理针对性，全面梳理各企业合法合规手续情况，发布垃圾焚烧发电企业合规要点，在发布普适性条款的同时从实操层面推进企业有效解决。

REGULATORY COMPLIANCE

监管合规

Zheneng Jinjiang Environment adopts a systematic approach to address both symptoms and root causes, establishing a closed-loop mechanism of investigation, rectification, treatment, and construction. It integrates strict disciplinary enforcement with systemic reconstruction, advancing the style of work towards coordinated governance that prevents corruption, bribery, and abuse of power. The focus is on key areas of the value chain such as procurement and assets, forming a three-dimensional constraint framework where systems govern power, processes govern affairs, and standards govern actions. By highlighting typical cases to strengthen deterrent effects and patching management loopholes through system updates, it aims for dual improvement in style rectification and governance effectiveness, reinforcing the 'institutional dam' for clean operations. In FY2024, no corruption incidents occurred within the Group. For the coming year, Zheneng Jinjiang Environment aims to maintain zero confirmed corruption incidents.

In FY2025, we will focus on establishing a comprehensive "full-chain management system" based on pre-risk prevention, in-process supervision, and post-audit oversight. This strategic approach emphasizes the development of a two-tier risk control mechanism linking headquarters and subsidiaries. Key efforts include strengthening the delegation of primary responsibilities, refining the institutional framework, enhancing collaboration between disciplinary inspection and supervision, improving audit effectiveness, and reinforcing legal rights protection. By advancing the meticulous management of risk control and implementing penetrating supervision, we aim to achieve a closed-loop management system throughout all processes. These measures will systematically enhance governance efficiency and drive the organization toward sustainable progress.

浙能锦江环境以系统施治、标本兼治为方法论，构建查、改、治、建的闭环机制，将严肃执纪与制度重构深度耦合，推动作风建设向“三不腐”协同治理进阶升级，聚焦采购、资产等价值链关键领域，形成“制度管权、流程管事、标准管行”的立体约束框架，既以典型案例强化震慑效应，更以制度补丁堵塞管理漏洞，实现作风整治与治理效能双提升，筑牢企业廉洁运营的“制度堤坝”。2024 财年，集团没有发生腐败事件。在接下来的一年，浙能锦江环境的目标是继续保持零确认腐败事件。

2025 财年，我们将以构建“事前风险防控、事中督办监管、事后审计监察”全链条管理体系为核心思路，着力推进公司总部与下属企业两级联动的风控机制建设，重点强化主体责任下沉、制度体系完善、纪检监察协同、审计效能提升及法律维权保障等工作，通过深化风控工作的精细化管理与穿透式监督，实现全过程闭环管理效果，持续推动企业治理效能的系统性升级。

Zheneng Jinjiang Environment deeply integrates social responsibility into the DNA of its corporate development. In FY2024, we cultivate citizens' ecological protection awareness through environmental education, create a collaborative practice matrix involving schools, enterprises, government, and society, and promote the construction of a research-industry-academia platform through cooperation with universities. We also work together with the government to build an environmental governance community. Combining targeted charitable donations with warm community care, we establish a value transmission chain from strategic decision-making to grassroots practice, continuously delivering exemplary solutions that demonstrate our commitment to responsibility.

浙能锦江环境将社会责任深度融入企业发展DNA，2024财年我们通过环保教育培育公民生态保护意识，打造校企政社联动实践矩阵，高校共建推动产学研平台，联合政府构建环境治理共同体，公益捐赠精准滴灌与社区关怀温度传递相结合，形成从战略决策到基层实践的社会价值传导链，持续输出具有行业标杆意义的责任解决方案。

1.

Open the Public to Deepen Environmental Education 公众开放深化环境教育

Household waste sorting is a significant public welfare initiative emphasized by President Xi Jinping. From 22 to 28 May 2024, the second National Urban Household Waste Sorting Promotion Week took place. To strengthen awareness and encourage the adoption of sustainable habits, Zheneng Jinjiang Environment actively embraced its social responsibility as an environmental enterprise.

生活垃圾分类工作是习近平总书记关心的民生大事。2024年5月22日至28日是第二届全国城市生活垃圾分类宣传周，为加强城市生活垃圾分类工作宣传，有效推动群众习惯养成和文明素质提高，浙能锦江环境积极承担环保企业社会责任，邀请公众零距离探索生活垃圾变废为宝的秘密。



Figure 9: Local citizens visit Jilin Xixiang WTE Facility
图9：当地市民参观长春垃圾发电厂

On 25 May, Jilin Xixiang WTE Facility, in collaboration with the Changchun Urban Management Bureau, successfully hosted a unique Waste Sorting Experience Day event. The activity attracted numerous enthusiastic citizens, who participated with curiosity and passion. To help attendees better understand waste sorting, detailed explanations were provided in the environmental exhibition hall. Presenters highlighted the importance of waste sorting, the correct methods, and practical ways to incorporate it into daily life. Participants expressed that this experience was highly meaningful, as it not only broadened their knowledge but also deepened their understanding of the crucial role waste sorting plays in environmental protection. The event left a lasting impression, inspiring a greater commitment to sustainable practices.

5月25日，长春垃圾发电厂联合长春市城市管理局成功举办了一场别开生面的垃圾分类体验日活动，吸引众多市民积极参与，大批市民怀着好奇与热情来到垃圾发电厂。为了让市民更好掌握垃圾分类知识，在环保展厅讲解区域，讲解员详细介绍垃圾分类的重要意义、分类方法以及如何在日常生活中做好垃圾分类。参与者们纷纷表示，这样的体验活动非常意义，不仅增长见识，也更加深刻认识到垃圾分类对于环境保护的重要性。

LOCAL COMMUNITY

当地社区

2.

School-enterprise Cooperation to Cultivate Talents 校企合作 培养人才

On 1 November, 35 participants from the 8th International Training Workshop on Waste Incineration Power Generation Technology, organized by Zhejiang University's College of Energy Engineering, visited Zhuji Bafang Facility. The program combined classroom lectures with experiential tours, offering participants a deeper understanding of advanced waste incineration technology. This international training workshop, funded by the Ministry of Science and Technology's Foreign Aid Training Program, was co-hosted by Zhejiang University, Zhejiang University of Technology, and the International Consultation Committee on Waste to Energy (ICCWTE). The event emphasized international collaboration and knowledge exchange to promote sustainable waste management solutions globally.

Under the guidance of the tour guide, the trainees learned about the development history of Zheneng Jinjiang Environment and Zhuji Bafang Facility, as well as the processes of waste classification and WTE incineration. They deeply experienced the mystery of turning waste into treasure. By visiting the control room, incinerator, steam turbine generator set, flue gas purification system, and other areas, they further enhanced their understanding and knowledge of the waste incineration power generation process. After the tour, the trainees attended a professional lecture and participated in a Q&A session in the conference room.

11月1日，由浙江大学能源工程学院牵头承办的第八届垃圾焚烧发电技术国际培训班35名学员走进诸暨八方电厂，通过课程讲授与体验参观相结合的方式，加深了对垃圾焚烧先进技术的理解。此次垃圾焚烧发电技术国际培训班受科技部对外援助培训班项目资助，由浙江大学、浙江工业大学、垃圾焚烧发电国际咨询委员会 (ICCWTE) 等联合承办。

在讲解员的引导和介绍下，学员们了解了浙能锦江环境及诸暨八方电厂发展历程、垃圾分类及垃圾焚烧发电全流程等，深入感受了“垃圾变废为宝”的奥秘，通过参观中控室、焚烧炉、汽轮发电机组、烟气净化系统等区域，进一步加深了对垃圾焚烧发电工艺流程的理解和认识。参观结束后培训班学员还在会议室参加专业讲座并进行了答疑互动。

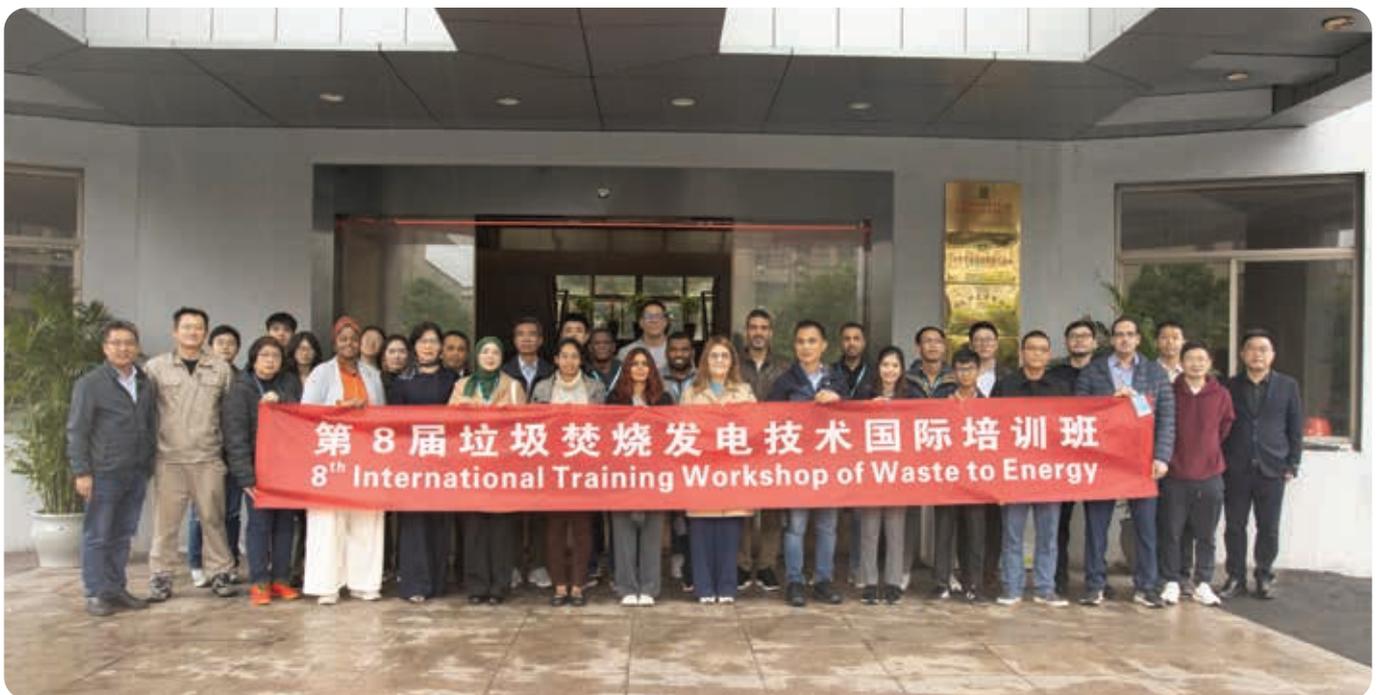


Figure 10: Participants of the 8th International Training Workshop on WTE Technology Visited Zhuji Bafang Facility
图 10: 第八届垃圾焚烧发电技术国际培训班学员走进诸暨八方电厂学习参观

3.

Maintain market order and protect legitimate rights and interests 维护市场秩序 保护合法权益

On 15 March, which is International Consumer Rights Day, Jinghong Jiasheng WTE Facility in Xishuangbanna, Yunnan Province actively responded to anti-counterfeiting actions, assisting the local tobacco monopoly bureau and customs in successfully destroying 64 tonnes of substandard counterfeit cigarettes, thus protecting consumer rights and market order.

During this destruction operation, Jinghong Jiasheng WTE Facility fully utilized its professional expertise and technical capabilities to ensure the safe and efficient destruction of counterfeit cigarettes. The plant's staff strictly followed relevant regulations and procedures, conducting harmless treatment of the cigarettes to guarantee that the destruction process would not cause any environmental pollution. This action also sent a strong warning to counterfeiters, demonstrating the determination and strength in combating fake and substandard products.

3月15日是国际消费者权益日，云南省西双版纳景洪垃圾发电厂积极响应打假行动，协助当地烟草专卖局和海关，成功销毁了64吨伪劣假冒卷烟，维护消费者权益和市场秩序。

此次销毁行动中，景洪垃圾发电厂充分发挥其专业优势和技术实力，为伪劣假冒卷烟的安全、高效销毁提供了有力保障。景洪垃圾发电厂的工作人员严格按照相关规定和操作流程，对这批卷烟进行了无害化处理，确保了销毁过程不会对环境造成任何污染。这一行动也向制假售假者发出了强烈的警示，表明了打击假冒伪劣产品的决心和力度。



Figure 11: Destruction of counterfeit cigarettes by Jinghong Jiasheng WTE Facility in Yunnan Province with the Tobacco Bureau and Customs
图 11: 云南省景洪垃圾发电厂与烟草局及海关销毁假烟

LOCAL COMMUNITY

当地社区

4.

Responding to the trade-in policy, promoting the development of a circular economy 响应以旧换新政策，助力循环经济发展

On 25 April, Zheneng Jinjiang Environment's Kunming Jinjiang WTE Facility in Yunnan Province, signed a waste furniture disposal cooperation agreement with Taoyuan Furniture City, the first integrated "old-for-new" furniture demonstration site in Yunnan Province. This partnership marks a significant step forward in promoting resource recycling and sustainable development across Yunnan Province. Through this collaboration, the initiative aims to enhance environmental responsibility and contribute to a greener future.

On 7 March, following the release of the Action Plan for Promoting Large-Scale Equipment Renewal and "Old-for-New" Consumer Goods Initiatives by the State Council, Kunming Jinjiang WTE Facility actively responded to the call by forming a cooperation agreement with Taoyuan Furniture City. Together, they launched a program for disposing of old and bulky furniture, ensuring proper handling and repurposing of such items. This collaboration effectively prevents the accumulation of waste furniture, which could otherwise lead to environmental pollution. It promotes the green development of the furniture industry and unlocks the potential of furniture renewal consumption. By transforming hard-to-utilize old furniture into valuable resources, the Kunming Jinjiang WTE Facility has extended its industrial chain and laid a solid foundation for creating an urban ecological complex. This partnership exemplifies a win-win approach, achieving high-quality corporate development alongside environmental preservation. It is a vivid example of Zheneng Jinjiang Environment's commitment to new development concepts and its efforts to advance green, low-carbon, and circular economies.

4月25日，浙能锦江环境云南省五华垃圾发电厂与云南省首个家具“以旧换新”一体化示范点——桃园家具城签订废旧家具处置合作协议，为推动云南省资源回收利用和可持续发展迈出重要一步。

3月7日，国务院印发了《推动大规模设备更新和消费品以旧换新行动方案》的通知，五华垃圾发电厂积极响应号召，与桃园家具城达成合作意向，共同开展“以旧换新”废旧垃圾处置工作，让大件废旧家具有家可归。此项合作有效避免废旧家具堆积如山、造成环境污染的情况出现，促进家具行业绿色发展，极大释放了家具更新消费潜力。五华垃圾发电厂在让难以利用的旧家具变废为宝的同时，也延伸了自身产业链，为打造城市生态综合体奠定坚实基础。该合作实现了企业高质量发展与生态环境保护的双赢，是浙能锦江环境践行新发展理念，大力促进绿色、低碳、循环经济发展的生动实践。



Figure 12: Zheneng Jinjiang Environment's Kunming Jinjiang WTE Facility in Yunnan Province has signed Yunnan Province's first "old-for-new" waste furniture disposal cooperation agreement.

图 12：浙能锦江环境云南省五华垃圾发电厂签订云南省首个“以旧换新”废旧家具处置合作协议

5.

Care for the Elderly to Send Warmth During Double Ninth Festival
情暖重阳，关爱老人送温暖

During the golden autumn season, as the Chongyang Festival arrived as scheduled, the Group upheld the traditional values of respecting and caring for the elderly by organizing a series of festival-related activities. On this meaningful day, efforts were made to extend warmth and appreciation to senior citizens, highlighting the Company's commitment to cherishing and honoring the older generation. This initiative not only carried forward a timeless tradition but also fostered a strong sense of community and gratitude.

Linzhou Jiashang WTE Facility in Henan Province thoughtfully prepared high-quality millet as a gift for elderly residents aged 65 and above in nearby villages. The donation site was filled with an atmosphere of harmony and joy as the seniors eagerly came to receive their festive gifts, their faces glowing with smiles. Volunteers at the event extended heartfelt care to the elderly, offering warm greetings and thoughtful reminders to prioritize their health and enjoy a peaceful and fulfilling retirement. This act of kindness not only brightened the day for the recipients but also exemplified the plant's commitment to supporting the local community and honoring its senior members.

Yunan Green Energy WTE Facility in Yunnan Province, extended its heartfelt care by delivering rice and cooking oil to elderly residents aged 60 and above in nearby villages. With smiles of joy, the seniors received these thoughtful gifts, holding them close with appreciation. During warm conversations with the elders, volunteers inquired about their living conditions and health, while also sharing festive greetings and blessings. The seniors expressed their deep gratitude for the plant's kindness and attentiveness. This gesture not only spread warmth and care but also strengthened the bond between the plant and the local community.

金秋时节，重阳佳节如期而至，重阳节当天，集团发扬敬老爱老传统，组织开展重阳节慰问工作。

河南省林州垃圾发电厂精心准备了优质小米，捐赠给附近村庄 65 周岁以上的老人。捐赠场地上洋溢着一片祥和与欢乐的气氛，老人们满怀期待的前来领取了这份节日礼物，每个人脸上都挂着笑容。现场志愿者们向老人送去深切的关怀，并叮嘱老人们要注意身体健康，安享晚年。

云南省西山垃圾发电厂也为附近村庄 60 岁以上的老人们送上大米和油，老人们手捧大米和食用油等慰问品，脸上洋溢着喜悦的笑容。在与老人们亲切交谈的过程中，志愿者们详细询问了老人们的生活状况和身体健康情况，并为他们送上节日的问候和祝福。老人们纷纷表示感谢西山垃圾发电厂的关心和厚爱。



Figure 13: Linzhou Jiashang WTE Facility in Henan Province and Yunan Green Energy WTE Facility in Yunnan Province Care for the Elderly and Send Them Warmth

图 13：河南省林州垃圾发电厂、云南省西山垃圾发电厂关爱老人送温暖

LOCAL COMMUNITY

当地社区

6.

Harmonious Coexistence: Protecting Biodiversity 和谐共生，保护生物多样性

In Xishuangbanna, Yunnan Province, the Jinghong Jiasheng WTE Facility has adopted refined operational management techniques. These efforts have not only realized the utilization of waste resources but also actively contributed to the preservation of the tropical rainforest ecosystem.

The plant prioritizes pollutant control by employing a comprehensive protection model of “source emission reduction-process control- ecological feedback”, which minimizes threats to surrounding vegetation and air quality. For water environment protection, the plant has established a fully enclosed water circulation system. All production wastewater undergoes advanced treatment and is fully reused, eliminating the risk of discharge into Lancang River tributaries. Additionally, the facility uses soundproof equipment covers and silencers to reduce noise, avoiding interference with nearby bird habitats. Night-time directional lighting design reduces light disturbances to nocturnal animals.

Looking ahead, Jinghong Jiasheng WTE Facility plans to integrate biodiversity conservation into the carbon benefit-sharing system. It aims to explore new pathways for ecological value transformation, contributing more green initiatives to fortify ecological security in Southwest China.

在云南省西双版纳州，景洪垃圾发电厂通过精细化运营管理等手段，不仅实现了垃圾资源化利用，更在热带雨林生态系统的保护中发挥了积极作用。

景洪垃圾发电厂始终将污染物控制置于首位，以“源头减排-过程管控-生态反哺”全链条保护模式，最大限度减少对周边植被和空气质量的威胁。针对水环境保护，电厂建立全封闭水循环系统，生产废水经深度处理后全部回用，杜绝了向澜沧江支流水域排放的风险。此外，厂区通过设备隔声罩、消声器等降噪技术，避免干扰周边鸟类栖息地；夜间采用定向照明设计，减少对夜行性动物的光侵扰。

未来，景洪垃圾发电厂计划将生物多样性保护纳入碳普惠体系，探索生态价值转化新路径，为筑牢西南生态安全屏障贡献更多绿色力量。



Figures 14: Jinghong Jiasheng WTE Facility in Xishuangbanna, Yunnan Province
图 14：云南省西双版纳州景洪垃圾发电厂

In FY2024, Zheneng Jinjiang Environment and its subsidiaries received commendations from the local governments for their outstanding contributions, mainly listed as follows:

2024 财年，浙能锦江环境及旗下多家企业因其出色的贡献获得当地政府授予的荣誉，主要列示如下：

- In November**, Zheneng Jinjiang Environment was once again honored with the title of 'Top 50 Environmental Enterprises in China 2024,' awarded by the All-China Federation of Industry and Commerce Environmental Chamber of Commerce.

● **11月**，浙能锦江环境蝉联由全国工商联环境商会颁发的“2024 中国环境企业 50 强”荣誉
- In October**, the Zhuji Bafang Facility in Zhejiang Province was awarded the title of Innovative Small and Medium-sized Enterprise in Zhejiang Province.

● **10月**，浙江省诸暨八方垃圾发电厂荣获浙江省创新型中小企业称号
- In October**, Zibo Green Energy WTE Facility in Shandong Province was awarded the titles of 'Outstanding Environmental Sanitation Enterprise of Zibo City for 2024' and 'Collective with Outstanding Performance in Citywide Environmental Sanitation Work for 2024' by the Zibo Municipal Urban Management Bureau.

● **10月**，山东省淄川垃圾发电厂被淄博市城市管理局授予“2024 年度淄博市优秀环卫企业”和“2024 年度全市环卫工作表现突出集体”荣誉称号
- In September**, Zheneng Jinjiang Environment Hangzhou Jinjiang Environment Investment Co., Ltd. was honored with the titles of 'Leading Enterprise' and 'Public Welfare Charity Enterprise' by the Mishi Lane Subdistrict.

● **9月**，浙能锦江环境杭州锦环投资有限公司荣获米市巷街道“领军企业”“公益爱心企业”荣誉称号
- In July**, Zheneng Jinjiang Environment was honored with the title of 'Leading Enterprise in High-Quality Development of Solid Waste Management' by "Shanghai Huanlian".

● **7月**，浙能锦江环境荣获由“上海环联”颁发的“固废领域高质量发展领军企业”称号
- In May**, the Zhongwei Kitchen Waste Treatment Project in Ningxia Hui Autonomous Region was awarded the 'Two-Star Unit' for 2024 among enterprises handling precursor chemicals in Zhongwei City.

● **5月**，宁夏回族自治区中卫垃圾发电厂获得 2024 年度中卫市易制毒化学品企业“二星级单位”
- In April**, Zheneng Jinjiang Environment co-authored the 'Technical Requirements for Online Detection System of Dioxins in Municipal Solid Waste Incineration Flue Gas Using Laser Ionization Time-of-Flight Mass Spectrometry', which won the honor award for Excellent Project of the China Environmental Protection Industry Association's Group Standards in 2023.

● **4月**，浙能锦江环境参编的《生活垃圾焚烧烟气二噁英激光电离飞行时间质谱在线检测系统技术要求》获中国环境保护产业协会“二〇二三年度中国环境保护产业协会团体标准优秀项目”荣誉奖项
- In March**, the Songyuan Xinxiang WTE Facility in Jilin Province was awarded the title of 'Advanced Grassroots Trade Union of 2023'.

● **3月**，吉林省松原垃圾发电厂获得“2023 年度先进基层工会”荣誉称号
- In March**, Zheneng Jinjiang Environment won multiple awards at the 2023 'Beijing Star Cup' WTE incineration power generation industry competition.

● **3月**，浙能锦江环境荣膺“北极星杯”2023 垃圾焚烧发电行业评选多个奖项
- In February**, Lianyungang Sunrise WTE Facility in Jiangsu Province was awarded the Special Contribution Award for 'Friendly Emission Reduction' of the entire city for 2023.

● **2月**，江苏省连云港垃圾发电厂获得 2023 年度全市“友好减排”特别贡献奖
- In February**, Xingjin WTE Facility in Henan Province was awarded the title of 'Advanced Collective in Sanitation Work for 2023'.

● **2月**，河南省荥阳垃圾发电厂获得“2023 年度环卫工作先进集体”荣誉称号
- In January**, Leting Jinhuan WTE Facility in Hebei Province was awarded the title of 'Provincial Water-Saving Enterprise of 2023'.

● **1月**，河北省乐亭垃圾发电厂荣获“2023 年度省级节水型企业”称号

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In 2025 and beyond, the Group will further enhance its ESG governance framework by systematically advancing a five-pronged responsibility matrix centered on “economic empowerment, ecological education, employment expansion, community co-construction, and public welfare collaboration”. Through strategic initiatives, the Group aims to establish a sustainable development ecosystem. This effort includes innovating community service models to promote the integration of grassroots governance, deepening the synergy of public welfare resources to amplify social impact, and ultimately creating a value co-creation system that aligns corporate responsibility with societal development needs. By doing so, the Group aspires to establish a resilient and compassionate multi-stakeholder win-win development paradigm, setting a benchmark for sustainable and inclusive growth.

2025 年及未来发展阶段，集团将深化 ESG 治理框架，系统推进“经济赋能、生态教育、就业扩容、社区共建、公益协同”五位一体责任矩阵，以战略性实践构建可持续发展生态圈，创新社区服务模式促进基层治理融合，深化公益资源联动放大社会效益，最终形成企业责任力与社会发展需求同频共振的价值共创体系，打造更具韧性与温度的多方共赢发展范式。

Statement of use 使用说明	The information cited in this GRI Content Index is reported by Zheneng Jinjiang Environment for the period from 1 January 2024 to 31 December 2024 with reference to GRI standards. 浙能锦江环境在 2024 年 1 月 1 日至 2024 年 12 月 31 日参照 GRI 标准报告了在此份 GRI 内容索引中引用的信息。
GRI 1 used 使用的 GRI 1	GRI 1: Foundation 2021 GRI 1: 基础 2021

GRI Standards GRI 标准	Disclosure 披露项	Page reference 页码位置
GRI 3-3 (2021)	Management of material topics 实质性议题的管理	Sustainability Report – Materiality Assessment, pages 49 to 52 可持续性报告 – 重要因素评估, 第 49 至 52 页
GRI 201-1 (2016)	Direct economic value generated and distribution 直接产生和分配的经济价值	Consolidated Statement of Comprehensive Income, page 150; Statements of Financial Position, page 151 综合收益合并报表, 第 150 页; 财务状况报表, 第 151 页
GRI 201-2 (2016)	Financial implications and other risks and opportunities due to climate change 气候变化带来的财务影响以及其他风险和机遇	Sustainability Report – Addressing Climate Change, pages 70 to 79 可持续性报告 – 应对气候变化, 第 70 至 79 页
GRI 202-2 (2016)	Proportion of senior management hired from the local community 从当地社区雇用高管的比例	Sustainability Report – Talent Training and Advancement, page 81 可持续性报告 – 人才培养与提升, 第 81 页
GRI 205-3 (2016)	Confirmed incidents of corruption and actions taken 经确认的腐败事件和采取的行动	Sustainability Report – Regulatory Compliance, page 94 可持续性报告 – 监管合规, 第 94 页
GRI 301-1 (2016)	Materials used by weight or volume 所用物料的重量或体积	Sustainability Report – Green Operations, pages 66 to 67 可持续性报告 – 绿色经营, 第 66 至 67 页
GRI 302-1 (2016)	Energy consumption within the organization 组织内部的能源消耗量	Sustainability Report – Green Operations, pages 66 to 67 可持续性报告 – 绿色经营, 第 66 至 67 页
GRI 306-2 (2020)	Management of significant waste-related impacts 废弃物相关重大影响的管理	Sustainability Report – Sustainable Business of Zheneng Jinjiang Environment, pages 54 to 58 – Green Operations, pages 66 to 69 可持续性报告 – 浙能锦江环境可持续业务, 第 54 至 58 页 – 绿色经营, 第 66 至 69 页
GRI 401-1 (2016)	New employee hires and employee turnover 新进员工雇佣率和员工流动率	Sustainability Report – Talent Training and Advancement, page 80 可持续性报告 – 人才培养与提升, 第 80 页
GRI 401-2 (2016)	Benefits provided to full-time employees that are not provided to temporary or part-time employees 提供给全职员工 (不包括临时或兼职员工) 的福利	Sustainability Report – Talent Training and Advancement, page 87 可持续性报告 – 人才培养与提升, 第 87 页
GRI 401-3 (2016)	Parental leave 育儿假	Sustainability Report – Talent Training and Advancement, pages 85 to 86 可持续性报告 – 人才培养与提升, 第 85 至 86 页

GRI CONTENT INDEX

GRI内容索引

GRI Standards GRI 标准	Disclosure 披露项	Page reference 页码位置
GRI 403-1 (2018)	Occupational health and safety management system 职业健康安全管理体系	Sustainability Report – Occupational Health and Safety, page 91 可持续性报告 – 职业健康和安全的，第 91 页
GRI 403-9 (a)(i) 2018	Work-related injuries: 工伤: (a) For all employees: (a) 对于所有员工: i. The number and rate of fatalities as a result of work-related injury; i. 工伤导致的死亡数量和死亡率;	Sustainability Report – Occupational Health and Safety, page 90 可持续性报告 – 职业健康和安全的，第 90 页
GRI 404-1 (2016)	Average hours of training per year per employee 每名员工每年接受培训的平均小时数	Sustainability Report – Talent Training and Advancement, pages 83 to 84 可持续性报告 – 人才培养与提升，第 83 至 84 页
GRI 404-3 (2016)	Percentage of employees receiving regular performance and career development reviews 接受定期绩效和职业发展考核的员工百分比	Sustainability Report – Talent Training and Advancement, page 85 可持续性报告 – 人才培养与提升，第 85 页
GRI 405-1 (2016)	Diversity of governance bodies and employees 管治机构与员工的多元化	Sustainability Report – Talent Training and Advancement, pages 80 to 82 可持续性报告 – 人才培养与提升，第 80 至 82 页

TCFD Recommendation TCFD 建议	Page Reference and Remarks 页码位置和备注
Governance 治理：	
Disclose the organization's governance around climate-related risks and opportunities. 披露组织围绕气候相关风险和机遇的治理。	
A) Describe the board's oversight of climate-related risks and opportunities. 描述董事会对气候相关风险和机遇的监督	Addressing Climate Change, pages 72 to 73 应对气候变化，第 72 至 73 页
B) Describe management's role in assessing and managing risks and opportunities. 描述管理层在评估和管理风险和机遇方面的作用	Addressing Climate Change, pages 72 to 73 应对气候变化，第 72 至 73 页
Strategy 战略：	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material. 披露与气候相关的风险和机遇对组织业务、战略和财务规划的实际和潜在影响（如果此类信息很重要）。	
A) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. 描述组织在短期、中期和长期内确定的与气候相关的风险和机遇	Addressing Climate Change, pages 73 to 77 应对气候变化，第 73 至 77 页
B) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. 描述气候相关风险和机遇对组织业务、战略和财务规划的影响	Addressing Climate Change, pages 73 to 77 应对气候变化，第 73 至 77 页
C) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. 描述组织战略的弹性，同时考虑不同的气候相关情景，包括 2°C 或更低的情景	Zheneng Jinjiang Environment is adopting a progressive strategy towards managing climate related risks. Scenario analysis will be carried out in subsequent sustainability reports. 浙能锦江环境正在采取渐进式的战略来管理与气候相关的风险。情景分析将在后续的报告中进行。
Risk Management 风险管理：	
Disclose how the organization identifies, assesses, and manages climate-related risks. 披露组织如何识别、评估和管理气候相关风险。	
A) Describe the organization's processes for identifying and assessing climate-related risks. 描述组织识别和评估气候相关风险的流程	Addressing Climate Change, pages 78 to 79 应对气候变化，第 78 至 79 页
B) Describe the organization's processes for managing climate-related risks. 描述组织管理气候相关风险的流程	Addressing Climate Change, pages 78 to 79 应对气候变化，第 78 至 79 页
C) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management. 描述如何将识别、评估和管理气候相关风险的过程整合到组织的整体风险管理中	Addressing Climate Change, pages 78 to 79 应对气候变化，第 78 至 79 页

TCFD CONTENT INDEX

TCFD内容索引

TCFD Recommendation TCFD 建议	Page Reference and Remarks 页码位置和备注
Metrics and Targets 指标和目标： Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material. 披露用于评估和管理相关气候相关风险和机遇的指标和目标（如果此类信息很重要）。	
A) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. 根据其战略和风险管理流程，披露组织用于评估气候相关风险和机遇的指标	Addressing Climate Change, page 79 应对气候变化，第 79 页 Zheneng Jinjiang Environment is adopting a progressive strategy towards managing climate related risks. Identification and disclosure of appropriate metrics will be carried out in subsequent sustainability reports in compliance with the prevailing listing rules of the SGX-ST. 浙能锦江环境正在采取渐进式的战略来管理与气候相关的风险。确定和披露适当的衡量标准将根据新交所现行规则在后续报告中披露。
B) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks. 披露范围 1、范围 2 和（如适用）范围 3 温室气体 (GHG) 排放和相关风险	Zheneng Jinjiang Environment is adopting a progressive strategy towards managing climate related risks. GHG emissions will be measured and disclosed in subsequent sustainability reports in compliance with the prevailing listing rules of the SGX-ST. 浙能锦江环境正在采取渐进式的战略来管理与气候相关的风险。温室气体排放将根据新交所现行规则在后续的报告中进行测量和披露。
C) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. 描述组织用于管理气候相关风险和机遇的目标，以及针对目标的绩效	Zheneng Jinjiang Environment is adopting a progressive strategy towards managing climate related risks. Appropriate targets will be set and disclosed in subsequent sustainability reports in compliance with the prevailing listing rules of the SGX-ST. 浙能锦江环境正在采取渐进式的战略来管理与气候相关的风险。适当的目标将被设定并根据新交所现行规则在后续的报告披露。

Corporate Governance Report

Zheneng Jinjiang Environment Holding Company Limited (the “**Company**” or “**Zheneng Jinjiang Environment**”) and its subsidiaries (collectively referred to as the “**Group**”) is committed to maintaining good corporate governance in all its business activities.

This report sets out Zheneng Jinjiang Environment’s corporate governance practices with reference to the Principles and Provisions of the Code of Corporate Governance 2018 (the “**CG Code**”) and where applicable, the Listing Manual of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) (“**SGX Listing Manual**”). Where the Company’s practices differ from the Provisions under the CG Code, comprehensive and meaningful explanations on how such practices it had adopted are consistent with the aim, intent and philosophy of the relevant Principle have been included in this report. This report should be read in totality, instead of being read separately under each Principle of the CG Code.

Board Matters

Principle 1: The Board’s Conduct of Affairs

Role of the Board

The Board oversees the Group’s business and its performance. It is collectively responsible and works with management for the long-term success of the Company. The Board’s principal roles include guiding and establishing strategic and business objectives. The Board considers sustainability issues, including environmental and social factors, as part of its strategic formulation. Executives of the Board are tasked to execute these by setting direction and goals for management and staff and ensuring that the business of the Group is effectively managed and properly conducted day to day towards these ends. The Board reviews the Group’s performance and satisfies itself on the adequacy and effectiveness of the framework and processes for internal controls. The Board also sets the tone for the Group in respects of ethics, values and desired organisational culture, and ensures proper accountability within the Group. The Board assumes the overall responsibility for good corporate governance.

The Group’s key stakeholders include its shareholders, customers, suppliers, business partners, employees and the community. The Group has put in place a code of business and ethical conduct for its employees to ensure that obligations to these key stakeholders are understood and met.

Independent Judgement

All Directors are fiduciaries of the Company who act objectively in the best interests of the Company and hold management accountable for performance. In determining the independence of the Directors, please refer to “Board Independence” under Principle 2 in this Corporate Governance Report. Also, Directors who face conflicts of interest or are directly or indirectly interested in a transaction or proposed transaction recuse themselves from discussions and decisions involving the issues of conflict. The Board has established a Nominating Committee (the “**NC**”) which makes recommendations to the Board on the appointments and re-appointments of the Directors and assesses their independence annually and as and when circumstances require. When assessing their independence, the NC takes into account the Director’s independence in conduct, character and judgment and any relationships between the Director and the Company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of his independent business judgment in the best interests of the Company.

Delegation by the Board

To assist in the execution of its responsibilities as a listed company, the Board has established an Audit and Risk Management Committee (the “**ARMC**”), a Remuneration Committee (the “**RC**”) and an NC (each a “**Committee**” or a “**Board Committee**” and collectively, the “**Committees**” or “**Board Committees**”). These Committees function within clearly defined written terms of references setting out their compositions, authorities and duties, including reporting back to the Board, which are reviewed on a periodic basis to ensure their continued relevance. The composition and

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effectiveness of each Committee is also periodically reviewed by the Board. The delegation of authority by the Board to the Committees enables the Board to achieve operational efficiency by empowering the Committees to decide on matters within their respective terms of reference, and yet without abdicating its responsibility. Please refer to Principles 10, 6 and 4 in this Corporate Governance Report for further information on the activities of the ARMC, the RC and the NC respectively.

Non-Executive Independent Directors (also referred to as “**Independent Directors**”) comprise a majority of, and chair, each of the Committees. The details of each Director’s membership in the Committees are set out as follows:

	ARMC	NC	RC
Wei Dongliang (Executive Chairman)	–	Member	–
Ang Swee Tian (Lead Independent Director)	Member	Chairman	Chairman
Ni Mingjiang (Independent Director)	–	Member	Member
Kan Yaw Kiong (Ernest) (Independent Director)	Chairman	–	Member
Liang Weiwen (Non-Executive and Non-Independent Director)	Member	–	Member

Board Processes

The Board meets at least quarterly and whenever necessary to address any specific significant matters that may arise. Records of such meetings, including key deliberations and decisions taken, are maintained by the Joint Company Secretaries. The Company’s Articles of Association allow a Board meeting to be conducted by way of telephonic or video-conference. Board approval may be obtained by circulation via written resolutions.

Directors’ Attendance at General Meetings, Board Meetings and Board Committees’ Meetings

The number of general meetings, Board meetings and Board Committees’ meetings held during the financial year ended 31 December 2024 (“**FY2024**”) and the attendance of each Director thereat are as follows:

	Board	AGM	EGM	ARMC	NC	RC
Number of meetings held in FY2024	4	1	–	4	1	1
Name of Director	Number of meetings attended in FY2024					
Wei Dongliang	4	1	–	4 [^]	1	1 [^]
Wang Ruihong	4	1	–	4 [^]	1 [^]	1 [^]
Jin Ruizhi	4	1	–	4 [^]	1 [^]	1 [^]
Ang Swee Tian	4	1	–	4	1	1
Ni Mingjiang	3	1	–	3 [^]	0	0
Kan Yaw Kiong (Ernest)	4	1	–	4	1 [^]	1
Liang Weiwen	4	1	–	4	1 [^]	1

Note:

[^]: by invitation

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The Board is of the view that the contribution of each Director should not only be focused on his attendance at Board and Board Committees' meetings but should extend beyond attendance at meetings. A Director may share his opinion, advice and experience with other Directors and management and doing so can also further the interest of the Group. Directors taking on multiple directorships have ensured that sufficient time and attention are given to the affairs of the Company.

Board Approval

The Board has identified certain key matters that are specifically reserved for approval by the Board, including:

- the Group's long-term objectives and commercial strategy, and the annual operating and capital expenditure budgets;
- investments in, and acquisitions and disposals of, assets, businesses or projects in the People's Republic of China relating to waste-to-energy and/or resource recycling above certain specified thresholds, as well as other assets, businesses or projects not related to waste-to-energy and/or resource recycling;
- investments in, and acquisitions and disposals of, assets, businesses or projects outside the People's Republic of China;
- major corporate or financial restructuring, changes to the Group's capital structure, debt financing which results in the Group's gearing ratio exceeding certain limits specified in the Group's annual budget and provision of intra-Group guarantees for which the Board's approval is requested by the financial institutions;
- adoption, renewal or modification of a shareholders' general mandate to authorise the Board to exercise all the powers of the Company to purchase or otherwise acquire shares of the Company and revocation or amendment of the internal guidelines for the on-market purchase of shares of the Company in reliance on a share purchase mandate in force;
- dividend policy and any changes thereto, and the declaration or recommendation of dividends;
- the results of the Company, the annual report, the sustainability report, significant changes in accounting policies or practices, transactions whereby there is a conflict of interest involving a substantial shareholder or director, and the Group's risk and control processes and corporate governance arrangements;
- resolutions and documentation to be put forth to shareholders at a general meeting;
- circulars, appendices to notices of general meeting and related documents that are submitted to the SGX-ST for the purpose of seeking shareholders' approval; and
- Non-routine announcements.

The ARMC, the NC and the RC evaluate and report to the Board on other specific matters including but not limited to, compliance with the provisions of the non-competition agreement entered into by the Company with certain of its controlling shareholders, interested person transactions and any general mandate for interested person transactions, management's remuneration packages and the Jinjiang Environment Performance Share Plan ("**Jinjiang Environment PSP**").

The Board has formally refined the above matters to facilitate execution and also incorporated approval limits that require Board or management approval. The above was clearly communicated by the Board to management in writing.

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Orientation and Training

The Board recognises the importance of appropriate induction, training and development for its Directors. Newly appointed Executive Directors will be given an orientation program which includes presentations and briefings by management. Physical or virtual site visits to overseas plants may also be conducted to facilitate a better understanding of the Group's operations, processes, internal controls and governance practices. Meetings with various key executives allow the Directors to be acquainted with the management team and ensure that the Directors have direct independent access to the management team in future. All newly appointed Directors will be briefed on the general duties and obligations as a Director, pursuant to the relevant legislation and regulations.

In addition to the above, all Directors and management are encouraged to undergo relevant training to enhance their skills and knowledge, particularly on new laws and regulations affecting the Group's business and governance practices, on the Company's expense. Directors who have no prior experience as a director of an issuer listed on the SGX-ST are required to attend prescribed training within the prescribed timelines under the SGX-ST Listing Manual to acquire the relevant knowledge on the roles and responsibilities of a director of an issuer listed on the SGX-ST. All Directors must also undergo training on sustainability matters as prescribed by the SGX-ST under the SGX-ST Listing Manual. The Joint Company Secretaries coordinate with the relevant Director to complete such training, subject to the training schedule and the Director's availability. All the orientation and training expenses are fully funded by the Group.

The Directors are provided with updates periodically by the Company's compliance adviser, Joint Company Secretaries, external and internal auditors and other professionals relating to directors' duties, relevant laws, regulations and codes, financial reporting standards, internal controls, corporate governance and risk management.

Complete, Adequate and Timely Information

The Board and Board Committees are provided with a meeting agenda and the relevant papers prior to the meetings. Complete, adequate and timely information are provided prior to meetings and on an on-going basis to allow proper deliberation on issues. Draft agenda are circulated in advance to the Board and Board Committees for review and additional items can be added where necessary. Management, external and internal auditors, the compliance adviser and other professionals are invited to the meetings when necessary to provide additional inputs on the matters for discussion. The minutes of meetings are circulated to all Board members for comments and confirmation.

The Directors may request for additional information of the Company's operations or business from the management to make informed decisions. Necessary arrangements will be made to provide such information. The Board has separate and independent access to management.

Joint Company Secretaries

At least one of the Joint Company Secretaries or his/her representative(s) will attend all Board and Board Committee meetings and ensure that all Board and Board Committees' procedures are followed. Together with the management, the Joint Company Secretaries assist the Company in complying with all applicable laws and regulations. The Joint Company Secretaries also advise on all corporate governance matters, ensure good information flows within the Board and between management and Directors, facilitate the participation of newly appointed Directors in mandatory prescribed training and assist with continuing professional training and development for the Directors. On an ongoing basis, the Directors have separate and independent access to the Joint Company Secretaries at the expense of the Company, whose duties and responsibilities are clearly defined. The appointment or the removal of the Joint Company Secretaries is a decision of the Board as a whole.

Independent Professional Advice

The Directors, whether individually or as a group, are entitled to obtain independent professional advice at the expense of the Company, in the furtherance of their duties and when circumstances warrant the advice.

Principle 2: Board Composition and Guidance

Board of Directors

As at the date of this Report, the Board comprises 7 Directors: 1 Executive Chairman, 1 Executive Deputy Chairman, 1 Executive Director, 1 Non-Executive and Non-Independent Director, and 3 Independent Directors, as follows:

Name of Director	Age	Date of first appointment	Position(s)
Wei Dongliang	50	26 September 2019	Executive Chairman
Wang Ruihong	59	23 December 2010	Executive Deputy Chairman and Deputy General Manager
Jin Ruizhi	51	24 April 2023	Executive Director and Chief Financial Officer
Ang Swee Tian	76	29 June 2016	Lead Independent Director
Ni Mingjiang	75	29 June 2016	Independent Director
Kan Yaw Kiong (Ernest)	67	22 July 2022	Independent Director
Liang Weiwen	58	24 April 2023	Non-Executive and Non-Independent Director

Accordingly, non-executive directors make up the majority of the Board.

Provision 2.2 of the CG Code recommends that independent directors make up a majority of the Board where the Chairman is not independent. In this regard, notwithstanding that the Chairman of the Board is not an Independent Director of the Company, there is already an appropriate level of checks and balances to ensure that the process of decision-making by the Board is independent and based on collective decisions without any individual or small group of individuals exercising any considerable concentration of power.

The Board presently includes (i) three Independent Directors (including a Lead Independent Director), (ii) two Executive Directors (including the Chairman of the Board) nominated by the single largest shareholder of the Company, namely Zhejiang Provincial Energy Group Co., Ltd. ("**Zheneng Group**"), (iii) an Executive Director who is the Deputy Chairman of the Board and whilst not nominated by any shareholder, is the longest serving director on the Board and has a longstanding working relationship with the second largest shareholder of the Company, namely, Hangzhou Jinjiang Group Co., Ltd., going back to before the initial public offering of the Company, and (iv) a Non-Executive and Non-Independent Director jointly nominated by two substantial shareholders of the Company, namely Harvest Global Dynamic Fund SPC acting on behalf of and for the account of Harvest Environmental Investment Fund SP and Whitel Management Company Limited. Matters requiring the Board's approval are discussed and deliberated with participation from each member of the Board and the decisions are based on collective decision, and no single major shareholder can dictate the decision-making process of the Board.

The Independent Directors and/or Non-Executive Directors also play an important role in ensuring that the strategies and/or plans proposed by management are constructively challenged, fully discussed and examined, and take into account the long-term interests of not only the shareholders but also other stakeholders of the Group.

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In addition, the Company has appointed a lead Independent Director from amongst the Independent Directors of the Company, who is available to shareholders where they have concerns and for which contact through the normal channels of communication with the Chairman of the Board or management are inappropriate or inadequate, and who holds discussions with the other Independent Directors without the presence of the Executive Chairman or management. Further, pursuant to discussions on the Board Diversity Policy, targets of having at least one female representative on the Board and the appointment of one additional Independent Director (who may or may not be resident in Singapore) by 2026 have also been established to further strengthen checks and balances on the Board and prevent groupthink. In view of the foregoing, the Board believes that the existing practices adopted by the Company are consistent with the intent of Principle 2 of the CG Code.

Review of Director's Independence

The NC conducts an annual review of each director's independence in accordance with Rule 210(5)(d) of the SGX-ST Listing Manual and Provision 2.1 of the CG Code. Rule 210(5)(d)(iv) of the SGX-ST Listing Manual is not applicable as none of the Independent Directors have been a director of the Company for an aggregate period of more than nine years (whether before or after listing).

For FY2024, the Board, taking into account the views of the NC, has determined that the three Independent Directors of the Company are independent in character and judgement and that there are no relationships or circumstances with the Company, its related corporations, its substantial shareholders (as defined in the SGX-ST Listing Manual) or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of these Directors' objective business judgment in the best interests of the Company, thus providing a strong and independent element on the Board. Each of the Independent Directors had recused himself from the NC's and Board's deliberations on his own independence.

Board Composition and Size, and Board Diversity

The NC reviews the size and composition of the Board and each Board Committee annually to ensure they are of an appropriate size and comprise Directors who as a group provide an appropriate balance and mix of skills, knowledge, experience, and other aspects of diversity such as gender and age, so as to avoid groupthink and foster constructive debate. The Board is committed to achieve an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company. The Board recognises that a diverse Board of an appropriate size is an important element which will better support the Company's achievement of its strategic objectives for sustainable development, avoid groupthink and foster constructive debate. A diverse Board also enhances decision-making process through the perspectives derived from various skills, business experience, industry discipline, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service and other distinguishing qualities of the Directors.

The current Board comprises persons with ages ranging from the 50s to the 70s who have served on the Board for different tenures with diverse expertise and experience in accounting, audit, business and management, asset management and finance, risk management and sustainable energy who as a group provide core competencies necessary to meet the Company's requirements. The Directors' objective judgment on corporate affairs and collective experience and knowledge are invaluable to the Group and allows for the useful exchange of ideas and views. Accordingly, the combination of skills, talents, experience and diversity of the Directors serves the needs and plans of the Company.

Pursuant to Rule 710A of the SGX-ST Listing Manual and Provision 2.4 of the CG Code, the Board has also adopted a Board Diversity Policy that addresses gender, skills and experience, and any other relevant aspects of diversity. Under the Board Diversity Policy, the NC will, in reviewing the Board's composition, rotation and retirement of Directors and succession planning, consider a number of aspects, including but not limited to gender, age, nationalities, ethnicity, cultural background, educational background, experience, skills, knowledge, independence and length of service. In this respect, the NC considers gender to be an important aspect of diversity and strives to ensure that there is an

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adequate gender mix on the Board. The Board Diversity Policy has been discussed and targets of having at least one female representative on the Board and the appointment of one additional Independent Director (who may or may not be resident in Singapore) by 2026 have been established.

In FY2024, the Company made significant strides towards achieving the aforesaid targets within the specified timelines, which included the NC adopting and taking into account the Board Diversity Policy targets as a key criterion in its identification and evaluation of suitable candidates to ensure there is diversity (including gender diversity) on the Board and expanding the pool of potential candidates to encompass a broader range of backgrounds and experiences. The NC and the Board may also consider engaging external search consultants, if required, to assist to search for candidates for appointment to the Board, and such consultants will be specifically directed to include diverse candidates and female candidates. Following assessment of the candidates, the NC will interview short-listed candidates and thereafter make its recommendations to the Board including appointments to the appropriate Board Committees after matching the candidates' skills-set to the needs of each Board Committee. The ultimate decision on the selection of Director(s) to be appointed on the Board will be based on merit, and candidates will be considered against objective criteria, having due regard for the benefits of diversity and needs on the Board.

While the current Board does not have mixed gender diversity, consistent with the intent of Principle 2 of the CG Code, the Board currently comprises suitably qualified Directors with a good balance of expertise and experience, complemented by sound industry knowledge. Taking into account the combination of skills, talents, experience and diversity possessed by the members of the Board and the Board Committees and the views of the NC, the Board considers that the Directors meet the criteria under its Board Diversity Policy. Accordingly, the Board is of the opinion that it possesses the necessary diversity of thought and background to enable it to make decisions in the best interests of the Company.

The NC monitors the Company's progress towards achieving the targets within the timelines stated, and will review the Board Diversity Policy from time to time as appropriate to ensure its effectiveness, and will recommend appropriate revisions to the Board for consideration and approval. The NC will also continue its identification and evaluation of suitable candidates to ensure there is diversity (including gender diversity) on the Board. Any further progress made towards the implementation of the Board Diversity Policy will be disclosed in future Corporate Governance Reports, as appropriate.

The Independent Directors are kept informed of the Group's business and performance through quarterly Board meetings and have unrestricted access to management. They are encouraged to participate actively in Board meetings to provide constructive input, help develop proposals on strategy and review the performance of the Group. The Independent Directors are encouraged to meet regularly without the presence of management, and the chairman of such meetings provides feedback to the Board and/or Chairman as appropriate.

Principle 3: Chairman and Chief Executive Officer ("CEO")

Chairman and CEO

Mr. Wei Dongliang is the Executive Chairman of the Group and he is also responsible for the overall strategic planning and management of the Group, and is responsible for leading the Board to ensure its effectiveness on all aspects of its role, setting and allocating time for discussion on all agenda items, promoting an open environment for constructive debate at the Board, encouraging non-executive Directors to speak and contribute constructively and ensuring quality, quantity and timeliness of information flow between the Board and management. He also leads the Group in its commitment to achieve and maintain good corporate governance and facilitates dialogue between shareholders, the Board and management during shareholders' meetings.

For FY2024, there was no CEO of the Company. Mr. Wei Dongliang is responsible for overseeing the day-to-day operations of the Group and works together with the Executive Deputy Chairman and Deputy General Manager, Mr. Wang Ruihong, and the Executive Director and Chief Financial Officer, Mr. Jin Ruizhi, in the day-to-day management of the Group.

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Although the roles and responsibilities of both the Executive Chairman and the CEO are vested in Mr. Wei Dongliang, being a deviation from the Provision 3.1 of the CG Code, the Board believes that vesting the roles of both Executive Chairman and CEO in the same person who is knowledgeable in the business of the Group provides the Group with a strong and consistent leadership and thus allows for effective planning and execution of long-term business strategies.

Nonetheless, any major decisions made by Mr. Wei Dongliang are required to be reviewed and approved by the Board. There are also two other Executive Directors on the Board, namely the Executive Deputy Chairman and Deputy General Manager, Mr. Wang Ruihong, and the Executive Director and Chief Financial Officer, Mr. Jin Ruizhi. Should Mr. Wei Dongliang face any conflict of interest in the proposed transaction, he is required to recuse himself from discussions and decisions involving the issues of conflict. He is also required to avoid situations in which his own personal or business interests directly or indirectly conflict, or appear to conflict, with the interests of the Group. As such, consistent with the intent of Principle 3 of the CG Code, the Board believes that there are adequate safeguards and checks in place to ensure that the process of decision-making by the Board is independent and based on collective decision without any individual exercising any considerable concentration of power of influence. Accordingly, there is a balance of power and authority and, therefore, no one individual has unfettered powers and can control/dominate the decision-making process of the Company. The Board is not considering separating the roles of the Executive Chairman and the CEO at this moment. The NC will review the need to separate these roles from time to time and make its recommendations when necessary.

Lead Independent Director

Given that the Chairman is not independent, Mr. Ang Swee Tian has been appointed as the Lead Independent Director. The Board is of the view that the process of decision making by the Board is independent and based on collective decision-making without any individuals exercising any considerable concentration of power or influence. All major decisions made by the Group will be subject to review by the Board. The Lead Independent Director is available to shareholders where they have concerns and for which contact through the normal channels of communication with the Chairman of the Board or management are inappropriate or inadequate. The Lead Independent Director has also held discussions with the other independent Directors without the presence of the Executive Chairman or management.

Principle 4: Board Membership

NC Composition and Role

The NC comprises three directors namely:

1. Ang Swee Tian (NC Chairman and Lead Independent Director)
2. Wei Dongliang (Executive Chairman)
3. Ni Mingjiang (Independent Director)

Two out of three members of the NC are independent. The NC Chairman is also the Lead Independent Director.

The NC's key terms of reference, approved by the Board, include the following:

- making recommendations to the Board on relevant matters relating to:
 - (a) the review of structure, size and composition of the Board;
 - (b) the review of succession plans for the chairman of the Board, Directors, CEO and other key management personnel;

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- (c) the development of a transparent process for evaluating the performance of the Board, its Board Committees and Directors, including assessing whether Directors are able to commit enough time to discharge their responsibilities and the maximum number of listed company directorships a Director may hold;
 - (d) the review of training and professional development programmes for the Board and its Directors;
 - (e) the appointment and re-appointment of all Directors (including any alternate directors); and
 - (f) the annual review and confirmation of the independence of each Director.
- to have a regular and strategic review of the structure, size and composition (including the skills, gender, age, qualification, experience and diversity) of the Board and the Board Committees. The NC will then recommend changes, if any, to the Board to ensure that the Board retains an appropriate balance of skills and diversity;
 - to identify and nominate candidates to fill Board vacancies as they occur;
 - to review other directorships held by each Director and decide whether a Director is able to carry out, and has been adequately carrying out, his/her duties as a Director, taking into consideration the number of listed company directorships held by the Director and his/her principal commitments;
 - to disclose the process for selection, appointment and re-appointment of directors to the Board, including the criteria used to identify and evaluate potential new directors and channels used in searching for appropriate candidates; and
 - to review and determine annually (or whenever necessary), the independence of Directors (and that of the alternate Directors (if applicable)), having regard to the CG Code and the SGX-ST Listing Manual.

Based on the NC and the Board evaluation checklists completed by the NC and the Directors respectively, the NC believes that it has fulfilled its responsibilities and discharged its duties as set out in its written terms of reference. The Joint Company Secretaries maintain records of all NC meetings and these checklists. For more information on these checklists, please refer to Principle 5 of this Corporate Governance Report.

Selection, Nomination and Appointment of New Directors

In the selection and nomination for new Directors, the NC identifies the key attributes that an incoming Director should possess based on the requirements of the Group. The NC taps on the Directors, management and external parties for recommendations of potential candidates. The NC meets with the potential candidates to assess their suitability before formally recommending them for appointment to the Board for further evaluation.

In the selection process, the NC considers:

- the candidate's track record, experience and expertise, age, gender and other attributes that the Board identifies;
- the independence of the candidate, in the case of the appointment of an independent director;
- competing time commitments if the candidate has multiple listed company board representations and other principal commitments; and
- the composition requirements of the Board and Board Committees.

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Re-election/re-appointment of Directors

The NC reviews the nomination of relevant Directors for re-election/re-appointment, including their independence as a director, if applicable. When considering the nomination for re-appointment, the NC considers the composition and progressive renewal of the Board and each Director's contribution and performance (e.g. attendance, preparedness, participation and candour).

The Company's Articles of Association provide that each Director shall retire at least once every three years and a retiring Director shall be eligible for re-election. The Company's Articles of Association further provide that where the Directors at any time appoint a natural person as a Director either to fill a casual vacancy or as an additional Director, any such person shall hold office only until the next annual general meeting ("**AGM**"). At the forthcoming AGM, Mr. Wang Ruihong, who was last re-elected at the AGM of the Company for the financial year ended 31 December 2021 held on 25 April 2022, will be retiring by rotation and has offered himself for re-election. The NC recommended that Mr. Wang Ruihong be nominated for re-election at the forthcoming AGM.

Supplemental Information on Director pursuant to Rule 720(6) of the SGX-ST Listing Manual

The information required under Rule 720(6) of the SGX-ST Listing Manual relating to the Director being proposed for re-election, namely, Mr. Wang Ruihong, are set out below:

Name of Director	Wang Ruihong
Date of Appointment	23 December 2010
Date of Last Re-Appointment/Re-election (if applicable)	25 April 2022
Age	59
Country of Principal Residence	China
The Board's comments on this appointment/ re-election (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	<p>The re-election of Mr. Wang Ruihong as Director was recommended by the Nominating Committee and the Board has accepted the recommendation, after taking into consideration his qualifications, expertise, past experience and overall contributions since he was appointed as a Director of the Company.</p> <p>Mr. Wang Ruihong has abstained from the deliberation of the Board pertaining to his re-election.</p>
Whether appointment is executive, and if so, the area of responsibility	Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Deputy Chairman and Deputy General Manager
Professional Qualifications	Please refer to the "Board of Directors" section
Working experience and occupation(s) during the past 10 year	Please refer to the "Board of Directors" section
Shareholding interest in the listed issuer and its subsidiaries	Direct interest of 2,100,000 shares

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Name of Director	Wang Ruihong
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	None
Conflict of interest (including any competing business)	None
Undertaking (in the format set out in Appendix 7.7 under Rule 720(1) has been submitted to the listed issuer	Yes
Other Principal Commitments including Directorships – Past (for the last 5 years)	Director of:– <ul style="list-style-type: none"> • Lüliang Green New Energy Co., Ltd 吕梁绿能新能源有限公司 • Zibo Green New Energy Co., Ltd. 淄博绿能新能源有限公司 • Shanghai Sunrise Management Co., Ltd. 上海晨兴企业管理有限公司 • Shijiazhuang Jiasheng New Energy Co., Ltd 石家庄嘉盛新能源有限公司 • Tangshan Jinhuan New Energy Co., Ltd 唐山市锦环新能源有限公司 • Ecogreen Energy Private Limited • Ecogreen Energy Gurgaon Faridabad Private Limited • Ecogreen Energy Lucknow Private Limited • Ecogreen Energy Gwalior Private Limited
Other Principal Commitments* including Directorships – Present	Director of:– <ul style="list-style-type: none"> • Lin'an Jiasheng Environmental Protection Co., Ltd. 临安嘉盛环保有限公司 • Green Energy (Hangzhou) Enterprise Management Co., Ltd. 绿能(杭州)企业管理有限公司 • Hangzhou Jinjiang Environment Investment Co., Ltd. 杭州锦环投资有限公司 • Hangzhou Xiaoshan Jinjiang Green Energy Co., Ltd. 杭州萧山锦江绿色能源有限公司 • Hangzhou Yuhang Jinjiang Environmental Protection Energy Co., Ltd. 杭州余杭锦江环保能源有限公司 • Wenling Green New Energy Co., Ltd 温岭绿能新能源有限公司 • Wuhan Green Energy Co., Ltd. 武汉市绿色环保能源有限公司 • Wuhan Hankou Green Energy Co., Ltd. 武汉汉口绿色能源有限公司 • Kunming Xinxingze Environment Resources Industry Co., Ltd. 昆明鑫兴泽环境资源产业有限公司

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Name of Director	Wang Ruihong
	<ul style="list-style-type: none"> • Yunnan Green Energy Co., Ltd. 云南绿色能源有限公司 • Zibo Environmental Energy Co., Ltd. 淄博环保能源有限公司 • Zibo Green Environmental Energy Co., Ltd. 淄博绿能环保能源有限公司 • Gaomi Lilangmingde Environmental Protection Technology Co., Ltd. 高密利朗明德环保科技有限公司 • Jilin Xinxiang Co., Ltd. 吉林省鑫祥有限责任公司 • Songyuan Xinxiang New Energy Co., Ltd. 松原鑫祥新能源有限公司 • Suihua Green New Energy Co., Ltd. 绥化市绿能新能源有限公司 • Qitaihe Green New Energy Co., Ltd. 七台河绿能新能源有限公司 • Lianyungang Sunrise Environmental Protection Industry Co., Ltd. 连云港晨兴环保产业有限公司 • Zhengzhou Xingjin Green Environmental Energy Co., Ltd. 郑州荥锦绿色环保能源有限公司 • Yinchuan Zhongke Environmental Electrical Co., Ltd. 银川中科环保电力有限公司 • Zhejiang Zhuji Bafang Thermal Power Co., Ltd. 浙江诸暨八方热电有限责任公司 • Wuhu Lüzhou Environmental Protection Energy Co., Ltd. 芜湖绿洲环保能源有限公司 • Tianjin Sunrise Environmental Protection Science and Technology Development Co., Ltd. 天津市晨兴力克环保科技发展有限公司 • PT Jinjiang Environment Indonesia • Singapore Jinjiang Environment Pte. Ltd. 新加坡锦江环境有限公司 • PT. Indo Green Power

* The term "principal commitments" shall include all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments.

The Company confirms that the responses to declaration items (a) to (k) of Appendix 7.4.1 of the SGX-ST Listing Manual for the Director to be re-elected are all 'no'.

Additional information on the Directors of the Company can be found under the "Board of Directors".

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Directors' time commitments and multiple Directorships

The NC also decides if a Director is able to and has been adequately carrying out his or her duties as a Director of the Company. The NC reviews the directorships and principal commitments held by each Director annually. Where a Director holds a significant number of listed company directorships and principal commitments, the NC and the Board will make a reasoned assessment of the ability of the Director to diligently discharge his or her duties. Each Director is also required to confirm annually to the NC whether he has any issue with competing time commitments which may impact his ability to provide sufficient time and attention to his duties as a Director of the Company. The NC and the Board will also take into consideration whether a Director had previously served on the board of a company with an adverse track record or with a history of irregularities or is or was under investigation by regulators. The NC and the Board will also assess whether a Director's resignation from the board of any such company casts any doubt on the director's qualification and ability to act as a Director of the Company. Based on the analysis, the confirmation from the Directors, the number of listed company directorships and principal commitments of each Director and their contribution to the Company, the NC is of the view that all the Directors are able to and have adequately carried out their duties as Directors of the Company.

Although Practice Guidance 4 of the CG Code recommends the Board to determine the maximum number of listed company board representations which any Director may hold, the NC does not recommend setting this limit. The Board considers several factors as described above to be a more effective assessment of a Director's commitment rather than to prescribe a limit. Suitable candidates who have multiple board representations may still have the capacity to participate and contribute as members of the Board. Currently, the number of directorships in other listed companies, excluding the Company, held by the Director(s) ranges from nil to one.

The Board requires a Director to inform the Board when accepting any new principal commitment or listed company board appointment. The Director will be required to confirm that the new commitment or appointment will not affect his ability to adequately carry out his duties as a Director of the Company. Directors are also required to disclose to the Board details of any relationships with the Company, its related corporations, its substantial shareholders or its officers, if any, which may affect their independence¹, including business relationships which a Director, his or her immediate family member, or an organisation which the Director, or his or her immediate family member is a substantial shareholder, partner (with 5% or more stake), executive officer or director in has with the Company or any of its related corporations, and the Director's direct association with a substantial shareholder of the Company, in the current and immediate past financial year. No Director or his or her immediate family member, or a company that he, she or they is/are a substantial shareholder in, provides to or receives from the company or its subsidiaries any significant payments or material services.

¹ "independence" has the same meaning as defined in the CG Code and Rule 210(5)(d) of the SGX-ST Listing Manual.

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The present and past (at least for the past five years) listed company directorships and principal commitments of each Director

Name 名字	Present Directorships	Past Directorships
Wei Dongliang	<u>Group Companies</u>	<u>Group Companies</u>
	Hangzhou Jinjiang Environment Investment Co., Ltd. (杭州锦环投资有限公司)	–
	Singapore Jinjiang Environment Pte. Ltd. (新加坡锦江环境私人有限公司)	<u>Other Companies</u>
	Lamoon Holding Limited	Zhejiang Fuzhe Investment Co., Ltd. (浙江富浙投资有限公司)
	Outstanding Mode Developments Limited	Zhejiang Provincial Energy Group Venture Capital Co., Ltd. (浙江浙能创业投资有限公司)
	Sunrise Development Group Limited (晨兴发展集团有限公司)	Zhejiang Zheneng Beilun Power Generation Co., Ltd. (浙江浙能北仑发电有限公司)
	Gevin Limited (格闻有限公司)	Zhejiang Zheneng Changxing Power Generation Co., Ltd. (浙江浙能长兴发电有限公司)
	Prime Gain Investments Limited (鸿盈投资有限公司)	Zheneng Equity Investment Fund Management Co., Ltd. (浙能股权投资基金管理有限公司)
	Lin'an Jiasheng Environment Co., Ltd. (临安嘉盛环保有限公司)	Zhejiang Zheneng Investment Management Co., Ltd. (浙江浙能投资管理有限公司)
	<u>Other Companies</u>	
	–	Zhejiang Zheneng Ningbo Natural Gas Technology Development Limited Liability Company (now known as Cnooc Lvneng Port and Zhejiang Ningbo Energy Co. Ltd) (浙江浙能宁波天然气科技开发有限责任公司，现名称为中海油绿能港浙江宁波能源有限公司)
		Zheneng Capital Holdings Co., Ltd. (浙能资本控股有限公司)

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Name 名字	Present Directorships	Past Directorships
Wang Ruihong	<u>Group Companies</u>	<u>Group Companies</u>
	Lin'an Jiasheng Environmental Protection Co., Ltd. (临安嘉盛环保有限公司)	Lüliang Green New Energy Co., Ltd. (吕梁绿能新能源有限公司)
	Green Energy (Hangzhou) Enterprise Management Co., Ltd. (绿能(杭州)企业管理有限公司)	Zibo Green New Energy Co., Ltd. (淄博绿能新能源有限公司)
	Hangzhou Jinjiang Environment Investment Co., Ltd. (杭州锦环投资有限公司)	Shanghai Sunrise Management Co., Ltd. (上海晨兴企业管理有限公司)
	Hangzhou Xiaoshan Jinjiang Green Energy Co., Ltd. (杭州萧山锦江绿色能源有限公司)	Shijiazhuang Jiasheng New Energy Co., Ltd. (石家庄嘉盛新能源有限公司)
	Hangzhou Yuhang Jinjiang Environmental Energy Co., Ltd. (杭州余杭锦江环保能源有限公司)	Tangshan Jinhuan New Energy Co., Ltd. (唐山市锦环新能源有限公司)
	Wenling Green New Energy Co., Ltd. (温岭绿能新能源有限公司)	Ecogreen Energy Private Limited
	Wuhan Green Energy Co., Ltd. (武汉市绿色环保能源有限公司)	Ecogreen Energy Gurgaon Faridabad Private Limited
	Wuhan Hankou Green Energy Co., Ltd. (武汉汉口绿色能源有限公司)	Ecogreen Energy Lucknow Private Limited
	Kunming Xinxingze Environmental Resources Industry Co., Ltd. (昆明鑫兴泽环境资源产业有限公司)	Ecogreen Energy Gwalior Private Limited
	Yunnan Green Energy Co., Ltd. (云南绿色能源有限公司)	<u>Other Companies</u>
	Zibo Environmental Energy Co., Ltd. (淄博环保能源有限公司)	–
	Zibo Green Environmental Energy Co., Ltd. (淄博绿能环保能源有限公司)	
	Gaomi Lilangmingde Environmental Protection Technology Co., Ltd. (高密利朗明德环保科技有限公司)	

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Name 名字	Present Directorships	Past Directorships
	Jilin Xinxiang Co., Ltd. (吉林省鑫祥有限责任公司)	
	Songyuan Xinxiang New Energy Co., Ltd. (松原鑫祥新能源有限公司)	
	Suihua Green New Energy Co., Ltd. (绥化市绿能新能源有限公司)	
	Qitaihe Green New Energy Co., Ltd. (七台河绿能新能源有限公司)	
	Lianyungang Sunrise Environmental Protection Industry Co., Ltd. (连云港晨兴环保产业有限公司)	
	Zhengzhou Xingjin Green Environmental Energy Co., Ltd. (郑州荣锦绿色环保能源有限公司)	
	Yinchuan Zhongke Environmental Electrical Co., Ltd. (银川中科环保电力有限公司)	
	Zhejiang Zhuji Bafang Thermal Power Co., Ltd (浙江诸暨八方热电有限责任公司)	
	Wuhu Lüzhou Environmental Protection Energy Co., Ltd. (芜湖绿洲环保能源有限公司)	
	Tianjin Sunrise Environmental Protection Science and Technology Development Co., Ltd. (天津市晨兴力克环保科技发展有限公司)	
	PT Jinjiang Environment Indonesia	
	Singapore Jinjiang Environment Pte. Ltd. (新加坡锦江环境控股有限公司)	
	PT. Indo Green Power	
	<u>Other Companies</u> -	
Jin Ruizhi	<u>Group Companies</u> -	<u>Group Companies</u> -
	<u>Other Companies</u> -	<u>Other Companies</u> -

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Name 名字	Present Directorships	Past Directorships
Ang Swee Tian	<u>Group Companies</u> –	<u>Group Companies</u> –
	<u>Other Companies</u> * IWOW Technology Limited	<u>Other Companies</u> * Cosco Shipping International (Singapore) Co., Ltd.
		ICE Singapore Holdings Pte. Ltd. ICE Futures Singapore Pte. Ltd. ICE Clear Singapore Pte. Ltd.
Ni Mingjiang	<u>Group Companies</u> –	<u>Group Companies</u> –
	<u>Other Companies</u> ** Hangzhou Cogeneration Group Co., Ltd. (杭州热电集团股份有限公司)	<u>Other Companies</u> –
Kan Yaw Kiong (Ernest)	<u>Group Companies</u> –	<u>Group Companies</u> –
	<u>Other Companies</u> * CapitaLand India Trust	<u>Other Companies</u> –
Liang Weiwen	<u>Group Companies</u> –	<u>Group Companies</u> –
	<u>Other Companies</u> Guangdong Lantern Lake High-Tec AMC Co., Ltd (广东灯湖高新私募基金管理有限公司)	<u>Other Companies</u> Guangzhou Ruizhan Equity Investment Management Co., Ltd. (广州市瑞展股权投资管理有限公司)
		Guangdong Fuqiang Technology Co., Ltd. (广东富强科技股份有限公司) Foshan Denghu Zhiyuan Enterprise Management and Consulting Partnership (L.P.) (佛山灯湖致远企业管理咨询合伙企业(有限合伙))

Notes:

- * denotes public listed companies listed on the SGX-ST
- ** denotes public listed companies listed on the Shanghai Stock Exchange

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The principal commitments, working experience, academic and professional qualifications and shareholding in the Company and its related corporations (if any) of the Directors can be found in the sections entitled “Board of Directors” and “Directors’ Statement” of this Annual Report.

Pursuant to the composite approach to analysing a Director’s effectiveness outlined above, although some of the Non-Executive Directors held directorships in other listed companies during FY2024, the NC and the Board believe that such multiple board representations did not hinder each Non-Executive Director from carrying out his duties as a Director of the Company, and they have been able to and will continue to adequately discharge their duties diligently.

Succession Planning

In reviewing succession plans, the NC considers the Company’s strategic priorities and the factors affecting the long-term success of the Company. In relation to succession plans for Directors, the NC aims to maintain an optimal Board composition by considering the trends affecting the Company, reviewing the skills needed, and identifying gaps (including considering whether there is an appropriate level of diversity of thought). In relation to succession plans for key management personnel, the NC takes an active interest in how key talent is managed within the Group and reviews the mechanisms for identifying strong candidates and developing them to take on senior positions in the future. The NC considers different time horizons for succession planning as follows: (1) long-term planning, to identify competencies needed for the Company’s strategy and objectives, (2) medium-term planning, for the orderly replacement of Board members and key management personnel, and (3) contingency planning, for preparedness against sudden and unforeseen changes.

Principle 5: Board Performance

Board Evaluation Process

The Board has a process in place for undertaking a formal annual assessment of the effectiveness of the Board as a whole, each of its Board Committees and for assessing the contribution by each Director to the effectiveness of the Board. No external facilitator was used. The NC assesses performance using objective performance criteria and processes, which were recommended by the NC and approved by the Board, for the evaluation of the effectiveness of the Board as a whole, and of each Board Committee separately, as well as the contribution by the Executive Chairman and each Director to the Board. The overall evaluation and recommendations for improvement are presented to the Board.

Board Evaluation and Board Committees’ Evaluation Criteria

The NC evaluates the overall Board performance based on various factors including the Board composition, its roles and responsibilities, financial performance, the access to information and its conduct of meetings. Financial performance includes the quarterly and full year performance against the prior corresponding period and against the budget.

For the financial year under review, Directors were requested to complete a board evaluation checklist to assess the overall effectiveness of the Board and Board Committees. In addition, the Chairmen of the respective Board Committees are also required to complete a questionnaire on the effectiveness of the Board Committees, which would be tabled at the NC meeting for further discussion. The results of these checklists were considered by the NC in its assessment of the Board’s and the Board Committees’ performance.

Individual Director Evaluation Criteria

In the assessment of a Director's performance, the NC evaluates the Director's expertise and competencies, attendance records and the level of constructive participation at Board meetings and the contribution to the Board processes and the Group's strategy and performance. When deliberating the performance of a Director who is also an NC member, that member abstains from the discussions to avoid any potential conflict of interest.

The evaluation results of each Director are used by the NC in consultation with the Executive Chairman, in the review of the Board and Board Committees composition as well as recommendations for the re-appointment and re-election of retiring Directors. Any comments from Directors relating to the Board and its performance are also presented to the Board.

Remuneration Matters

Principle 6: Procedures for Developing Remuneration Policies

RC Composition and Role

The RC currently comprises four directors, namely:

1. Ang Swee Tian (RC Chairman and Lead Independent Director)
2. Ni Mingjiang (Independent Director)
3. Kan Yaw Kiong (Ernest) (Independent Director)
4. Liang Weiwen (Non-Executive and Non-Independent Director)

All the members of the RC are non-executive, and the majority of the RC (including the Chairman of the RC who is also the Lead Independent Director) are independent.

The RC's key terms of reference, approved by the Board, includes the following:

- reviewing and making recommendations to the Board on all aspects of remuneration, including Directors' fees and the Company's remuneration policies;
- reviewing and making recommendations to the Board on the framework of remuneration for the Board chairman, the Directors, the CEO and other key management personnel;
- reviewing and making recommendations to the Board on the specific remuneration packages for each Director, the CEO and other key management personnel;
- reviewing the remuneration, including bonuses, pay increases and/or promotion of any employees who are immediate family members of the Directors, CEO or substantial shareholders;
- setting performance measures and determining targets for any performance-related pay schemes operated by the Company;

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- reviewing and making recommendations to the Board on the talent management and remuneration framework for the Group, including staff development and succession planning;
- monitoring the level and structure of remuneration for key management personnel relative to internal and external peers and competitors;
- ensuring that the contractual terms and any termination payments are fair to the individual and the Company; and
- administering the Jinjiang Environment PSP in accordance with the respective rules adopted (if applicable).

The Company has in place a remuneration framework for the Executive Directors and Key Management Personnel. The RC has reviewed the contracts for Executive Directors and Key Management Personnel. The Company has entered into a supplemental letter agreement with the respective Executive Directors and Key Management Personnel, which include contractual provisions allowing the Company to reclaim remuneration and incentive components from the Executive Directors and Key Management Personnel in exceptional circumstances of misstatement of financial results or of misconduct resulting in financial loss to the Company. Overall, the RC considers all aspects of remuneration, including termination terms, to ensure that they are fair. In doing so, the RC has not engaged any remuneration consultants in FY2024. No Director is involved in the determination of his own remuneration.

The RC oversees and administers the Jinjiang Environment PSP. It has the power to make or vary arrangements or guidelines for the implementation and administration of the Jinjiang Environment PSP. There were no share awards granted under the Jinjiang Environment PSP during FY2024. No shares were issued and allotted pursuant to the Jinjiang Environment PSP during FY2024.

Based on the RC and the Board evaluation checklists completed by the RC and the Directors respectively, the RC believes that it has fulfilled its responsibilities and discharged its duties as set out in its terms of reference. The Joint Company Secretaries maintain records of all RC meetings and these checklists. For more information on these checklists, please refer to Principle 5 of this Corporate Governance Report.

Principle 7: Level and Mix of Remuneration

Remuneration of Directors and Management

The RC periodically considers and reviews the remuneration packages in order to maintain their attractiveness, to attract, retain and motivate the Directors to provide good stewardship of the Company and Key Management Personnel to successfully manage the Company for the long term, and to ensure that the level and structure of remuneration of the Board and Key Management Personnel are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives, and the long-term interests and risk policies of the Company.

The Company adopts a performance-based remuneration system for employees, including its Executive Directors and Key Management Personnel. A significant and appropriate proportion of Executive Directors' and Key Management Personnel's remuneration is structured so as to link rewards with the achievement of corporate and individual performance targets in an objective and equitable way and reflects the degree of responsibility held by each employee. The Group seeks to ensure that the variable component is aligned with the interests of shareholders and other stakeholders and promotes the long-term success of the Company. To ensure that the level and structure of remuneration is proportionate to the

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sustained performance and value creation of the Group, the Company has put in place a framework of remuneration for its executive directors and key management personnel. The key areas of focus of the remuneration framework and details of the implementation within the Group are set out below:

Key Areas of Focus	Details
Pay for performance	<ul style="list-style-type: none"> • Instil and drive a pay-for-performance culture • Ensure that remuneration is closely linked to annual and long-term business objectives • Set, communicate and monitor key performance targets and indicators • Adjust the proportion of fixed and variable remuneration to emphasise sustainable performance that is aligned with the Group's strategic objectives, considering qualitative and quantitative factors
Competitive remuneration	<ul style="list-style-type: none"> • Benchmark total remuneration against other organisations of similar size and standing in the Group's industry
Accountability and Risk-taking	<ul style="list-style-type: none"> • Focus on achieving risk-adjusted returns that are consistent with prudent risk taking and capital management as well as emphasis on long-term sustainable outcomes • Design remuneration structure to align incentive payments with the long-term performance of the Group through deferred vesting of incentives

The remuneration package is made up of both fixed and variable components. The fixed component is essentially base salary and fixed allowances. The variable component is determined based on the performance of the individual employee as well as the Group's performance. It is made up of year-end bonus and other benefits. The variable component, annual increments and adjustments to remuneration are reviewed and approved taking into account the results of the annual review made by the Executive Directors and the various heads of department. The Group seeks to ensure that the variable component is aligned with the interests of shareholders and other stakeholders and promotes the long-term success of the Company.

All the Executive Directors have entered into service agreements with the Company. The service agreements are for a term of three years and thereafter continue from year to year, unless terminated. The service agreements set out the salary, bonus and other benefits that the Executive Directors are entitled to. The Independent Directors receive Directors' fees, which are appropriate to their level of contribution and determined after taking into account factors such as time and effort spent, frequencies of meetings, roles and responsibilities of the Directors, and the need to pay competitive fees to attract and retain the Directors. Directors' fees are subject to shareholders' approval at the AGM. The Company does not discourage the Directors from holding shares in the Company. There is no requirement under the Company's Articles of Association for Directors to hold shares in order to qualify to act as a Director of the Company.

The Jinjiang Environment PSP is a longer-term incentive plan in the form of share awards granted by the Company. The plan increases the Group's effectiveness and flexibility in its efforts to recruit, reward and motivate employees to exceed the key financial and operational goals of the Group and to strive for long-term shareholder value. Shares allotted and issued to employees pursuant to the vesting of share awards granted under the Jinjiang Environment PSP are subject to a moratorium on trading for a period of one year. The Group encourages but does not require the employees to hold on to the shares upon expiry of the moratorium period.

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Principle 8: Disclosure on Remuneration

Disclosure on Remuneration

The remuneration package for Directors and Key Management Personnel is made up of a fixed component (base salary and fixed allowances) and a variable component (year-end bonus and other benefits), and may also include longer-term incentives. There were no termination, retirement and post-employment benefits granted to Directors and Key Management Personnel in FY2024.

The policy and criteria for setting remuneration and the link between remuneration paid to Directors and Key Management Personnel and performance is set out under Principle 7 above. Information on the Jinjiang Environment PSP can be found under “Share Options and Performance Shares” in the Directors’ Statement.

Remuneration for Directors and Key Management Personnel

For FY2024, there was no CEO of the Company. The remuneration for the Directors of the Company for FY2024 is set out below:

Name	Base/Fixed Salary		Variable Bonus		Directors’ Fees ¹		Allowances ²		Awards of Shares under the Jinjiang Environment PSP		Total
	RMB’000	%	RMB’000	%	RMB’000	%	RMB’000	%	RMB’000	%	RMB’000
Wei Dongliang	1,350	67	650	32	–	–	9	1%	–	–	2,009
Wang Ruihong	844	67	416	32	–	–	9	1%	–	–	1,269
Jin Ruizhi	672	67	328	32	–	–	9	1%	–	–	1,009
	S\$’000	%	S\$’000	%	S\$’000	%	S\$’000	%	S\$’000	%	S\$’000
Ang Swee Tian	–	–	–	–	125	100	–	–	–	–	125
Ni Mingjiang	–	–	–	–	60	100	–	–	–	–	60
Kan Yaw Kiong (Ernest)	–	–	–	–	120	100	–	–	–	–	120
Liang Weiwen ³	–	–	–	–	–	–	–	–	–	–	–

Notes:

- ¹ The Directors’ fees for FY2024 are subject to approval by shareholders as a lump sum at the AGM.
- ² Allowances include meal allowance and high-temperature subsidy.
- ³ As Non-executive and Non-independent Director, Mr. Liang Weiwen does not receive any Director’s remuneration and fees for FY2024.

The composition of the remuneration for such key management personnel is set out below:

Name	Base/Fixed Salary	Variable Bonus	Allowances ¹	Awards of Shares under the Jinjiang Environment PSP	Total
	RMB’000	RMB’000	RMB’000	RMB’000	RMB’000
Wang Wuzhong	844	416	9	–	1,269
Qi Liang	540	260	9	–	809

Note:

- ¹ Allowances include meal allowance and high-temperature subsidy.

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Although there were only two key management personnel during the financial year under review, the Executive Directors are also part of the management team and, together with Mr. Wang Wuzhong and Mr. Qi Liang, are responsible for planning, directing and controlling the activities of the Company.

Employees who are Substantial Shareholders/Immediate Family Member of Directors/CEO/Substantial Shareholders

The Group does not have any employee who is a substantial shareholder of the Company or an immediate family member of a Director, the CEO or a substantial shareholder of the Company, and whose remuneration exceeded S\$100,000 during FY2024.

Accountability and Audit

Principle 9: Risk Management and Internal Controls

The Directors recognise that they have overall responsibility for the governance of risk and ensuring that management maintains a sound system of risk management and internal controls including financial, operational, compliance and information technology controls, to safeguard the interests of the Company and its shareholders.

The management has put in place an Enterprise Risk Management Framework. The Framework seeks to formalise and document the internal processes to enable significant strategic, financial, operational, compliance and information technology risks within the Group to be identified, assessed, managed and monitored. The Board determines the nature and extent of the significant risks which the Company is willing to take in achieving its strategic objectives and value creation, and oversees management in the design, implementation and monitoring of the risk management and internal control systems. Management reviews the Group's business operations to identify key risk areas and risk mitigating strategies to ensure that risks are adequately managed within the Group's risk tolerance limits.

Management has designed and put in place the Group's internal controls structure to provide reasonable assurance against material financial misstatements or loss, for safeguarding Company's assets, for maintenance and provision of reliable and relevant accounting, financial and other information, and in compliance with the applicable laws and regulations. However, the Board notes that no internal controls system can provide absolute assurance in view of inherent limitations of any internal controls system against the occurrence of human and system errors, poor judgment in decision making, losses, fraud or other irregularities.

For the financial year under review, the Executive Chairman and the Executive Director and Chief Financial Officer ("**CFO**") provided assurance to the Board on the integrity of the half year and the full year unaudited financial statements. The Board in turn provided a negative assurance confirmation in respect of the unaudited financial statements for the half year and the full year for FY2024 to the shareholders in accordance with the regulatory requirements. The Executive Chairman and other Key Management Personnel also provided the Board with such information and explanations as the Board may require from time to time.

The Executive Chairman and the Executive Director and CFO provided written assurances to the Board that the Group's financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances. The Executive Chairman and other Key Management Personnel who are responsible also provided written assurances to the Board that the internal controls and risk management systems in place are adequate and effective to address in all material aspects, the financial, operational, compliance and information technology risks within the current scope of the Group's business.

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The ARMC reviews the adequacy and effectiveness of the Group's key internal controls and risk management systems with the assistance of management and external and internal auditors. The internal audit identified some control weaknesses at some of the Group's subsidiaries in China and provided recommendations for improvements. Management has adopted the recommendations to address these weaknesses and the internal auditors will follow up to ensure that the recommendations were properly implemented.

Based on the above audits and the written assurance from management, the Board and the ARMC are of the opinion that the system of internal controls and risk management to address the financial, operational, compliance and information technology risks of the Company, are adequate and effective as at 31 December 2024.

Management will continue to periodically review and strengthen the Group's control environment and further refine its internal policies and procedures. Management continues to devote resources and expertise to maintain a high level of governance and internal controls for the Group.

Principle 10: Audit Committee

Composition of ARMC

The ARMC currently comprises three directors, namely:

1. Kan Yaw Kiong (Ernest) (ARMC Chairman and Independent Director)
2. Ang Swee Tian (Lead Independent Director)
3. Liang Weiwen (Non-Executive and Non-Independent Director)

All the members of the ARMC (including the Chairman of the ARMC) are non-executive and a majority of them (including the Chairman of the ARMC) are independent. At least two members of the ARMC, including the ARMC Chairman, possess recent and relevant accounting or related financial management expertise and experience. With the current composition, the ARMC believes that it has the relevant accounting or related financial management expertise and experience to discharge its functions within its written terms of reference which has been approved by the Board. None of the ARMC members is a former partner or director of the Group's existing auditing firms within the last two years and none of the ARMC members has any financial interest in the Group's existing auditing firms.

Powers and Duties of the ARMC

The ARMC is authorised by the Board to review and investigate any matters it deems appropriate within its terms of reference. The ARMC had full access to and co-operation of the management and external auditors. To facilitate discussions, the ARMC can invite any Director or management of the Group and external and internal auditors to attend its meetings. In addition, the ARMC can engage any firm of accountants, lawyers or other professionals as it deems fit to provide independent advice, at the Company's expense.

The key responsibility of the ARMC is to assist the Board in maintaining a high standard of corporate governance. The ARMC provides an independent review of the Group's financial reporting processes, including the review of accounting policies and practices, and the key internal controls, covering financial, operational, compliance, information technology and risk management controls. The ARMC's key terms of reference are as follows:

- reviewing the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the Company and any announcements relating to the Group's financial performance;

Corporate Governance Report

- reviewing at least annually the adequacy and effectiveness of the Group's internal controls and risk management systems. The ARMC also reviews the Board's comments regarding the adequacy and effectiveness of the Group's internal controls and risk management systems and states whether it concurs with the Board's comments received. The ARMC may commission an independent audit on the internal controls and risk management systems for its assurance, or where it is not satisfied with the internal controls and risk management systems;
- reviewing the assurance from the Group CEO and the CFO on the financial records and financial statements;
- reviewing the adequacy, effectiveness, independence, scope and results of the Company's external audit function and making recommendations to the Board on the appointment, re-appointment or removal of the Company's external auditors as well as the remuneration and terms of engagement of the Company's external auditors;
- reviewing the adequacy, effectiveness, independence, scope and results of the Company's internal audit function, being the primary reporting line of the internal audit function and deciding on the appointment, termination and remuneration of the internal audit function;
- ensuring that the Group complies with the applicable laws and regulations and to ensure that the Company has programmes and policies in place to identify and prevent fraud, and discussing with the Company's external auditors, and at an appropriate time report to the Board, if the ARMC becomes aware of any suspected fraud or irregularity or suspected infringement of any law, rule or regulation which has or is likely to have a material impact on the Group's operating results and/or financial position, and commission and review the findings of internal investigations into such matters;
- reviewing and ensuring that policies and arrangements are in place for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on, and to ensure that the Company publicly discloses, and clearly communicates to employees of the Company, the existence and operation of a whistle-blowing policy and procedures for raising their concerns;
- reviewing all interested person transactions and related party transactions to ensure that they are on normal commercial terms, and that they do not prejudice the interests of the Company or its minority shareholders;
- reviewing the adoption, renewal or modification of a shareholders' general mandate for interested person transactions;
- monitoring and approving the exercise of any of the rights under the non-competition agreement by the Group;
- monitoring entrusted loan arrangements entered into by the Group (whether as borrower or lender);
- monitoring and approving any lending by the Group to third parties which are not subsidiaries or associated companies of the Company;
- reviewing and monitoring the measures the Group has put in place in respect of the legal representatives of the Group's PRC-incorporated subsidiaries;
- reviewing the adequacy of and approving procedures put in place related to the Group's policy for entering into any future hedging transactions; and
- undertaking generally such other functions and duties as may be required by the Board under the CG Code, statute or the SGX-ST Listing Manual, and by amendments made thereto from time to time.

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The ARMC is scheduled to meet at least four times a year. During FY2024, the ARMC reviewed the financial updates presented by management on a quarterly basis, the half-yearly and annual financial statements and announcements, the financial reporting and compliance procedures, the report of the internal auditor on the Company's internal controls, and the re-appointment of the external auditors. It held informal meetings and discussions with management from time to time. The ARMC meets with the external and internal auditors without the presence of management at least once a year and holds discussions as and when necessary.

Based on the ARMC and the Board evaluation checklists completed by the ARMC and the Directors respectively, the ARMC believes that it has fulfilled its responsibilities and discharged its duties as set out in its terms of reference. The Joint Company Secretaries maintain records of all ARMC meetings and these checklists. For more information on these checklists, please refer to Principle 5 of this Corporate Governance Report.

External Auditors

The ARMC undertook a review of the independence of PricewaterhouseCoopers LLP (“**PwC**”) and gave careful consideration to the Group's relationship with PwC for FY2024. In determining the independence, the ARMC reviewed the Group's relationship with PwC and considered the nature and fees of non-audit services supplied by PwC. The ARMC is of the opinion that the nature and amount of such non-audit services did not impair PwC's position as independent external auditors. Based on the review, the ARMC is of the opinion that PwC is, and is perceived to be, independent for the purpose of the Group's statutory financial audit.

During the year under review, the Company has paid an aggregate of approximately RMB4,260,000 to the external auditors for its audit services. There were no non-audit fees paid to the external auditors.

In reviewing the nomination of PwC for re-appointment in respect of the financial year ending 31 December 2025, the ARMC has considered the adequacy of the resources, experience and competence of PwC. The consideration includes the experience of the audit partner-in-charge and key team members in handling the audit of the Group in different jurisdictions. The audit fees, the size and complexity of the audit of the Group as well as the number and experience of the supervisory and professional staff assigned to the audit of the Group were taken into account. The ARMC had also considered the audit team's ability to work in a co-operative manner with management while maintaining integrity and objectivity.

PwC is registered with the Accounting and Corporate Regulatory Authority. The audit partner-in-charge assigned to the audit, Mr Tham Tuck Seng, is also a public accountant under the Accountants Act 2004. The Company is therefore in compliance with Rule 712 and Rule 715 (read together with Rule 716) of the SGX-ST Listing Manual in relation to the appointment of the Group's auditors.

On the basis of the above, the Board has accepted the ARMC's recommendation to nominate PwC for re-appointment as external auditors of the Company at the forthcoming AGM.

ARMC's Commentary on Significant Financial Reporting Matters

In relation to the Group's financial statements for FY2024, the ARMC considered the following financial reporting matters as significant based on their potential impact on the Group's results, or based on the level of complexity, judgement, or estimation involved in their application.

Going Concern Basis of Preparation of Financial Statements

The application of the going concern basis for the preparation of the financial statements requires the Directors to consider whether the Group can meet its payment obligations as and when they fall due in the foreseeable future. The ARMC conducted an assessment as part of its supporting role given the inherent judgements required to be made in relation to the review of the cashflow forecast and compliance with debt financial covenants.

As of 31 December 2024, the Group was in a negative working capital position with the current liabilities of the Group exceeding the current assets by approximately RMB998 million. This is mainly due to borrowings due for repayment within the next 12 months.

Notwithstanding the above, the Board believes that the Company and the Group will be able to continue as a going concern, and have prepared the financial statements on a going concern basis, after considering the following:

1. the Group's ability to finalise and obtain additional financing, including additional credit facilities from financial institutions subsequent to 31 December 2024;
2. the Group has continued to generate operating profits in the full year ended 31 December 2024 and been able to generate positive cash flows from its operations;
3. as at the date of Company's announcement of its unaudited results for the second half and full year ended 31 December 2024, the Group has RMB4,660 million of undrawn credit facilities;
4. the Group has continued to receive financial support, credit support and loans from its largest shareholder, Zheneng Group, as follows:
 - (i) as of 31 December 2024, the Group has re-financed a working capital loan of RMB540 million (drawn down from a credit line of RMB900 million obtained from Zhejiang Provincial Energy Group Finance Co., Ltd. (a subsidiary of Zheneng Group), as announced by the Company on 6 May 2023 and 9 April 2024, respectively) from Zheneng Group. RMB540 million has been included in current liabilities as at 31 December 2024;
 - (ii) the credit assessment and credit approval process of the Group's bankers generally involves the relevant banks assessing the Group's credit based on their credit assessment of Zheneng Group, and the relevant banks would typically earmark credit lines to be extended to the Group out of the overall credit lines and limits extended to Zheneng Group; and
 - (iii) Management will continue to actively seek an even greater degree of support from Zheneng Group, which is a state-owned provincial energy enterprise with great financial strength and good credit standing that can enhance the stability of the Group's capital structure. This will help to improve broadening the Group's financing channels and reduce financing costs in relation to the Group's future fund-raising plans, so as to strengthen the working capital position and the relevant financial ratios of the Group.
5. Management has reviewed the Group's cash flow projection, which covers a period of at least twelve months from 31 December 2024, and is of the opinion that, taking into account the above-mentioned plans and measures, the Group will have sufficient funds to finance its operations and to meet its financial obligations as and when they fall due within twelve months from 31 December 2024.

The ARMC had the discussions with the external auditors on their audit procedures to test the cashflow forecast. The ARMC also noted the assessment of the ability of the Company and the Group to continue as a going concern by the external auditors and the relevant disclosures made in Note 2.2 to the financial statements.

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In view of the foregoing, the ARMC is of the view that the Group is a going concern and the financial statements of the Company and the Group have been drawn up on this basis.

Impairment of Property, Plant and Equipment

The ARMC considered the appropriateness of the methodology and processes applied by the management to review for indicators of impairment of property, plant and equipment (“**Assets**”). In addition, if required, the ARMC will hold discussion with the management and review the reasonableness of the key assumptions and the significant judgement made by the management in determining the recoverable amount of the Assets or the amount of impairment losses required to be recorded.

As at 31 December 2024, the carrying value of the Group’s Assets amounted to RMB11,118 million, accounting for 48% of the Group’s total assets. These assets are predominantly made up of buildings which the Group’s WTE plants operate in and the plant and machinery used in the day-to-day business. The Group has carried out impairment assessment on Assets’ carrying amounts to identify whether there are indicators for impairment. Where there are indicators of impairment, management assess the recoverable amount based on the higher of value in use and fair value less costs to sell.

As disclosed in the Company’s announcement of its unaudited results for the second half and full year ended 31 December 2024, the Group is continuing to follow up on the progress of compensation for the closure of the Old Zibo New Energy WTE Facility in Zibo City, Shandong Province, and Old Kunming Wuhua WTE Facility in Kunming, Yunnan Province. The Group completed soil remediation for the Old Zibo New Energy WTE Facility and passed on-site acceptance. After completing the evaluation report on the remediation effect, it will be submitted to the Shandong Provincial Environmental Protection Department, and it is expected that land acquisition and storage can be completed within 2025, followed by the application for closure compensation from the local government. Due to the sluggish real estate market in recent years, the auction of land has been difficult, putting significant pressure on Kunming city’s finances. After communication with the Kunming Soil Storage Center, it was agreed that the land acquisition and storage procedure and compensation agreement negotiations would only begin after a buyer submits a bid to purchase the Old Kunming Wuhua WTE Facility’s land. The Company will continue to coordinate the land acquisition process and strive to sign the compensation agreement by 2025.

In 2024, for certain WTE plants with impairment indicators, management performed assessment on impairment of the assets at cash generating unit level. Based on the impairment assessment carried out by management, no impairment loss was recorded.

In view of the foregoing, no additional impairment charge has been recognized in the statement of profit and loss. In 2024, management assessed and recognised an impairment loss of RMB2,674,000 in respect of power plant equipment in the PRC based on the outcome of arbitration.

Interested Person Transactions

On 20 July 2016, the Company obtained a general mandate from the shareholders of the Company (“**Shareholders**”) for the Company, its subsidiaries and its associated companies that are considered to be “entities at risk” within the meaning of Chapter 9 of the SGX-ST Listing Manual to enter into certain recurrent interested person transactions which are of a revenue or trading nature or certain interested person transactions necessary for day-to-day operations such as the purchase and sale of supplies and materials, provided that all such transactions are carried out on normal commercial terms and are not prejudicial to the interests of the Company and its minority Shareholders (the “**IPT General Mandate**”). At extraordinary general meetings of the Company held on 30 April 2018, 31 December 2018 and 25 November 2019, Shareholders had approved certain modifications to the IPT General Mandate. At the AGM of the Company held on 25 April 2024, Shareholders had last approved the renewal of the IPT General Mandate. The approval of Shareholders is being sought at the forthcoming AGM for the renewal of the IPT General Mandate.

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The ARMC has confirmed that an independent financial advisor's opinion is not required for the renewal of the IPT General Mandate as the methods and procedures for determining the transaction prices have not changed since the IPT General Mandate was last approved by Shareholders, and such methods and procedures are sufficient to ensure that the mandated transactions carried out thereunder will be on normal commercial terms and will not be prejudicial to the interests of the Company and its minority Shareholders.

The following table summarises the interested person transactions during FY2024 which require disclosure under Rule 907 of the SGX-ST Listing Manual:

Name of interested person	Nature of Relationship	Aggregate value of all interested person transactions during the financial period under review (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) RMB'000	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S\$100,000) RMB'000
Purchases of materials from:			
Zhejiang Petroleum Fuel Oil Sales Co., Ltd.	Associate of Zheneng Group	–	799
Zhejiang Petroleum Integrated Energy Sales Co., Ltd	Associate of Zheneng Group	–	2,048
Engineering, procurement and construction services from:			
Zhejiang Zheneng Technology Environmental Protection Group Co., Ltd. (f.k.a. Zhejiang Tiandi Environmental Protection Technology Co., Ltd.)	Associate of Zheneng Group	–	1,960
Interest expenses to:			
Zhejiang Provincial Energy Group Finance Co., Ltd.	Associate of Zheneng Group	18,018	–
Rental income from:			
Cayman Shanxian Energy Comprehensive Utilisation Co., Ltd.	Associate of Mr. Dou Zhenggang, a controlling shareholder of the Company ("Mr. Dou")	1,850	–
Interest income from:			
Zibo Green New Energy Co., Ltd.	Associate of Mr. Dou	10,463	–
Total		30,331	4,807

Note: For interest income, the value of interest can be determined only after the relevant period as the interest rate is based on the interest rate agreed in the financing agreement signed between Zibo Green New Energy Co., Ltd. and the third-party financial institution, and will be reviewed every quarter. Accordingly, disclosure of the aggregate value is based on the actual amount incurred for the period.

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Material Contracts

Apart from those transactions disclosed as interested person transactions above, there were no material contracts entered into by the Company or any of its subsidiaries involving the interest of the CEO, any Director or controlling shareholder during the financial year under review.

Whistle-Blowing Policy

The Company has in place a whistle-blowing policy which sets out the procedures for staff of the Group or any other persons to, in confidence, make a report to the Company on misconduct or wrongdoing relating to the Company and its officers. A whistle-blower may submit a report to the Company's designated internal audit personnel either directly or through the Company's Official WeChat Account on an anonymous basis. The contact details of the designated internal audit personnel, the whistle-blowing policy and its procedures are clearly communicated and are made available to employees in order to facilitate and encourage reporting, investigation and resolution of such matters.

The designated internal audit personnel will then promptly and independently investigate whistle-blowing reports made in good faith and report the findings of the investigation to the ARMC, which will then recommend appropriate follow up actions to be taken. If required, the ARMC may engage professional advisors at the Group's expense to assist in any investigation. The investigation team keeps the identity of the whistle-blower and contents of the report strictly confidential and will not disclose the identity of the whistle-blower except as required by law or regulatory authorities. The Company is committed to ensure protection of the whistle-blower against detrimental or unfair treatment. No adverse action will be taken against any Director, officer, employee or other individual for making a whistle-blowing report in good faith under the Company's whistle-blowing policy. Where a whistle-blowing report has been made, the Company will take all reasonable steps to ensure that no other person victimizes the whistle-blower. The ARMC is responsible for overseeing the implementation of the whistle-blowing policy and its terms of reference include the oversight and monitoring of whistle-blowing.

Dealings in Securities

The Company has adopted a code of conduct for dealing in securities which sets out the implications of insider trading and provides guidance and internal regulation with regards to dealings in the Company's securities by Directors and officers.

Specifically, the code of conduct has procedures in place prohibiting dealings in the Company's shares by its Directors and officers while (a) in possession of unpublished material price sensitive information, (b) (if the Company announces its quarterly financial statements) during the periods commencing two weeks preceding the announcement date of the Company's quarterly results and one month preceding the announcement date of the Company's full year results and ending one full trading day following such announcements, and (c) (if the Company does not announce its quarterly financial statements) during the period commencing one month preceding the announcement date of the Company's half year and full year financial results and ending one full trading day following such announcement. Internal memorandums are regularly sent to remind Directors and officers on the period where dealings are prohibited. Directors and officers are also expected to observe insider trading laws at all times, even when dealing in securities within the permitted trading period. An officer should not deal in the Company's shares on short-term considerations.

The Board confirms that for FY2024, the Company has complied with Rule 1207(19) of the SGX-ST Listing Manual.

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Internal Audit and Internal Controls

The objective of an internal audit is to assist the Board to evaluate the reliability, adequacy and effectiveness of the internal controls and risk management processes of the Group. The internal audit reviews and tests the controls in areas of key risks identified.

The internal audit function is independent of the activities it audits. The Board has engaged RSM China CPA LLP (“**RSM China**”) to perform review on the internal controls and risk management processes (including sustainability reporting processes) of the Group. RSM China’s primary reporting line is to the ARMC Chairman. The ARMC reviews and approves the appointment, termination, and remuneration of the head of the internal audit function. The ARMC meets with RSM China at least once annually without the presence of management. RSM China has unfettered access to all the Company’s documents, records, properties and personnel, including access to the ARMC and management, and has appropriate standing within the Company.

RSM China’s core team are members of the Institute of Internal Auditors as well as the Chinese Institute of Certified Public Accountants. The experience, qualifications and size of the engagement team members are also evaluated before assigning to audit the Group. The firm carried out its internal audit according to the standards set by the Institute of Internal Auditors. The ARMC reviews and approves the internal audit plan and reviews the reports from RSM China for its adequacy and effectiveness, at least on an annual basis, and is of the view that the Group’s internal audit function is independent, effective and adequately resourced. The internal audit is conducted two to three times yearly, including audits at the corporate headquarters of the Group and a selected operating facility of the Group, as well as audits in respect of interested person transactions. Copies of the internal audit reports are provided to management and the external auditors. Processes are in place such that recommendations raised are followed up to ensure that they are implemented where possible, within a reasonable time frame, taking into account the severity and nature of the control weaknesses identified.

Shareholder Rights and Engagement

Principle 11: Shareholder Rights and Conduct of General Meetings

The Company treats all shareholders fairly and equitably in order to enable them to exercise shareholders’ rights and have the opportunity to communicate their views on matters affecting the Company. The Company gives shareholders a balanced and understandable assessment of its performance, position and prospects. The Company facilitates the exercise of shareholders’ rights by ensuring that all material and financial information relating to the Group is disclosed in an accurate and timely manner via SGXNET.

The Board provided shareholders with half-yearly and annual financial results in relation to FY2024. Results for the half-year are released to shareholders within 45 days of the end of half year and the annual results are released within 60 days from the financial year end. In presenting the Group’s half-yearly and annual results, the Board aims to provide shareholders with a balanced and understandable assessment of the Group’s performance and financial position with a commentary at the date of the announcement of the significant trends and competitive conditions of the industry in which it operates.

General meetings of the Company are one of the principal forums for dialogue with shareholders. At general meetings, shareholders are given the opportunity to communicate their views and to ask the Directors questions on the various matters affecting the Company. All Directors are usually present and available at general meetings to address any queries. The external auditors are present at general meetings to assist the Directors in answering questions from shareholders as well as attending to queries on the conduct of audit and the preparation and content of the auditors’ report. All Directors were present at all such general meetings of the Company held during FY2024. The Directors’ attendance at the general meetings of the Company held in 2024 is disclosed under Principle 1 above.

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The forthcoming AGM for FY2024 will be held in a wholly physical format as stated in the notice of AGM, and Shareholders will not be able to participate virtually.

The Company provides for separate resolutions at general meetings on each substantially separate issue unless the issues are interdependent and linked so as to form one significant proposal. Where the resolutions are “bundled”, the Company will explain the reasons and material implications in the notice of the general meeting. Detailed information on each item in the agenda for the general meeting is provided in the explanatory notes to the Notice of meeting.

The Company prepares minutes of general meetings, which record substantial comments and queries from Shareholders relating to the agenda of such meetings and are published on its corporate website and SGXNET together with presentation slides. The Board believes that consistent with the intent of Principle 11 of the CG Code, the Company treats all Shareholders fairly and equitably in order to enable them to exercise shareholders’ rights and have the opportunity to communicate their views on matters affecting the Company, and has given shareholders a balanced and understandable assessment of its performance, position and prospects.

Shareholders are encouraged to attend the Company’s general meetings where the respective Chairmen of the Board and the Board Committees are in attendance to engage shareholders in dialogue and to address their queries.

All Shareholders are given the opportunity to participate effectively in and to vote at general meetings in person or by proxy. The rules including the voting procedures are set out in the notice of the general meetings. Shareholders may appoint one or two proxies each to attend, speak and vote at general meetings in their absence. “Relevant intermediaries” such as banks, capital markets services licence holders which provide custodial services for securities and the Central Provident Fund Board, are allowed to appoint more than two proxies to attend, speak and vote at general meetings. The proxy forms must be deposited with the Company’s Transfer Agent not less than seventy-two hours before the time set for the general meetings. However, the Company’s Memorandum and Articles of Association do not permit voting in absentia by mail, facsimile or e-mail as such voting methods would need to be cautiously evaluated to ensure that the authenticity of the vote and shareholders’ identities are not compromised.

For the forthcoming AGM, Shareholders may attend, speak and vote at the AGM in person or by proxy, and there will be no “live” webcast. Shareholders may also submit questions in advance of or “live” at the forthcoming AGM.

All resolutions tabled by the Company at a general meeting are put to the vote by poll pursuant to Rule 730A(2) of the SGX-ST Listing Manual. Voting by poll allows for an equitable and transparent voting process. Shareholders will be better able to demonstrate their concerns in a manner more accurately reflective of their shareholdings. Independent scrutineers are appointed to conduct the voting process. The results of the general meetings are announced via SGXNet after the general meetings.

The Company currently does not have a fixed dividend policy. When making recommendations on the timing, amount and form of future dividends, if any, the Board will consider, among other things, the Group’s results of operations and cash flow, expected financial performance and working capital needs, future prospects, capital expenditures and other investment plans, other investment and growth plans and the general economic and business conditions and other factors deemed relevant by the Board and statutory or contractual restrictions on the payment of dividends. For FY2024, the Board recommended a final cash dividend of 2.30 Singapore cents per ordinary share, which is subject to approval by Shareholders at the forthcoming AGM.

Principle 12: Engagement with Shareholders

The Company ensures that timely and accurate material information are given to shareholders and investors so that they will be apprised of developments that may have a material impact on the Company. The financial statements and other presentation materials are presented at the Company's general meetings. Material and price-sensitive information are disseminated and publicly released via the SGXNET and the Company's website on a timely basis. The notice of AGM is advertised in the press and the annual report and the notice of AGM are released via SGXNET and the Company's website.

The Company is open to meetings with shareholders, investors, media and analysts, and in conducting such meetings, the Company is mindful of the need to ensure fair disclosure to all shareholders. The Company seeks to solicit and understand the views of shareholders through analyst briefings that coincide with the release of financial results, meeting local and foreign fund managers in investor roadshows and conferences and dialogues with shareholders in general meetings. The Company has in place an investor relations programme which allows for an ongoing exchange of views so as to actively engage and promote regular, effective and fair communication with shareholders. The investor relations programme sets out the mechanisms through which shareholders may contact the Company with questions and through which the Company may respond to such questions.

Managing Stakeholders Relationships

Principle 13: Engagement with Stakeholders

The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the Company are served. The Company has identified its stakeholders as those who are impacted by the Group's business and operations and those who are able to materially impact the Company's business and operations. Four stakeholder groups have been identified following an assessment of their significance to the Group's business operations. The Group's stakeholders are, namely, shareholders/investors, employees, the local community and the government/regulators.

In FY2024, the Group has reported on its sustainability practices in accordance with the requirements of Rules 711A and 711B of the SGX-ST Listing Manual, prepared with reference to the Global Reporting Initiative (GRI) Standards and has aligned its climate-related disclosures with the Task Force on Climate-related Financial Disclosures (TCFD) in the four key areas of governance, strategy, risk management and metrics and targets. The Company has undertaken a materiality assessment to determine eight material environmental, social and governance (ESG) factors which are important to these stakeholders and are the Company's sustainability priorities. These issues form the materiality matrix upon which targets, performance and progress are reviewed and endorsed by the Board annually. Underpinned by the eight material ESG factors, the Company focuses on five priority areas in sustainability, namely, economic performance, environmental services and impacts, workforce, corporate governance and social responsibility, to bring about positive value for its key stakeholders. Having identified its stakeholders and the material ESG factors, the Company has mapped out the key areas of focus in relation to the management of the respective stakeholder relationships. Please refer to the Sustainability Report of this Annual Report for further details. In compliance with Rule 711B(3) of the SGX-ST Listing Manual, the assessment of the Company's sustainability reporting process has been subject to internal review in FY2024 as covered within the Internal Audit Plan by the Company's internal auditors, RSM China.

The Company has made available its sustainability report in the annual report. Sustainability is essential to provide sustainable solutions and bring about positive values for our customers, investors, employees, the local community and regulators.

The Company's website can be found at <http://www.znijhj.com/>, which remains updated and current and offers a platform to communicate and engage with stakeholders.



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Directors' Statement

For the financial year ended 31 December 2024

The directors present their statement to the members together with the audited consolidated financial statements of the Group for the financial year ended 31 December 2024 and the statement of financial position of the Company as at 31 December 2024 and the statement of changes in equity of the Company for the year then ended.

In the opinion of the directors, the statement of financial position and statement of changes in equity of the Company and the consolidated financial statements of the Group as set out on pages 150 to 236 are drawn up so as to give a true and fair view of the financial position of the Company and of the Group as at 31 December 2024, the financial performance, changes in equity and cash flows of the Group and the changes in equity of the Company for the financial year ended on that date.

Directors

The directors of the Company in office at the date of this statement are as follows:

Wei Dongliang
Wang Ruihong
Ang Swee Tian
Ni Mingjiang
Kan Yaw Kiong (Ernest)
Jin Ruizhi
Liang Weiwen

Arrangements to enable directors to acquire shares and debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than as disclosed under "Share Options and Performance Shares" in this statement.

Directors' interests in shares or debentures

(a) According to the register of directors' shareholdings, none of the directors holding office at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations, except as follows:

	Holdings registered in name of director		Holdings in which director is deemed to have an interest	
	At	At	At	At
	31.12.2024	1.1.2024	31.12.2024	1.1.2024
Zheneng Jinjiang Environment Holding Company Limited				
(No. of ordinary shares)				
Wang Ruihong	2,100,000	2,100,000	–	–
Ang Swee Tian	171,000	171,000	–	–

(b) The directors' interest in the ordinary shares and convertible securities of the Company as at 21 January 2025 were the same as those as at 31 December 2024.

Directors’ Statement

For the financial year ended 31 December 2024

Share Options and Performance Shares

The Company has adopted the Jinjiang Environment Performance Share Plan (the “Plan”) which was approved by the shareholders on 29 June 2016 and was subsequently amended and approved by the shareholders at an Annual General Meeting held on 25 April 2017. The Plan shall continue to be in force at the discretion of the Remuneration Committee, subject to a maximum period of ten years commencing from 29 June 2016.

At the date of this statement, the Remuneration Committee which administers the Plan comprises the following directors:

- (i) Ang Swee Tian (Chairman)
- (ii) Ni Mingjiang
- (iii) Kan Yaw Kiong (Ernest)
- (iv) Liang Weiwen

During the current financial year, there were no shares granted under the Plan. As at 31 December 2024, the Company has granted 23,394,700 shares under the Plan. All entitled employees are required to pay 30% of the closing market price of the shares awarded to them on the date of grant in cash as a condition for the vesting of the share awards. These shares were granted without a vesting period but will be subject to a moratorium on trading of 12 months from the date of issuance and allotment.

The Plan is a performance incentive scheme which will form an integral part of the Group’s incentive compensation program. The purpose of the Plan is to provide eligible participants with an opportunity to participate in the equity of the Company and to motivate them towards better performance through increased dedication and loyalty by issuing them with ordinary shares of the Company based on the merits of their performance. The number of shares available under the Plan shall not exceed 15% of the issued share capital of the Company.

- (a) The information on directors of the Company participating in the Plan is as follows:

Name of directors	Granted in financial year ended 31.12.2024	Aggregate granted since commencement of scheme to 31.12.2024	Aggregate exercised since commencement of scheme to 31.12.2024	Aggregate outstanding as at 31.12.2024
Wang Ruihong	–	2,100,000	–	2,100,000

Save as disclosed above, there were no shares granted to directors or controlling shareholders of the Company, or associates of controlling shareholders of the Company, from the commencement of the Plan to the end of the financial year. In addition, no individual has been granted 5% or more of the total number of shares to be comprised in share awards available under the Plan, from the commencement of the Plan to the end of the financial year.

- (b) Options to take up unissued shares

During the financial year, no options to take up unissued shares of the Company or any corporation in the Group were granted.

Share Options and Performance Shares (Continued)

(c) Options exercised

During the financial year, there were no shares of the Company or any corporation in the Group issued by virtue of the exercise of an option to take up unissued shares.

(d) Unissued shares under options

At the end of the financial year, there were no unissued shares of the Company or any corporation in the Group under options.

Audit and Risk Management Committee

The members of the Audit and Risk Management Committee at the end of the financial year were as follows:

Kan Yaw Kiong (Ernest) (Chairman)
Ang Swee Tian
Liang Weiwen

All members of the Audit and Risk Management Committee were non-executive directors.

The Audit and Risk Management Committee has reviewed the following:

- the internal and external auditors' audit plans and results of their examination and evaluation of the Group's systems of internal accounting controls;
- the Group's financial and operating results and accounting policies;
- the Group's key financial risk areas and risk management structure;
- the statement of financial position and statement of changes in equity of the Company and the consolidated financial statements of the Group before their submission to the directors of the Company and external auditor's report on those financial statements;
- the quarterly and annual announcements on the results and financial position of the Company and the Group;
- the interested person transactions as defined under Chapter 9 of the SGX-ST Listing Manual;
- the scope, approach and results of the audit and its cost effectiveness, and the independence and objectivity of the external auditor;
- the co-operation and assistance given by the management to the Group's internal and external auditors; and
- the re-appointment of the external auditors of the Group.

Directors’ Statement

For the financial year ended 31 December 2024

Audit and Risk Management Committee (Continued)

The Audit and Risk Management Committee has full access to and has the co-operation of the management and has been given the resources required to discharge its function properly. It also has full discretion to invite any director and executive officer to attend its meetings. The external and internal auditors have unrestricted access to the Audit and Risk Management Committee.

The Group has complied with Rules 712 and 715 read together with Rule 716 of the Listing Manual issued by Singapore Exchange Securities Trading Limited in relation to its auditors.

The Audit and Risk Management Committee has recommended to the Board that the independent auditor, PricewaterhouseCoopers LLP, be nominated for re-appointment at the forthcoming Annual General Meeting of the Company.

Independent Auditor

The independent auditor, PricewaterhouseCoopers LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors

Wei Dongliang
Director

Wang Ruihong
Director

14 April 2025

Independent Auditor's Report

To the Members of Zheneng Jinjiang Environment Holding Company Limited

Our Opinion

In our opinion, the accompanying consolidated financial statements of Zheneng Jinjiang Environment Holding Company Limited ("the Company") and its subsidiaries ("the Group") and the statement of financial position and statement of changes in equity of the Company present fairly, in all material respects, the consolidated financial position of the Group and the financial position of the Company as at 31 December 2024 and the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and the changes in equity of the Company for the financial year then ended in accordance with IFRS Accounting Standards.

What we have audited

The financial statements of the Company and the Group comprise:

- the consolidated statement of comprehensive income of the Group for the financial year ended 31 December 2024;
- the consolidated statement of financial position of the Group as at 31 December 2024;
- the statement of financial position of the Company as at 31 December 2024;
- the consolidated statement of changes in equity of the Group and the statement of changes in equity of the Company for the financial year then ended;
- the consolidated statement of cash flows of the Group for the year then ended; and
- the notes, comprising material accounting policy information and other explanatory information.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

Independent Auditor's Report

To the Members of Zheneng Jinjiang Environment Holding Company Limited

Our Audit Approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the accompanying financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements for the financial year ended 31 December 2024. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matter	How our audit addressed the Key Audit Matter
<p>Impairment of property, plant and equipment</p> <p>(Refer to Notes 2.12, 3.1 (c) and 20 to the consolidated financial statements)</p> <p>As at 31 December 2024, the carrying amounts of the Group's property, plant and equipment amounted to approximately RMB11,118 million, representing approximately 48% of the Group's total assets.</p> <p>Property, plant and equipment are tested for impairment whenever there is an indication that these assets may be impaired. The Group regularly reviews whether there are any indications of impairment and recognizes an impairment loss if the carrying amount of an asset is higher than its recoverable amount (which is the higher of the fair value less costs of disposal and the value in use).</p> <p>As at 31 December 2024, for certain waste-to-energy ("WTE") plants under "Build-Own-Operate" arrangements ("BOO arrangements") with impairment indicators, management performed assessment on impairment of the assets at cash generating unit ("CGU") level. Based on the assessment, the Group does not expect any impairment arising from these WTE plants. We focused on the impairment of property, plant and equipment due to the significant management's judgements, assumptions and estimates involved in the impairment assessment (including identification of the existence of impairment indicators). The inherent risk is considered significant due to the subjectivity of significant judgement and estimates used by management.</p>	<p>Our audit procedures in relation to impairment assessment of property, plant and equipment included:</p> <ul style="list-style-type: none"> • Understanding and evaluating the management's internal control and process in assessing the impairment of property, plant and equipment (including the identification of the existence of impairment indicators) and assessed the inherent risk of material misstatement by considering the degree of estimation uncertainty and the level of other inherent risk factors such as complexity, subjectivity, changes and susceptibility to management bias; • Assessing the reasonableness of management's determination of CGU based on our knowledge of business including the use of assets and internal reporting process; • Assessing the appropriateness of management's use of valuation methodology and its compliance with management's circumstances and relevant accounting standards; • Assessing management's forecast and calculation of the CGU's value in use, including: <ul style="list-style-type: none"> – Assessing the reasonableness of revenue growth rate by comparing the historical operating results and future operation plans of the CGUs, taking into consideration of the economic and industry outlook;

Independent Auditor's Report

To the Members of Zheneng Jinjiang Environment Holding Company Limited

Key Audit Matter	How our audit addressed the Key Audit Matter
	<ul style="list-style-type: none">– Assessing the discount rate by referencing to market data, and risk factors of comparable companies and market premium;– Assessing the reasonableness of other key input data such as capital expenditure by comparing with the management budget and corroborating with industry information; and– Testing the mathematical accuracy of the discounted cash flows model. <p>Based on the audit procedures performed above, we found management's judgement and estimates in relation to the impairment assessment of property, plant and equipment to be supportable by the evidence obtained and procedures performed.</p>

Other Information

Management is responsible for the other information. The other information comprises all the sections of the annual report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS Accounting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Independent Auditor's Report

To the Members of Zheneng Jinjiang Environment Holding Company Limited

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Independent Auditor's Report

To the Members of Zheneng Jinjiang Environment Holding Company Limited

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Tham Tuck Seng.

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants
Singapore, 14 April 2025

Consolidated Statement of Comprehensive Income

For the financial year ended 31 December 2024

	Note	2024 RMB'000	2023 RMB'000
Revenue	4	3,731,074	3,750,417
Cost of sales	5	(2,395,922)	(2,619,912)
Gross profit		1,335,152	1,130,505
Other income			
– Interest	7	32,336	39,457
– Others	7	195,424	238,213
Loss allowance recognised on financial assets	37(b)	(17,151)	(110,642)
Other gains and losses, net	8	1,400	5,348
Expenses			
– Administrative	5	(268,818)	(268,863)
– Finance	9	(439,339)	(397,488)
– Others	10	(11,826)	(167,775)
Share of (loss)/profit of associates		(53)	289
Share of profit/(loss) of joint ventures		2,430	(8,635)
Profit before income tax		829,555	460,409
Income tax expense	11	(208,381)	(154,606)
Profit for the year		621,174	305,803
Other comprehensive income:			
<i>Item that may be reclassified subsequently to profit or loss:</i>			
Currency translation differences arising from consolidation	32(iv)	43,459	13,773
Other comprehensive income, net of tax		43,459	13,773
Total comprehensive income		664,633	319,576
Profit attributable to:			
Equity holders of the Company		618,483	281,647
Non-controlling interests	16	2,691	24,156
		621,174	305,803
Total comprehensive income attributable to:			
Equity holders of the Company		661,942	295,420
Non-controlling interests	16	2,691	24,156
		664,633	319,576
Earnings per share attributable to the equity holders of the Company: (RMB cents per share)			
Basic and diluted earnings per share	12	42.59	19.37

The accompanying notes form an integral part of these financial statements.

Statements of Financial Position

As at 31 December 2024

	Note	Group		Company	
		2024 RMB'000	2023 RMB'000	2024 RMB'000	2023 RMB'000
ASSETS					
Current assets					
Cash and cash equivalents	13	600,381	462,426	79,610	182,330
Pledged bank deposits	13	1,666,096	1,411,938	29,656	1,841
Derivative financial instruments	14	11,140	–	8,711	–
Trade and other receivables	15	3,397,587	2,947,267	–	–
Amounts due from related parties	17	266,285	258,354	796	804
Service concession receivables	18	68,088	68,088	–	–
Inventories	19	115,786	126,532	–	–
Total current assets		6,125,363	5,274,605	118,773	184,975
Non-current assets					
Other receivables	15	346,216	165,565	2,995,247	2,953,794
Service concession receivables	18	696,321	714,152	–	–
Property, plant and equipment	20	11,118,384	10,835,918	–	–
Investments in associates	21	15,341	14,044	–	–
Investments in joint ventures	22	281,430	279,000	5,039	5,039
Investments in subsidiaries	23	–	–	1,799,828	1,799,828
Investment property	24	36,987	27,711	–	–
Intangible assets	27	4,487,036	4,637,015	–	–
Total non-current assets		16,981,715	16,673,405	4,800,114	4,758,661
Total assets		23,107,078	21,948,010	4,918,887	4,943,636
LIABILITIES					
Current liabilities					
Trade and other payables	28	1,649,711	2,121,493	1,987,015	1,983,083
Amounts due to related parties	17	8,514	31,951	–	–
Borrowings and lease liabilities	29	5,273,753	4,175,372	1,454,484	1,153,799
Income tax liabilities		191,666	137,618	–	–
Total current liabilities		7,123,644	6,466,434	3,441,499	3,136,882
Net current liabilities		(998,281)	(1,191,829)	(3,322,726)	(2,951,907)
Non-current liabilities					
Trade and other payables	28	392,129	351,386	–	–
Borrowings and lease liabilities	29	6,954,780	7,138,119	–	92,729
Deferred tax liabilities	30	886,057	789,938	–	–
Provision for major overhauls	35	35,581	33,220	–	–
Total non-current liabilities		8,268,547	8,312,663	–	92,729
Total liabilities		15,392,191	14,779,097	3,441,499	3,229,611
NET ASSETS		7,714,887	7,168,913	1,477,388	1,714,025
EQUITY					
Capital and reserves attributable to equity holders of the Company					
Share capital	31	96	96	96	96
Share premium	31	1,502,120	1,601,100	1,502,120	1,601,100
Treasury shares	31	(18,346)	–	(18,346)	–
Other reserves	32	860,291	648,621	1,057,112	1,057,112
Retained profits/(accumulated losses)		5,251,636	4,796,891	(1,063,594)	(944,283)
		7,595,797	7,046,708	1,477,388	1,714,025
Non-controlling interests	16	119,090	122,205	–	–
Total equity		7,714,887	7,168,913	1,477,388	1,714,025

The accompanying notes form an integral part of these financial statements.

Consolidated Statement of Changes in Equity

For the financial year ended 31 December 2024

	Attributable to equity holders of the Company							
	Share capital	Share premium	Treasury shares	Other reserves	Retained profits	Total	Non-controlling Interests	Total equity
	(Note 31)	(Note 31)	(Note 31)	(Note 32)	profits		(Note 16)	equity
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Group								
2024								
Balance as at 1 January 2024	96	1,601,100	–	648,621	4,796,891	7,046,708	122,205	7,168,913
Profit for the year	–	–	–	–	618,483	618,483	2,691	621,174
Other comprehensive income for the year	–	–	–	43,459	–	43,459	–	43,459
Total comprehensive income for the year	–	–	–	43,459	618,483	661,942	2,691	664,633
Appropriation and use of safety production expenses								
Appropriation to special reserves	–	–	–	28,608	–	28,608	–	28,608
Use of special reserves	–	–	–	(24,185)	–	(24,185)	–	(24,185)
Appropriation for statutory surplus reserves								
Appropriation to other reserves	–	–	–	163,738	(163,738)	–	–	–
Transactions with owners, recognised directly in equity								
Purchase of treasury shares	–	–	(18,346)	–	–	(18,346)	–	(18,346)
Dividends paid	–	(98,980)	–	–	–	(98,980)	–	(98,980)
Capital contribution from non-controlling interests	–	–	–	–	–	–	7,564	7,564
Dividends paid to non-controlling interests	–	–	–	–	–	–	(13,060)	(13,060)
Changes in ownership interests in subsidiaries								
Acquisition of additional interests in a subsidiary (Note 23)	–	–	–	50	–	50	(310)	(260)
Balance as at 31 December 2024	96	1,502,120	(18,346)	860,291	5,251,636	7,595,797	119,090	7,714,887

The accompanying notes form an integral part of these financial statements.

Consolidated Statement of Changes in Equity

For the financial year ended 31 December 2024

	Attributable to equity holders of the Company							
	Share capital	Share premium	Treasury shares	Other reserves	Retained profits	Total	Non-controlling Interests	Total equity
	(Note 31)	(Note 31)	(Note 31)	(Note 32)			(Note 16)	
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Group								
2023								
Balance as at 1 January 2023	96	1,601,100	–	548,817	4,561,996	6,712,009	162,698	6,874,707
Profit for the year	–	–	–	–	281,647	281,647	24,156	305,803
Other comprehensive income for the year	–	–	–	13,773	–	13,773	–	13,773
Total comprehensive income for the year	–	–	–	13,773	281,647	295,420	24,156	319,576
Appropriation and use of safety production expenses								
Appropriation to special reserves	–	–	–	28,773	–	28,773	–	28,773
Use of special reserves	–	–	–	(18,627)	–	(18,627)	–	(18,627)
Appropriation for statutory surplus reserves								
Appropriation to other reserves	–	–	–	46,752	(46,752)	–	–	–
Transactions with owners, recognised directly in equity								
Capital contribution from non-controlling interests	–	–	–	–	–	–	2,200	2,200
Dividends paid to non-controlling interests	–	–	–	–	–	–	(2,875)	(2,875)
Changes in ownership interests in subsidiaries								
Acquisition of additional interests in a subsidiary (Note 23)	–	–	–	29,133	–	29,133	(52,776)	(23,643)
Winding up of a subsidiary	–	–	–	–	–	–	(11,198)	(11,198)
Balance as at 31 December 2023	96	1,601,100	–	648,621	4,796,891	7,046,708	122,205	7,168,913

The accompanying notes form an integral part of these financial statements.

Statement of Changes in Equity

For the financial year ended 31 December 2024

	Attributable to equity holders of the Company					
	Share capital (Note 31) RMB'000	Share premium (Note 31) RMB'000	Treasury shares (Note 31) RMB'000	Other reserves (Note 32) RMB'000	Accumulated losses RMB'000	Total equity RMB'000
Company						
2024						
Balance as at 1 January 2024	96	1,601,100	–	1,057,112	(944,283)	1,714,025
Loss for the year, representing total comprehensive loss for the year	–	–	–	–	(119,311)	(119,311)
Purchase of treasury shares	–	–	(18,346)	–	–	(18,346)
Dividends paid	–	(98,980)	–	–	–	(98,980)
Balance as at 31 December 2024	96	1,502,120	(18,346)	1,057,112	(1,063,594)	1,477,388
2023						
Balance as at 1 January 2023	96	1,601,100	–	1,057,112	(834,752)	1,823,556
Loss for the year, representing total comprehensive loss for the year	–	–	–	–	(109,531)	(109,531)
Balance as at 31 December 2023	96	1,601,100	–	1,057,112	(944,283)	1,714,025

The accompanying notes form an integral part of these financial statements.

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2024

	2024 RMB'000	2023 RMB'000
Cash flows from operating activities		
Profit before tax	829,555	460,409
Adjustments for:		
– Amortisation of intangible assets	201,203	188,389
– Deferred grant recognised	(36,624)	(41,903)
– Depreciation of investment property	1,124	983
– Depreciation of property, plant and equipment	565,729	495,967
– Depreciation of right-of-use assets	15,598	17,093
– Finance expenses	439,339	397,488
– Foreign exchange loss	32,326	5,781
– Financial income under service concession arrangements	(46,714)	(49,678)
– Bank interest income	(32,336)	(39,457)
– Impairment loss on advances to suppliers	9,152	–
– Impairment loss on property, plant and equipment	2,674	–
– Impairment loss on intangible asset	–	167,775
– Gain on disposal of shares of joint venture	–	(2,260)
– (Gain)/Loss on disposal of property, plant and equipment	(131)	278
– Loss on disposal of subsidiaries	31,317	–
– Gain on waiver of payables	(12,618)	–
– Gain on change in fair value of derivative financial instruments	(33,953)	–
– (Reversal of loss allowance)/loss allowance on pledged bank deposits	(2,124)	37,206
– Loss allowance on trade receivables	13,797	70,991
– Loss allowance on other receivables	5,478	2,445
– Share of (profit)/loss of joint ventures	(2,430)	8,635
– Share of loss/(profit) of associates	53	(289)
	1,980,415	1,719,853
Change in working capital		
– Trade and other receivables	(459,926)	(246,217)
– Service concession receivables	64,545	78,899
– Inventories	10,746	(18,161)
– Intangible assets	(38,235)	(278,328)
– Trade and other payables	(186,850)	140,499
– Amounts due from related parties	(3,690)	(9,680)
– Amounts due to related parties	(19,562)	(5,150)
Cash generated from operations	1,347,443	1,381,715
Income tax paid	(58,214)	(58,937)
Net cash generated from operating activities	1,289,229	1,322,778

The accompanying notes form an integral part of these financial statements.

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2024

	2024 RMB'000	2023 RMB'000
Cash flows from investing activities		
Interest received	32,336	39,457
Additions to property, plant and equipment	(1,225,662)	(940,385)
Additions to intangible assets – software	(2,819)	(1,051)
Acquisition of additional interest in a subsidiary	–	(6,519)
Investments in associates	(1,349)	–
Proceeds from disposal of subsidiaries (Note 13)	146	–
Proceeds from disposal of shares of a joint venture	–	9,740
Change in pledged bank deposits	(2,411)	34,447
Proceeds from disposal of property, plant and equipment	3,623	935
Net cash used in investing activities	(1,196,136)	(863,376)
Cash flows from financing activities		
Proceeds from borrowings	8,956,509	8,607,083
Repayment of borrowings	(8,080,185)	(8,549,616)
Payment of finance costs	(454,578)	(477,307)
Capital contributions from non-controlling interests	7,564	2,200
Dividends paid	(98,980)	–
Pledged bank deposits for borrowings	(251,514)	(202,005)
Dividends paid to non-controlling interests	(13,060)	(2,875)
Repayment of lease liabilities	(3,064)	(4,018)
Purchase of treasury shares	(18,346)	–
Net cash generated from/(used in) financing activities	44,346	(626,538)
Net increase/(decrease) in cash and cash equivalents	137,439	(167,136)
Cash and cash equivalents		
Beginning of financial year	462,426	627,047
Effects of currency translation on cash and cash equivalents	516	2,515
End of financial year	600,381	462,426

The accompanying notes form an integral part of these financial statements.

Notes to the Financial Statements

For the financial year ended 31 December 2024

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL INFORMATION

Zheneng Jinjiang Environment Holding Company Limited (the “Company”) was incorporated on 8 September 2010 as an exempt company with limited liability in Cayman Islands with its registered office presently at Grand Pavilion, Hibiscus Way, 802 West Bay Road, P.O. Box 31119, KY1-1205, Cayman Islands and principal place of business at 1 Yinxiu Road, Level 19, Tower A, Hangyue Commercial Center, Gongshu District, Hangzhou City, Zhejiang Province, the People’s Republic of China (the “PRC”). The single largest shareholder is Zhejiang Provincial Energy Group Co., Ltd., which is controlled by State-owned Assets Supervision and Administration Commission of the People’s Government of Zhejiang Province.

The Company was listed on the Mainboard of Singapore Exchange Securities Trading Limited (“SGX-ST”) on 3 August 2016.

The consolidated financial statements are expressed in Renminbi (“RMB”), which is the Company’s functional currency.

The principal activity of the Company is that of an investment holding company. The Group is mainly engaged in the generation and sales of electricity, steam and other by-products within the circular economy chain, operation of waste-to-energy plants and project management, technical consulting and advisory services and energy management contracting business. The principal activities of the subsidiaries, associates and joint ventures are disclosed in Notes 23, 21 and 22 to the consolidated financial statements respectively.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

These financial statements have been prepared in accordance with IFRS Accounting Standards under the historical cost convention, except as disclosed in the accounting policies below.

IFRS Accounting Standards comprise the following authoritative literature:

- IFRS Accounting Standards
- IAS Standards
- Interpretations developed by the IFRS Interpretations Committee (IFRIC Interpretations) or its predecessor body, the Standing Interpretations Committee (SIC Interpretations).

The preparation of financial statements in conformity with IFRS Accounting Standards requires management to exercise judgement in applying the Group’s accounting policies. It also requires the use of accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.1 Basis of preparation (Continued)

Interpretations and amendments to published standards effective in 2024

On 1 January 2024, the Group has adopted the new or amended IFRS Accounting Standards and IFRIC Interpretations that are mandatory for application for the financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective IFRS Accounting Standards and IFRIC Interpretations.

The adoption of these new or amended IFRS Accounting Standards and IFRIC Interpretations did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

Effective for annual periods beginning on or after 1 January 2024:

Annual periods

commencing on

Description

1 January 2024	Amendments to IAS 1: Classification of Liabilities as Current or Non-current Amendments to IAS 1: Non-current Liabilities with Covenants Amendments to IAS 7 and IFRS 7: Supplier Finance Arrangements Amendments to IFRS 16: Lease Liability in a Sale and Leaseback
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The following are the new or amended IFRS Accounting Standards and IFRIC Interpretations that are not yet applicable, but may be early adopted for the current financial year.

Annual periods

commencing on

Description

1 January 2025	Amendments to IAS 21: Lack of Exchangeability
1 January 2026	Amendments to IFRS 9 and IFRS 7: Amendments to the Classification and Measurement of Financial Instruments Annual Improvements to IFRS – Volume 11 Amendments to IFRS 9 and IFRS 7: Contracts Referencing Nature-dependent Electricity
1 January 2027	IFRS 18: Presentation and Disclosure in Financial Statements IFRS 19: Subsidiaries without Public Accountability: Disclosures
To be determined	Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate

The new or amended IFRS Accounting Standards and IFRIC Interpretations listed above are not mandatory for 31 December 2024 reporting periods and have not been early adopted by the Group. These are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions, except for IFRS 18 which will mainly impact the presentation of profit and loss statements. The Group is still in progress of evaluating the impact of IFRS 18.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Going concern

As of 31 December 2024, the current liabilities of the Group and of the Company exceeded the current assets by approximately RMB998,281,000 and RMB3,322,726,000 respectively (2023: RMB1,191,829,000 and RMB2,951,907,000 respectively).

The financial statements have been prepared on a going concern basis as the directors and management have assessed that it is appropriate to do so after considering the following:

- (a) the Group's and the Company's ability to comply with all financial covenants for its outstanding borrowings;
- (b) the Group's and the Company's ability to finalise and obtain additional credit facilities or manage their renewal from financial institutions subsequent to year end; and
- (c) the Group's ability to generate positive cash flows from its operations and control the capital expenditure.

The cash flow projections prepared by management cover a period of at least twelve months from 31 December 2024, takes into account the above-mentioned plans and measures, and indicates that the Group and the Company will have sufficient funds to finance its operations and to meet its financial obligations as and when they fall due within twelve months from 31 December 2024. Accordingly, the directors are satisfied that it is appropriate to prepare the accompanying financial statements on a going concern basis.

2.3 Revenue

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

- (a) Sale of goods

The Group sells electricity, steam and other by-products to the customers. Revenue is recognised when the electricity, steam and other by-products have been transferred to the end users upon usage based on the meter reading. A receivable is recognised by the Group when the electricity and steam are delivered to the customers as this represents the point in time which the right to consideration becomes unconditional, as only the passage of time is required before payment is due.

- (b) Rendering of services

- (i) Project technical and management service and Energy Management Contracting ("EMC") business

Project technical and management fees and EMC service fees from customers are recognised as revenue over time when services are rendered based on agreed rates as the customer simultaneously receives and consumes the services provided by the Group over the service period. Management has assessed that the stage of completion is determined as the proportion of the total service period that has elapsed as at the end of the reporting period as it is an appropriate measure of progress towards complete satisfaction of these performance obligations under IFRS 15.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Revenue (Continued)

(b) Rendering of services (Continued)

(ii) Equipment selection and sale

The Group enters into contracts with customers for equipment with unique specifications and engages a vendor to manufacture the specified equipment. Revenue is recognised at a point in time when control of the equipment has transferred to the customer which coincides with the delivery of the equipment to the customer.

(iii) Revenue from waste treatment

Revenue from waste treatment is recognised based on agreed rates when the relevant services are rendered over time as the customers simultaneously receives and consumes the services provided by the Group over the service period.

(c) Interest income

Interest income is recognised using the effective interest rate method.

(d) Construction services

(i) Construction contracts

The Group's performance in respect of construction services creates or enhances an asset or work in progress that the customer controls as the asset is created or enhanced, thus the Group satisfies a performance obligation and recognises revenue from construction contracts over time, as measured by the proportion of the contract costs incurred for work performed to date relative to the estimated total contract costs. Revenue from the construction services under a service concession agreement is estimated on a cost-plus basis with reference to a prevailing market rate of gross margin at the date of the agreement applicable to similar construction services rendered.

Management considers that this input method is an appropriate measure of the progress towards complete satisfaction of these performance obligations under IFRS 15 – Revenue from Contracts with Customers.

(ii) Contract costs

Costs incurred in fulfilling a contract with a customer are recognised as an asset if such costs relate directly to a contract and generate or enhance the Group's resources used in satisfying future performance obligations and are expected to be recovered.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Revenue (Continued)

(d) Construction services (Continued)

(iii) Contract assets and contract liabilities

Upon entering into a contract with a customer, the Group obtains rights to receive consideration from the customer and assumes performance obligations to transfer goods or provide services to the customer. The combination of those rights and performance obligations gives rise to a net asset or a net liability depending on the relationship between the remaining rights and the performance obligations. The contract is an asset and recognised as contract assets if the measure of the remaining rights exceeds the measure of the remaining performance obligation.

Conversely, the contract is a liability and recognised as contract liabilities if the measure of the remaining performance obligations exceeds the measure of the remaining rights.

2.4 Government grants

Grants from the government are recognised at their fair value when there is reasonable assurance that the grant will be received and the Group will comply with all the attached conditions.

Government grants are deferred and recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to expenses are shown separately as other income.

Government grants relating to the purchase of assets are included in non-current liabilities as deferred grant and they are credited to profit or loss on a straight-line basis over the expected lives of the related assets.

2.5 Accounting for common control transactions

The predecessor values method of accounting is used to account for the transfer of businesses from entities under common control.

In the application of the predecessor values method of accounting, the transaction can either be accounted for as if it had taken place at the beginning of the earliest period presented (or the date that the entities were first under common control, if later), or prospectively from the date of transfer of the businesses. The Group and the Company has elected to account for such transactions as if it had taken place at the beginning of the earliest period presented (or the date that the entities were first under common control, if later).

The net assets of the combining entities or businesses are combined using the existing carrying amounts. No amount is recognised in respect of goodwill or excess of acquirer's interest in the net fair value of acquiree's identifiable assets, liabilities and contingent liabilities over cost at the time of common control combination.

The consolidated statement of profit or loss and other comprehensive income include the results of each of the combining entities or businesses from the earliest date presented or since the date when the combining entities or businesses first came under the common control, whichever is earlier.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.6 Group accounting

(a) Subsidiaries

(i) Consolidation

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests comprise the portion of a subsidiary's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Company. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity, and balance sheet. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary, even if this results in the non-controlling interests having a deficit balance.

(ii) Acquisitions

The acquisition method of accounting is used to account for business combinations entered into by the Group, unless it is an acquisition under common control, in which case, the accounting policy set out in Note 2.5 applies.

The consideration transferred for the acquisition of a subsidiary or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.6 Group accounting (Continued)

(a) Subsidiaries (Continued)

(ii) Acquisitions (Continued)

The excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the (b) fair value of the identifiable net assets acquired is recorded as goodwill.

(iii) Disposals

When a change in the Group's ownership interest in a subsidiary results in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained earnings if required by a specific Standard.

Any retained equity interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost and its fair value is recognised in profit or loss.

Please refer to the paragraph "Investments in subsidiaries, associates and joint ventures" for the accounting policy on investments in subsidiaries in the separate financial statements of the Company.

(b) Transactions with non-controlling interests

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control over the subsidiary are accounted for as transactions with equity owners of the Company. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised within equity attributable to the equity holders of the Company.

(c) Associates and joint ventures

Associates are entities over which the Group has significant influence, but not control, generally accompanied by a shareholding giving rise to voting rights of 20% and above.

Joint ventures are entities over which the Group has joint control as a result of contractual arrangements, and rights to the net assets of the entities.

Investments in associates and joint ventures are accounted for in the consolidated financial statements using the equity method of accounting less impairment losses, if any.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.6 Group accounting (Continued)

(c) Associates and joint ventures (Continued)

(i) Acquisition

Investments in associates and joint ventures are initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Goodwill on associates and joint ventures represents the excess of the cost of acquisition of the associates or joint venture over the Group's share of the fair value of the identifiable net assets of the associates company or joint venture and is included in the carrying amount of the investments.

(ii) Equity method of accounting

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise Group's share of its associates' or joint ventures' post-acquisition profits or losses of the investee in profit or loss and its share of movements in other comprehensive income of the investee's other comprehensive income. Dividends received or receivable from the associates or joint ventures are recognised as a reduction of the carrying amount of the investments. When the Group's share of losses in an associates or joint venture equals to or exceeds its interest in the associates or joint venture, the Group does not recognise further losses, unless it has legal or constructive obligations to make, or has made, payments on behalf of the associates or joint venture. If the associates or joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised. Interest in an associates or joint venture includes any long-term loans for which settlement is never planned nor likely to occur in the foreseeable future.

Unrealised gains on transactions between the Group and its associates or joint ventures are eliminated to the extent of the Group's interest in the associates or joint ventures. Unrealised losses are also eliminated unless the transactions provide evidence of impairment of the assets transferred. The accounting policies of associates or joint ventures are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

(iii) Disposals

Investments in associates or joint ventures are derecognised when the Group loses significant influence or joint control. If the retained equity interest in the former associates or joint venture is a financial asset, the retained equity interest is measured at fair value. The difference between the carrying amount of the retained interest at the date when significant influence or joint control is lost, and its fair value and any proceeds on partial disposal, is recognised in profit or loss.

Please refer to the paragraph "Investments in subsidiaries and joint ventures" for the accounting policy on investments in subsidiaries and joint ventures in the separate financial statements of the Company.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.7 Property, plant and equipment

(a) Measurement

(i) Buildings

Buildings are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(ii) Other property, plant and equipment

Other property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(iii) Components of costs

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. The projected cost of dismantlement, removal or restoration is also recognised as part of the cost of property, plant and equipment if the obligation for the dismantlement, removal or restoration is incurred as a consequence of either acquiring the asset or using the asset for purpose other than to produce inventories. Cost also includes borrowing costs (refer to Note 2.9 on borrowing costs).

(b) Depreciation

Depreciation on property, plant and equipment (other than construction-in-progress) is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	<u>Useful lives</u>
Leasehold land	30 – 50 years
Buildings	25 years
Plant and machinery	12 – 20 years
Furniture, fixture and equipment	5 years
Motor vehicles	8 years

No depreciation is charged for assets under construction until they are completed and transferred to appropriate asset categories. The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

(c) Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.7 Property, plant and equipment (Continued)

(d) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss within "Other gains and losses, net".

(e) Transfer to investment property

When the use of a property changes from owner-occupied to investment property, the property is transferred to investment property and is accounted for in accordance with the accounting policy for property, plant and equipment up to the date of change in use.

2.8 Intangible assets

(a) Acquired computer software licences

Acquired computer software licences are initially capitalised at cost which includes the purchase prices (net of any discounts and rebates) and other directly attributable costs of preparing the asset for its intended use. Direct expenditures including employee costs, which enhance or extend the performance of computer software beyond its specifications and which can be reliably measured, are added to the original cost of the software. Costs associated with maintaining the computer software are expensed off when incurred. Amortisation is provided on straight-line basis over 3 to 12 years.

(b) Service concession arrangements

The Group recognises an intangible asset at fair value upon initial recognition when it has a right to charge for usage in relation to a concession infrastructure (as a consideration for providing construction services in a service concession arrangement). Subsequent to initial recognition, the intangible asset is measured at cost less accumulated amortisation and impairment losses. Amortisation is provided on straight-line basis over the respective periods of the operating concessions granted to the Group of 21 to 30 years.

The amortisation period and amortisation method of intangible assets other than goodwill are reviewed at least at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

2.9 Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method except for those costs that are directly attributable to assets under construction. This includes those costs on borrowings acquired specifically for the construction or development of properties and assets under construction, as well as those in relation to general borrowings used to finance the construction or development of properties and assets under construction.

Borrowing costs on general borrowings are capitalised by applying a capitalisation rate to construction expenditures that are financed by general borrowings.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.10 Investment property

Investment property comprises of office units that are held for long-term rental yields and/or for capital appreciation.

Investment property are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

Investment property is subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are recognised in profit or loss. The cost of maintenance, repairs and minor improvements is recognised in profit or loss when incurred.

Depreciation is calculated using a straight-line method after taking into account of their estimated residual value to allocate the depreciable amounts over the estimated useful lives.

The residual values, useful lives and depreciation method of investment property are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are included in profit or loss when the changes arise.

On disposal of an investment property, the difference between the disposal proceeds and the carrying amount is recognised in profit or loss.

2.11 Investments in subsidiaries and joint ventures

Investments in subsidiaries and joint ventures are carried at cost less accumulated impairment losses in the Company's statement of financial position. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.12 Impairment of non-financial assets

Intangible assets

Property, plant and equipment

Right-of-use assets

Investments in subsidiaries, associates and joint ventures

Intangible assets, property, plant and equipment, right-of-use assets and investments in subsidiaries, associates and joint ventures are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less costs of disposal and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the CGU to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.12 Impairment of non-financial assets (Continued)

Intangible assets

Property, plant and equipment

Right-of-use assets

Investments in subsidiaries, associates and joint ventures (Continued)

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

An impairment loss for an asset other than goodwill is reversed if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss, unless the asset is carried at revalued amount, in which case, such reversal is treated as a revaluation increase. However, to the extent that an impairment loss on the same revalued asset was previously recognised as an expense, a reversal of that impairment is also recognised in profit or loss.

2.13 Financial assets

(a) Classification and measurement

The Group classifies its financial assets as measured at amortised cost.

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

At initial recognition

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.13 Financial assets (Continued)

(a) Classification and measurement (Continued)

At subsequent measurement

Debt instruments

Debt instruments mainly comprise of cash and cash equivalents, pledged bank deposits, trade and other receivables, service concession receivables and amounts due from related parties.

- Amortised cost: Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.

(b) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 37 details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

For other receivables, amounts due from related parties, service concession receivables and cash and cash equivalents, the general 3-stage approach is applied. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk from initial recognition, lifetime expected credit loss will be calculated and recognised.

(c) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.13 Financial assets (Continued)

(c) Recognition and derecognition (Continued)

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

On disposal of an equity investment, the difference between the carrying amount and sales proceed is recognised in profit or loss if there was no election made to recognise fair value changes in other comprehensive income. If there was an election made, any difference between the carrying amount and sales proceed amount would be recognised in other comprehensive income and transferred to retained profits along with the amount previously recognised in other comprehensive income relating to that asset.

2.14 Derivatives financial instruments

A derivative financial instrument is initially recognised at its fair value on the date the contract is entered into and is subsequently carried at its fair value.

Fair value changes on derivatives that are not designated or do not qualify for hedge accounting are recognised in profit or loss when the changes arise.

2.15 Service concession arrangements

Consideration given by the grantor

A financial asset (receivable under service concession arrangement) is recognised to the extent that the Group has an unconditional right to receive cash or another financial asset from or at the direction of the grantor for the construction services rendered and/or the consideration paid and payable by the Group for the right to manage and operate the infrastructure for public service. The Group has an unconditional right to receive cash if the grantor contractually guarantees to pay the Group (a) specified or determinable amounts or (b) the shortfall, if any, between amounts received from users of the public service and specified or determinable amounts, even if the payment is contingent on the Group ensuring that the infrastructure meets specified quality of efficiency requirements. The financial asset (receivable under service concession arrangement) is accounted for in accordance with the policy set out for "Financial assets" in Note 2.13.)

An intangible asset (operating concession) is recognised to the extent that the Group receives a right to charge users of the public service. The intangible assets (operating concession) are stated at cost less accumulated amortisation and any accumulated impairment loss and are amortised on a straight-line basis over the operation phase of the concession periods.

If the Group is paid for the construction services partly by a financial asset and partly by an intangible asset, then each component of the consideration is accounted for separately and is recognised initially at the fair value of the consideration.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.15 Service concession arrangements (Continued)

Construction of service concession related infrastructure

Revenue and costs relating to construction phase of a concession arrangement is accounted for in accordance to IFRS 15. The Group recognises the construction revenue with reference to the fair value of the construction service delivered in the construction phase. The fair value of such service is estimated on a cost-plus basis with reference to the prevailing market rate of gross margin. Consequently, the Group recognised a profit margin on the construction work by reference to the stage of completion and in accordance with the policy for “Revenue (Construction services)” in Note 2.3(d).

Operating services

Revenue relating to operating services is accounted for in accordance with the policy for “Revenue (Rendering of services)” in Note 2.3(b).

Contractual obligations to restore the infrastructure to a specified level of serviceability

When the Group has contractual obligations that it must fulfil as a condition of its licence for operating concessions under the “Intangible Asset” model, that is (a) to maintain the infrastructure to a specified level of serviceability and/or (b) to restore the infrastructure to a specified condition before they are handed over to the grantor at the end of the service concession arrangement, these contractual obligations to maintain or restore the infrastructure are recognised and measured in accordance with the policy set out for “Provisions” in Note 2.21.

Repair and maintenance and other expenses that are routine in nature are expensed and recognised in profit or loss as incurred.

2.16 Borrowings

Borrowings are presented as current liabilities unless the Group has an unconditional right to defer settlement for at least 12 months after the balance sheet date, in which case they are presented as non-current liabilities.

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

2.17 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.18 Leases

When the Group is the lessee:

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

- Right-of-use assets

The Group recognised a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

These right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets are presented within "Property, plant and equipment".

- Lease liabilities

The initial measurement of lease liability is measured at the present value of the lease payments discounted using the implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payment (including in-substance fixed payments), less any lease incentives receivables; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease liability is measured at amortised cost using the effective interest method. Lease liability shall be remeasured when:

- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There is a modification in the scope or the consideration of the lease that was not part of the original term.

Lease liability is remeasured with a corresponding adjustment to the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.18 Leases (Continued)

When the Group is the lessee: (Continued)

- Short term and low value leases

The Group has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

When the Group is the lessor:

The Group leases investment property under operating leases.

Leases where the Group retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in profit or loss on a straight-line basis over the lease term.

Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the lease income.

2.19 Inventories

Inventories are carried at the lower of cost and net realisable value. Cost is determined using the weighted average basis. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and applicable variable selling expenses.

2.20 Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction and does not give rise to equal taxable and deductible temporary differences.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.20 Income taxes (Continued)

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiaries, associates and joint ventures, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

Deferred income tax is measured:

- (i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date; and
- (ii) based on the tax consequence that will follow from the manner in which the Group expects, at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities except for investment property. Investment property measured at fair value is presumed to be recovered entirely through sale.

Current and deferred income taxes are recognised as income or expense in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

2.21 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Other provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in the statement of comprehensive income as finance expense.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss when the changes arise.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.22 Employee compensation

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(a) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

(b) Share-based compensation

The Group operates an equity-settled, share-based compensation plan. The value of the employee services received in exchange for the grant of performance shares is recognised as an expense with a corresponding increase in the share award reserve during the vesting period. The total amount to be recognised during the vesting period is determined by reference to the fair value of the performance shares granted on grant date.

There is no vesting period for the performance shares. On the date of grant, the Group recognises the number of performance shares granted and recognises the impact in profit or loss, with a corresponding adjustment to the share award reserve. The proceeds received (net of transaction costs) and the related balance previously recognised in the share award reserve are credited to the share capital and share premium account, when new ordinary shares are issued, or to the “treasury shares” account, when treasury shares are re-issued to the employees.

(c) Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for unutilised annual leave as a result of services rendered by employees up to the balance sheet date.

2.23 Currency translation

(a) Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates (“functional currency”). The financial statements are presented in Renminbi, which is the functional currency of the Company.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.23 Currency translation (Continued)

(b) Transactions and balances

Transactions in a currency other than the functional currency (“foreign currency”) are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in profit or loss. Monetary items include primarily financial assets (other than equity investments), contract assets and financial liabilities. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations, are recognised in other comprehensive income and accumulated in the currency translation reserve.

When a foreign operation is disposed of or any loan forming part of the net investment of the foreign operation is repaid, a proportionate share of the accumulated currency translation differences is reclassified to profit or loss, as part of the gain or loss on disposal.

Foreign exchange gains and losses impacting profit or loss are presented in the income statement within “Other gains and losses, net”.

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

(c) Translation of Group entities’ financial statements

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) assets and liabilities are translated at the closing exchange rates at the reporting date;
- (ii) income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and
- (iii) all resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates at the reporting date.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.24 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the executive committee whose members are responsible for allocating resources and assessing performance of the operating segments.

2.25 Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits with financial institutions which are subject to an insignificant risk of change in value. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents.

2.26 Share capital and treasury shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

When any entity within the Group purchases the Company's ordinary shares ("treasury shares"), the carrying amount which includes the consideration paid and any directly attributable transaction cost is presented as a component within equity attributable to the Company's equity holders, until they are cancelled, sold or reissued.

When treasury shares are subsequently cancelled, the cost of treasury shares are deducted against the share capital account if the shares are purchased out of capital of the Company.

When treasury shares are subsequently sold or reissued pursuant to an employee share option scheme, the cost of treasury shares is reversed from the treasury share account and the realised gain or loss on sale or reissue, net of any directly attributable incremental transaction costs and related income tax, is recognised in the capital reserve.

2.27 Dividends to Company's shareholders

Dividends to the Company's shareholders are recognised when the dividends are approved for payment.

Notes to the Financial Statements

For the financial year ended 31 December 2024

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 Critical accounting estimates and assumptions

(a) Service concession arrangements

(i) Recognition of intangible assets and/or financial assets

The Group recognises the right to operate the infrastructure (consideration received or receivable in exchange for the construction services provided) as an intangible asset in accordance with the build-operate-transfer (“BOT”) arrangements entered into with the local government for the project where there are no future guaranteed receipts over its service concession period.

The Group recognises a financial asset arising from a service concession arrangement when it has an unconditional contractual right to receive cash or other financial asset from or at the direction of the grantor for the construction services provided. Such financial assets are measured at fair value on initial recognition and classified as service concession receivable.

If the Group is paid for the construction services partly by a financial asset and partly by an intangible asset, then each component of the consideration is accounted for separately and is initially recognised at the fair value of the consideration.

In determining the fair values of the service concession receivables and intangible assets under service concession arrangements on initial recognition, estimates used include discount rates, budgeted costs of construction and gross profit margins for construction services revenue.

The assumptions used and estimates made can materially affect the fair value on initial recognition. The carrying amount of the Group’s service concession receivables and intangible assets arising from service concession arrangements at the end of the reporting period is disclosed in Notes 18 and 27 respectively.

(ii) Revenue from construction services

The stage of completion of each construction contract is assessed on a cumulative basis in each accounting year. Changes in estimate of contract revenue or contract costs, or the effect of a change in the estimate of the outcome of a contract could impact the amount of revenue recognised in profit or loss in the year in which the change is made and in subsequent years.

Revenue from construction services provided under service concession arrangements is disclosed in Note 4 to the consolidated financial statements. The gross profit margins recognised for third party constructed infrastructure in relation to service concession arrangement are estimated by management based on the prevailing market rate applicable to construction services rendered by comparable companies.

Notes to the Financial Statements

For the financial year ended 31 December 2024

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (CONTINUED)

3.1 Critical accounting estimates and assumptions (Continued)

(b) Useful lives and residual values of property, plant and equipment

Management exercises their judgement in estimating the useful lives and residual values of the depreciable assets. The estimated useful lives reflect management's estimate of the period that the Group intends to derive future economic benefits from the use of the depreciable asset.

Depreciation is calculated using a straight-line method to allocate the depreciable amounts over the estimated useful lives.

The carrying amount of property, plant and equipment is disclosed in Note 20 to the consolidated financial statements.

(c) Impairment of property, plant and equipment

The Group regularly reviews whether there are any indicators of impairment and recognises an impairment loss if the recoverable amount of an asset is lower than its carrying amount.

The recoverable amounts, being the higher of fair value less costs to disposal or value in use, are determined by management with reference to the best information available as of the balance sheet date. These management's assumptions in their value in use calculations include the revenue growth rate, the pre-tax discount rate and capital expenditure within the forecast period.

The carrying amount of property, plant and equipment is disclosed in Note 20 to the consolidated financial statements.

(d) Loss allowance for trade and other receivables

The Group and the Company assess at the end of reporting period the expected credit loss ("ECL") required for its trade and other receivables, amounts due from non-controlling interests and amounts due from related parties taking into consideration the estimation of future cash flows. When measuring ECL, the Group and the Company use reasonable and supportable forward-looking information, including taking into consideration the credit worthiness, past collection history, subsequent receipts from the debtors and future economic conditions of the industry in which the debtors operate.

The carrying amounts of trade and other receivables, amounts due from non-controlling interests and amounts due from related parties are disclosed in Notes 15, 16 and 17 to the consolidated financial statements respectively.

Notes to the Financial Statements

For the financial year ended 31 December 2024

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (CONTINUED)

3.2 Critical judgements in applying the entity's accounting policies

Service concession arrangements

The Group has entered into build-own-operate (“BOO”) or BOT arrangements in respect of certain of its waste-to-energy (“WTE”) plants with the local government. Whether the arrangements are BOO or BOT would result in different accounting treatments that have different financial impacts on the Group.

The Group assessed that the BOO arrangements are not service concession arrangements under IFRIC 12 Service Concession Arrangements because the local government does not control the significant residual interest in the infrastructure at the end of the term of the arrangements. Under the terms of the arrangement, the Group has the practical ability to pledge the infrastructure throughout the period of the arrangement. At the end of the respective BOO arrangement, the Group retains the ownership and control to the infrastructure and holds the right of first refusal on renewal of the service concession arrangement by the local government. In addition to the initial investment in the infrastructure, the Group performs technical upgrade periodically to improve the capacity and efficiency of the infrastructure. Management believes such improvements will further enhance the residual interest in the overall infrastructure at the end of the service concession arrangement.

On the other hand, the Group concluded that the BOT arrangements are service concession arrangement under IFRIC 12 Service Concession Arrangements, because (i) the local government controls and regulates the services that the Group must provide with the infrastructure at a pre-determined service charge and the parties to whom the Group must provide the services, and (ii) the local government controls significant residual interest in the infrastructure at the end of the term of the arrangements. Under the terms of the arrangement, upon expiry of the respective BOT arrangements, the infrastructure has to be transferred to the local government under good condition at no or minimal consideration.

See note 3.1(a)(ii) involving estimations that management has made in relation to revenue recognition for construction services arising from service concession arrangements.

Notes to the Financial Statements

For the financial year ended 31 December 2024

4. REVENUE FROM CONTRACTS WITH CUSTOMERS

(a) Disaggregation of revenue from contracts with customers

	2024 RMB'000	2023 RMB'000
Waste-to-energy project construction and operation		
Sales of electricity	1,740,890	1,651,860
Sales of steam	889,191	831,847
Revenue from waste treatment and by-product	1,000,980	941,306
Revenue from construction services provided under service concession arrangements (Notes 18 and 27)	40,972	256,530
Financial income under service concession arrangements ⁽¹⁾ (Note 18)	46,714	49,678
	3,718,747	3,731,221
Project technical and management service, equipment selection and sale and EMC business		
Service income – non-related parties	10,954	17,660
Service income – related parties (Note 17(a))	1,373	1,536
	12,327	19,196
Total	3,731,074	3,750,417

(1) Effective interest applied ranges from 5.9% to 11% per annum (2023: from 5.9% to 11% per annum).

Timing of revenue recognition

	2024 RMB'000	2023 RMB'000
<u>At a point in time</u>		
Sales of electricity	1,740,890	1,651,860
Sales of steam	889,191	831,847
Sales of by-product of waste treatment	116,245	–
	2,746,326	2,483,707
<u>Over time</u>		
Revenue from waste treatment	884,735	941,306
Revenue from construction services provided under service concession arrangements (Notes 18 and 27)	40,972	256,530
Project technical and management service and EMC business	12,327	19,196
	938,034	1,217,032
Financial income under service concession arrangements (Note 18)	46,714	49,678
Total	3,731,074	3,750,417

Notes to the Financial Statements

For the financial year ended 31 December 2024

4. REVENUE FROM CONTRACTS WITH CUSTOMERS (CONTINUED)

(b) Contract liabilities

	31 December		1 January
	2024	2023	2023
	RMB'000	RMB'000	RMB'000
Contract liabilities (Note 28)			
– Revenue from waste treatment	23,780	27,615	30,757
– Sale of steam	3,691	3,878	5,304
	27,471	31,493	36,061

Contract liabilities for service concession arrangements relate to the advances received from the customer relating to the waste treatment services. Contract liabilities for sale of steam are advances received from the customer before the steam has been delivered to the customer.

(i) Revenue recognised in relation to contract liabilities

	2024	2023
	RMB'000	RMB'000
Revenue recognised in current period that was included in the contract liability balance at the beginning of the period		
– Revenue from waste treatment	3,835	3,142
– Sale of steam	3,878	5,304
	7,713	8,446

(ii) Unsatisfied performance obligations

	31 December	
	2024	2023
	RMB'000	RMB'000
Aggregate amount of the transaction price allocated to contracts that are partially or fully unsatisfied as at 31 December		
– Revenue from waste treatment	23,780	27,615
– Sale of steam	3,691	3,878
	27,471	31,493

Management expects that 100% of the transaction price allocated to unsatisfied performance obligations as of 31 December 2024 will be recognised as revenue during the next reporting period. The amount disclosed above does not include variable consideration which is constrained.

Notes to the Financial Statements

For the financial year ended 31 December 2024

5. EXPENSES BY NATURE

	Group	
	2024 RMB'000	2023 RMB'000
Cost of inventories recognised as expense	751,616	833,813
Construction cost	35,384	221,539
Environmental protection cost	228,661	239,616
Depreciation of property, plant and equipment	565,729	495,967
Depreciation of right-of-use assets	15,598	17,093
Depreciation of investment property	1,124	983
Amortisation of intangible assets	201,203	188,389
Employee compensation (Note 6)	388,803	403,005
Audit fees:		
– to auditors of the Company	1,000	1,000
– to member firms of the auditors of the Company	3,121	3,121
– to other auditors	1,030	860
Non-audit fees:		
– paid to other auditors	1,271	761
Repair and maintenance	132,034	137,615
Transportation	4,746	3,144
Utilities	53,149	58,589
Outsourcing labour cost	84,455	80,519
Lease expense (Note 25(d))	2,844	16,706
Others	192,972	186,055
Total cost of sales and administrative expenses	2,664,740	2,888,775

6. EMPLOYEE COMPENSATION

	Group	
	2024 RMB'000	2023 RMB'000
Wages and salaries	351,532	369,326
Employer's contribution to defined contribution plans	37,271	33,679
	388,803	403,005

Notes to the Financial Statements

For the financial year ended 31 December 2024

7. OTHER INCOME

	Group	
	2024 RMB'000	2023 RMB'000
Government grant (Note (i))	36,624	41,903
Value added tax refund (Note (ii))	93,076	77,501
Bank interest income	32,336	39,457
Sales of scrap materials	54,060	105,141
Interest income from joint ventures and others	11,664	13,668
	227,760	277,670

Notes:

- (i) The government grants represented the government incentive funds and government subsidies of different nature received from the local government by the PRC operating entities of the Group, among them are grants in relation to environmental initiatives, waste management and technological output transformation. During the year ended 31 December 2024, government grants included: (a) the incentive primarily in relation to waste-to-energy business development to enterprises established in the PRC which amounted to RMB12,456,000 (2023: RMB21,198,000); and (b) the subsidies received on acquisition of properties, plant and equipment amortised to profit or loss which amounted to RMB24,168,000 (2023: RMB20,705,000). There were no unfulfilled conditions and other contingencies attached to the receipt of those grants.
- (ii) The amount represents the Group's entitlement to the refund of value-added tax paid on the sales of electricity and steam, and rendering of waste treatment service, in accordance with the Notice of the Ministry of Finance and State Administration of Taxation of the PRC on policies regarding the Value-Added Tax on Comprehensive Utilisation of Resources. There were no unfulfilled conditions and other contingencies attached to the receipts of such tax refund.

8. OTHER GAINS AND LOSSES, NET

	Group	
	2024 RMB'000	2023 RMB'000
Foreign exchange (losses)/gains	(24,616)	5,662
Gain on change in fair value of derivative financial instruments	33,953	–
Gain on transfer of carbon emission allowances	18,585	–
Gain on waiver of payables	12,618	–
Gain/(Loss) on disposal of property, plant and equipment	131	(278)
Loss on disposal of subsidiaries (Note 13)	(31,317)	–
Gain on disposal of shares of a joint venture	–	2,260
Others	(7,954)	(2,296)
	1,400	5,348

Notes to the Financial Statements

For the financial year ended 31 December 2024

9. FINANCE EXPENSES

	Group	
	2024 RMB'000	2023 RMB'000
Interest expenses		
– Borrowings	463,237	460,881
– Lease liabilities	156	76
– Others	2,404	2,336
	465,797	463,293
Less: capitalised interest	(26,458)	(65,805)
	439,339	397,488

Finance expenses on general borrowings were capitalised at a rate of 3.62% per annum (2023: 4.50% per annum).

10. OTHER EXPENSES

	Group	
	2024 RMB'000	2023 RMB'000
Impairment loss on advances to suppliers (Note 15)	9,152	–
Impairment loss on property, plant and equipment (Note 20)	2,674	–
Impairment loss on intangible assets	–	167,775
	11,826	167,775

During the financial year ended 31 December 2023, an impairment loss of RMB167,775,000 was recognised on the intangible assets due to the difficulties and uncertainty encountered for the BOT projects in Lucknow and Gurgaon, India (Note 27).

11. INCOME TAXES

Income tax expense

	Group	
	2024 RMB'000	2023 RMB'000
Current tax:		
– PRC enterprise income tax	107,822	64,793
– Under provision in the prior years	4,440	1,400
	112,262	66,193
Deferred tax (Note 30):		
– Current year charges	96,119	88,413
	208,381	154,606

Notes to the Financial Statements

For the financial year ended 31 December 2024

11. INCOME TAXES (CONTINUED)

Income tax expense (Continued)

Domestic PRC income tax is calculated at 25% of the estimated assessable profit for the financial year. Taxation for other jurisdictions is calculated at the rates prevailing in the relevant jurisdictions.

Certain PRC subsidiaries are entitled to a preferential income tax rate of 15% for three years from the date that they are certified as a “High and New Technology Enterprise”.

Certain PRC subsidiaries are regarded as qualified environmental protection enterprises and were entitled to an exemption from PRC enterprise income tax for three years from commencement date of commercial operations, followed by a 50% tax relief for the next three years, according to the relevant tax rules.

The tax on the Group’s profit before tax differs from the theoretical amount that would arise using the PRC standard rate of income tax as follows:

	Group	
	2024	2023
	RMB’000	RMB’000
Profit before tax	829,555	460,409
Tax calculated at tax rate of 25% (2023: 25%)	207,389	115,102
Effects of:		
– different tax rates in other countries	18,581	13,345
– tax concessions granted to PRC subsidiaries	(97,572)	(117,645)
– expenses not deductible for tax purposes	5,065	1,467
– utilisation of tax losses/deductible temporary differences previously not recognised	(15,025)	(24,847)
– tax losses/deductible temporary differences not recognised	85,503	165,784
– under provision of tax in prior financial years	4,440	1,400
Tax charge	208,381	154,606

Notes to the Financial Statements

For the financial year ended 31 December 2024

12. EARNINGS PER SHARE

Basic/diluted earnings per share

Basic earnings per share is calculated by dividing the net profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

For the purpose of calculating diluted earnings per share, profit attributable to equity holders of the Company and the weighted average number of ordinary shares outstanding are adjusted for the effects of all dilutive potential shares.

	<u>2024</u>	<u>2023</u>
Earnings (RMB'000)		
Earnings for the purposes of basic and diluted earnings per share (profit for the year attributable to owners of the Company)	618,483	281,647
Number of shares ('000)		
Weighted average number of ordinary shares for the purpose of basic and diluted earnings per share	1,452,066	1,454,025
Basic and diluted earnings per share (RMB cents)	42.59	19.37

The fully diluted earnings per share and basic earnings per share are the same as there are no dilutive potential shares outstanding at the end of the financial years ended 31 December 2024 and 2023.

13. CASH AND BANK BALANCES AND PLEDGED BANK DEPOSITS

Pledged bank deposits

The Group's and Company's pledged bank deposits are primarily for borrowings (Note 29) and projects tendering. During the financial year ended 31 December 2023, a loss allowance of RMB37,206,000 was recognised in connection with the enforcement of the deposit for performance bond relating to the BOT projects in India (Note 27). During the financial year ended 31 December 2024, reversal of loss allowance of RMB2,124,000 was based on the received amount from the release of the interest income of deposit for performance bond of the India project.

Notes to the Financial Statements

For the financial year ended 31 December 2024

13. CASH AND BANK BALANCES AND PLEDGED BANK DEPOSITS (CONTINUED)

Disposal of subsidiaries

During the financial year ended 31 December 2024, the Group disposed of its 99.99%-owned Indian subsidiaries (Note 23). The effects of the disposal on the cash flows of the Group were:

	2024 RMB'000
Carrying amounts of assets and liabilities as at the date of disposal:	
Cash and bank equivalents	691
Trade and other receivables	27,866
Property, plant and equipment	60,611
Total assets	89,168
Trade and other payables	(101,190)
Borrowings	(788)
Total liabilities	(101,978)
Net liabilities derecognised	(12,810)
Less: Non-controlling interests	–
Net liabilities disposed of	(12,810)
Cash inflows arising from disposal:	
Net liabilities disposed of (as above)	(12,810)
Reclassification of currency translation reserve (Note 32 (iv))	44,964
Total net assets	32,154
Loss on disposal	(31,317)
Cash proceeds on disposal	837
Less: Cash and bank balances in subsidiary disposed of	(691)
Net cash inflow on disposal	146

14. DERIVATIVE FINANCIAL INSTRUMENTS

	Group			Company		
	Contract notional amount RMB'000	Fair value		Contract notional amount RMB'000	Fair value	
		Asset RMB'000	Liability RMB'000		Asset RMB'000	Liability RMB'000
31 December 2024						
<i>Derivatives not held for hedging:</i>						
– Currency forwards	582,404	11,140	–	470,984	8,711	–
Total		11,140	–		8,711	–
– Current		11,140	–		8,711	–
– Non-current		–	–		–	–
Total		11,140	–		8,711	–

The Group and the Company does not hold derivatives in 2023.

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For the financial year ended 31 December 2024

15. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2024 RMB'000	2023 RMB'000	2024 RMB'000	2023 RMB'000
Trade receivables – third parties	2,648,271	2,257,479	–	–
Less: Loss allowance (Note (i))	(52,475)	(102,664)	–	–
Bills receivables	21,067	21,996	–	–
	2,616,863	2,176,811	–	–
Amount due from non-controlling interests (Note 16)	59,927	35,045	–	–
Total trade and bills receivables	2,676,790	2,211,856	–	–
Advances to suppliers (Note (iii), (iv))	352,378	208,155	–	–
Other receivables:				
– Staff advances	14,295	19,073	–	–
– Refundable deposits	81,425	90,775	–	–
– Compensation receivable on closure of WTE plant	198,241	198,241	–	–
– Receivable on settled derivative financial instruments	22,813	–	–	–
– Amount due from non-controlling interests (Note 16)	18,778	13,300	–	–
– Others	37,657	45,390	–	–
Less: Loss allowance (Note (i), (ii))	(24,053)	(44,801)	–	–
Sub-total of other receivables	349,156	321,978	–	–
Amount due from subsidiaries				
– non-trade	–	–	2,995,247	2,953,794
Other tax recoverable				
– Value added tax recoverable	326,404	330,383	–	–
– Others	25	1,971	–	–
Prepayments	39,050	38,489	–	–
Total trade and other receivables	3,743,803	3,112,832	2,995,247	2,953,794
Analysed for reporting purposes as:				
– Current assets	3,397,587	2,947,267	–	–
– Non-current assets	346,216	165,565	2,995,247	2,953,794
	3,743,803	3,112,832	2,995,247	2,953,794

Notes:

- (i) As at 31 December 2023, loss allowance for trade receivables and other receivables included impairment losses of RMB63,986,000 and RMB26,226,000, respectively related to the Indian subsidiaries. As of 31 December 2024, the Indian subsidiaries have been disposed.
- (ii) In FY2024, an impairment loss of RMB5,478,000 was recognised on other receivables due to financial difficulties of customers.
- (iii) Advances to suppliers comprise the prepayments agreed in the Group's equipment procurement contracts and project construction contracts for its projects under construction and are unsecured and interest free.
- (iv) As at 31 December 2024, impairment loss of RMB9,152,000 was recognised on the prepayment for equipment procurement as these were deemed irrecoverable based on the arbitration outcomes.

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For the financial year ended 31 December 2024

15. TRADE AND OTHER RECEIVABLES (CONTINUED)

Certain of the Group's borrowings were secured by certain of the Group's trade receivables amounting to RMB1,934,266,000 (2023: RMB1,396,850,000).

The credit terms granted by the Group on the sale of electricity, steam, waste treatment and rendering of services is 60 to 120 days (2023: 60 to 120 days).

Amounts due from subsidiaries

The Company's receivables from subsidiaries are non-trade in nature, unsecured, interest-free and repayable on demand.

As at 31 December 2024 and 2023, amounts due from subsidiaries have been classified as non-current assets as the Company does not expect repayment within 12 months from the end of the reporting date. Management is of the view that the amounts due from subsidiaries approximate their fair values as the effect of discounting is not expected to be significant.

Management estimates the loss allowance on amounts due from subsidiaries at an amount equal to 12-month ECL, taking into account the historical default experience, current financial conditions of the subsidiaries and the future prospects of the industry of each subsidiary. None of the amounts due from subsidiaries at the end of the reporting period is past due.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for amounts due from subsidiaries.

Based on the assessment, management is of the view that the ECL is insignificant as the credit risk of the subsidiaries are low.

Notes to the Financial Statements

For the financial year ended 31 December 2024

16. NON-CONTROLLING INTERESTS

The table below shows details of subsidiaries of the Group with significant non-controlling interests:

Name of subsidiaries	Place of incorporation and principal place of business	Proportion of ownership interests and voting rights held by non-controlling interests		Profit allocated to non-controlling interests		Accumulated non-controlling interests	
		At 31 December		Year ended 31 December		At 31 December	
		2024	2023	2024	2023	2024	2023
		%	%	RMB'000	RMB'000	RMB'000	RMB'000
Kunming Jinjiang ⁽¹⁾	Kunming, the PRC	1.67	1.67	1,877	1,763	21,397	19,520
Jilin Xinxiang ⁽²⁾	Changchun, the PRC	–	–	–	6,353	–	–
Yunnan Energy ⁽³⁾	Yunnan, the PRC	11.00	11.00	7,515	9,437	47,187	45,725
Individually immaterial subsidiaries with non-controlling interests				(6,701)	6,603	50,506	56,960
				2,691	24,156	119,090	122,205

(1) Kunming Jinjiang refers to Kunming Xinxingze Environment Resources Industry Co., Ltd.

(2) Jilin Xinxiang refers to Jilin Xinxiang Co., Ltd. On 26 June 2023, the Group's wholly-owned subsidiary Hangzhou Jinjiang Environment Investment Co., Ltd. acquired 20.0% of the equity interest in Jilin Xinxiang for total consideration of RMB23,643,000. Following the transaction, the Group's stake in Jilin Xinxiang increased from 80.00% to 100.00% (Note 23).

(3) Yunnan Energy refers to Yunnan Green Energy Co., Ltd.

Notes to the Financial Statements

For the financial year ended 31 December 2024

16. NON-CONTROLLING INTERESTS (CONTINUED)

Summarised financial information in respect of the Group's subsidiaries that has material non-controlling interests, before intra-group eliminations is set out below.

Kunming Jinjiang

	2024 RMB'000	2023 RMB'000
<i>Summarised balance sheet</i>		
Current assets	876,732	778,753
Non-current assets	1,082,878	1,116,712
Current liabilities	(258,021)	(238,249)
Non-current liabilities	(420,200)	(488,351)
Equity attributable to owners of Kunming Jinjiang	1,259,992	1,149,345
Non-controlling interests	21,397	19,520
<i>Summarised statement of comprehensive income</i>		
Revenue	260,714	285,172
Expenses	(148,298)	(179,618)
Profit for the year	112,416	105,554
Profit attributable to owner of Kunming Jinjiang	110,539	103,791
Profit attributable to non-controlling interests	1,877	1,763
<i>Summarised statement of cash flow</i>		
Net cash inflow from operating activities	98,014	159,345
Net cash outflow from investing activities	(27,347)	(7,912)
Net cash outflow from financing activities	(92,113)	(130,683)
Net cash (outflow)/inflow	(21,446)	20,750

Jilin Xinxiang

	2023 RMB'000
<i>Summarised balance sheet</i>	
Current assets	148,007
Non-current assets	613,509
Current liabilities	(89,073)
Non-current liabilities	(350,084)
Equity attributable to owners of Jilin Xinxiang	322,359
Non-controlling interests	-
<i>Summarised statement of comprehensive income</i>	
Revenue	193,605
Expenses	(129,597)
Profit for the year	64,008
Profit attributable to owner of Jilin Xinxiang	57,655
Profit attributable to non-controlling interests	6,353
<i>Summarised statement of cash flow</i>	
Net cash inflow from operating activities	122,160
Net cash outflow from investing activities	(9,077)
Net cash outflow from financing activities	(114,481)
Net cash outflow	(1,398)

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For the financial year ended 31 December 2024

16. NON-CONTROLLING INTERESTS (CONTINUED)

Yunnan Energy

	2024 RMB'000	2023 RMB'000
<i>Summarised balance sheet</i>		
Current assets	327,753	204,681
Non-current assets	536,995	554,506
Current liabilities	(177,824)	(190,721)
Non-current liabilities	(257,765)	(152,381)
Equity attributable to owners of Yunnan Energy	381,972	370,360
Non-controlling interests	47,187	45,725
<i>Summarised statement of comprehensive income</i>		
Revenue	184,377	259,806
Expenses	(116,056)	(174,011)
Profit for the year	68,321	85,795
Profit attributable to owner of Yunnan Energy	60,806	76,358
Profit attributable to non-controlling interests	7,515	9,437
Dividends paid to owner of Yunnan Energy	48,972	–
Dividends paid to non-controlling interests	6,053	–
<i>Summarised statement of cash flow</i>		
Net cash inflow from operating activities	26,217	168,114
Net cash outflow from investing activities	(50,043)	(14,999)
Net cash inflow/(outflow) from financing activities	20,114	(156,440)
Net cash outflow	(3,712)	(3,325)

The amounts due from non-controlling interests are as follows:

	Group	
	2024 RMB'000	2023 RMB'000
Trade related (Note 15)	59,927	35,045
Non-trade related (Note 15)	18,778	13,300
Less: Loss allowance	(18,778)	(13,300)
	59,927	35,045

The trade related balances are unsecured, interest-free and with a credit period of 120 days (2023: 120 days) from the invoice date and are not past due as at the end of the reporting period.

Based on the assessment, management is of the view that the ECL is insignificant.

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For the financial year ended 31 December 2024

16. NON-CONTROLLING INTERESTS (CONTINUED)

The amounts due to non-controlling interests are as follows:

	Group	
	2024 RMB'000	2023 RMB'000
Trade related (Note 28)	4,995	4,995
Non-trade related (Note 28)	25	25
	5,020	5,020

The non-trade related balances due to non-controlling interests are unsecured, interest-free and repayable on demand.

17. RELATED PARTY BALANCES AND TRANSACTIONS

Zhejiang Provincial Energy Group Co., Ltd. ("Zheneng Group") is the largest shareholder of the Group whilst Hangzhou Jinjiang Group Co., Ltd. ("Jinjiang Group") is the second largest shareholder of the Group (collectively known as the "major shareholders").

- (a) In addition to the information disclosed elsewhere in the financial statements, the following transaction took place between the Group and related parties at terms agreed between the parties.

	2024 RMB'000	2023 RMB'000
Companies in which Zheneng Group has control over:		
– Purchases of materials	3,190	7,403
– Interest expense	18,515	20,825
Companies in which Jinjiang Group has control over:		
– Purchases of materials	2,036	185
– Revenue from EMC business	–	(94)
– Rendering of technical and management services	(1,373)	(1,442)
Joint ventures:		
– Interest income	(9,871)	(9,871)

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17. RELATED PARTY BALANCES AND TRANSACTIONS (CONTINUED)

(b) The Group and the Company had the following balances with related parties:

	2024 RMB'000	2023 RMB'000
Group		
Trade:		
Amounts due from companies in which the major shareholders have control over	15,699	12,748
Amounts due from joint ventures	2,628	7,511
	18,327	20,259
Non-trade:		
Amounts due from a joint venture	247,958	238,095
	266,285	258,354
Company		
Non-trade:		
Amounts due from joint ventures	796	804
Group		
Trade:		
Amounts due to companies in which the major shareholders have control over	7,314	30,463
Amounts due to joint ventures	120	120
	7,434	30,583
Non-trade:		
Amounts due to companies in which the major shareholders have control over	645	933
Amounts due to joint ventures	435	435
	1,080	1,368
	8,514	31,951

Trade balances

The trade related balances are unsecured, interest-free and with an average credit period of 6 months (2023: 6 months).

Non-trade balances

The non-trade related balances are unsecured, interest-free and repayable on demand except for the amounts due from joint ventures which bear interest at 5.0% (2023: 5.0%) per annum and are due within one year from the end of the reporting period.

The non-trade amounts due from joint ventures are the interest-bearing advances to the joint venture, Zibo Green New Energy Co., Ltd., for financing the construction and operating costs of its WTE facilities.

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For the financial year ended 31 December 2024

17. RELATED PARTY BALANCES AND TRANSACTIONS (CONTINUED)

(c) Compensation of directors and key management personnel of the Group

The remuneration of directors and key management personnel during the year was as follows:

	Group	
	2024 RMB'000	2023 RMB'000
Short-term employee benefits	8,349	8,777
Post-employment benefits	228	224
	8,577	9,001

18. SERVICE CONCESSION RECEIVABLES

	Group	
	2024 RMB'000	2023 RMB'000
Service concession receivables	764,409	782,240
Less: Amounts due within one year shown under current assets	(68,088)	(68,088)
Service concession receivables due after one year	696,321	714,152
Expected collection schedule is analysed as follows:		
Within 1 year	68,088	68,088
Within 2 to 5 years	232,485	232,485
Over 5 years	463,836	481,667
	764,409	782,240

As at 31 December 2024, certain of the Group's borrowings were secured by the Group's service concession receivables with aggregate carrying amount RMB395,530,000 (2023: RMB402,818,000) (Note 29).

Management estimates the loss allowance on receivables under service concession arrangements at an amount equal to 12-month ECL, taking into account the historical default experience and the future prospects of the construction and waste to energy industry. None of the receivables under service concession arrangements at the end of the reporting period is past due.

Based on the assessment, management is of the view that the ECL is insignificant.

19. INVENTORIES

	Group	
	2024 RMB'000	2023 RMB'000
Coal	60,519	62,550
Spare parts and other raw materials	55,267	63,982
	115,786	126,532

During the year ended 31 December 2024, inventories recognised as cost of sales amounted to RMB751,616,000 (2023: 833,813,000).

No inventory write-down or reversal was recognised in 2024 and 2023.

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For the financial year ended 31 December 2024

20. PROPERTY, PLANT AND EQUIPMENT

	Buildings RMB'000	Plant and machinery RMB'000	Furniture, fixtures and equipment RMB'000	Motor vehicles RMB'000	Construction in progress RMB'000	Right-of- use assets Leasehold land RMB'000	Right-of- use assets buildings RMB'000	Total RMB'000
Group								
Cost								
At 1 January 2023	3,473,319	8,081,759	95,193	110,170	1,460,178	603,123	10,943	13,834,685
Additions	23,034	57,359	2,763	4,052	840,328	925	5,468	933,929
Transfer	497,190	927,548	146	–	(1,424,884)	–	–	–
Disposals	–	(2,916)	(3,703)	(733)	–	–	(10,943)	(18,295)
Exchange difference	–	–	101	8,526	2,601	2,271	–	13,499
At 31 December 2023	3,993,543	9,063,750	94,500	122,015	878,223	606,319	5,468	14,763,818
Additions	40,036	75,063	7,322	23,053	767,101	33,239	699	946,513
Transfer between property, plant and equipment	230,823	334,126	3,008	–	(581,960)	–	–	(14,003)
Transfer to investment property	(14,106)	–	–	–	–	–	–	(14,106)
Transfer to intangible assets	–	–	–	–	(3,005)	–	–	(3,005)
Disposals	–	(9,439)	(805)	(2,253)	(1,981)	–	–	(14,478)
Disposal of subsidiaries	–	(5,436)	–	(88,060)	–	–	–	(93,496)
Exchange difference	–	–	(18)	–	(1,791)	(1,142)	–	(2,951)
At 31 December 2024	4,250,296	9,458,064	104,007	54,755	1,056,587	638,416	6,167	15,568,292
Accumulated depreciation								
At 1 January 2023	(822,414)	(2,341,563)	(50,867)	(55,052)	–	(126,188)	(8,671)	(3,404,755)
Depreciation for the year	(136,718)	(347,191)	(6,905)	(5,153)	–	(14,366)	(2,727)	(513,060)
Disposals	–	2,099	3,344	696	–	–	10,943	17,082
Exchange difference	–	–	(14)	(4,029)	–	–	–	(4,043)
At 31 December 2023	(959,132)	(2,686,655)	(54,442)	(63,538)	–	(140,554)	(455)	(3,904,776)
Depreciation for the year	(140,297)	(412,106)	(9,273)	(4,053)	–	(12,600)	(2,998)	(581,327)
Transfer between property, plant and equipment	–	14,003	–	–	–	–	–	14,003
Transfer to investment property	4,105	–	–	–	–	–	–	4,105
Disposals	–	8,323	771	1,892	–	–	–	10,986
Disposal of subsidiaries	–	1,912	–	30,973	–	–	–	32,885
Exchange difference	–	–	14	–	–	–	–	14
At 31 December 2024	(1,095,324)	(3,074,523)	(62,930)	(34,726)	–	(153,154)	(3,453)	(4,424,110)
Accumulated impairment								
At 1 January 2023	–	(11,052)	–	(3)	(16,435)	–	–	(27,490)
Written off	–	4,366	–	–	–	–	–	4,366
At 31 December 2023	–	(6,686)	–	(3)	(16,435)	–	–	(23,124)
Impairment losses	–	–	–	–	(2,674)	–	–	(2,674)
At 31 December 2024	–	(6,686)	–	(3)	(19,109)	–	–	(25,798)
Carrying values								
At 31 December 2024	3,154,972	6,376,855	41,077	20,026	1,037,478	485,262	2,714	11,118,384
At 31 December 2023	3,034,411	6,370,409	40,058	58,474	861,788	465,765	5,013	10,835,918

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20. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Certain of the Group's interest-bearing bank and other borrowings were secured by certain of the Group's buildings and machinery, which had an aggregate carrying amount of RMB2,713,889,000 as at 31 December 2024 (2023: RMB2,546,446,000) (Note 29).

As at 31 December 2024, property certificates in respect of certain buildings with a carrying amount of RMB88,195,000 (2023: RMB93,930,000) of the Group in the PRC have not been obtained. As advised by the Group's PRC legal advisor, management is of the opinion that the Group legally owns the rights to use these properties.

For property, plant and equipment that have impairment indicators as of 31 December 2024, management have performed an impairment assessment. The recoverable amount of the property, plant and equipment with impairment indicators is determined using income approach which relies on the discounted cash flow of various years (2023: income approach). Based on the impairment assessment carried out by management, no impairment loss was recognised for the financial years ended 31 December 2024 and 31 December 2023, except that an impairment loss of RMB2,674,000 was recognised for a power plant equipment based on the arbitration outcome during 31 December 2024. During the financial year ended 31 December 2023, one of the subsidiaries of the Company, Jinjiang Environment Holding Limitada had been wound up by way of a members' voluntary winding up and the related assets of RMB4,366,000, which were fully impaired in 2020, have been written off.

Right-of-use assets leasehold land mainly represent land use rights located in the PRC and comprised leasehold land under medium-term lease. The land use rights in the PRC are amortised over the lease term of 30 to 50 years.

21. INVESTMENTS IN ASSOCIATES

The Group's interest in the associates is accounted for using the equity method in the consolidated financial statements. As at 31 December 2024 and 2023, there is no material interest in the associates.

There are no contingent liabilities relating to the Group's interest in the associates.

The following table summarises, in aggregate, the Group's share of profit of the Group's individually immaterial associates accounted for using the equity method:

	31 December	
	2024	2023
	RMB'000	RMB'000
Net (loss)/profit and total comprehensive (loss)/income	(53)	289
Group		
Carrying value of individually immaterial associates, in aggregate	15,341	14,044

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22. INVESTMENTS IN JOINT VENTURES

Set out below is the joint ventures of the Group as at 31 December 2024, which are material to the Group.

Name of entity ⁽¹⁾	Place of business/ country of incorporation	Principal activities	% of ownership interest	
			31 December	
			2024	2023
Zibo Green New Energy Co., Ltd. 淄博绿能新能源有限公司	Zibo, the PRC	Operation of waste-to- energy plant	30	30
Hohhot Jiasheng New Energy Co., Ltd. 呼和浩特嘉盛新能源有限公司	Hohhot, the PRC	Operation of waste-to- energy plant	30	30

(1) The English names of those companies established in the PRC are for reference only and have not been registered.

The above joint ventures are accounted for using the equity method in these consolidated financial statements.

There are no contingent liabilities relating to the Group's interest in the joint ventures.

Summarised financial information for joint venture

The following table illustrates the summarised financial information of the Group's investments in the material joint ventures:

Summarised balance sheet

	Zibo Green New Energy Co., Ltd.	
	31 December	
	2024 RMB'000	2023 RMB'000
Current assets	381,722	321,115
Includes:		
– Cash and cash equivalents	21,149	22,801
Current liabilities	(635,188)	(673,741)
Includes:		
– Financial liabilities (excluding trade payables)	(557,777)	(489,400)
Non-current assets	1,921,227	2,101,578
Non-current liabilities	(1,077,084)	(1,151,922)
Includes:		
– Financial liabilities (excluding trade payables)	(1,054,824)	(1,128,072)

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22. INVESTMENTS IN JOINT VENTURES (CONTINUED)

Summarised financial information for joint venture (Continued)

Summarised balance sheet (Continued)

	Hohhot Jiasheng New Energy Co., Ltd.	
	31 December	
	2024	2023
	RMB'000	RMB'000
Current assets	177,409	177,135
Includes:		
– Cash and cash equivalents	19,724	2,542
Current liabilities	(27,151)	(58,874)
Includes:		
– Financial liabilities (excluding trade payables)	(12,409)	(13,569)
Non-current assets	550,394	582,816
Non-current liabilities	(412,821)	(440,731)
Includes:		
– Financial liabilities (excluding trade payables)	(387,266)	(413,525)

Summarised statement of comprehensive income

	Zibo Green New Energy Co., Ltd.		Hohhot Jiasheng New Energy Co., Ltd.	
	31 December		31 December	
	2024	2023	2024	2023
	RMB'000	RMB'000	RMB'000	RMB'000
Revenue	205,772	172,774	135,124	121,316
Interest income	40	50	217	84
Expenses				
Includes:				
– Depreciation and amortisation	80,910	80,229	39,177	33,078
– Interest expense	69,596	71,307	12,455	9,336
Net (loss)/profit and total comprehensive income/(loss)	(6,353)	(60,011)	27,485	30,297

The information above reflects the amounts presented in the financial statements of the joint venture (and not the Group's share of those amounts), adjusted for differences in accounting policies between the Group and the joint venture.

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For the financial year ended 31 December 2024

22. INVESTMENTS IN JOINT VENTURES (CONTINUED)

Summarised statement of comprehensive income (Continued)

The following table summarises, in aggregate, the Group's share of loss and other comprehensive loss of the Group's individually immaterial joint ventures accounted for using the equity method:

	31 December	
	2024	2023
	RMB'000	RMB'000
Net loss and total comprehensive loss	(3,909)	279

Reconciliation of summarised financial information

Reconciliation of the summarised financial information presented to the carrying amount of the Group's interest in joint venture, is as follows:

	Zibo Green New Energy Co., Ltd.		Hohhot Jiasheng New Energy Co., Ltd.		Total	
	31 December		31 December		31 December	
	2024	2023	2024	2023	2024	2023
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Net assets	590,677	597,030	287,831	260,346	878,508	857,376
Group's equity interest	30.00%	30.00%	30.00%	30.00%	–	–
Group's share of net assets	177,203	179,109	86,349	78,104	263,552	257,213
Fair value adjustments	5,934	5,934	–	–	5,934	5,934
Carrying value	183,137	185,043	86,349	78,104	269,486	263,147
Add: Carrying value of individually immaterial joint ventures, in aggregate					11,944	15,853
Carrying value Group's interest in joint ventures					281,430	279,000

23. INVESTMENTS IN SUBSIDIARIES

	Company	
	2024	2023
	RMB'000	RMB'000
Beginning of financial year	1,799,828	1,798,280
Additions	–	1,548
End of financial year	1,799,828	1,799,828

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For the financial year ended 31 December 2024

23. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

The Group has the following significant subsidiaries as at 31 December 2024 and 2023:

Name ⁽¹⁾	Principal activities	Country of business/ incorporation	Proportion of ordinary shares directly held by parent %	Proportion of ordinary shares held by the Group %	Proportion of ordinary shares held by non- controlling interests %
Held by the Company:					
Lamoon Holdings Limited	Investment holding	British Virgin Islands	100	100	–
Outstanding Mode Developments limited	Investment holding	British Virgin Islands	100	100	–
Held by the subsidiaries:					
Gevin Limited	Investment holding	Hong Kong	–	100	–
Waste Tec GmbH	Technical Service	Germany	–	100	–
Hangzhou Jinjiang Investment Co., Ltd. (“Jinjiang Investment”) 杭州锦环投资有限公司	Investment holding	Hangzhou, the PRC	–	100	–
Lin'an Jiasheng Environment Co., Ltd. (“Lin'an Jiasheng”) 临安嘉盛环保有限公司	Investment holding	Hangzhou, the PRC	–	100	–
Hangzhou Kesheng Energy Technology Co., Ltd (“Hangzhou Kesheng”) 杭州科晟能源技术有限公司	Operation of energy management consulting business	Hangzhou, the PRC	–	100	–
Hangzhou Zhenghui Construction Engineering Co., Ltd. (“Hangzhou Zhenghui”) 杭州正晖建设工程有限公司	Operation of engineering, design, construction and project management.	Hangzhou, the PRC	–	100	–
Kunming Xinxingze Environment Resources Industry Co., Ltd. (“Kunming Jinjiang”) 昆明鑫兴泽环境资源产业有限公司	Operation of waste-to-energy plant	Kunming, the PRC	–	98.33	1.67
Lianyungang Sunrise Environmental Protection Industry Co., Ltd. (“Lianyungang Sunrise”) 连云港晨兴环保产业有限公司	Operation of waste-to-energy plant	Lianyungang, the PRC	–	100	–

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For the financial year ended 31 December 2024

23. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Name ⁽¹⁾	Principal activities	Country of business/ incorporation	Proportion of ordinary shares directly held by parent %	Proportion of ordinary shares held by the Group %	Proportion of ordinary shares held by non- controlling interests %
Tianjin Sunrise Environmental Protection Science and Technology Development Co., Ltd. ("Tianjin Sunrise") 天津市晨兴力克环保科技发展有限公司	Operation of waste-to-energy plant	Tianjin, the PRC	–	100	–
Wuhan Green Energy Co., Ltd. ("Wuhan Jinjiang") 武汉市绿色环保能源有限公司	Operation of waste-to-energy plant	Wuhan, the PRC	–	100	–
Wuhan Hankou Green Energy Co., Ltd. ("Hankou Jinjiang") 武汉汉口绿色能源有限公司	Operation of waste-to-energy plant	Wuhan, the PRC	–	100	–
Wuhu Lüzhou Environment Energy Co., Ltd. ("Wuhu Jinjiang") 芜湖绿洲环保能源有限公司	Operation of waste-to-energy plant	Wuhu, the PRC	–	100	–
Zhengzhou Xingjin Green Environment Energy Co., Ltd. ("Zhengzhou Xingjin") 郑州荣锦绿色环保能源有限公司	Operation of waste-to-energy plant	Zhengzhou, the PRC	–	100	–
Zibo Green Energy Co., Ltd. ("Zibo Green Energy") 淄博绿能环保能源有限公司	Operation of waste-to-energy plant	Zibo, the PRC	–	100	–
Gaomi Lilangmingde Co. Ltd ("Gaomi Energy") 高密利朗明德环保科技有限公司	Operation of waste-to-energy plant	Gaomi, the PRC	–	100	–
Hangzhou Xiaoshan Jinjiang Green Energy Co., Ltd. ("Xiaoshan Jinjiang") 杭州萧山锦江绿色能源有限公司	Operation of waste-to-energy plant	Hangzhou, the PRC	–	90	10
Songyuan Xinxiang New Energy Co., Ltd. ("Songyuan Xinxiang") 松原鑫祥新能源有限公司	Operation of waste-to-energy plant	Songyuan, the PRC	–	95	5

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23. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Name ⁽¹⁾	Principal activities	Country of business/ incorporation	Proportion of ordinary shares directly held by parent %	Proportion of ordinary shares held by the Group %	Proportion of ordinary shares held by non- controlling interests %
Suihua Green New Energy Co., Ltd. ("Suihua New Energy") 绥化市绿能新能源有限公司	Operation of waste-to-energy plant	Suihua, the PRC	–	100	–
Wenling Green New Energy Co., Ltd. ("Wenling Green Energy") 温岭绿能新能源有限公司	Operation of waste-to-energy plant	Wenling, the PRC	–	100	–
Yinchuan Zhongke Environmental Electrical Co., Ltd. ("Yinchuan Zhongke") 银川中科环保电力有限公司	Operation of waste-to-energy plant	Yinchuan, the PRC	–	100	–
Yunnan Green Energy Co., Ltd. ("Yunnan Energy") 云南绿色能源有限公司	Operation of waste-to-energy plant	Kunming, the PRC	–	89	11
Zhejiang Zhuji Bafang Thermal Power Co. Ltd. ("Zhuji Bafang ") 浙江诸暨八方热电有限责任公司	Operation of waste-to-energy and thermal power plant	Zhuji, the PRC	–	100	–
Linzhou Jiasheng New Energy Co Ltd. ("Linzhou Jiasheng") 林州市嘉盛新能源有限公司	Operation of waste-to-energy plant	Linzhou, the PRC	–	100	–
Shijiazhuang Jinhuan Environmental Protection Technology Co Ltd. ("Shijiazhuang Jinhuan") 石家庄锦环环保科技有限公司	Waste resource recycling projects	Shijiazhuang, the PRC	–	100	–
Zhongwei Green New Energy Co Ltd ("Zhongwei Energy") 中卫市绿能新能源有限公司	Operation of waste-to-energy plant	Zhongwei, the PRC	–	100	–
Baishan Green New Energy Co Ltd. ("Baishan Green Energy") 白山绿能新能源有限公司	Operation of waste-to-energy plant.	Baishan, the PRC	–	100	–

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23. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Name ⁽¹⁾	Principal activities	Country of business/ incorporation	Proportion of ordinary shares directly held by parent %	Proportion of ordinary shares held by the Group %	Proportion of ordinary shares held by non- controlling interests %
Jinghong Jiasheng New Energy Co Ltd. ("Jinghong Jiasheng") 景洪嘉盛新能源有限公司	Operation of waste-to-energy plant	Jinghong, the PRC	–	100	–
Leting Jinhuan New Energy Co Ltd. ("Leting Jinhuan") 乐亭县锦环新能源有限公司	Operation of waste-to-energy plant.	Tangshan, the PRC	–	100	–
Tangshan Jiasheng New Energy Co Ltd. ("Tangshan Jiasheng") 唐山嘉盛新能源有限公司	Operation of waste-to-energy plant	Tangshan, the PRC	–	100	–
Zibo Green New Energy Co Ltd ("Zibo Energy") 淄博环保能源有限公司	Operation of waste-to-energy plant	Zibo, the PRC	–	100	–
Ecogreen Energy Gurgaon Faridabad Private Limited ⁽²⁾	Operation of waste-to-energy plant	Gurgaon, India	–	99.99	0.01
Ecogreen Energy Gwalior Private Limited ⁽²⁾	Operation of waste-to-energy plant	Gwalior, India	–	99.99	0.01
Ecogreen Energy Lucknow Private Limited ⁽²⁾	Operation of waste-to-energy plant	Lucknow, India	–	99.99	0.01

(1) The English names of those companies established in the PRC are for reference only and have not been registered. The financial statements of those companies have been audited by PricewaterhouseCoopers Zhong Tian LLP for consolidation purposes.

(2) The subsidiary corporations ("Indian subsidiaries") were disposed of during the financial year of 2024.

Notes to the Financial Statements

For the financial year ended 31 December 2024

23. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Acquisition of additional interests in a subsidiary

Name ⁽¹⁾	Principal activities	Country of business/ incorporation	Proportion of ordinary shares directly held by parent		Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			31 December		31 December		31 December	
			2024	2023	2024	2023	2024	2023
			%	%	%	%	%	%
Tangshan Jinhuan New Energy Co., Ltd ("Tangshan Jinhuan") 唐山市锦环新能源有限公司	Operation of waste-to-energy plant	Tangshan, the PRC	–	–	100	70	–	30
Jilin Xinxiang Co., Ltd. ("Jilin Xinxiang") 吉林省鑫祥有限责任公司	Operation of waste-to-energy plant	Changchun, the PRC	–	–	100	100	–	–

(1) The English name of the company established in the PRC is for reference only and has not been registered. The financial statements of those companies have been audited by PricewaterhouseCoopers Zhong Tian LLP for consolidation purposes.

On 24 May 2024, the Group's wholly-owned subsidiary Hangzhou Jinjiang Environment Investment Co., Ltd. acquired the remaining 30% of the equity shares of Tangshan Jinhuan for total consideration of RMB260,000. The Group now holds 100% of the equity share capital of Tangshan Jinhuan. The carrying amount of the non-controlling interests in Tangshan Jinhuan on the date of acquisition was RMB310,000. The Group derecognised non-controlling interests of RMB310,000 and recorded an increase in equity attributable to owners of the parent of RMB50,000.

On 26 June 2023, the Group's wholly-owned subsidiary Hangzhou Jinjiang Environment Investment Co., Ltd. acquired the remaining 20% of the equity shares of Jilin Xinxiang for total consideration of RMB23,643,000. The Group now holds 100% of the equity share capital of Jilin Xinxiang. The carrying amount of the non-controlling interests in Jilin Xinxiang on the date of acquisition was RMB52,776,000. The Group derecognised non-controlling interests of RMB52,776,000 and recorded an increase in equity attributable to owners of the parent of RMB29,133,000.

The effect of changes in the ownership interest of Tangshan Jinhuan and Jilin Xinxiang on the equity attributable to owners of the Company is summarised as follows:

	Group 2024 RMB'000	Group 2023 RMB'000
Carrying amount of non-controlling interest acquired	310	52,776
Consideration to non-controlling interest	(260)	(23,643)
Shortfall of consideration paid recognised in parent's equity	50	29,133

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24. INVESTMENT PROPERTY

	2024 RMB'000	2023 RMB'000
Group Cost		
Beginning of financial year	30,114	29,027
Transfer from property, plant and equipment	14,106	–
Exchange difference	(313)	1,087
End of financial year	43,907	30,114
Accumulated depreciation		
Beginning of financial year	(2,403)	(2,014)
Transfer from property, plant and equipment	(4,105)	–
Depreciation for the year	(1,124)	(983)
Exchange difference	712	594
End of financial year	(6,920)	(2,403)
Carrying amount		
End of financial year	36,987	27,711

At the balance sheet date, the details of the Group's investment property are as follows:

Location	Description/existing use	Tenure
2 Venture Drive #15-17, #15-18, #15-19 Vision Exchange, Singapore Singapore 608526	Commercial	99-year leasehold commencing from 10 June 2013.
12th Floor, Jinjiang Building, 111 Hu Shu South Road, Gongshu District, Hangzhou, Zhejiang Province, 310005, China	Commercial	30-year leasehold commencing from 15 April, 2016.

The property rental income from the Group's investment property leased out under operating lease amounted to approximately RMB884,000 (2023: RMB608,000). Direct operating expenses (including repairs and maintenance) arising from rental-generating investment property amounted to approximately RMB338,000 (2023: RMB231,000).

As at 31 December 2024 and 2023, certain of the Group's borrowings were secured by the Group's investment property (Note 29).

The fair value of the investment property in Singapore is assessed to be RMB28,736,000 (2023: RMB28,230,000) and the fair value of the investment property in Hangzhou is assessed to be RMB12,360,000 (2023: Not applicable).

The Group engaged an independent valuer who has appropriate qualification and recent experience in the fair value measurement of the properties in the relevant locations to determine the fair value of the land and buildings in Singapore. The valuations were made at year end on the basis of direct comparison with recent transactions of comparable properties within the vicinity and open market value.

The Group classified fair value measurement using a fair value hierarchy that reflects the nature and complexity of the significant inputs used in making the measurement. As at end of 31 December 2024, the fair value measurements of the Group's investment property is classified within Level 3 (2023: Level 3) of the fair value hierarchy. There were no transfers between different levels during the year.

Notes to the Financial Statements

For the financial year ended 31 December 2024

24. INVESTMENT PROPERTY (CONTINUED)

The fair value of the investment property in Hangzhou has been estimated based on managements' estimation, which were arrived at by reference to desktop valuation performed by management. The desktop valuation was arrived at principally by using the basis of direct comparison approach that reflects recent transaction prices for similar properties adjusted for location and size. The fair value is regarded as level 3 in the fair value hierarchy. There is no impairment loss for investment properties for the financial years ended 31 December 2024.

Management considers that certain unobservable inputs used in the fair value measurement of the Group's investment property are sensitive to the fair value measurement. The following information is relevant for the Group's investment property:

Name of property	Significant unobservable input(s)	Range	Sensitivity
Vision Exchange Commercial units	Price per square metre of strata floor area	RMB121,000 – RMB148,000 (2023: RMB119,000 – RMB146,000)	Any significant isolated increase/(decrease) would result in a significantly higher/ (lower) fair value measurement.
12th Floor, Jinjiang Building	Price per square metre of strata floor area	RMB11,000 – RMB13,000 (2023: Not applicable)	Any significant isolated increase/(decrease) would result in a significantly higher/ (lower) fair value measurement.

25. LEASES – THE GROUP AS A LESSEE

Nature of the Group's leasing activities

Leasehold land

The Group has made an upfront payment to secure the right-of-use of the land located in the PRC under medium-term lease. The land use rights in the PRC were amortised over the lease term of 30 to 50 years. These leasehold land is recognised within Property, plant and equipment (Note 20).

There are no externally imposed covenants on these lease arrangements.

Notes to the Financial Statements

For the financial year ended 31 December 2024

25. LEASES – THE GROUP AS A LESSEE (CONTINUED)

Nature of the Group's leasing activities (Continued)

Buildings

The Group leases office space for the purpose of back office operations.

(a) Carrying amounts

ROU assets classified within property, plant and equipment

	2024	2023
	RMB'000	RMB'000
Leasehold land	485,262	465,765
Buildings	2,714	5,013
	487,976	470,778

(b) Depreciation charge during the year

	2024	2023
	RMB'000	RMB'000
Leasehold land	12,600	14,366
Buildings	2,998	2,727
Total	15,598	17,093

(c) Interest expense

Interest expense on lease liabilities	156	76
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(d) Lease expense not capitalised in lease liabilities

Lease expense – short-term leases	2,844	16,706
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(e) Total cash outflow for all the leases (including short-term leases) in 2024 was RMB5,908,000 (2023: RMB20,724,000).

(f) Addition of ROU assets during the financial year 2024 was RMB33,938,000 (2023: RMB6,393,000).

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For the financial year ended 31 December 2024

25. LEASES – THE GROUP AS A LESSEE (CONTINUED)

Nature of the Group's leasing activities (Continued)

Buildings (Continued)

Lease liabilities

	Group	
	2024	2023
	RMB'000	RMB'000
<i>Current</i>		
Lease liabilities	1,701	2,756
<i>Non-current</i>		
Lease liabilities	300	1,558
	2,001	4,314
Maturity analysis:		
Year 1	1,745	2,912
Year 2	161	1,588
Year 3	152	–
	2,058	4,500
Less: Unearned Interest	(57)	(186)
	2,001	4,314

26. LEASES – THE GROUP AS A LESSOR

Nature of the Group's leasing activities – Group as a lessor

The Group has leased out their owned investment property for monthly lease payments. This lease is classified as an operating lease because the risk and rewards incidental to ownership of the assets are not substantially transferred.

Rental income from investment property are disclosed in Note 24.

Undiscounted lease payments from the operating leases to be received after the reporting date are as follows:

	2024	2023
	RMB'000	RMB'000
Less than one year	1,204	678
One to two years	694	282
Total undiscounted lease payment	1,898	960

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27. INTANGIBLE ASSETS

	Group	
	2024 RMB'000	2023 RMB'000
Software (Note (a))	21,652	12,685
Service concession arrangements (Note (b))	4,465,384	4,624,330
	4,487,036	4,637,015

(a) Software

	Group	
	2024 RMB'000	2023 RMB'000
<i>Cost</i>		
Beginning of financial year	38,401	37,228
Additions	7,623	1,173
Transfer from property, plant and equipment	3,005	–
End of financial year	49,029	38,401
<i>Accumulated amortisation</i>		
Beginning of financial year	(25,716)	(22,741)
Amortisation	(1,661)	(2,975)
End of financial year	(27,377)	(25,716)
Net book value	21,652	12,685

(b) Service concession arrangements

	Group	
	2024 RMB'000	2023 RMB'000
<i>Cost</i>		
Beginning of financial year	5,730,605	5,447,482
Additions	40,596	283,123
Disposal of subsidiaries	(206,972)	–
End of financial year	5,564,229	5,730,605
<i>Accumulated amortisation</i>		
Beginning of financial year	(908,298)	(722,884)
Amortisation	(199,542)	(185,414)
Disposal of subsidiaries	8,995	–
End of financial year	(1,098,845)	(908,298)
<i>Accumulated impairment</i>		
Beginning of financial year	(197,977)	(30,202)
Impairment losses	–	(167,775)
Disposal of subsidiaries	197,977	–
End of financial year	–	(197,977)
Net book value	4,465,384	4,624,330

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27. INTANGIBLE ASSETS (CONTINUED)

The Group entered into service concession agreements with the local government authorities for the design, construction, operation and maintenance of waste-to-energy plants during the concession period ranging from 21 years to 30 years, starting from the commencement date of construction.

Service concession construction revenue (as detailed in Note 4) recorded in 2024 and 2023 represents the revenue recognised during the construction phase of the service concession period.

The right that the Group has received to charge for the sale of electricity and waste treatment has been recognised as an intangible asset at the fair value of the construction services provided and is amortised over the operating period of the waste-to-energy plant on a straight-line basis from the date on which the waste-to-energy plant commences operation.

For the financial year ended 31 December 2023, an impairment loss of RMB167,775,000 was recognised on the intangible assets due to the difficulties and uncertainty encountered for the BOT projects in Lucknow and Gurgaon, India. In addition, loss allowances of RMB66,847,000 and RMB37,206,000 were recognised for trade and other receivables (Note 15) and pledged bank deposits for performance bond (Note 13) respectively. During the financial year ended 31 December 2024, upon completion of the transfer of the equity interest in the Indian subsidiaries, the related impairment losses have been disposed.

The Group's intangible assets amounting to RMB1,264,565,000 as at 31 December 2024 (2023: RMB1,050,920,000) were pledged as collaterals against general loan facilities granted to the Group (Note 29).

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28. TRADE AND OTHER PAYABLES

	Group		Company	
	2024 RMB'000	2023 RMB'000	2024 RMB'000	2023 RMB'000
Trade payables – third parties	718,562	806,798	–	–
Amount due to non-controlling interests (Note 16)	5,020	5,020	–	–
Amounts due to subsidiaries	–	–	1,980,630	1,973,020
Construction and equipment payables	609,240	920,531	–	–
Contract liabilities (Note 4)	27,471	31,493	–	–
Accrued payroll and welfare	78,395	104,985	–	–
Accrued expenses	2,689	10,151	–	–
Provision for contractual penalty	13,253	–	–	–
Deferred grant (Note 34)	403,043	372,255	–	–
Value added tax payable	59,090	64,866	–	–
Other tax liabilities	23,195	24,657	–	–
Deposits received from suppliers	78,405	74,226	–	–
Other payables	23,477	57,897	6,385	10,063
Total trade and other payables	2,041,840	2,472,879	1,987,015	1,983,083
Analysed for reporting purposes as:				
– Current liabilities	1,649,711	2,121,493	1,987,015	1,983,083
– Non-current liabilities	392,129	351,386	–	–
	2,041,840	2,472,879	1,987,015	1,983,083

The credit period on purchases is 90 to 120 days (2023: 90 to 120 days). No interest is charged on the overdue trade payables.

The Company's payables to subsidiaries are non-trade in nature, unsecured, interest-free and repayable on demand.

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29. BORROWINGS AND LEASE LIABILITIES

	Group		Company	
	2024 RMB'000	2023 RMB'000	2024 RMB'000	2023 RMB'000
Secured and guaranteed bank borrowings	–	90,299	–	–
Secured bank borrowings	5,879,054	4,698,872	1,454,484	1,246,528
Secured other borrowings	2,928,874	3,793,070	–	–
Unsecured borrowings	3,418,604	2,726,936	–	–
Lease liabilities (Note 25)	2,001	4,314	–	–
	12,228,533	11,313,491	1,454,484	1,246,528
The borrowings comprise:				
– Fixed-rate borrowings	3,603,658	2,013,344	619,400	277,773
– Variable-rate borrowings	8,622,874	9,295,833	835,084	968,755
	12,226,532	11,309,177	1,454,484	1,246,528
Total borrowings and lease liabilities	12,228,533	11,313,491	1,454,484	1,246,528
Less: Amount due within one year shown under current liabilities	(5,273,753)	(4,175,372)	(1,454,484)	(1,153,799)
Amounts shown under non-current liabilities	6,954,780	7,138,119	–	92,729

The carrying amount of borrowings approximate their fair value.

Bank borrowings of the Group amounting to nil (2023: RMB90,299,000) are guaranteed by one of the major shareholders, and secured by trade receivables (Note 15), service concession receivables (Note 18), property, plant and equipment (Note 20) and intangible assets (Note 27).

Bank borrowings of the Group amounting to RMB5,879,054,000 (2023: RMB4,698,872,000) are secured by the pledge of certain bank deposits (Note 13), trade receivables (Note 15), service concession receivables (Note 18), property, plant and equipment (Note 20), investment property (Note 24) and intangible assets (Note 27).

Other borrowings of the Group amounting to RMB2,928,874,000 (2023: RMB3,793,070,000) are secured by the pledge of certain trade receivables (Note 15), property, plant and equipment (Note 20) and intangible assets (Note 27).

Unsecured borrowings of the Group include certain borrowings amounting to RMB2,956,970,000 (2023: RMB2,455,621,000) that are guaranteed by the subsidiaries of the Group.

Bank borrowings of the Company amounting to RMB1,454,484,000 (2023: RMB1,246,528,000) are secured by certain bank deposits (Note 13).

Included in the borrowings of the Group are borrowings with an aggregate principal amount of RMB540,000,000 (2023: RMB540,000,000) from a subsidiary of Zheneng Group, namely Zhejiang Provincial Energy Group Finance Co., Ltd.

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For the financial year ended 31 December 2024

29. BORROWINGS AND LEASE LIABILITIES (CONTINUED)

The ranges of effective interest rates on the Group's and Company's borrowings are as follows:

	Group		Company	
	2024	2023	2024	2023
<i>Effective interest rate:</i>				
– Fixed-rate borrowings	2.00% to 6.84%	1.98% to 5.60%	4.85% to 5.70%	3.50% to 5.60%
– Variable-rate borrowings	2.35% to 6.42%	2.70% to 6.63%	5.40% to 6.42%	5.91% to 6.63%

Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	1 January 2024 RMB'000	Financing cash flows RMB'000	Other changes ⁽¹⁾ RMB'000	Exchange difference RMB'000	31 December 2024 RMB'000
Borrowings	11,309,177	421,746	478,872	16,737	12,226,532
Lease liabilities	4,314	(3,064)	751	–	2,001
	11,313,491	418,682	479,623	16,737	12,228,533

	1 January 2023 RMB'000	Financing cash flows RMB'000	Other changes ⁽¹⁾ RMB'000	Exchange difference RMB'000	31 December 2023 RMB'000
Borrowings	11,246,155	(419,840)	474,027	8,835	11,309,177
Lease liabilities	2,457	(4,018)	5,875	–	4,314
	11,248,612	(423,858)	479,902	8,835	11,313,491

(1) Other changes include interest accruals

The cash flows make up the net amount of proceeds and repayments of the financial liabilities presented under the financing activities in the statement of cash flows.

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For the financial year ended 31 December 2024

30. DEFERRED INCOME TAXES

	Undistributed earnings of PRC subsidiaries RMB'000	Fair value adjustment on acquisition of subsidiaries RMB'000	Accelerated tax depreciation RMB'000	Profit recognised on construction services provided under service concession arrangements RMB'000	Total RMB'000
At 1 January 2023	59,731	3,643	345,917	292,234	701,525
Charge/(credit) to profit or loss (Note 11)	–	(125)	51,623	36,915	88,413
At 31 December 2023	59,731	3,518	397,540	329,149	789,938
Charge/(credit) to profit or loss (Note 11)	–	(125)	70,597	25,647	96,119
At 31 December 2024	59,731	3,393	468,137	354,796	886,057

At 31 December 2024, the Group has unutilised tax losses of approximately RMB966,800,000 (2023: RMB1,040,525,000), available for offset against future profits. No deferred tax asset has been recognised in respect of those tax losses due to no certainty of the tax losses being utilised.

The unrecognised tax losses will expire in the following years:

	Group	
	2024 RMB'000	2023 RMB'000
2024	–	177,869
2025	131,843	142,565
2026	84,060	114,742
2027	241,090	264,290
2028	205,478	239,081
2029 and onwards	304,329	101,978
	966,800	1,040,525

At 31 December 2024, the Group has deductible temporary differences of RMB93,312,000 (2023: RMB423,185,000). No deferred tax asset has been recognised in relation to such deductible temporary differences due to uncertainty of the deductible temporary differences being utilised.

At 31 December 2024, temporary differences associated with undistributed earnings of subsidiaries for which deferred tax liabilities have not been recognised are RMB6,737,658,000 (2023: RMB6,353,546,000). No liability has been recognised in respect of these differences because the Group is in a position to control the timing of the reversal of the temporary differences, and it is probable that such differences will not reverse in the foreseeable future.

Notes to the Financial Statements

For the financial year ended 31 December 2024

31. SHARE CAPITAL, SHARE PREMIUM AND TREASURY SHARES

	Group and Company				
	Number of ordinary shares				
	Issued share capital '000	Treasury shares '000	Share capital RMB'000	Share premium RMB'000	Treasury shares RMB'000
Fully paid ordinary shares					
As at 1 January 2023 and as at 31 December 2023	1,454,025	–	96	1,601,100	–
Less: Treasury shares	(8,697)	8,697	–	–	(18,346)
Less: Dividend paid (Note 33)	–	–	–	(98,980)	–
As at 31 December 2024, excluding treasury shares	1,445,328	8,697	96	1,502,120	(18,346)

Fully paid ordinary shares have a par value of US\$0.00001 (2023: US\$0.00001), carry one vote per share and carry a right to dividend, amounting to equivalent RMB96,000 (2023: RMB96,000).

The Company acquired 8,697,000 (2023: nil) shares in the Company in the open market during the financial year. The total amount paid to acquire the shares was 18,346,000 (2023: nil) and this was presented as a component within shareholder's equity.

32. OTHER RESERVES

	Group		Company	
	2024	2023	2024	2023
	RMB'000	RMB'000	RMB'000	RMB'000
Capital reserve (i)	393,694	393,694	1,057,112	1,057,112
Merger reserve (ii)	(67,642)	(67,642)	–	–
Statutory surplus reserve (iii)	444,772	281,034	–	–
Foreign currency translation reserve (iv)	(10,457)	(53,916)	–	–
Special reserve (v)	14,569	10,146	–	–
Other reserve (vi)	85,355	85,305	–	–
	860,291	648,621	1,057,112	1,057,112

Other reserves are non-distributable.

(i) Capital reserve

	Group		Company	
	2024	2023	2024	2023
	RMB'000	RMB'000	RMB'000	RMB'000
Beginning and end of financial year	393,694	393,694	1,057,112	1,057,112

The Group's capital reserve represents deemed capital contribution. The Company's capital reserve represents waiver of debts by its subsidiaries and deemed capital contribution.

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For the financial year ended 31 December 2024

32. OTHER RESERVES (CONTINUED)

- (ii) Merger reserve

	Group	
	2024 RMB'000	2023 RMB'000
Beginning and end of financial year	(67,642)	(67,642)

Merger reserves represents the differences between the existing book values of the net assets of the subsidiaries under common control and the consideration paid when the Group acquired subsidiaries from the then ultimate holding company or ultimate shareholder using the merger accounting method.

- (iii) Statutory surplus reserve

	Group	
	2024 RMB'000	2023 RMB'000
Beginning of financial year	281,034	234,282
Appropriation to reserves	163,738	46,752
End of financial year	444,772	281,034

Pursuant to the relevant laws and regulations in the PRC and the Articles of Association of the subsidiaries established in PRC, the PRC subsidiaries are required to transfer at least 10% of their profit after tax to a statutory surplus reserve before distributing dividends to equity holders, until the balance reaches 50% of their respective registered capital, where further transfers will be at their directors' recommendation. The statutory surplus reserve can only be used to make up prior year losses or to increase share capital.

- (iv) Foreign currency translation reserve

	Group	
	2024 RMB'000	2023 RMB'000
Beginning of financial year	(53,916)	(67,689)
Other comprehensive income:		
Net currency translation differences of financial statements of foreign subsidiaries	(1,505)	13,773
Reclassification on disposal of a subsidiary (Note 13)	44,964	–
End of financial year	(10,457)	(53,916)

Foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

Notes to the Financial Statements

For the financial year ended 31 December 2024

32. OTHER RESERVES (CONTINUED)

(v) Special reserve

	Group	
	2024 RMB'000	2023 RMB'000
Beginning of financial year	10,146	–
Appropriation to special reserves	28,608	28,773
Utilisation	(24,185)	(18,627)
End of financial year	14,569	10,146

The Group is required to make appropriations to a “Special Reserve” for safety production expenses in accordance with the provisions of Cai Zi [2023] No. 136 “Administrative Measures for Provision and Utilisation of Safety Production Expenses of Enterprises” issued by the Ministry of Finance and the Ministry of Emergency Management. The safety production expenses are specially used to enhance and improve the safety production conditions of enterprises or projects.

The appropriated amount for safety production expenses for the current financial year is determined using a regression method based on the actual operating income in the previous financial year. The Group’s provision for safety production expenses is included in the cost of related products or charged to profit or loss when incurred, and the amount is appropriated to the Special Reserve accordingly. When the Group incurs safety production expenses, these expenditure directly reduces the Special Reserve.

(vi) Other reserve

	Group	
	2024 RMB'000	2023 RMB'000
Beginning of financial year	85,305	56,172
Acquisition of additional interest in a subsidiary	50	29,133
End of financial year	85,355	85,305

Other reserve represents the difference between the carrying amount of the non-controlling interest and the consideration arising from equity transactions with the non-controlling shareholders without loss of control in the subsidiaries by the Group.

Notes to the Financial Statements

For the financial year ended 31 December 2024

33. DIVIDENDS

	Group and Company	
	2024	2023
	RMB'000	RMB'000
Ordinary dividends		
Final dividend paid in respect of the previous financial year of S\$0.0130 per share (Note 31)	98,980	–

No dividend was paid during the financial years ending 31 December 2023.

The directors have proposed a final dividend of S\$0.0230 per share in respect of the financial year ended 31 December 2024, subject to the approval of the shareholders at the Annual General Meeting to be held on 29 April 2025. This final dividend of approximately S\$33.2 million (equivalent to approximately RMB180.0 million) has not been included as a liability in these financial statements.

34. DEFERRED GRANT

	Group	
	2024	2023
	RMB'000	RMB'000
Grant received in advance	403,043	372,255
Analysed as:		
– Current liabilities	24,167	20,870
– Non-current liabilities	378,876	351,385
	403,043	372,255

Assets related grants are recognised over the estimated useful lives of the related assets. Please refer to Note 7(i) for details of such grants.

35. PROVISION FOR MAJOR OVERHAULS

Pursuant to the service concession agreements, the Group has contractual obligations to maintain the facilities to a specified level of serviceability and/or to restore the plants to a specified condition before they are handed over to the grantors at the end of the service concession periods. These contractual obligations except for any upgrade element, are recognised and measured at the best estimate of the expenditure that would be required to settle the present obligation at the end of the reporting period. The future expenditure on these maintenance and restoration costs is collectively referred to as “major overhauls”. The estimation basis is reviewed on an ongoing basis, and revised where appropriate.

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For the financial year ended 31 December 2024

35. PROVISION FOR MAJOR OVERHAULS (CONTINUED)

Movements in provision and the balances of the liabilities for major overhauls are as follows:

	Group	
	2024 RMB'000	2023 RMB'000
Beginning of financial year	33,220	28,425
Provision made during the year	2,361	4,795
End of financial year	35,581	33,220

36. COMMITMENTS

Capital commitments

Capital expenditures contracted for at the balance sheet date but not recognised in the financial statements are as follows:

	Group	
	2024 RMB'000	2023 RMB'000
Property, plant and equipment	2,603,647	1,628,629

37. FINANCIAL RISK MANAGEMENT

Financial risk factors

The Group's activities expose it to market risk (including currency risk and interest rate risk), credit risk and liquidity risk. The Group's overall risk management strategy seeks to minimise any adverse effects from the unpredictability of financial markets on the Group's financial performance. The Group's risk management policies and guidelines are set to monitor and control the potential material adverse impact of these exposures. The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group.

(a) Market risk

(i) *Currency risk*

The Group collects most of its revenue and incurs most of its expenditures in RMB. Cash and cash equivalents of the Group are mainly denominated in RMB and USD. During the financial year ended 31 December 2024, the Group hedges its foreign currency exposure through the use of forward foreign currency contracts.

Notes to the Financial Statements

For the financial year ended 31 December 2024

37. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (Continued)

(i) *Currency risk (Continued)*

The carrying amounts of the Group's and Company's monetary assets and liabilities which are significant at the reporting date that are denominated in currencies other than the respective functional currency of the group entities are as follows:

	Group		Company	
	2024 RMB'000	2023 RMB'000	2024 RMB'000	2023 RMB'000
Financial assets				
USD	135,873	189,911	109,142	184,049
Financial liabilities				
USD	1,692,114	1,417,317	1,454,484	1,261,384

Sensitivity analysis

The following table details the Group's and Company's sensitivity to a 10% increase and decrease in the RMB against the relevant foreign currencies. 10% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 10% change in foreign currency rates.

If the relevant foreign currency weakens by 10% against the functional currency of each group entity, profit before tax will increase/(decrease) by:

	Group		Company	
	2024 RMB'000	2023 RMB'000	2024 RMB'000	2023 RMB'000
USD	155,624	122,741	134,534	107,734

If the relevant foreign currency strengthens by 10% against the functional currency of each group entity, profit before tax will decrease/(increase) by the same amount above.

(ii) *Interest rate risk*

Interest rate risk is the risk that the fair value or future cash flows of the Group's and Company's financial instruments will fluctuate because of changes in market interest rates. The Group's exposure to fair value interest rate risk related primarily to its fixed-rate borrowings and lease liabilities (Note 29). The Group's exposure to cash flow interest rate risk relates primarily to its variable-rate borrowings (Note 29).

Notes to the Financial Statements

For the financial year ended 31 December 2024

37. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (Continued)

(ii) Interest rate risk (Continued)

The Group and Company currently do not have a specific policy to manage its interest rate risk and has not entered into any interest rate swaps to hedge against the exposure. However, the Group and Company will monitor the interest rate exposure and manage interest cost using a mix of fixed and variable-rate debts.

Sensitivity analysis

The sensitivity analyses below have been prepared based on the exposure to interest rates for the variable-rate borrowings and bank balances at the end of the reporting period and the stipulated change taking place at the beginning of the year and held constant throughout the reporting period in the case of instruments that have floating rates. A 50 basis point increase or decrease represents management's assessment of the reasonably possible change in interest rates on variable-rate borrowings.

If interest rates had been 50 basis points higher/lower, the decrease/increase on profit before tax will be:

	Group		Company	
	2024 RMB'000	2023 RMB'000	2024 RMB'000	2023 RMB'000
Profit before tax	43,114	46,479	4,175	4,844

(b) Credit risk

The Group's maximum exposure to credit risk which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties of the Group is arising from the carrying amounts of the respective recognised financial assets as stated in the consolidated statement of financial position.

Customers of the Group mainly consists of regional state-owned grid companies, local government and certain manufacturing companies whose production relies on the supply of electricity and steam by the Group. When selecting these manufacturing companies, the Group has adopted a policy of mainly dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. In this regard, management considers the Group's credit risk is significantly reduced.

As at 31 December 2024, the Group has trade receivables due from 3 third-party customers (2023: 3) who individually accounted for 5% or more of the total balance of trade receivables amounted to RMB575,944,000 (2023: RMB441,964,000).

As at 31 December 2024, the Group has trade receivables due from 4 related parties (2023: 4 related parties) who individually accounted for 5% or more of the total balance of trade receivables due from related parties amounted to RMB4,849,000 (2023: RMB10,467,000).

Notes to the Financial Statements

For the financial year ended 31 December 2024

37. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (Continued)

The Company does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics except that the Company has significant non-trade receivables from 7 subsidiaries (2023: 11 subsidiaries) amounting to RMB2,995,247,000 (2023: RMB2,953,794,000) as at 31 December 2024. This represents advances made to the subsidiaries for purpose of capital expenditure fundings and working capital to other subsidiaries of the Group. Other than the above, there are no other significant receivables in the Company as at 31 December 2024 and 2023.

Receivables under service concession arrangements relate to consideration recoverable from certain governing bodies and agencies of the government of the PRC in respect of construction of WTE plants and are generally considered as having low risk of default.

Trade receivables and trade related amounts due from related parties and non-controlling interests

Loss allowance for trade receivables and trade related amounts due from related parties and non-controlling interests have been measured at an amount equal to lifetime ECL. Trade and bill receivables are mainly amounts due from local electrical power grid companies and local government sectors for the sale of electricity and waste treatment. Trade related amounts due from related parties and non-controlling interests are mainly from waste-to-energy operation business.

The rating-based method is used for the ECL on receivables from grantors, related parties, non-controlling interests and individuals, while the migration method is used for the ECL on receivables from other customer categories. The ECL on trade balances are estimated by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forward-looking macroeconomic factors, such as GDP and CPI, affecting the ability of the debtors to settle the receivables.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

A trade receivable is written off when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

As at 31 December 2023, loss allowance for trade receivables of RMB62,203,000 was separately assessed and recognised due to the difficulties and uncertainty encountered for the BOT projects in Lucknow and Gurgaon, India (Note 15). The corresponding trade receivables and loss allowance have been disposed of upon the completion of the equity transfer of the Indian subsidiaries as of 31 December 2024.

Notes to the Financial Statements

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37. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (Continued)

Trade receivables and trade related amounts due from related parties and non-controlling interests (Continued)

The following is an aged analysis of trade receivables and bills receivable due from third parties at the end of the reporting period, net of loss allowance for trade and bill receivables:

	Group	
	2024 RMB'000	2023 RMB'000
Current	1,739,059	1,440,207
Within 60 days	93,439	128,107
60 days to 90 days	59,801	68,360
90 days to 120 days	91,651	72,171
Over 120 days	632,913	467,966
	2,616,863	2,176,811

The following is an aged analysis of trade receivables due from related parties at the end of the reporting period:

	2024 RMB'000	2023 RMB'000
	Current	13,297
0 to 90 days	86	171
91 to 120 days	86	175
Over 120 days	4,858	10,023
	18,327	20,259

The following is an aged analysis of trade receivables due from non-controlling interests at the end of the reporting period:

	2024 RMB'000	2023 RMB'000
	Current	27,465
0 to 90 days	7,455	–
91 to 120 days	2,558	18,675
Over 120 days	22,449	–
	59,927	35,045

For the financial years ended 31 December 2024 and 2023, the trade receivables have been assessed based on lifetime ECL and loss allowance was recognised for trade receivables that are credit impaired.

Notes to the Financial Statements

For the financial year ended 31 December 2024

37. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (Continued)

Other receivables and non-trade related amounts due from related parties and non-controlling interests

For purpose of impairment assessment, other receivables and non-trade related amounts due from related parties and non-controlling interests are considered to have low credit risk as they are not due for payment at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition except for the loss allowance for other receivables of RMB4,644,000 recognised for the year ended 31 December 2023 due to the difficulties and uncertainty encountered for the BOT projects in Lucknow and Gurgaon, India (Note 15). The corresponding other receivables and loss allowance have been disposed of upon the completion of the equity transfer of the Indian subsidiaries as of 31 December 2024.

In determining the ECL, management has estimated the loss allowance on other receivables and non-trade related amounts due from related parties and non-controlling interests at an amount equal to 12-month ECL, taking into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate, in estimating the probability of default of each these financial assets and the loss upon default.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for other receivables.

For the financial years ended 31 December 2024 and 2023, other receivables and non-trade related amounts due from related parties and non-controlling interests have been assessed based on 12-month ECL individually and are not credit impaired.

Cash and cash equivalents and pledged bank deposits

The Group's and the Company's credit risk on cash and cash equivalents and pledged bank deposits is limited because the counterparties are banks with good reputation.

During the financial year ended 31 December 2023, a loss allowance of RMB37,206,000 was recognised in connection with the enforcement of the deposit for performance bond relating to the BOT projects in India (Note 27). The corresponding other receivables and loss allowance have been disposed of upon the completion of the equity transfer of the Indian subsidiaries as of 31 December 2024.

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37. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Cash and cash equivalents and pledged bank deposits (Continued)

Credit risk exposure and significant credit risk concentration

The Group develops and maintains its credit risk grading to categorise exposures according to their degree of risk of default. The Group uses its trading records to rate its major customers and other debtors. The Group does not hold any collateral to cover its credit risks associated with its financial assets.

The Group's current credit risk framework comprises the following categories:

Category	Description	Basis for recognising ECL
Performing	The counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
Doubtful	Amount is more than 30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit-impaired
In default	Amount is more than 90 days past due or there is evidence indicating the asset is credit impaired.	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery.	Amount is written off

The movements in credit loss allowance are as follows:

	Trade receivables RMB'000	Other receivables RMB'000	Pledged bank deposits RMB'000	Total RMB'000
Group				
2024				
Beginning of financial year	102,664	44,801	37,206	184,671
Loss allowance recognised/(Reversal of loss allowance)	13,797	5,478	(2,124)	17,151
Disposal of subsidiaries	(63,986)	(26,226)	(35,082)	(125,294)
End of financial year	52,475	24,053	–	76,528
2023				
Beginning of financial year	31,673	42,356	–	74,029
Loss allowance recognised	70,991	2,445	37,206	110,642
End of financial year	102,664	44,801	37,206	184,671

Notes to the Financial Statements

For the financial year ended 31 December 2024

37. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Cash and cash equivalents and pledged bank deposits (Continued)

Credit risk exposure and significant credit risk concentration (Continued)

The assessment of the credit quality and exposure to credit risk of the Group's and Company's trade and other receivables, amounts due from non-controlling interests, related parties and service concession receivables have been disclosed in Notes 15, 17 and 18 to the financial statements respectively. The tables below detail the credit quality of the Group's financial assets, as well as maximum exposure to credit risk by credit risk rating grades:

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount RMB'000	Loss allowance RMB'000	Net carrying amount RMB'000
Group						
2024						
Trade and bills receivables	15	(i)	Lifetime ECL (simplified approach)	2,669,338	(52,475)	2,616,863
Other receivables (ii)	15	Performing	12-month ECL	354,431	(5,275)	349,156
Trade amounts due from non-controlling interests	16	(i)	Lifetime ECL (simplified approach)	59,927	–	59,927
Non-trade amounts due from non-controlling interests(iii)	16	In default	Lifetime ECL – credit-impaired	18,778	(18,778)	–
Trade amounts due from related parties	17	(i)	Lifetime ECL (simplified approach)	18,327	–	18,327
Non-trade amounts due from related parties (iv)	17	Performing	12-month ECL	247,958	–	247,958
Service concession receivables	18	Performing	12-month ECL	764,409	–	764,409
Pledged bank deposits (ii)	13	Performing	12-month ECL	1,666,096	–	1,666,096
					(76,528)	

Notes to the Financial Statements

For the financial year ended 31 December 2024

37. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Cash and cash equivalents and pledged bank deposits (Continued)

Credit risk exposure and significant credit risk concentration (Continued)

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount RMB'000	Loss allowance RMB'000	Net carrying amount RMB'000
Group						
2023						
Trade and bills receivables	15	(i)	Lifetime ECL (simplified approach)	2,279,475	(102,664)	2,176,811
Other receivables (ii)	15	Performing	12-month ECL	327,253	(5,275)	321,978
Other receivables (ii)	15	In default	Lifetime ECL – credit-impaired	26,226	(26,226)	–
Trade amounts due from non-controlling interests	16	(i)	Lifetime ECL (simplified approach)	35,045	–	35,045
Non-trade amounts due from non-controlling interests (iii)	16	In default	Lifetime ECL – credit-impaired	13,300	(13,300)	–
Trade amounts due from related parties	17	(i)	Lifetime ECL (simplified approach)	20,259	–	20,259
Non-trade amounts due from related parties (iv)	17	Performing	12-month ECL	238,095	–	238,095
Service concession receivables	18	Performing	12-month ECL	782,240	–	782,240
Pledged bank deposits (ii)	13	Performing	12-month ECL	1,449,144	(37,206)	1,411,938
					<u>(184,671)</u>	
Company						
2024						
Amount due from subsidiaries	15	Performing	12-month ECL	2,995,247	–	2,995,247
Pledged bank deposits	13	Performing	12-month ECL	29,656	–	29,656
					<u>–</u>	
2023						
Amount due from subsidiaries	15	Performing	12-month ECL	2,953,794	–	2,953,794
Pledged bank deposits	13	Performing	12-month ECL	39,407	(37,206)	1,841
					<u>(37,206)</u>	

(i) For trade related balances, the Group has applied the simplified approach in IFRS 9 to measure the loss allowance at lifetime ECL. The Group determines the ECL on these items based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Notes 15, 16 and 17 includes further details on the loss allowance for these receivables. Based on the assessment, management is of the view that the ECL of trade balances non-controlling interests and related parties is insignificant as the credit risk of these parties are low.

(ii) For the financial year ended 31 December 2024 and 2023, the internal credit rating of other receivables and pledged bank deposits balances are "Performing", except for amounts of RMB26,226,000 and RMB37,206,000 respectively pertaining to the BOT projects in India whereby loss allowances have been recognised for the financial year ended 31 December 2023.

(iii) For the financial year ended 31 December 2024 and 2023, the internal credit rating of non-trade amounts due from non-controlling interests are "In default", due to financial difficulties encountered by the non-controlling interests.

(iv) Management estimates the loss allowance on non-trade amounts due from related parties at an amount equal to 12-month ECL. The ECL estimate takes into account the historical default experience, current financial conditions of the related parties and the future prospects of the industry of each related parties. Based on the assessment, management is of the view that the ECL is insignificant as the credit risk of related parties are low.

Notes to the Financial Statements

For the financial year ended 31 December 2024

37. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk

To manage the liquidity risk, the Group and the Company maintain a level of cash and cash equivalents considered adequate by management to finance the Group's and the Company's operations. Management monitors the level of bank borrowings and ensures compliance with loan undertakings. The Group and the Company also rely on borrowings and amounts due to related parties for liquidity requirements. The directors believe the Group and the Company have sufficient resources to continue its operational existence for the foreseeable future.

Liquidity and interest risk tables

The table below analyses non-derivative financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The table includes both interest and principal cash flows. The undiscounted cash flows column represents the possible future cash flows attributable to the instrument included in the maturity analysis which is not included in the carrying amount of the financial liability on the statement of financial position.

	Weighted average effective interest rate %	On demand, or less than 1 year RMB'000	1 – 5 years RMB'000	>5 years RMB'000	Undiscounted cash flows RMB'000	Carrying amount closing balance RMB'000
Group						
At 31 December 2024						
Non-derivative financial liabilities						
Trade and other payables*	–	1,432,373	–	–	1,432,373	1,432,373
Amounts due to related parties	–	8,514	–	–	8,514	8,514
Borrowings	3.81	5,605,210	4,479,480	3,649,192	13,733,882	12,226,532
Lease liabilities	4.48	1,745	313	–	2,058	2,001
		7,047,842	4,479,793	3,649,192	15,176,827	13,669,420
At 31 December 2023						
Non-derivative financial liabilities						
Trade and other payables*	–	1,869,603	–	–	1,869,603	1,869,603
Amounts due to related parties	–	31,951	–	–	31,951	31,951
Borrowings	4.12	4,459,728	4,268,982	3,739,559	12,468,269	11,309,177
Lease liabilities	4.63	2,912	1,588	–	4,500	4,314
		6,364,194	4,270,570	3,739,559	14,374,323	13,215,045

* includes trade payables, construction and equipment payables, accrued expenses, other payables and deposits received from suppliers.

Notes to the Financial Statements

For the financial year ended 31 December 2024

37. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk (Continued)

Liquidity and interest risk tables (Continued)

	Weighted average effective interest rate %	On demand, or less than 1 year RMB'000	1 – 5 years RMB'000	>5 years RMB'000	Undiscounted cash flows RMB'000	Carrying amount closing balance RMB'000
Company						
At 31 December 2024						
Non-derivative financial liabilities						
Other payables	–	1,987,015	–	–	1,987,015	1,987,015
Borrowings	5.63	1,480,935	–	–	1,480,935	1,454,484
		3,467,950	–	–	3,467,950	3,441,499
At 31 December 2023						
Non-derivative financial liabilities						
Other payables	–	1,983,083	–	–	1,983,083	1,983,083
Borrowings	5.58	1,181,620	102,467	–	1,284,087	1,246,528
		3,164,703	102,467	–	3,267,170	3,229,611

As at 31 December 2024, the remaining period of the derivative financial instruments held by the Group and the Company is within one year.

The Group and the Company does not hold derivatives in 2023.

(d) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholder value. In order to maintain or achieve an optimal capital structure, the Group may adjust the amount of dividend payments, return capital to shareholders, issue new shares, obtain new borrowings or sell assets to reduce borrowings. The Group's and the Company's current strategy remains unchanged from the previous financial year.

The Group monitors capital based on a net debt to total equity ratio. The net debt to total equity ratio is calculated as net debt divided by total equity. Net debt is calculated as total borrowings less cash and cash equivalents and pledged bank deposits for borrowings. Total equity comprises share capital, share premium, other reserves, retained profits/(accumulated losses), non-controlling interests and treasury shares.

	Group 31 December		Company 31 December	
	2024 RMB'000	2023 RMB'000	2024 RMB'000	2023 RMB'000
Net debt	10,018,401	9,501,111	1,431,378	1,148,517
Total equity	7,714,887	7,168,913	1,477,388	1,714,025
Net debt to equity ratio	130%	133%	97%	67%

The Group and the Company are in compliance with all externally imposed capital requirements for the financial years ended 31 December 2024 and 2023.

Notes to the Financial Statements

For the financial year ended 31 December 2024

37. FINANCIAL RISK MANAGEMENT (CONTINUED)

- (e) Fair value measurements

The fair value of financial assets and financial liabilities are determined in accordance with generally accepted pricing models based on discounted cash flow analysis or using prices or rates from observable current market transactions as input. The fair values of derivatives assets and liabilities (forward exchange contracts) are based on banks' quotes.

Management considers the carrying amounts of the financial assets and financial liabilities recorded at amortised cost in the consolidated financial statements approximate their fair values at the end of the reporting period.

The carrying amount of the different categories of financial instruments are as follows:

	Group		Company	
	31 December		31 December	
	2024	2023	2024	2023
	RMB'000	RMB'000	RMB'000	RMB'000
Assets				
Financial assets at amortised cost	6,323,117	5,448,792	3,105,309	3,138,769
Derivative financial assets	11,140	–	8,711	–
Liabilities				
Financial liabilities at amortised cost	13,674,440	13,220,065	3,441,499	3,229,611

As at end of 31 December 2024, the fair value measurements of the Group's and the company's derivative financial assets is classified within Level 2 of the fair value hierarchy.

38. SEGMENT INFORMATION

The Group's management includes the Executive Directors, the Chief Financial Officer, and the leaders of each business unit. The Group's management has reviewed and approved reports from the Group's business unit, which are used to determine the operating segments, make strategic decisions, allocate resources and assess performance.

The Group's management considers the business from a business segment perspective. Specifically, the group's reportable segment and operating segments are as follows:

- (i) Waste-to-energy project construction and operation comprise sales of electricity and steam, waste treatment, construction services provided and financial income under service concession.
- (ii) Project technical and management service, equipment selection and sale and EMC business comprise service income.

Notes to the Financial Statements

For the financial year ended 31 December 2024

38. SEGMENT INFORMATION (CONTINUED)

(a) Segment revenue and profit

The following is an analysis of the Group's revenue and results from continuing operations by reportable and operating segment:

	Waste-to- energy project construction and operation RMB'000	Project technical and management service, equipment selection and sale and EMC business RMB'000	Total RMB'000
2024			
Segment revenue			
External revenue – non-related parties	3,599,190	10,954	3,610,144
External revenue – related parties (Note 4)	119,557	1,373	120,930
Inter-segment revenue	–	362,393	362,393
	3,718,747	374,720	4,093,467
Elimination	–	(362,393)	(362,393)
Revenue	3,718,747	12,327	3,731,074
Cost of inventories recognised as expense	750,864	752	751,616
Employee compensation	382,152	6,652	388,803
Segment profit	1,335,010	142	1,335,152
Government grants and value added tax refund	129,115	585	129,700
Gain on disposal of property, plant and equipment	131	–	131
Loss on disposal of subsidiaries	(31,317)	–	(31,317)
Impairment loss on property, plant and equipment	(2,674)	–	(2,674)
Impairment loss on prepayments	(9,152)	–	(9,152)
Foreign exchange loss			(24,616)
Gains on change in fair value of derivative financial instruments			33,953
Other income and other gain/(loss)			121,309
Administrative expenses			(268,818)
Loss allowance recognised on financial assets			(17,151)
Finance costs			(439,339)
Share of loss of associates			(53)
Share of profit of joint ventures			2,430
Profit before tax			829,555

Notes to the Financial Statements

For the financial year ended 31 December 2024

38. SEGMENT INFORMATION (CONTINUED)

(a) Segment revenue and profit (Continued)

	Waste-to- energy project construction and operation RMB'000	Project technical and management service, equipment selection and sale and EMC business RMB'000	Total RMB'000
2023			
Segment revenue			
External revenue – non-related parties	3,696,008	17,660	3,713,668
External revenue – related parties (Note 4)	35,213	1,536	36,749
Inter-segment revenue	–	366,047	366,047
	3,731,221	385,243	4,116,464
Elimination	–	(366,047)	(366,047)
Revenue	3,731,221	19,196	3,750,417
Cost of inventories recognised as expense	832,882	931	833,813
Employee compensation	396,453	6,552	403,005
Segment profit	1,129,447	1,058	1,130,505
Government grants and value added tax refund	118,453	951	119,404
Loss on disposal of property, plant and equipment	(278)	–	(278)
Impairment loss on intangible assets			(167,775)
Gain on disposal of shares of a joint venture			2,260
Foreign exchange gain			5,662
Other income and other gain/(loss)			155,970
Administrative expenses			(268,863)
Loss allowance recognised on financial assets			(110,642)
Finance costs			(397,488)
Share of profit of associates			289
Share of loss of joint ventures			(8,635)
Profit before tax			460,409

Notes to the Financial Statements

For the financial year ended 31 December 2024

38. SEGMENT INFORMATION (CONTINUED)

(b) Segment assets

The following is an analysis of the Group's assets by reportable and operating segment.

	Waste-to- energy project construction and operation RMB'000	Project technical and management service, equipment selection and sale and EMC business RMB'000	Total RMB'000
2024			
Segment assets	19,571,014	636,261	20,207,275
Unallocated			<u>2,899,803</u>
Consolidated total assets			<u>23,107,078</u>
2023			
Segment assets	18,584,081	626,072	19,210,153
Unallocated			<u>2,737,857</u>
Consolidated total assets			<u>21,948,010</u>

All assets are allocated to reportable segments other than investments in joint ventures and associates, other tax recoverable, pledged bank deposits, cash and cash equivalents and the non-trade related balances due from related parties.

Notes to the Financial Statements

For the financial year ended 31 December 2024

38. SEGMENT INFORMATION (CONTINUED)

(c) Segment liabilities

The following is an analysis of the Group's liabilities by reportable and operating segment.

	Waste-to- energy project construction and operation RMB'000	Project technical and management service, equipment selection and sale and EMC business RMB'000	Total RMB'000
2024			
Segment liabilities	13,608,238	622,838	14,231,076
Unallocated			1,161,115
Consolidated total liabilities			15,392,191
2023			
Segment liabilities	13,444,505	315,540	13,760,045
Unallocated			1,019,052
Consolidated total liabilities			14,779,097

All liabilities are allocated to reportable segments other than income tax liabilities, other tax liabilities, deferred tax liabilities and the non-trade related balances due to related parties.

(d) Information about major customers

Waste-to-energy project construction and services

Customers of the Group mainly consist of regional state-owned grid companies, local government environmental sectors and certain manufacturing companies whose production relies on the supply of electricity and steam by the Group.

In 2024 and 2023, no single customer accounted for 10% or more of the Group's revenue.

Project technical and management services, equipment selection and sale and EMC business

In 2024 and 2023, no single customer accounted for 10% or more of the Group's revenue.

39. AUTHORISATION OF FINANCIAL STATEMENTS

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of Zheneng Jinjiang Environment Holding Company Limited on 14 April 2025.

Statistics of Shareholdings

As at 18 March 2025

Class of shares	:	Ordinary shares of US\$0.00001 each
Authorised share capital	:	US\$50,000.00 divided into 5,000,000,000 ordinary shares of par value US\$0.00001 each
Issued and fully paid-up capital (including Treasury Shares)	:	Aggregate of US\$10,000, RMB748,000,000 and S\$316,380,235
Number of Ordinary Shares issued (excluding Treasury Shares)	:	1,441,769,800
Number/Percentage of Treasury Shares*	:	12,254,900 (0.843%)
Voting rights	:	One vote per share

* On 17 and 18 March 2025, the Company purchased a total of 112,400 issued ordinary shares through on-market acquisition. These shares would be held as treasury shares, and the purchases were pending settlement as of 18 March 2025.

The Company has no subsidiary holdings.

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholding	Number of Shareholders	%	Number of Shares	%
100 - 1,000	92	19.74	78,800	0.00**
1,001 - 10,000	157	33.69	905,800	0.06
10,001 - 1,000,000	200	42.92	16,229,700	1.13
1,000,001 and above	17	3.65	1,424,555,500	98.81
	466	100.00	1,441,769,800	100.00

** Any discrepancy in the percentage listed thereof is due to rounding.

Statistics of Shareholdings

As at 18 March 2025

SUBSTANTIAL SHAREHOLDERS AS AT 18 MARCH 2025

(As recorded in the Register of Substantial Shareholders)

	Direct Interest		Deemed Interest ⁽²⁾	
	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽¹⁾
Zhejiang Energy Hong Kong Holding Limited ⁽³⁾	–	–	430,000,000	29.82
Zheneng Capital Holdings Co., Ltd. ⁽⁴⁾	–	–	430,000,000	29.82
Zhejiang Energy International Limited ⁽⁴⁾	–	–	430,000,000	29.82
Zhejiang Provincial Energy Group Co., Ltd. ⁽⁴⁾	–	–	430,000,000	29.82
Win Charm Limited ⁽⁵⁾	–	–	372,560,575	25.84
Hangzhou Zhengcai Holding Group Co., Ltd. ⁽⁶⁾	–	–	372,560,575	25.84
Hangzhou Jinjiang Group Co., Ltd. ⁽⁷⁾	–	–	372,560,575	25.84
Dou Zhenggang ⁽⁸⁾	–	–	372,560,575	25.84
Wei Xuefeng ⁽⁹⁾	–	–	372,560,575	25.84
Zhejiang Hengjia Holding Co., Ltd. ⁽¹⁰⁾	–	–	372,560,575	25.84
Dou Baibing ⁽¹¹⁾	–	–	372,560,575	25.84
Hangzhou Yande Industrial Co., Ltd. ⁽¹²⁾	–	–	372,560,575	25.84
Harvest Global Dynamic Fund SPC acting on behalf of and for the account of Harvest Environmental Investment Fund SP ⁽¹³⁾	214,000,000	14.84	–	–
Kung Chak Ming ⁽¹³⁾	2,487,300	0.17	214,000,000	14.84
Jee Up Enterprises Limited ⁽¹³⁾	–	–	214,000,000	14.84
Huang Bohao ⁽¹³⁾	–	–	214,000,000	14.84
Whitel Management Company Limited ⁽¹⁴⁾	180,620,574	12.53	–	–
Whitel International Management Holding Limited ⁽¹⁴⁾	–	–	180,620,574	12.53
HOPU USD Master Fund III, L.P. ⁽¹⁴⁾	–	–	180,620,574	12.53
HOPU Investments Co. III Ltd ⁽¹⁴⁾	–	–	180,620,574	12.53
Fang Fenglei ⁽¹⁴⁾	–	–	180,620,574	12.53
Lau Teck Sien ⁽¹⁴⁾	–	–	180,620,574	12.53

Notes:

- (1) Based on 1,441,769,800 Shares in issue as at 18 March 2025.
- (2) Deemed interests refer to interests determined pursuant to Section 4 of the Securities and Futures Act ("SFA").
- (3) Zhejiang Energy Hong Kong Holding Limited (浙江能源香港控股有限公司) is deemed to have an interest in 430,000,000 Shares held by Raffles Nominees (Pte.) Limited.
- (4) Zhejiang Energy International Limited (浙江能源国际有限公司) owns the entire issued and paid-up share capital of Zhejiang Energy Hong Kong Holding Limited (浙江能源香港控股有限公司). Zhejiang Provincial Energy Group Co., Ltd. (浙江省能源集团有限公司) and Zheneng Capital Holdings Co., Ltd. (浙能资本控股有限公司) own 60% and 40% of the equity interests in Zhejiang Energy International Limited (浙江能源国际有限公司), respectively. Zheneng Capital Holdings Co., Ltd. (浙能资本控股有限公司) is 100% controlled by Zhejiang Provincial Energy Group Co., Ltd. (浙江省能源集团有限公司). Zhejiang Provincial Energy Group Co., Ltd. (浙江省能源集团有限公司) is 100% controlled by the State-owned Assets Supervision and Administration Commission of the People's Government of Zhejiang Province (浙江省人民政府国有资产监督管理委员会). Accordingly, each of Zhejiang Energy International Limited (浙江能源国际有限公司), Zheneng Capital Holdings Co., Ltd. (浙能资本控股有限公司) and Zhejiang Provincial Energy Group Co., Ltd. (浙江省能源集团有限公司) are deemed to have an interest in the Shares in which Zhejiang Energy Hong Kong Holding Limited (浙江能源香港控股有限公司) has an interest by virtue of Section 4 of the SFA.
- (5) Win Charm Limited ("Win Charm") is deemed to have an interest in 328,365,000 Shares held by UOB Kay Hian Private Limited. Win Charm holds approximately 50.0% of the voting shares in the issued and paid-up share capital of Jinjiang Green Energy Limited ("Jinjiang Green Energy"), which in turn is deemed to have an interest in 44,195,575 Shares held by UOB Kay Hian Private Limited. Accordingly, Win Charm is also deemed to have an interest in the Shares in which Jinjiang Green Energy has an interest by virtue of Section 4 of the SFA.
- (6) Hangzhou Zhengcai Holding Group Co., Ltd. ("Hangzhou Zhengcai") holds 45.0% of the issued and paid-up share capital of Win Charm. Win Charm is deemed to have an interest in the Shares held by Jinjiang Green Energy by virtue of Section 4 of the SFA – please refer to Note (5) above. Accordingly, Hangzhou Zhengcai is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA.

Statistics of Shareholdings

As at 18 March 2025

- (7) Hangzhou Jinjiang Group Co., Ltd. ("**Jinjiang Group**") directly and indirectly (through its wholly-owned subsidiary Hangzhou Zhengcai) holds the entire issued and paid-up share capital of Win Charm. Win Charm is deemed to have an interest in the Shares held by Jinjiang Green Energy by virtue of Section 4 of the SFA – please refer to Note (5) above. Accordingly, Jinjiang Group is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA.
- (8) Dou Zhenggang holds approximately 46.63% of the registered capital of Jinjiang Group. Jinjiang Group is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA – please refer to Note (7) above. Accordingly, Dou Zhenggang is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA.
- (9) Wei Xuefeng, who is Dou Zhenggang's spouse, holds the entire registered capital of Zhejiang Hengjia Holding Co., Ltd. ("**Zhejiang Hengjia**"). Zhejiang Hengjia holds approximately 27.04% of Jinjiang Group's registered capital. Jinjiang Group is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA – please refer to Note (7) above. Accordingly, Wei Xuefeng is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA.
- (10) Zhejiang Hengjia holds approximately 27.04% of Jinjiang Group's registered capital. Jinjiang Group is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA – please refer to Note (7) above. Accordingly, Zhejiang Hengjia is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA.
- (11) Dou Baibing, who is Dou Zhenggang's daughter, holds 90% of the registered capital of Hangzhou Yande Industrial Co., Ltd. ("**Hangzhou Yande**"). Hangzhou Yande holds approximately 26.33% of Jinjiang Group's registered capital. Jinjiang Group is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA – please refer to Note (7) above. Accordingly, Dou Baibing is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA.
- (12) Hangzhou Yande holds approximately 26.33% of Jinjiang Group's registered capital. Jinjiang Group is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA – please refer to Note (7) above. Accordingly, Hangzhou Yande is deemed to have an interest in the Shares in which Jinjiang Green Energy and Win Charm have an interest by virtue of Section 4 of the SFA.
- (13) While Harvest Global Capital Investments (Cayman) Limited is the manager of the relevant fund, the investment committee of the fund comprises a representative from the fund manager, and a representative from each of its two investors, being Kung Chak Ming and Jee Up Enterprises Limited. Accordingly, each of Kung Chak Ming and Jee Up Enterprises Limited has control over the business and affairs of Harvest Global Dynamic Fund SPC acting on behalf of and for the account of Harvest Environmental Investment Fund SP (the "**SPC**"), including making investment and divestment decisions and voting the securities and interests held by the SPC, including those in the Company. Pursuant to Section 4 of the SFA, each of Kung Chak Ming and Jee Up Enterprises Limited is deemed to have an interest in the Shares held by the SPC. Huang Bohao is the sole shareholder of Jee Up Enterprises Limited. Accordingly, each of Kung Chak Ming, Jee Up Enterprises Limited and Huang Bohao is deemed to have an interest in the Shares held by the SPC by virtue of Section 4 of the SFA.
- (14) Whitel Management Company Limited is 100% owned by Whitel International Management Holding Limited. Whitel International Management Holding Limited is in turn 100% owned by HOPU USD Master Fund III, L.P. HOPU Investments Co. III Ltd is the general partner of HOPU USD Master Fund III, L.P., and each of Fang Fenglei and Lau Teck Sien is entitled to exercise or control the exercise of not less than 20% of the votes attached to the voting shares of HOPU Investments Co. III Ltd. Accordingly, each of Whitel International Management, HOPU USD Master Fund III, L.P., HOPU Investments Co. III Ltd, Fang Fenglei and Lau Teck Sien may be deemed to have an interest in the Shares held by Whitel Management Company Limited by virtue of Section 4 of the SFA.

Statistics of Shareholdings

As at 18 March 2025

TWENTY LARGEST SHAREHOLDERS AS AT 18 MARCH 2025

No.	Name of Shareholders	Number of Shares	%
1.	RAFFLES NOMINEES (PTE.) LIMITED	458,267,100	31.79
2.	UOB KAY HIAN PRIVATE LIMITED	447,078,675	31.01
3.	BANK OF CHINA NOMINEES (PTE) LTD	214,000,000	14.84
4.	DBS NOMINEES (PRIVATE) LIMITED	186,362,374	12.93
5.	PHILLIP SECURITIES PTE LTD	68,104,980	4.72
6.	CITIBANK NOMINEES SINGAPORE PTE LTD	18,947,700	1.31
7.	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	9,669,771	0.67
8.	WANG YUANLUO	5,140,000	0.36
9.	LIM & TAN SECURITIES PTE LTD	2,957,700	0.21
10.	ABN AMRO CLEARING BANK N.V.	2,630,300	0.18
11.	WANG RUIHONG	2,100,000	0.15
12.	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	2,082,200	0.14
13.	WANG WUZHONG	1,993,300	0.14
14.	GOH BEE LAN	1,510,400	0.10
15.	XU YONGQIANG	1,260,000	0.09
16.	E HONGBIAO	1,260,000	0.09
17.	LIM PUAY TIANG	1,191,000	0.08
18.	ZHOU RONGQIN	500,000	0.03
19.	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	417,000	0.03
20.	YANG LEIYUAN	401,000	0.03
	TOTAL	1,425,873,500	98.90

PERCENTAGE OF SHAREHOLDING IN PUBLIC'S HANDS

As at 18 March 2025, 16.63% of the Company's shares are held in the hands of public. Accordingly, the Company has complied with Rule 723 of the Listing Manual of the SGX-ST.

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Annual General Meeting (the “**AGM**” or “**Meeting**”) of Zheneng Jinjiang Environment Holding Company Limited (the “**Company**”) will be held at Suntec Singapore Convention & Exhibition Centre, 1 Raffles Boulevard, Suntec City, Level 3, Room 302, Singapore 039593 on Tuesday, 29 April 2025 at 9.00 a.m. for the following purposes:

AS ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and the Audited Financial Statements of the Company for the financial year ended 31 December 2024 together with the Auditors’ Report thereon. **(Resolution 1)**
2. To declare a final dividend (tax not applicable) of 2.30 Singapore cents per ordinary share for the financial year ended 31 December 2024. **(Resolution 2)**
3. To re-elect the following Director of the Company retiring pursuant to the Company’s Articles of Association:

Mr Wang Ruihong (Retiring pursuant to Article 127) **(Resolution 3)**
[See Explanatory Note (i)]
4. To approve the payment of Directors’ fees of S\$305,000 for the financial year ended 31 December 2024. [See Explanatory Note (ii)] **(Resolution 4)**
5. To re-appoint Messrs PricewaterhouseCoopers LLP as the Company’s auditors and to authorise the Directors to fix their remuneration. **(Resolution 5)**

AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following resolutions as ordinary resolutions, with or without modifications:

6. “**THE PROPOSED RENEWAL OF THE GENERAL MANDATE FOR INTERESTED PERSON TRANSACTIONS**”

That:

- (a) approval be and is hereby given for the purposes of Chapter 9 of the Listing Manual (“**Chapter 9**”) of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), for the Company, its subsidiaries and associated companies that are considered to be “entities at risk” (as that term is used in Chapter 9), or any of them to enter into any of the transactions falling within the types of Mandated Transactions described in the Appendix to the Notice of Annual General Meeting dated 14 April 2025 (the “**Appendix**”) with any party who is of the class of Mandated Interested Persons described in the Appendix, provided that such transactions are made on normal commercial terms and in accordance with the review procedures for such interested person transactions;

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- (b) the approval given in paragraph (a) above (the “**IP T General Mandate**”) shall, unless revoked or varied by the Company in general meeting, continue in force until the conclusion of the next annual general meeting of the Company; and
- (c) the Directors of the Company and/or any of them be and are and/or is hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider expedient or necessary or in the interests of the Company to give effect to the transactions contemplated and/or authorised by this Resolution.”

[See Explanatory Note (iii)]

(Resolution 6)

7. “**THE PROPOSED RENEWAL OF THE SHARE PURCHASE MANDATE**”

That:

- (a) the Company be and is hereby authorised to purchase or otherwise acquire issued and paid up ordinary shares of the Company (“**Shares**”) not exceeding in aggregate the Maximum Limit (as hereinafter defined), at such price or prices as may be determined by the Directors from time to time up to the Maximum Price (as hereinafter defined), whether by way of:
 - (i) on-market purchases (each an “**On-Market Share Purchase**”) transacted through the SGX-ST’s trading system or on any other securities exchange on which the Shares may for the time being be listed and quoted, through one or more duly licensed dealers appointed by the Company for the purpose; and/or
 - (ii) off-market purchases (each an “**Off-Market Share Purchase**”), otherwise than on a securities exchange, effected in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they may consider fit, which scheme(s) shall satisfy all the conditions prescribed by the listing rules of the SGX-ST,

and otherwise in accordance with all other laws and regulations, including but not limited to the Companies Act (as revised) of the Cayman Islands, the Memorandum and Articles of Association of the Company and the rules and regulations of the SGX-ST as may for the time being be applicable, and the exercise by the Directors of all the powers of the Company to purchase or otherwise acquire Shares in the foregoing manner, be and is hereby authorised and approved generally and unconditionally (the “**Share Purchase Mandate**”);

- (b) unless varied or revoked by ordinary resolution of the Company in general meeting, the authority conferred on the Directors pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Ordinary Resolution, and expiring on the earliest of:
 - (i) the conclusion of the next annual general meeting of the Company; or
 - (ii) the date by which the next annual general meeting of the Company is required to be held; or
 - (iii) the date on which the purchases of Shares by the Company pursuant to the Share Purchase Mandate are carried out to the full extent mandated (the “**Relevant Period**”).

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(c) in this Ordinary Resolution:

“**Maximum Limit**” means 10% of the total number of issued and paid-up ordinary shares of the Company as at the date of the passing of this Ordinary Resolution (excluding any treasury shares, preference shares and convertible equity securities that may be held by the Company from time to time and subsidiary holdings); and

“**Maximum Price**” in relation to a Share to be purchased or acquired, means the purchase price (excluding related brokerage, commission, applicable goods and services tax, stamp duties, clearance fees and other related expenses) not exceeding:

- (i) in the case of an On-Market Share Purchase, 105% of the Average Closing Price of the Shares; and
- (ii) in the case of an Off-Market Share Purchase, 120% of the Average Closing Price,

where:

“**Average Closing Price**” means the average of the closing market prices of a Share over the last five (5) consecutive Market Days (“**Market Day**” being a day on which the SGX-ST is open for securities trading), on which the Shares are transacted on SGX-ST or, as the case may be, such securities exchange on which the Shares are listed or quoted, immediately preceding the date of the On-Market Share Purchase by the Company or, as the case may be, the date of making of the offer pursuant to the Off-Market Share Purchase, and deemed to be adjusted, in accordance with the rules of the SGX-ST, for any corporate action that occurs during the relevant five (5) Market Day period and the date of the On-Market Share Purchase, or, as the case may be, the date of the making of the offer pursuant to the Off-Market Share Purchase; and

“**date of making of the offer**” means the date on which the Company makes an offer for an Off-Market Share Purchase, stating therein the purchase price (which shall not be more than the Maximum Price for an Off-Market Share Purchase) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Share Purchase; and

- (d) the Directors and each of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they/he may consider necessary, desirable, expedient, incidental or in the interests of the Company to give effect to the transactions contemplated and/or authorised by this Ordinary Resolution.”

[See Explanatory Note (iv)]

(Resolution 7)

On behalf of the Board

Wei Dongliang
Executive Chairman

14 April 2025

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Explanatory Notes:

- (i) The profile of Mr Wang Ruihong can be found under the sections entitled “Board of Directors” and “Supplemental Information on Director pursuant to Rule 720(6) of the Listing Manual of the SGX-ST” of the Company’s Annual Report for the financial year ended 31 December 2024 (“**Annual Report 2024**”).
- (ii) Resolution 4 proposed in item 4 above, if passed, will facilitate the payment of Directors’ fees to the Independent Directors who held office for the financial year ended 31 December 2024 (“**FY2024**”).
- (iii) Resolution 6 proposed in item 6 above, if passed, is to authorise the interested person transactions as described in the Appendix and recurring in the year, and will empower the Directors to do all acts necessary to give effect to the IPT General Mandate. This authority will, unless revoked or varied by the Company in a general meeting, continue in force until the conclusion of the next annual general meeting of the Company or the date by which the next annual general meeting of the Company is required by law to be held, whichever is earlier. Please refer to the Appendix to this Notice of AGM for more details.
- (iv) Resolution 7 proposed in item 7 above, if passed, will empower the Directors from the date of passing this Resolution until the date the next annual general meeting is to be held or is required by law to be held, whichever is earlier, to make purchases (whether by way of On-Market Share Purchases or Off-Market Share Purchases on an equal access scheme) from time to time of up to 10% of the total number of issued Shares excluding any Shares which are held as treasury shares of the Company at prices up to but not exceeding the Maximum Price. The rationale for, the authority and limitation on, the sources of funds to be used for the purchase or acquisition including the amount of financing and the financial effects of the purchase or acquisition of Shares by the Company pursuant to the Share Purchase Mandate are set out in greater detail in the Appendix to this Notice of AGM.

Notes:

General

1. The AGM of the Company will be held in a wholly physical format at Suntec Singapore Convention & Exhibition Centre, 1 Raffles Boulevard, Suntec City, Level 3, Room 302, Singapore 039593 and there will be no option for Shareholders to participate virtually (“**Physical Meeting**”).
2. Authenticated shareholders and proxy(ies) will be able to ask questions in person at the Physical Meeting. Arrangements have also been put in place to permit shareholders to submit their questions ahead of the AGM. Please refer to Notes 13 to 15 below for further details.
3. Live voting by poll will be conducted during the AGM for shareholders and proxy(ies) attending the Physical Meeting.
4. Printed copies of the Annual Report for FY2024 (inclusive of the Notice of AGM), the relevant proxy forms, and the Appendix to this Notice of AGM will be despatched to members, and electronic copies of which will be published and may be accessed on the SGX-ST’s website at the URL: <https://www.sgx.com/securities/company-announcements> and on the Company’s corporate website at the URL: <http://en.znjij.com/info.html>.

Voting by Proxy

5. A member (whether individual or corporate) of the Company who/which is not a relevant intermediary entitled to attend, speak and vote at the Meeting, is entitled to appoint one (1) or two (2) proxies to attend, speak and vote in his/her/its stead. Where a member who is not a relevant intermediary appoints two (2) proxies, the appointments shall be invalid unless he/she/they specifies/specify the proportion of his/her/its shareholding (expressed as a percentage of the whole) to be represented by each proxy.
6. A member who is a relevant intermediary entitled to attend the meeting and vote is entitled to appoint more than two (2) proxies to attend and vote instead of the member, but each proxy must be appointed to exercise the rights attached to a different Share or Shares held by such member. Where such member appoints more than two (2) proxies, the appointments shall be invalid unless the member specifies the number of Shares in relation to which each proxy has been appointed.

“Relevant intermediary” means:

- (a) a banking corporation licensed under the Banking Act 1970 of Singapore or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity; or
 - (b) a person holding a capital markets services licence to provide custodial services under the Securities and Futures Act 2001 of Singapore and who holds shares in that capacity; or
 - (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953 of Singapore (the “**CPF Act**”), in respect of shares purchased under the subsidiary legislation made under the CPF Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Central Provident Fund Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.
7. A proxy need not be a member of the Company.
 8. The completed and signed Proxy Form must be submitted to the Company in the following manner:
 - (a) by post or depositing a physical copy at the registered office of the Company’s Share Transfer Agent in Singapore, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07, Keppel Bay Tower, Singapore 098632; or

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- (b) if submitted electronically, by sending a scanned PDF copy via email to the Company's Share Transfer Agent in Singapore, Boardroom Corporate & Advisory Services Pte. Ltd., at srs.proxy@boardroomlimited.com,
- in either case, no later than 9.00 a.m. on Saturday, 26 April 2025, **being seventy-two (72) hours before the time appointed for the AGM.**
9. A member who wishes to submit a Proxy Form must first **complete and sign the Proxy Form**, before submitting it by depositing to the address provided above, or scanning and sending it by email to the email address provided above.
10. The Proxy Form must be executed by the appointor or his/her attorney duly authorised in writing. Where the Proxy Form is executed by a corporation, it must be executed either under its seal or under the hand of its officer or attorney duly authorised, failing which the Proxy Form may be treated as invalid. Where the Proxy Form is signed on behalf of the appointor by an attorney, the power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the Proxy Form, failing which the Proxy Form may be treated as invalid.
11. An investor who holds shares under the Central Provident Fund ("CPF") Investment Scheme and/or Supplementary Retirement Scheme ("SRS") (as may be applicable) ("**Investor**") and wishes to vote the Chairman of the AGM as their proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks and/or SRS Operators to submit their votes at least seven (7) working days before the date of the AGM (i.e. 16 April 2025 at 5.00 p.m.). The Proxy Form is not valid for use by Investors and shall be ineffective for all intents and purposes if used or purported to be used by them.
12. The Company shall be entitled to reject the Proxy Form if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the Proxy Form (including any related attachment) (such as in the case where the appointor submits more than one Proxy Form). In addition, in the case of Shares entered in the Depository Register, the Company may reject any Proxy Form lodged if such member, being the appointor, is not shown to have Shares entered against his/her name in the Depository Register as at seventy-two (72) hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

Submission of questions ahead of the AGM

13. Members (including the CPF and SRS Investors) may submit substantial and relevant questions relating to the resolutions to be tabled for approval at the AGM or the Company's businesses and operations ahead of the AGM, or during the AGM.
14. To submit the questions before the AGM, all questions must be submitted by 9.00 a.m. on 22 April 2025 ("**Cut-Off Time**") through any of the following means:
- (a) by depositing a physical copy at the registered office of the Company's Share Transfer Agent in Singapore, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07, Keppel Bay Tower, Singapore 098632; or
- (b) if submitted by email, be submitted to the Company's Share Transfer Agent in Singapore, Boardroom Corporate & Advisory Services Pte. Ltd., at srs.teamE@boardroomlimited.com.

If the questions are deposited in physical copy at the Company's Share Transfer Agent's registered office address or sent via email, and in either case not accompanied by the completed and executed Proxy Form, the following details must be included with the submitted questions: (i) the member's full name; and (ii) his/her/its identification/company registration number for verification purposes, failing which, the submission will be treated as invalid.

15. The Company endeavours to address all substantial and relevant questions relating to the resolutions to be tabled for approval at the AGM or the Company's business and operations by publishing its responses to such questions, if any, on the Company's corporate website at the following URL: <http://en.znjihj.com/info.html>, and on SGXNet at following URL: <https://www.sgx.com/securities/company-announcements> no later than 9.00 a.m. on 24 April 2025 (i.e. at least forty-eight (48) hours prior to the deadline for submission of Proxy Forms), or otherwise at the AGM.

Should there be subsequent clarification sought, or follow-up questions after the deadline of the submission of questions, the Company will address those substantial and relevant questions at the AGM. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions may be individually addressed.

Personal data privacy:

By submitting a proxy form appointing a proxy(ies) and/or representative to attend, speak and vote at the AGM and/or any adjournment thereof, and/or submitting questions relating to the resolutions to be tabled for approval at the AGM or the Company's businesses and operations, a member of the Company: (i) consents to the collection, use and disclosure of such member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"); (ii) warrants that where such member discloses the personal data of such member's proxy(ies) and/or representative(s) to the Company (or its agents), such member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and (iii) agrees that such member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of such member's breach of warranty.

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ZHENENG JINJIANG ENVIRONMENT HOLDING COMPANY LIMITED



This annual report has been printed on paper with high recycled contents.