



2019

ENVIRONMENTAL, SOCIAL AND
GOVERNANCE REPORT

環境、社會及管治報告



旭輝控股（集團）有限公司

CIFI HOLDINGS (GROUP) CO. LTD.

(Incorporated in the Cayman Islands with limited liability)

Stock Code : 00884

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開篇致辭 Opening Address

2019年標誌着一個十年的結點，這個十年是地產行業有史以來最蓬勃發展的年代，城市從平房小巷到高樓大廈拔地而起，行業從小溪平湖演變為汪洋大海，企業從舢板帆船發展成航母巨艦，過程中有人為的努力，但更多應該歸功於時代的推動。

回首2019，我們秉持匠心精品，榮獲了行業101項大獎，但真正的獎項來自於我們的客戶，他們用行動投票，讓旭輝今年的合約銷售突破了人民幣2000億元的大關，讓旭輝攀登了一個新的歷史高度。

回首2019，我們認真地做好服務，持續改造老社區，設立客戶服務大使，使旭輝的客戶滿意度持續提升，旗下物業管理平台永升生活服務的口碑和股價在客戶支持下，持續上漲。

回首2019，我們認真地做好組織建設及人才發展，把以人為本貫徹到各項工作細節當中，旭輝的員工敬業度再創新高，並第三次蟬聯怡安翰威特的中國最佳僱主。

回首2019，正是在夥伴們的拼搏努力下，在客戶們的認同支持下，旭輝才得以昂首向前，感恩之心無以言表，唯有在將來的日子裏，奮盡最後一分心力，來為客戶創造價值、為夥伴打造舞台、為社會作些回報。

2019 represents the conclusion of a decade, an era witnessing the most vibrant development in the history of real estate industry. In this decade, cities turned bungalows and lanes into highrises, while industries and businesses rose from insignificance to prominence, which was partly attributed to human endeavour, but more importantly the drive of the era.

In 2019, we, committed to exquisite craftsmanship with ingenuity, obtained 101 awards within the industry. The real prize, however, came from our clients who voted for us through actions and enabled CIFI to break through the RMB200 billion threshold in terms of contracted sales this year, propelling the company to a new historic high.

In 2019, being conscientious in service provision, we kept revamping old communities and designated customer service ambassadors. This offered a constant boost to customer satisfaction with CIFI, as CIFI's property management arm Ever Sunshine Lifestyle Services saw its reputation and share price improve continuously under the support of its customers.

In 2019, we worked earnestly on organisational and talent development, incorporating the people-oriented concept into every detail of our work. As a result, employees showcased an unprecedented level of dedication, enabling CIFI to remain the Best Employer in China by Aon Hewitt for a third consecutive term.

In 2019, CIFI marched forward, thanks to the hard work of its staff as well as the recognition and support from its customers. Teeming with gratitude, we will make every effort to create value for our customers, establish platforms for our partners and returns for our society in the days to come.



開篇致辭 Opening Address

邁入20年代，調控的「灰犀牛」塵埃未落，疫情的「黑天鵝」又橫空突襲。縱觀國際，各地極端天氣和隨之而來的自然災害再次敲響了氣候變化的警鐘，社會貧富矛盾加劇、公民意識的持續覺醒，我們正面臨一個更為波折不安的時代。在如此宏觀環境下，衡量公司經營成功與否不再僅限於短期財報數字的增減，更重要的是公司可持續經營發展的潛力。

2020，旭輝正式將環境、社會及管治(ESG)管理提升至集團年度工作目標之一。在加強組織能力建設、提升管理效率的同時，我們在運營過程中將更加注重對人的價值的關注，對客戶、對員工、對環境、對社會的貢獻。我們深信這種貢獻不僅僅是企業的責任，更代表了企業應對變化的適應力，及實現長期的、可持續的、有質量發展的能力。

2020，我們將繼續以客戶需求為原點，堅持人文情懷、健康環保的設計、高品質的施工質量，持續完善客戶服務，推動「悅心服務」品牌建設，構建全齡關懷，有溫度的社區，讓社區不僅僅是一個個居所、一處處驛站的組合，而是充滿家的溫暖和鄰里交流的回憶。

2020，我們將為員工創造更多的價值，堅持簡單陽光的文化，為員工規劃成長路徑、豐富培訓資源、打造發展平台、創建共享機制，我們希望每一個人在旭輝這個平台上都能充分實現個人價值；同時，我們將更重視員工的身心健康，從戈壁徒步到日常運動打卡，從辦公環境到座椅舒適度，從員工論壇到高管交流，以人性化的關懷點滴提升員工的幸福感和歸屬感。

Stepping into 2020s, hardly had the “grey rhino” of regulation and control come to its conclusion when the “black swan” of an epidemic launched an abrupt assault. Across the world, extreme weather and ensuing natural disasters sounded the alarm of climate change once again, which took place in tandem with escalating social conflicts between the rich and the poor as well as the sustained awakening of civic awareness, what confronts us is a more turbulent and unsettling era. Amidst such macro environment, the success of corporate operation is gauged not just by short-term fluctuation of financial figures, but more critically the potential of sustainable operation and development.

In 2020, CIFI formally elevated environmental, social and governance (ESG) management to one of the Group’s annual work objectives. Concurrent with enhancing organisational capacity and management efficiency, our operation places a greater emphasis on the value of each individual as well as the contribution to customers, fellow staff, environment and society. We are convinced that such contribution not only constitutes the responsibility of an enterprise, but also represents its adaptability to changes and capability of materialising long-term, sustainable and high-quality development.

In 2020, we will remain rooted in customer demands, committed to humanistic, healthy and environmentally friendly design, superior construction quality and ongoing perfection of customer service. By developing the brand “Wholehearted Service”, we strive to build communities with a humanistic touch that cares for every age group, rendering communities not merely clusters of residences, but collections of heart-warming memories that remind people of hearth and home and neighbourly communication.

In 2020, we will create more value for staff, maintain a simple and transparent culture, and expose our staff to well-planned growth paths, a wealth of training resources, a well-established development platform and a sharing mechanism. Our hope is that every individual can bring his/her value into full play in the platform of CIFI. Meanwhile, we pay extra attention to the physical and mental well-being of our staff, trying to lift their happiness and sense of belonging through humanistic care and in every detail, from hiking in Gobi Desert to daily sports routines, from office environment to the comfort of chairs, and from staff forum to communication with senior management.



開篇致辭 Opening Address

2020，我們將堅持履行對環境的責任，推進構建綠色供應鏈，以綠色建築認證與住宅產業化為契機，整合資源和持續探索，不斷促進綠色地產的實踐與創新；加強運營物業與商業項目的節能改造，同時帶動員工、供應商、業主、租戶等相關方共同實踐節能環保。

2020，我們將持續回饋社會，在面對新冠肺炎疫情這類社會危機事件時，積極發揮自身力量與各界共度難關；同時，堅持探索在教育、扶貧、關愛社會弱勢群體領域的善舉，讓我們在每年為社會上繳大幾十億稅收之外，還從各個角度去盡我們的一份責任，獻上我們的一份溫情。

2020，注定將面臨著坎坷波折。由衷地感謝我們的夥伴們，無論是面對最長的戈壁征途，還是最難的目標任務，你們都從未離棄，一路攜手奮進、砥礪前行，在生存的賽道上不斷奔跑，未曾停歇。

In 2020, we will be steadfast in performing our environmental responsibility by committing in green supply chains. We will seize the opportunity of into green building certification and industrialisation of residential properties to engage in resource consolidation and ongoing exploration, and keep driving the practice and innovation of green properties. Efforts will also be strengthened in the energy-saving initiatives of our operating property and commercial projects, as we mobilise our employees, suppliers, property owners, tenants and other related parties to jointly work on energy conservation and environmental protection.

In 2020, we will continue to give back to society. Confronted by social crises such as the COVID-19, we will actively play our role to prevail over difficulties with all walks of life. In the meantime, our exploration will persist in education, poverty relief and care for underprivileged social groups, so that we can fulfil our responsibility and deliver our care from every angle in addition to multi-billions yuan of annual tax contribution.

2020 is bound to be a bumpy ride with multiple twists and turns. Our sincere gratitude goes to our partners who never part with us, be it the lengthiest journey through the Gobi Desert or the hardest goal or task. Thanks for your company as we never cease to temper ourselves and march forward on our road of progression.



關於本報告 About the Report

報告範圍

本報告的內容主要圍繞旭輝控股(集團)有限公司的房地產開發項目、商業運營項目、以及相關的行政管理工作所涉及的ESG管理事項進行闡述。時間範圍覆蓋2019年度，部分內容時間適當前後延伸。

稱謂說明

為便於表達，旭輝控股(集團)有限公司連同其附屬公司在本報告中統稱為「旭輝」、「集團」或「我們」。

數據來源

本報告披露信息來自本集團正式文件和報告、內部統計數據及有關公開資料。除另有說明，本報告數據均以人民幣作為結算貨幣。

參考標準

本報告根據香港聯合交易所有限公司(「聯交所」)主板上市規則附錄二十七闡述的《環境、社會及管治報告指引》(下稱「ESG指引」)的規定編制。

編制流程

本報告的編寫流程參考上述標準的要求，按照同業對標、問卷調查、利益相關方訪談、社會責任調研、信息收集、信息覆核、報告寫作、管理層審定等步驟進行，以確保報告內容的完整性、實質性、真實性和平衡性。

報告承諾

集團承諾本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏，旭輝董事會對內容的真實性、準確性和完整性負責。

報告獲取

本報告提供中文及英文兩個版本供讀者參閱，如有存在內容差異，請以中文版為準。本報告電子版本可在集團官方網站查閱。

SCOPE OF THE REPORT

The report mainly illustrates the ESG management issues concerning the property development projects, commercial operation projects and relevant administrative work of CIFI Holdings (Group) Co. Ltd. in the year 2019, with some content slightly extended beyond the time frame.

REFERENCE

For convenience, CIFI Holdings (Group) Co. Ltd., together with its subsidiaries, is referred to as “CIFI”, the “Group” or “we” in this report.

SOURCE OF DATA

The report derives its disclosure information from the Group’s formal documents and reports, internal statistics and related public information. Unless otherwise stated, RMB serves as the settlement currency for the information contained in the report.

CRITERIA FOR REFERENCE

The report is prepared pursuant to the provisions set out in the “Environmental, Social and Governance Reporting Guide” (the “ESG Guide”) under Appendix 27 of the Main Board Listing Rules issued by The Stock Exchange of Hong Kong Limited (the “Stock Exchange”).

PROCESS OF PREPARATION

The report is prepared with reference to the requirements of the above criteria and in line with the steps such as benchmarking with industry peers, questionnaires, interview with stakeholders, social responsibility survey, information collection and review, report compilation and approval by the management, to ensure that the report provides complete, substantive, factual and balanced content.

UNDERTAKING

The Group undertakes that there are no false representations, misleading statements or material omissions in the report. The board of directors of CIFI (the “Board”) is responsible for the truthfulness, accuracy and completeness of the content.

ACCESS TO THE REPORT

The report is available in Chinese and English. For any discrepancy between the two, the Chinese version shall prevail. An electronic version of the report is available on the official website of the Group.

關於本報告 About the Report

報告原則回應

在編制過程中，集團秉持以下報告原則：利益相關方包容性、可持續發展背景、重要性、完整性、準確性、平衡性、清晰性、可比較性、可靠性、時效性。詳情請參閱下表。

RESPONSE TO THE REPORTING PRINCIPLES

During its preparation, the Group adhered to the following reporting principles: stakeholder inclusiveness, sustainability background, materiality, completeness, accuracy, balance, clarity, comparability, reliability and timeliness. For details, please refer to the following table.

原則 Principle	集團的回應 Response from the Group	
利益相關方包容性	報告應明確利益相關方，並說明如何回應利益相關方合理的期望和利益。	我們通過與利益相關方溝通，直接聆聽他們的意見。利益相關方溝通過程的結果與報告討論的重大議題相符。
Stakeholder Inclusiveness	The report should set out stakeholders explicitly, and describe how to respond to the reasonable expectations and interests of stakeholders.	We engage stakeholders to listen to their views directly. Such communication with stakeholders has produced results that align with the material issues discussed in the report.
可持續發展背景	報告應介紹報告機構在更廣泛的可持續發展背景下的績效表現。	集團盡可能在討論可持續發展議題時，考慮其長期策略、風險、機遇及目標。
Sustainability Background	The report should introduce the performance of the reporting institution against a wider background of sustainable development.	The Group has maximised the consideration of its long-term strategies, risks, opportunities and objectives in the discussion of sustainability issues.
重要性	報告應涵蓋反映機構對經濟、環境及社會的顯著影響，或實質上影響利益相關方評估及決定的範疇。	透過與利益相關方溝通來識別當前的重大可持續發展議題，並考慮了集團的業務性質以及營運方式和地點。
Materiality	The report should cover the institution's prominent impact on the economy, environment and society, or such scopes that substantively influence stakeholder assessment and decisions.	Prevailing material issues on sustainable development are identified by communication with stakeholders, taking into account the nature of the Group's business as well as its operational means and locations.
完整性	報告應涵蓋實質性議題及其邊界，足以反映重大的經濟、環境和社會影響，並使利益相關方能夠評估報告期內報告機構的績效。	本報告涵蓋聯交所ESG指引的所有範疇，並已就所有重大可持續發展議題作出響應。
Completeness	The report should cover substantive issues and their boundaries that are adequate to reflect material economic, environmental and social impacts and enable stakeholders to assess the performance of the reporting institution during its reporting period.	The report covers all areas under the ESG Guide of the Stock Exchange, with responses made to every material issue concerning sustainable development.



關於本報告 About the Report

報告原則回應 (續)

RESPONSE TO THE REPORTING PRINCIPLES (Continued)

原則 Principle	集團的回應 Response from the Group	
準確性 Accuracy	報告應提供充分準確及詳細的信息，以供利益相關方評估機構的績效。 The report should provide adequate, accurate and detailed information for stakeholders to assess the performance of the institution.	我們已進行嚴格審查程序，以確保所披露數據的真實性。 We have carried out rigorous review procedures to ensure the authenticity of our data disclosed.
平衡性 Balance	報告信息應反映報告機構績效的正面性和負面性，以便對整體績效進行合理的評估。 The report's information should reflect the positivity and negativity of the reporting institution's performance, to enable rational assessment of the overall performance.	本報告識別並闡述集團的成就及所面對的挑戰，並披露量化的信息，以便作出具有透明度的趨勢比較。 The report identifies and illustrates the Group's achievements and challenges, with disclosure of quantified information to afford transparent comparison of trends.
清晰性 Clarity	報告應以易於理解及取得的方式向利益相關方清晰呈列信息。 The report should present information to stakeholders in an accessible, clear and easy-to-understand manner.	本報告的闡述方式便於令所有對集團及其活動有合理認識的利益相關方理解。 The report employs such descriptive means that are easily understandable to all stakeholders who have reasonable knowledge of the Group and its activities.
可比較性 Comparability	報告應使用一致方式披露信息，以利益相關方可分析及評估機構於不同時間的績效。機構應就任何方法的變化作出解釋。 The report should disclose information in a consistent manner so that stakeholders can analyse and assess the institution's performance in different periods of time. The institution should explain the change(s) to any of its methods.	集團已比較不同範疇在目前及過去的關鍵績效指標及信息，以利益相關方對其績效作逐年比較。 The Group has compared its current and previous key performance indicators (KPIs) and information in various areas, to allow stakeholders to conduct year-on-year performance comparison.



關於本報告 About the Report

報告原則回應 (續)

RESPONSE TO THE REPORTING PRINCIPLES (Continued)

原則 Principle	集團的回應 Response from the Group
可靠性 Reliability	<p>報告的呈現方式應當令利益相關方有信心地應用報告原則去檢視報告數據的真實性。</p> <p>The report should be presented in such a manner that grants stakeholders confidence in the application of its reporting principles to examine the authenticity of the reported data.</p>
時效性 Timeliness	<p>報告組織應定期進行報告，以便讓利益相關方及時獲取信息，做出明智的決定。</p> <p>The reporting institution should report regularly, to provide timely information for stakeholders to make informed decisions.</p>
	<p>報告清楚呈列資料，並無任何誤導或欺騙意圖。</p> <p>The report has clear presentation of information, with no misleading or deceptive intention.</p>
	<p>集團定期披露報告，且報告內的數據清晰顯示所述的時期，為利益相關方提供綜合的經濟、環境及社會影響披露。</p> <p>The Group releases reports on a regular basis. The data in such reports clearly represent the periods indicated, to offer stakeholders a comprehensive disclosure of its economic, environmental and social impacts.</p>



可持續發展年鑒

Annual Snapshot of Sustainability Performance

經濟績效 Economic Performance			
業務覆蓋城市： Cities covered by our business:	已完成待售項目數量： Number of completed projects held for sale:	總資產： Total assets: 人民幣RMB	股本權益總額： Total equity: 人民幣RMB
71 個	逾 114 個 Over	322,700 百萬元 million	67,216 百萬元 million
已確認收入： Recognised revenue: 人民幣RMB	合同銷售金額： Contracted sales: 人民幣RMB	股東權益應佔年內利潤： Profit for the year attributable to equity owners: 人民幣RMB	土地儲備： Land bank:
54,766 百萬元 million	200.6 十億元 billion	6,437 百萬元 million	50.7 百萬平方米 million sq.m.
僱員 Employees		社會認同 Social recognition	
僱員人數 Number of employees :		2019年地產設計大獎 CREDAWARD 2019 :	
8,675 人		中國 China : 57 項 awards	
員工培訓總時數 Staff training hours in total	員工平均培訓時數 Staff training hours on average	裝配式建築應用（2019年新建項目） Application of prefabricated buildings (new construction projects in 2019)	
188,823 小時 hours	25.86 小時 hours	52%	
自2017年，連續三年榮獲怡安翰威特 「中國最佳僱主」稱號 “Best Employer in China” title conferred by Aon Hewitt for three consecutive years since 2017		2019年無一例重大施工安全質量責任事故 No major liability accident on construction safety and quality in 2019	
		34 個項目榮獲政府示範工地 projects accredited as demonstrative construction sites by government authorities	



可持續發展年鑒 Annual Snapshot of Sustainability Performance

旭輝產品設計獲獎列表 (2019年度)

- 金盤獎：旭輝一舉斬獲57項大獎，蟬聯金盤獎總評選榜單第一位
- 地產設計大獎中國：旭輝斬獲兩項金獎27個優秀項目
- 英國國家景觀獎：江陰|澄江府
- 國際設計大獎：蘇州|都會上品
- 英國建築大師獎：常州|鉅悅•天寧
- 詹天佑獎：合肥|鉅悅•廬州府
- 亞太室內設計精英邀請賽：南京|鉅悅•源墅
- 韓國亞洲設計獎：青島|正陽府
- 中日國際先鋒大獎：無錫|藏龍府
- 國際地產大獎：合肥|旭輝禦璟江
- 英國藍圖設計獎：上海|華東師範大學祥麟書苑
- 亞洲地產大獎：貴陽|旭輝•觀雲

A LIST OF DESIGN AWARDS OF CIFI PRODUCTS (2019)

- Kinpan Award: CIFI captured 57 awards and remained at the top of the award rankings
- CREDAWARD: CIFI snatched two gold awards with 27 excellent projects
- BALI National Landscape Awards: Jiangyin | CIFI Mansion
- International Design Awards: Suzhou | CIFI Flowing Art
- RIBA Awards: Changzhou | CIFI Park Mansion
- Tien-yow Jeme Civil Engineering Prize: Hefei | CIFI Park Mansion Luzhou
- Asia Pacific Interior Design Awards for Elite: Nanjing | CIFI Mansion
- Asia Design Prize: Qingdao | Zhengyang Mansion
- IDPA Japan Design Award: Wuxi | Canglong Mansion
- International Property Awards: Hefei | CIFI Glory Land
- UK Blueprint Awards: Shanghai | Xiang Lin Book Mansion of East China Normal University
- PropertyGuru Asia Property Awards: Guiyang | CIFI Skyline

以上項目名稱均為推廣案名。
All the project names above are project promotional names.



可持續發展承諾 Commitment to Sustainability

集團成立二十年以來，我們一直倡導並奉行負責任的發展理念，以「聯合國2030可持續發展目標(SDG)」為引導方向，在拓展業務的同時，重視履行自身的環境與社會義務，切實履行對利益相關方的承諾；以匠心與悅心打磨產品與服務品質，持續推進設計創新、科技創新投入；堅持企業良心，恪守陽光文化，投身慈善公益事業，致力實現「用心構築美好生活」之企業使命。

For two decades since the Group's inception, we have been advocating and practising the concept of responsible development with "2030 Sustainable Development Goals (SDG) of United Nations" as the guiding direction. In tandem with business expansion, our attention is paid to perform environmental and social obligations and to meet our commitment to stakeholders in a concrete fashion. Equipped with ingenuity and dedication to product and service quality, we work continuously on design and technology innovation, uphold our corporate integrity and transparent culture, as well as engage in philanthropy, all in a bid to deliver on our corporate mission of "building for a better life".

倡廉善治 誠信運營

Integrity, Proper Governance and Compliance Operation



目標16 創建和平、包容的社會以促進可持續發展，讓所有人都能訴諸司法，在各級建立有效、負責和包容的機構

Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

精工品質 以心建家

Building Quality Homes with Ingenuity



目標9 建造具備抵禦災害能力的基礎設施，促進具有包容性的可持續工業化，推動創新

目標11 建設包容、安全、有抵禦災害能力和可持續的城市和人類住區

Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable

悅心服務 溫度社區

Wholehearted Service, Warm Communities



目標3 確保健康的生活方式，促進各年齡段人群的福祉

目標11 建設包容、安全、有抵禦災害能力和可持續的城市和人類住區

Goal 3 Ensure a healthy lifestyle and promote well-being for all at all ages

Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable

攜手夥伴 致力共贏

Pursuing Win-win Cooperation with Partners

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION
負責任消費和生產



目標12 採用可持續性的消費和生產模式

Goal 12 Ensure sustainable consumption and production patterns

成就英才 共築夢想

Cultivating Talents and Realising Aspirations Together

3 GOOD HEALTH
AND WELL-BEING
良好健康與福祉



8 DECENT WORK AND
ECONOMIC GROWTH
體面工作和經濟增長



目標3 確保健康的生活方式，促進各年齡段人群的福祉

目標8 促進持久、包容和可持續經濟增長，促進充分的生產性就業和人人獲得體面的工作

Goal 3 Ensure a healthy lifestyle and promote well-being for all at all ages

Goal 8 Promote sustained, inclusive and sustainable economic growth, full productive employment and decent work for all

綠色環保 和諧生態

Environmental Protection for Harmonious Ecology

11 SUSTAINABLE CITIES
AND COMMUNITIES
可持續城市和社區



13 CLIMATE ACTION
氣候行動



目標11 建設包容、安全、有抵禦災害能力和可持續的城市和人類住區

目標13 採取緊急行動應對氣候變化及其影響

Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 13 Take urgent action to combat climate change and its impact

公益慈善 大愛利他

Altruism through Philanthropy

1 NO POVERTY
無貧窮



4 QUALITY EDUCATION
優質教育



目標1 在全世界消除一切形式的貧困

目標14 確保包容和公平的優質教育，讓全民終身享有學習機會

Goal 1 End poverty in all forms worldwide

Goal 14 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



可持續發展管理與溝通

Sustainability Management and Communication

一、ESG管理架構

集團重視對企業可持續發展的內部管理，於2019年設立ESG管理委員會，形成涵蓋董事會、高管及各職能部門的ESG管理架構，進一步加強對可持續發展工作的系統性、規範化管理。

I. ESG MANAGEMENT STRUCTURE

Valuing the internal management of corporate sustainability, the Group established an ESG Management Committee in 2019 and formed an ESG management structure comprising the Board, the senior management and all functional departments, with a view to further enhancing the systematic and standard management of sustainability work.



一、ESG管理架構 (續)

ESG管理委員會為集團可持續發展全面管理的權力機構，負責制定計劃目標和管理政策，直接向董事會彙報可持續發展的相關事項。在ESG管理委員會的監督指導下，ESG工作小組作為推動部門，統籌集團可持續發展的內外工作，協調總部各職能部門與業務板塊的ESG信息管理與順利披露。

二、可持續發展溝通

利益相關方參與是本集團推進可持續發展的重要部分。集團積極搭建與利益相關方的溝通平台，通過多元化渠道同利益相關方交流，及時了解並積極回應他們的期望與需求，保持與各利益相關方的緊密聯繫，實現互利互惠、合作共贏。

I. ESG MANAGEMENT STRUCTURE (Continued)

The ESG Management Committee is the authority for the overall management of the Group's sustainable development. It is responsible for formulating goals and management policies and reporting directly to the Board on matters related to sustainable development. Under the supervision and guidance of the ESG Management Committee, the ESG Working Group, serving as a promotion department, coordinates the internal and external work of the Group's sustainable development and the ESG information management and smooth disclosure of each functional department of the headquarter and business segment of the Group.

II. COMMUNICATION ON SUSTAINABLE DEVELOPMENT

Stakeholder engagement constitutes a critical component of the Group's sustainable development. Active in establishing communication platforms with its stakeholders, the Group employs a variety of channels to communicate with stakeholders, timely understand and actively respond to their expectations and demands, with close ties maintained with stakeholders to achieve mutual benefit and win-win cooperation.

利益相關方類別 Category of Stakeholders	訴求與期望 Demands and Expectations	溝通與回應 Communication and Response
 政府及監管機構 Government and regulators	<ul style="list-style-type: none"> 合規經營與依法納稅 Compliance operation and tax payment according to law 響應國家政策 Respond to national policies 遵守法律監管規則 Comply with laws and regulatory rules 	<ul style="list-style-type: none"> 持續強化企業合規管理 Continuously reinforce management of corporate compliance 落實政府管理要求 Execute the government's management requirements 響應相關國家政策 Respond to relevant national policies
 投資者與股東 Investors and shareholders	<ul style="list-style-type: none"> 財務業績 Financial results 信息披露及透明 Information disclosure and transparency 權益保護 Protection of rights and interests 	<ul style="list-style-type: none"> 提升企業管治及風險管理水平 Improve corporate governance and risk management 定期發佈報告 Publish reports regularly 召開股東大會 Convene general meetings
 客戶 Customers	<ul style="list-style-type: none"> 高品質產品與服務 Quality products and services 關係維護 Maintain relations 客戶信息保護 Protect customers' information 商業誠信 Business integrity 	<ul style="list-style-type: none"> 提升產品與服務質量 Improve product and service quality 落實客戶滿意度調查 Carry out customer satisfaction surveys 建立健全客戶服務體系 Establish and improve the customer service system 完善客戶溝通機制 Improve the customer communication mechanism



可持續發展管理與溝通 Sustainability Management and Communication

二、可持續發展溝通(續)

II. COMMUNICATION ON SUSTAINABLE DEVELOPMENT (Continued)

利益相關方類別 Category of Stakeholders	訴求與期望 Demands and Expectations	溝通與回應 Communication and Response
 僱員 Employees	<ul style="list-style-type: none"> 保障合法權益 Protect legitimate rights and interests 職業發展與機會 Career development and opportunities 薪酬與福利 Remuneration and benefit 健康安全的工作環境 Safe and sound working environment 	<ul style="list-style-type: none"> 完善薪酬體系和福利保障機制 Improve the remuneration system and welfare protection mechanism 組織員工培訓，完善職業晉升機制 Organise staff training and improve the career promotion mechanism 強化安全管理體系 Enhance the safety management system 開展員工活動，建立多渠道溝通平台 Arrange staff activities and establish a communication platform powered by multiple channels
 供應商及合作夥伴 Suppliers and partners	<ul style="list-style-type: none"> 長期活動 Long-term activities 合作共贏 Win-win cooperation 公平開放 Fairness and openness 	<ul style="list-style-type: none"> 完善供應商管理機制 Improve the supplier management mechanism 推動綠色供應鏈發展 Promote the development of green supplier chains 搭建供應商溝通平台 Establish a platform to communicate with suppliers
 行業協會 Industry associations	<ul style="list-style-type: none"> 遵守行業規範 Comply with industry norms 推動行業發展 Promote industry development 公平競爭 Fair competition 	<ul style="list-style-type: none"> 參與行業研討交流 Engage in industry discussion and exchanges 推動行業可持續發展 Promote sustainable industry development 對行業規範提出建議 Raise suggestions on industry norms
 社區 Communities	<ul style="list-style-type: none"> 社區參與 Community engagement 維護城市風貌 Maintain cityscape 經濟貢獻 Economic contribution 	<ul style="list-style-type: none"> 投身社會公益活動 Partake in social welfare activities 助力城市更新 Support urban renewal 提供當地就業機會 Provide local employment opportunities

三、2019年度利益相關方調研結果

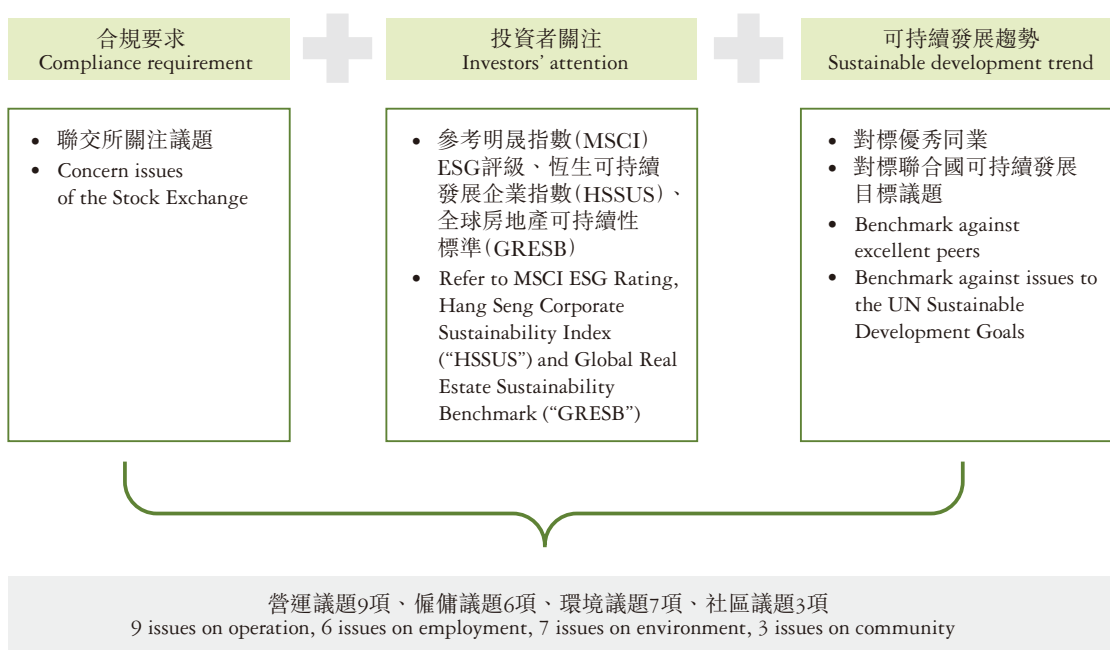
ESG議題年度審閱

- 結合2018年利益相關方調研結果，綜合聯交所關注、ESG評級指數關注點、以及行業可持續發展關注重點，分析並識別本年度適用於集團的核心議題：

III. STAKEHOLDER SURVEY RESULTS FOR 2019

Annual review of ESG issues

- Based on the results of stakeholder survey in 2018, the concerns of the Stock Exchange, the ESG rating index, and the focus of sustainable development of the industry, the core issues applicable to the Group for the year were analysed and identified:



- 綜合分析後新增9項議題，包括：人才招聘與團隊建設、綠色建築、員工權益保障、負責任營銷、供應鏈的環境與社會風險管理、合理開發與生態保護、知識產權保護、助力城市更新、應對氣候變化。
- After the comprehensive analysis, 9 new issues were added, including: talent recruitment and team building, green buildings, protection of staff rights and interests, responsible marketing, management of supply chain on environment and social risks, rational development and ecological preservation, protection of intellectual property rights, support of urban renewal and response to climate change.



三、2019年度利益相關方調研結果 (續) III. STAKEHOLDER SURVEY RESULTS FOR 2019 (Continued)

利益相關方ESG問卷調研 ESG questionnaire survey to stakeholders



7位董事／
集團高管參與
7 Directors and senior
management
members of the Group
participated

- 共邀請超過400位利益相關方參與調研問卷，調研覆蓋了董事／集團高管、內部員工、業主、商鋪租戶、供應商、投資者、行業組織／行業協會、政府監管部門共8類利益相關方；同時為便於業主和商鋪租戶理解及填寫，我們特意為他們設置了簡易版問卷；
- We invited a total of over 400 stakeholders to the questionnaire survey, covering eight categories, namely the Directors/senior management of the Group, internal staff, property owners, shop tenants, suppliers, investors, industry organisations and associations as well as government regulators. Furthermore, we specifically designed a simpler version of questionnaire for property owners and shop tenants to understand and fill in;
- 利用加權求和法對問卷結果進行內外部評估分析，為利益相關方關注的議題進行排序；
- We employed the weighted sum method for internal-external assessment and analysis of the questionnaire results, and ranked the issues of concern to stakeholders;

ESG調研結果分析與內部審定 Analysis and internal approval of ESG survey results



231位
內部員工回覆問卷
231 internal staff
members replied to the
questionnaire

- ESG調研結果交由高管及董事會審議；
- ESG survey results were submitted to the senior management and the Board for consideration;

ESG調研結果回應 Response to ESG survey results

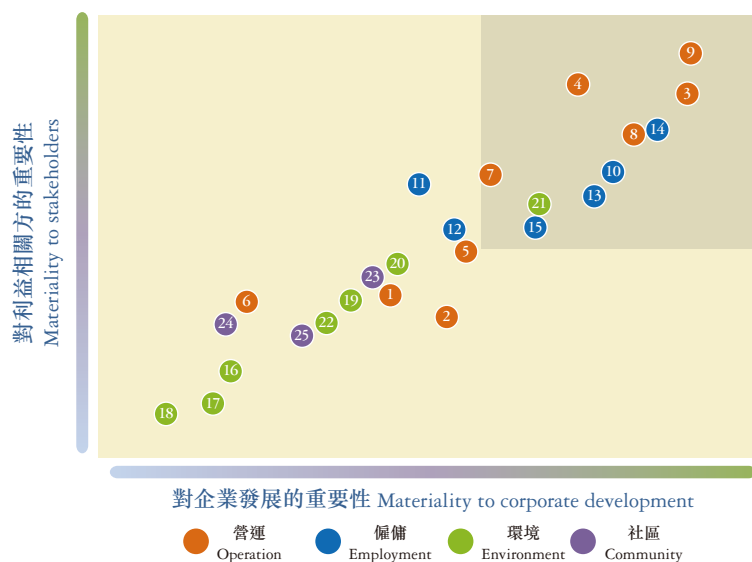


邀請超過200位業
主、商鋪租戶、供
應商、政府等外部
利益相關方包括參
與問卷調研

Over 200 property
owners, shop tenants,
suppliers, government
and other external
stakeholders were
invited to the
questionnaire survey

- 本報告將著重披露利益相關方重點關注的議題；
- This report will stress on disclosure of such issues that comprise stakeholders' focus;
- 集團將依照ESG重要優先事項，制定響應工作計劃，並及時回顧目標的達成情況。
- The Group will prepare its work plan to respond to important ESG issues based on their level of priority, coupled with a timely review of whether the objectives are met.

三、2019年度利益相關方調研結果 (續) III. STAKEHOLDER SURVEY RESULTS FOR 2019 (Continued)



集團通過矩陣圖形式，展示2019年集團ESG管理事項的優先順序：

The Group presents the order of priority of its ESG management issues in 2019 in the form of a matrix:

營運 Operation	1	採購管理	Procurement management
	2	供應鏈的環境與社會風險管理	Managing supply chain on environment and social risks
	3	產品質量與健康	Product quality and health
	4	客戶服務與滿意度	Customer service and satisfaction
	5	負責任營銷	Responsible marketing
	6	知識產權保護	Protecting intellectual property rights
	7	客戶信息安全	Security of customer information
	8	合規穩健運營	Compliant and steady operation
	9	反貪腐與廉潔培訓	Anti-corruption and integrity training
僱傭 Employment	10	人才招聘與團隊建設	Talent recruitment and team building
	11	員工薪酬與福利	Staff remuneration and benefit
	12	員工權益保障	Protecting staff rights and interests
	13	平等參與及多元化	Equal participation and diversity
	14	職業健康與安全	Occupational health and safety
	15	員工培訓與發展機遇	Staff training and development opportunities
環境 Environment	16	節能減排	Energy conservation and emissions reduction
	17	提升用水效益	Enhancing water efficiency
	18	應對氣候變化	Tackling climate change
	19	綠色運營	Green operation
	20	建築廢棄物管理	Managing construction wastes
	21	綠色建築	Green buildings
	22	合理開發與生態保護	Rational development and ecological preservation
社區 Community	23	社會公益慈善	Social welfare and philanthropy
	24	助力城市更新	Supporting urban renewal
	25	促進本地經濟發展	Promoting the development of local economy



倡廉善治 合規運營

Integrity, Proper Governance and Compliance Operation

一、誠信合規經營

I. OPERATION WITH INTEGRITY AND COMPLIANCE

旭輝的文化就是陽光的文化，我們要追求陽光事業、陽光收入、陽光財富、陽光關係。
有陽光的地方，舞弊者便無處遁形！

The culture of CIFI is the culture of sunshine; we bring sunshine to career, income, wealth and relations.

—董事會主席林中先生 – Mr. LIN Zhong, Chairman of the Board

1、扎根制度管理，構築合規管理體系

➤ 體系構建

集團在制度和組織層面對權力進行制約和監督。制度與文化相結合，做到制度透明，通過制定《旭輝集團審計監察制度》、《旭輝集團責任追究制度》、《集團監察案件查辦管理辦法》及《集團員工利益衝突申報管理辦法》等文件，構築了完整的反舞弊制度體系；同時，制定各項業務的制度流程，規範管理，避免權力真空區，確保依法合規經營。

集團堅持反舞弊工作是「一把手工程」的理念，在集團總部設立審計監察部，作為負責全集團反舞弊工作的專門部門。該部門在集團董事會的領導下，由集團行政總裁主管，獨立開展工作。董事會主席和行政總裁定期聽取反舞弊工作彙報，批閱每一份審計監察報告，督促被審計監察單位和人員落實整改，反舞弊成果得到充分運用。審計監察團隊以完善的內部紀律保障了監督工作的公平、公正，以精湛的專業能力保障監督工作的權威性。

1. Taking root in the institutional management to build a compliance management system

➤ Institutional establishment

The Group restricts and supervises power at institutional and organisational levels. By combining system with culture, we have rendered our systems transparent, with a complete anti-corruption system in place which comprises documents such as the “Audit and Supervision System of CIFI Group”, the “Accountability Mechanism of CIFI Group”, the “Administrative Measures for Supervision and Case Investigation of the Group” and the “Administrative Measures for Declaration of Conflicts of Interests of the Group’s Staff”. Meanwhile, by formulating the institutional procedure of each business, we have achieved well-regulated management, prevented power vacuums and ensured legal and compliance operation.

The Group upholds the philosophy that anti-fraud shall be a top priority. With that in mind, the Group has set up the audit and supervision department at its headquarters, as a designate department responsible for anti-fraud of the entire Group. Led by the Board of the Group and headed by the Group’s Chief Executive Officer, this department works independently. Chairman of the Board and Chief Executive Officer regularly listen to anti-fraud work reports, approve every audit and supervision report, and urge rectification of units and personnel under audit and supervision. As such, the anti-fraud results are fully put into practice. The audit and supervision team has ensured the fairness and integrity of supervision work, and protected the authority of such work with superior professional capabilities.



倡廉善治 合規運營

Integrity, Proper Governance and Compliance Operation

一、誠信合規經營 (續)

1、 扎根制度管理，構築合規管理體系 (續)

➤ 貫徹落實

根據《集團責任追究行為處罰操作說明》等辦法，集團對違規違紀行為，視情節輕重，給予通報批評、記過、降職降級或降職調崗、辭退四類處罰，涉嫌犯罪的移送司法機關處理。集團對受理的舞弊線索100%調查，對查實的舞弊問題100%追責；以嚴明處罰機制，切實加強了集團監督約束機制，強化內部管理，整頓作風紀律，保證集團依法合規經營。同時，致力建立健全長效機制，督促被審計監察單位整改問題，將發現的問題整理彙編成冊輸出至集團職能條線，推動各條線加強宣貫、學習與教育。協同採購及營銷等部門建立及完善《高管及其關聯人購房管理制度》、《中介管理規範操作指引》及《渠道暫借款規範操作指引》等十餘項管控制度，堵漏建制。

2、 構建陽光文化，打造「廉潔旭輝」

在企業廉政文化觀念形成過程中，集團在內容上突出以人為本，方法上重在養成，目的是讓無形的廉政理念在員工內心深處扎根。

I. OPERATION WITH INTEGRITY AND COMPLIANCE (Continued)

1. Taking root in the institutional management to build a compliance management system (Continued)

➤ Implementation

According to measures such as the “Manual for Accountability and Punishment of the Group”, depending on the circumstances, the Group imposes four types of penalties, namely: public reprimand, demerit record, demotion or re-designation to lower ranks and dismissal, with those suspected of crimes to be transferred to judicial authorities. The Group investigates all the fraud clues accepted, and invariably ascertains the responsibility for verified fraud. Such a strict and impartial punishment mechanism has effectively strengthened the Group’s supervision and restraint mechanism as well as internal management, rectified conduct and discipline, and ensure compliance operation of the Group. Meanwhile, the Group, committed to establishing a robust long-term mechanism, supervises the rectification of units under audit and supervision. Identified issues are compiled into books and distributed to the functional organs of the Group, enabling them to enhance promotion, implementation, study and education. We also work with our procurement and marketing departments to establish and improve more than ten control systems, including the “House Purchasing Management System for Executives and Related Parties”, the “Standard Operation Guidelines for Intermediary Management” and the “Standard Operation Guidelines for Temporary Loan by Channels”, with a view to plugging loopholes via organisational system.

2. Cultivating sunshine culture and build an “Incorrupt CIFI”

In the process of developing the concept of corporate integrity culture, the Group emphasises on being people-oriented in content and cultivation in method, for the purpose of allowing the concept of integrity to take root amongst the staff.



倡廉善治 合規運營

Integrity, Proper Governance and Compliance Operation

一、誠信合規經營 (續)

2、 構建陽光文化，打造「廉潔旭輝」 (續)

集團嚴格遵守《中華人民共和國刑法》及《中華人民共和國反不正當競爭法》等相關國家法律法規，將反腐倡廉作為提升公司治理效率的重要途徑。集團不斷加大對舞弊行為的打擊力度，制定了適用於全集團(包括所有附屬公司)的《集團員工職業操守手冊》，其中詳細規定員工行為底線，嚴禁貪污受賄、挪用資金、關聯交易、泄露機密等舞弊行為，對任何觸犯紅線的行為保持零容忍的高壓態勢。

此外，集團重視供應鏈管理的廉潔風險防控，與每個供應商簽訂《廉政須知》及《廉政承諾書》等廉政互信文件，明確集團招標採購工作中的各項廉政工作要求、投訴渠道，接受供應商監督，反對商業賄賂。

集團逐步推進日常廉政宣傳工作。2019年，集團創新推出「廉潔旭輝」微信公眾號，充分利用公眾號信息傳播便捷的優勢，積極打造企業廉潔文化宣傳新陣地。公眾號設置「廉潔速遞」、「旭輝紅線」、「在線舉報」三大板塊和「新聞速遞」、「小旭說法」、「行廉倡廉」等六個子欄目，定期推送集團廉潔建設工作動態、警示教育案例等內容，以圖文並茂、深入淺出的教育方式提升員工在反貪腐方面的關注度和參與度；同時緊盯關鍵節點，在重要節假日推送廉潔過節提示，時刻提醒員工知敬畏、存戒懼、守底線。目前微信公眾號已實現對集團內部員工的全覆蓋，並邀請供應商、合作夥伴共同關注。

1. OPERATION WITH INTEGRITY AND COMPLIANCE (Continued)

2. Cultivating sunshine culture and build an "Incorrupt CIFI" (Continued)

The Group strictly complies with relevant national laws and regulations such as "Criminal Law of the People's Republic of China" (《中華人民共和國刑法》) and "Unfair Competition Law of the People's Republic of China" (《中華人民共和國反不正當競爭法》), and regards anti-corruption and integrity as important means to boost the corporate governance efficiency. The Group keeps intensifying the effort to crackdown on fraud, and formulated the "Staff Ethics Manual of the Group" applicable to the entire Group, including all of its subsidiaries. The manual, which details the bottom lines of staff conduct, forbids fraudulent practice such as embezzlement and bribery, misappropriation, related party transaction and leakage of secrets. For any breaches, the Group maintains a zero-tolerance stance with high pressure.

In addition, the Group underscores the prevention and control of integrity risks in its supply chain management by entering into integrity and mutual trust documents such as the "Integrity Instructions" and the "Integrity Letter of Undertaking" with each supplier. Such documents specify the requirement and compliant channel for each integrity item in the Group's tendering and procurement work, subject the Group to supervision of suppliers and prevent commercial bribery.

The Group progressively pushes forward its daily publicity work on integrity. In 2019, the Group made an innovative move by launching its official WeChat account named "Incorrupt CIFI", one that fully leverages on the convenient information dissemination via official account, to actively build a new platform for promoting corporate integrity culture. The official account is designed with three main segments, namely "Integrity Express", "CIFI Red Line" and "Online Whistle-blowing", as well as six sub-sections such as "News Express", "CIFI Legal Report" and "Implementing and Advocating Integrity". The account regularly delivers push notifications of content including the Group's latest integrity development work and cautionary education cases, which aim to lift the attention and participation of staff in anti-corruption through both texts and images and in a simple yet profound way of education. Meanwhile, we, highly attentive key nodes, will send notifications in major holidays and festivals to remind staff of upholding anti-corruption, staying alert and adhering to the bottom line. Currently, the official WeChat account has achieved full coverage of the Group's internal staff, and expanded its coverage to suppliers and partners.

一、誠信合規經營 (續)

I. OPERATION WITH INTEGRITY AND COMPLIANCE (Continued)

2、構建陽光文化，打造「廉潔旭輝」 (續)

2. Cultivating sunshine culture and build an “Incorrupt CIFI” (Continued)

「激濁揚清，東北前行」廉潔文化建設活動

“CASTIGATE THE ILL AND EXTOL THE GOOD IN THE NORTHEAST”, A CAMPAIGN FOR DEVELOPING INTEGRITY CULTURE

由集團審計監察部主辦，東北事業部承辦的主題為「激濁揚清東北前行」的廉潔文化建設活動於2019年9月在瀋陽舉行。東北事業部員工到遼寧省反腐倡廉展覽館參觀學習，先後開展了多項廉潔文化建設活動，深入學習企業反舞弊的最新要求，進一步樹立了守法經營、依法辦事的廉潔意識。

“Castigate the Ill and Extol the Good in the Northeast” was an integrity culture campaign led by the Group’s audit and supervision department and undertaken by the Northeast China Operation Division in Shenyang during September 2019. The division staff paid a study visit to the Anti-corruption Gallery of Liaoning Province, and successively carried out multiple activities on building integrity culture, learning the latest requirement of corporate anti-corruption and further establishing their integrity consciousness of lawful operation and acting according to law.

“2019年，集團共開展
33次反腐專題培訓
培訓範圍覆蓋全員”

“In 2019, the group
carried out 33 anti-
corruption trainings

The training scope covers
all employees”





倡廉善治 合規運營

Integrity, Proper Governance and Compliance Operation

《旭輝人職業操守》學習及在線答題測試活動

2019年6月，集團在內部開展了《旭輝人職業操守》學習及在線答題測試活動。集團全體員工在線學習《旭輝人職業操守》課程，並完成在線考試，考試不合格的員工，不得晉升及評優。全集團共計6,128名員工完成學習考試，全集團總體完成率為89.5%。此次活動幫助員工更好地了解、遵守旭輝紀律紅線，牢記六大軍規，六項紀律，十大倡導等內容。

ACTIVITY OF STUDYING AND ONLINE TEST OF “CIFI PROFESSIONAL ETHICS”

In June 2019, the Group carried out an internal activity of studying and online test of “CIFI Professional Ethics”, during which all staff of the Group studied the course on “CIFI Professional Ethics” and completed an online test. Those who failed the test were barred from promotion and excellence titles. A total number of 6,128 members of staff finished the study and test, with an overall completion rate of 89.5% for the Group. The activity helped the staff to better understand and observe the discipline red line of CIFI, bear in mind the Six Key Rules, Six Disciplines and Ten Advocations.

一、誠信合規經營 (續)

2、構建陽光文化，打造「廉潔旭輝」 (續)

為加強內外部人員對集團的監督，集團開設了暢通的舉報渠道，包括信件舉報、電話短信舉報、郵箱舉報、在線舉報等方式。如發現舞弊線索，一律調查核實；如查證屬實，涉事人員一律作出辭退等處分；涉嫌犯罪的，移送司法機關依法追究刑事責任。

根據《集團監察案件查辦管理辦法》，集團秉持舉報政策中舉報人保密的核心原則，對舉報人信息嚴格保密，對打擊報復舉報人及證人的行為嚴肅處理。

I. OPERATION WITH INTEGRITY AND COMPLIANCE (Continued)

2. Cultivating sunshine culture and build an “Incorrupt CIFI” (Continued)

To enhance its supervision by internal and external personnel, the Group has set up smooth whistle-blowing channels, including letters, phone calls and SMS, email and online complaints. Should any clues of fraud be found, investigations will take place for verification. If such clues are verified to be true, all personnel involved will be sanctioned, such as dismissal. Those suspected of criminal offenses shall be transferred to judicial authorities and held accountable for legal liabilities in accordance with law.

According to the “Policies of Administrative Measures for Supervision and Case Investigation of the Group”, the Group keeps the information of whistle-blowers strictly confidential, and seriously deals with any revenge on whistle-blowers and witnesses based on the core principal of confidentiality of whistle-blowing policy.



倡廉善治 合規運營

Integrity, Proper Governance and Compliance Operation

一、誠信合規經營 (續)

3、 合作共贏，共建廉潔商業社會

集團於2015年正式加入中國企業反舞弊聯盟，是聯盟創始會員單位之一，並於2018年成為理事單位，2019年成為常務理事單位。通過加入國內成立最早、在企業治理腐敗犯罪領域最完整、最全面的反舞弊組織，集團不斷積累並分享反舞弊工作經驗，推動更為成熟的廉潔風險監督體系的建設。集團監察負責人徐少芬女士繼2016年7月被聘任為聯盟調查專業委員會專家後，又於今年被聘任為調查專業委員會專家委員。

2019年底，集團憑藉在企業內審內控及反舞弊領域的突出表現，榮獲全國企業反舞弊工作「先進單位」。集團未來將繼續保持與聯盟夥伴單位的良性互動，共同推動企業反舞弊工作的科學發展，營造風清氣正的企業廉政文化氛圍。

I. OPERATION WITH INTEGRITY AND COMPLIANCE (Continued)

3. Win-win cooperation to build a commercial community with integrity

The Group formally joined the China Enterprise Anti-Fraud Alliance in 2015 as one of its founding members, and became a director unit in 2018 and a standing director unit in 2019. By joining China's oldest and most comprehensive anti-fraud organisation to tackle corruption crimes, the Group keeps cumulating and sharing its anti-fraud work experience, propelling the development of a more mature system to monitor fraud risks. Ms. Xu Shaofen, the Group's supervisory person in charge, was appointed as an expert committee member of the Investigation Professional Committee during the year, following her last appointment as an expert of the Alliance Investigation Professional Committee in July 2016.

At the end of 2019, the Group became an "Advanced Unit" for national corporate anti-fraud work, due to its outstanding performance in corporate internal audit and anti-fraud. Going forward, the Group will maintain positive interaction with alliance partners, jointly drive the scientific development of corporate anti-fraud work and build a clean and honest corporate culture.



倡廉善治 合規運營

Integrity, Proper Governance and Compliance Operation

二、強化風控管理機制

II. STRONGER MANAGEMENT MECHANISM FOR RISK CONTROL

機制	Mechanism
<ul style="list-style-type: none"> 組織保障：設立集團風險管理委員會統籌並監督全面風險管理體系的有效運行；集團財務中心、審計監察部、法務風控部、各區域／業務單位經營班子負責落地風險管理委員會決策，各司其職、各負其責；各區域成立風險領導工作小組，由總經理擔任組長，法務風控部負責人擔任副組長，統籌各區域的風險管理工作； 風險上報機制：法務條線執行垂直委派機制，享有業務的知情權、參與決策權、審核權，對業務風險隱患有逐級報告權、對業務風險事件有直接報告權； 風險檢查機制：集團總部各職能定期組織各區域專項檢查；區域法務組織本區域的各類風險檢查； 風險交圈機制：各部門確定風險對接人，定期／不定期組織專題討論會議，形成風險信息交圈； 年度風險調研及報告：年度組織全員風控調研、高管風控訪談，識別重大風險，研討應對舉措，並在董事會上做專題報告； 危機應對機制：建立危機應對響應機制。 	<ul style="list-style-type: none"> Organisational assurance: The Group has set up its risk control management committee to coordinate and supervise effective operation of the comprehensive risk control system; the Group's financial centre, audit and supervision department, legal affairs and risk control department and all regional/business operation teams are responsible for carrying out the decisions of the risk control management committee and performing their respective duties and responsibilities; the risk leadership working team has been set up in each region, with the general manager acting as its team leader and the head of the legal affairs and risk control department acting as the deputy team leader, to coordinate the risk control management work in each region; Risk reporting mechanism: Our legal affairs section executes a vertical delegation mechanism, whereby it has the right to know, participate in decision-making, review, report business risks level by level and directly report business risk incidents; Risk inspection mechanism: Each functional organ of the Group's headquarters regularly organises special inspection for each region, with the regional legal affairs department responsible for inspecting various risks in its own region; Risk communication mechanism: Each department designates its risk communication officer who regularly/irregularly organises discussions, thus developing a circle for communicating risk information; Annual risk survey and report: Each year, our staff is organised for a risk control survey, together with interviews with senior management on risk control, to identify significant risks, discuss corresponding measures and make special reports at Board meetings; Crisis response mechanism: A mechanism has been established in response to crisis.
工具	Tool
制定風險管理的各類制度、風險清單、集團令行禁止事項，將風險管控措施納入各業務部門的制度流程及工作標準中。	In respect of risk management, the Group has prepared various systems, risk lists and prohibited cases, with risk control measures incorporated into the processes and work criteria of each business department.
文化	Culture
<p>作為建立並落實風險防控體系的重要組成，2019年度集團法務條線共計開展384次法律合規及風控相關的培訓，培訓面向全員，包括專題宣講、公司早會宣貫、面授培訓、線上課程培訓等多種形式；宣傳推廣風險防控要求，提升全員の合規意識與能力。</p> <p>法務風控培訓已納入各區域法務團隊的績效考核指標，以確保培訓宣貫工作的全面落實。</p>	<p>As a key component to establishing and implementing the risk control system, the legal affairs section of the Group carried out a total of 384 trainings on legal compliance and risk control in 2019. Targeting all staff, such trainings took place in a number of forms such as special talks, publicity at morning meetings, face-to-face training and online training courses, to promote risk control requirements and improve the compliance awareness and ability of all staff.</p> <p>Legal affairs and risk control training has been included as a performance appraisal indicator for each regional legal affairs team to ensure full implementation of publicity work.</p>

三、知識產權保護

集團遵守《中華人民共和國商標法》及《中華人民共和國專利法》等知識產權保護相關法律法規，制定《商標管理制度》，規範知識產權管理、查新檢索、申請、許可使用、保護等各項工作，由產品研發部、品牌管理部設立專門預算，用於知識產權申報、維護；集團法務風控部負責應對專利糾紛，嚴格執行知識產權應急方案，對侵權與不侵權進行快速確認，並及時採取有效措施，維護自身合法權益。

集團建立並落實保密制度及競業協議制度，對商業秘密劃分密級等級及使用權限，並與接觸重要機密的員工以書面形式簽訂《保密合同》及《職務成果知識產權歸屬承諾書》；通過培訓及宣傳等一系列方式，強化知識產權保護意識。

同時，集團也充分尊重合作方的知識產權，加強對外宣傳以及其他方面的知識產權管理，嚴格在授權範圍內使用合作方知識產權，並對侵犯合作方知識產權的行為給予維權協助。

III. PROTECTION OF INTELLECTUAL PROPERTY RIGHTS

The Group observes laws and regulations in relation to protection of intellectual property rights which includes “Trademark Law of the People’s Republic of China” (《中華人民共和國商標法》) and “Patent Law of the People’s Republic of China” (《中華人民共和國專利法》). It has the “Trademark Management System” in place to regulate various work such as regulating the management of intellectual property rights, new content search, application, licence use and protection. The departments of product research and development as well as brand management have set up special budgets for the application and maintenance of intellectual property rights; and the legal affairs and risk control department of the Group is responsible for addressing patent disputes, strictly implementing intellectual property emergency plans, swiftly identifying infringement and non-infringement, and timely adopting effective measures to protect our legitimate interests.

The Group establishes and implements its confidentiality system and competition agreement system, under which commercial secrets are classified by level of confidentiality and user permission, and enters into the “Confidentiality Contract” and the “Commitment Letter on Ownership of Occupational Intellectual Property Rights” with its staff wherever a significant secret is involved. The Group also strengthens the staff awareness of intellectual property protection through a series of methods such as training and publicity.

Meanwhile, the Group fully respects the intellectual property rights of its partners, strengthens external publicity and other aspects of intellectual property management, uses intellectual property rights of the partner strictly within the scope of authorisation, and provides assistance to combat infringement of partners’ intellectual property rights.



精工品質 以心建家

Building Quality Homes with Ingenuity

一、潛心傾注產品研發

1、多元化的城市空間

➤ 住宅

集團尊重每一塊土地的價值，對每一個城市、區域、地塊進行深入的研究，將地脈與人脈深度結合，逐步形成了鉅悅系、府系、宸悅系、江山系、公元系、城系六大產品系，為不同需求的客戶打造更完美的家。

I. DEDICATION TO PRODUCT R&D

1. Diversified urban space

➤ Residential

The Group respects the value of each parcel of land, conducts in-depth research on each city, region and land plot, and integrates geographic and humanistic characteristics in an in-depth fashion. As a result, its six product series have taken shape, including Park Mansion Series, CIFI Mansion Series, Poetic Series, Landscape Series, A.D. Series and City Series, creating a more perfect home for customers with different needs.



鉅悅系 — 常州 | 鉅悅天寧 Park Mansion Series — Changzhou | Park Mansion



府系 — 瀋陽 | 鉅宸府 CIFI Mansion Series — Shenyang | Bochen Mansion



宸悅系 — 南昌 | 江語院 Poetic Series — Nanchang | Jade Garden



江山系 — 重慶 | 江山雲出 Landscape Series — Chongqing | The Landscape



公元系 — 蘇州 | 弘庭 A.D. Series — Suzhou | Hong Ting Mansion



城系 — 長沙 | 東樾城 City Series — Changsha | Eastern Tree Shade

一、潛心傾注產品研發(續)

1、多元化產品系列(續)

➤ 商業

旭輝商業踐行為核心城市打造精品商業的戰略，精心打造體量在8萬平方米以上的城市時尚商業體驗中心旭輝廣場、面向全年齡段家庭消費的社區型商業綜合體旭輝裏、社區小體量商業新模式旭輝市集三大產品系列，融合每座城市的人文地理風貌及客戶對美好生活的追求，為一城一區打造獨一無二的商業體驗。



旭輝廣場 | LCM置匯旭輝廣場
CIFI Square | Shanghai LCM



旭輝里 | 寶山嘉樂匯
CIFI Lane | Baoshan Jia Le Hui



旭輝市集
CIFI Market

I. DEDICATION TO PRODUCT R&D(Continued)

1. Diversified product series (Continued)

➤ Commercial

Regarding commercial properties, CIFI practises the strategy of creating refined commercial projects in core cities, presenting three ingenious product series, including CIFI Square (an urban fashion business experience centre covering an area of more than 80,000 square metres), CIFI Lane (a community-oriented commercial complex dedicated to family consumption and for all age groups) and CIFI Market (a new business model with small size and for communities). These projects blend the humanistic and geographical features of each city with the customer's pursuit of a better life, forging a unique business experience for one city and one region.



精工品質 以心建家 Building Quality Homes with Ingenuity

一、潛心傾注產品研發(續)

2、產品創新及研發

集團專注於針對客戶需求的產品研發，集團客戶研究部建立了「產品－客戶」的價值傳遞體系，從引領性客戶及市場趨勢研究入手，為新產品研發提供客戶需求導向的支持，如分析年輕客群的行為趨勢，歸納出該群體的社交傾向與家庭生活習慣，從而有針對性地打造自由無限、多功能開放式的巨廳空間；通過入戶深訪了解客戶的收納習慣，從而研發滿足客戶需求的全屋高效收納系統等。

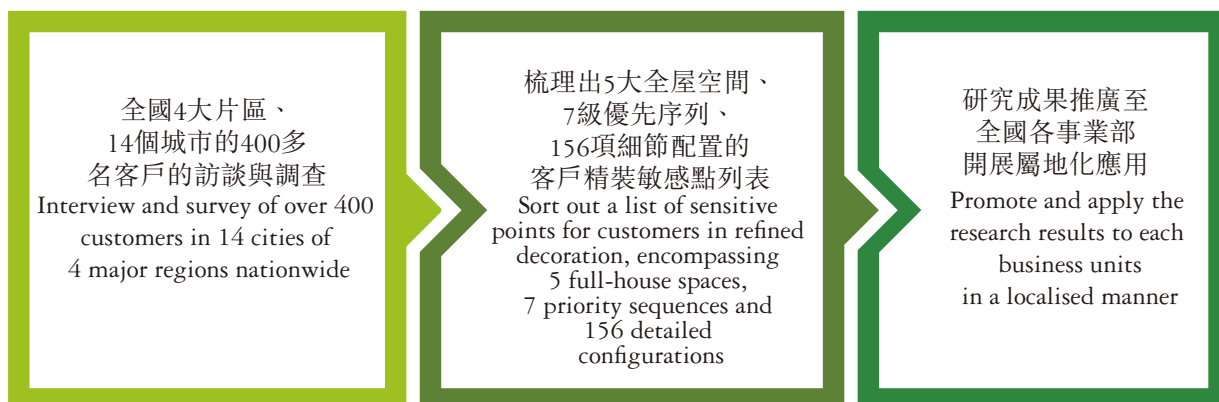
2019年，集團全面開展面向所有產品線的精裝宅配客戶敏感點研究：

I. DEDICATION TO PRODUCT R&D(Continued)

2. Product innovation and R&D

The Group focuses on such product R&D that caters to customer needs. The Group's customer research department has established a "product-customer" value transmission system that starts with leading research on customers and market trends to provide customer demand-oriented support for new product R&D, such as analysing the behavioural trend of the young customer group and summarising its social tendency and family living habits, thereby developing a free and unlimited, multi-functional and open-style space in a targeted manner. CIFI also paid household visits to further understand customers' storage habits, so as to develop a whole-house high-efficiency storage system to meet customer needs.

In 2019, the Group fully carried out research on customer sensitive points of residential ancillaries for refined decoration of all product lines:



全面了解不同客戶群體對精裝功能區域、精裝風格調性等方面的個性化偏好，
及對環保、無異味、高品質的裝修材料的共同需求
Fully understand individual preferences of different customer groups when it comes to functional areas and style of refined decoration, as well as the common demand for environmental-friendly, odourless and high-quality decoration materials

一、潛心傾注產品研發(續)

2、產品創新及研發(續)

➤ CIFI-6盛大發佈詮釋生活的自由、激情、夢想

2019年，集團新一代產品CIFI-6正式發佈。在上一代產品CIFI-5的基礎上，CIFI-6在各年齡段差異化需求的基礎上進一步優化，更關注住戶在社交、尊重、自我實現三個層次的需求，開展有針對性的產品設計：

- 重塑小區社交，促進陌生鄰里關係

I. DEDICATION TO PRODUCT R&D (Continued)

2. Product innovation and R&D (Continued)

➤ Grand launch of CIFI-6, Interpreting freedom, passion and dream of life

In 2019, the Group officially launched CIFI-6, a new-generation product. On top of the previous generation CIFI-5, CIFI-6 is further optimised on the basis of differentiated needs of various age groups, paying more attention to the needs of residents with connection to socialising, respect and self-realisation, with targeted product design:

- Reshape socialisation in small communities and improving relationships between neighbours



共享「繽紛盒子」

通過在小區露天的綠地、花園中放置多功能的透明盒子(包括公共健身房、公共廚房、共享KTV、共享書櫃、共享朗讀亭、共享兒童活動房等)，讓住戶的活動可視化，增加鄰里參與的可能性與可行性

Sharing “Fun Boxes”

By placing multi-functional transparent boxes (including public gymnasium, public kitchen, shared KTV, shared bookshelf, shared reading kiosk, shared children's activity room, etc.) in outdoor green spaces and gardens of communities, residents can access visualised activities, rendering resident participation more likely and feasible



從住宅到公共空間的緩和地帶

對歸家動線進行優化升級，把歸家動線納入生活體驗區，在小區入口等地設置集市、書吧、藝術館、茶室等12個主題模塊，為業主創造更多社交機會及別樣的歸家體驗，從而增強業主對公共空間的安全感

Moderation zone from residential units to public space

Work has been done to optimise and upgrade homecoming lines by integrating them into the life experience zone, where 12 theme modules such as the market, book bar, art museum and tea room are placed at the entrance to the community to create more socialising opportunities and unique homecoming experience for property owners, thereby enhancing the owner's sense of safety in public space



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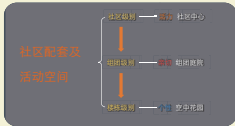


易到達的「類地面」空間

除地面的各種公共活動場地，在高層住宅的空中建立「類地面」場所，如共享空中花園，方便同一棟高樓的鄰里進行「類地面」的社交活動

Accessible “ground-like” space

In addition to various public event venues on the ground, “ground-like” venues are established inside residential high-rises, such as shared sky garden, as a platform to facilitate “ground-like” social activities among neighbours in such high-rises

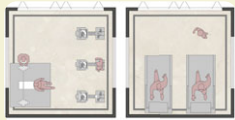


三個維度的社區配套活動空間

在社區維度建立社區中心，在組團維度建立親切組團庭院，在樓棟維度建立個性空中花園，從而使住戶融入公共空間，促進鄰里間的交流與來往

Three-dimensional ancillaries for community activity space

Vibrant community centres are established from the community dimension, coupled with friendly group courtyard from the group dimension and characteristic sky gardens from the building dimension, to engage residents in public space and promote communication and exchanges among neighbours



創造適合交流的距離和空間

社會距離(1.30-3.75米)是朋友、熟人、鄰居、同事等之間日常交談的距離，為促成陌生鄰里間的社交，社區內多項設局均向該維度靠攏，如由2個繽紛盒子組成的公共健身房的陳設中人與人的距離正好在1.30-3.75米之間

Creating distances and spaces suitable for communication

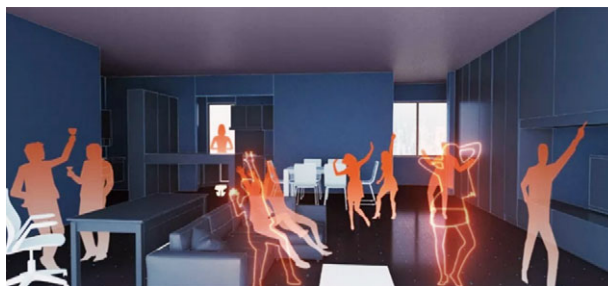
A social distance (1.30-3.75 metres) is the distance for daily conversation between friends, acquaintances, neighbours and colleagues. In order to help neighbours to socialise, many establishments in the community are oriented toward such dimension. For instance, a distance of 1.30 to 3.75 metres between people is designed for the furnishings of the public gymnasium, comprising 2 fun boxes

一、潛心傾注產品研發(續)

2、產品創新及研發(續)

➤ CIFI6盛大發佈詮釋生活的自由、激情、夢想(續)

- 以「巨廳」及「小家式主臥」重塑家人、夫妻關係為增加家人朋友相互陪伴的時間，促進家人朋友的溝通交流，CIFI-6創造了「巨廳」的概念，通過優化設計，盡可能減少過道等所佔面積，並將書房、廚房、陽台、玄關等一切可能併入客廳的面積，實現客廳一體化，打造既能滿足不同家庭成員的獨特需求又能容納好友歡聚的一體化空間；同時，CIFI-6打造了全功能「小家式主臥」的概念，為夫妻創造一片獨特的「二人世界」，以獨特的「小家」重建「大家」中最核心的關係。



- 讓孩子擁有記憶，讓中年重拾夢想，讓老年重拾自尊
CIFI-6關注各年齡層不同的生活需求，以實現住戶「自我」的需求。針對孩童，CIFI-6通過遊戲場地的IP化、故事化為孩童建立童年記憶；針對中青年，CIFI-6將次臥打造成與夢想有關的地方，如工作室、遊戲室、收藏室等泛臥室特色模塊；針對居家養老的自理、半自理老人，CIFI-6融入適老化設計，讓他們能輕鬆照顧自己，完成各種動作。

I. DEDICATION TO PRODUCT R&D (Continued)

2. Product innovation and R&D (Continued)

➤ Grand launch of CIFI6, Interpreting freedom, passion and dream of life (Continued)

- Reshape family and spousal relationship with “Giant Hall” and “Small Family Master Bedroom”
To increase the time for family and friends to accompany each other and facilitate their communication, CIFI-6 has created the concept of “Giant Hall”. Design optimisation takes place to minimise the area of corridors and consolidate the study room, kitchen, balcony and porch into the living room. Such an integrated living room not only meets the unique needs of different family members, but also accommodates friends’ gathering. In addition, CIFI-6 has created the concept of an all-in-one “Small Family Master Bedroom”, with a view to creating a unique space for couples and employing the unique “small family” to reshape the core relationship of “large family”.

- Bring memories to children, renew aspirations to the middle-aged and refresh self-esteem to the elderly

CIFI-6 pays attention to the different life needs of all age groups, to meet the individual demands of residents. For children, CIFI-6 helps them grow their childhood memories through IP and story-based game venues. For young and middle-aged people, CIFI-6 develops secondary bedrooms into dream-related places, featuring pan-bedroom modules such as studios, game rooms and collection rooms. For stay-at-home senior citizens who care for themselves on their own or in a semi-autonomous mode, CIFI-6 has blended in elderly-friendly designs to enable elderly residents to easily take care of themselves and complete various actions.



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居家養老自理解決方案

通過總結老人居家的痛點，如視力弱化；不能久站久坐；容易摔跤；應對意外能力弱，獨自在家容易發生意外等，CIFI-6制定了對應的解決方案：

1. 各空間之間無高差

對入戶門、廚房門、衛生間門、陽台門進行內外無高差設計，避免老人被門檻絆倒，老人即使坐輪椅也方便進出。

2. 廚房及衛生間特殊設計

讓老人可以自行完成各種操作廚房的操作台可以變成可移動座椅，在保留收納作用的同時能夠讓老人坐著做飯，避免長期站立彎腰；衛生間採用三分離式，並且在馬桶和淋浴房都設置了扶手、座椅，幫助老人生活盡量自理，最大程度避免尷尬。

3. 增加自動化設施

集團的適老房配備了智能晾衣架、智能油煙機；打開灶具，油煙機會自動打開；洗衣完成，晾衣架會自動降下；櫥櫃也能自動觸摸升降，最大程度減少老人的生活負擔。

4. 意外緊急回應

適老房的衛生間和臥室均設置了緊急呼叫，繩索延長至地面，老人即使倒在地上也可以拉到。在一些產品中，老人若進入一個空間很久沒有活動，系統亦會自動報警，及時通知家人和物業，最大程度保障老人安全。

5. 基本空間尺度均考慮輪椅通行和緊急救援需要

屋內空間均考慮了輪椅的迴轉半徑與活動空間，老人坐著輪椅也可以暢行無阻。一旦出現意外，房屋主要通道的寬度能容納擔架通過，醫務人員能快速進入客廳、廚房、臥室及衛生間進行救援，避免搬運，節省救助時間。

Self-care solutions for stay-at-home senior citizens

CIFI-6 has devised solutions to the difficulties of stay-at-home senior citizens, such as poor eyesight, inability to stand or sit for long hours, higher likelihood to fall, poor ability to cope with accidents, and a greater tendency to suffer from accidents at home alone:

1. No height difference between spaces

No height difference is designed between spaces inside and outside the doors of the entrance, kitchen, bathroom and balcony, to prevent senior citizens from tripping over the threshold and allow them to enter and exit easily in wheelchair.

2. Special design for kitchen and toilet

An operation table, designed to allow elderly residents to work in the kitchen on their own, can also turn into a mobile chair that both keeps miscellaneous items and allows the elderly to sit and cook, preventing prolonged standing and stooping. The bathroom is built in a “three-separation” model, with armrests and seats installed by the toilet and shower room to help elderly residents realise maximum self-care and minimise embarrassing conditions.

3. More automation facilities

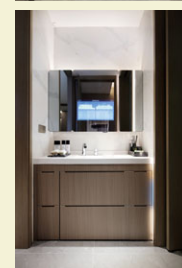
The Group's elderly-friendly units are furnished with smart clothes racks and smart range hoods: When the stove is turned on, the range hood will open automatically; after laundry is completed, clothes racks will be automatically lowered; and cabinets can also be automatically touched to rise and fall, all in a bid to minimise the burden on the elderly.

4. Emergency response

Both the bathroom and bedroom of elderly-friendly units are equipped with an emergency call device, whose wire is extended to the floor so that elderly residents can pull it even if they fall onto the floor. For some products, if an elderly resident enters a space for a long time without activity, the system will also automatically sound an alarm to notify the family and property management in time, to ensure the maximum safety of the elderly.

5. Wheelchair access and need of emergency rescue have been taken into account in the scale of basic spaces

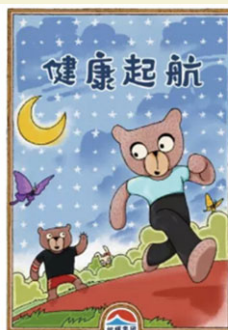
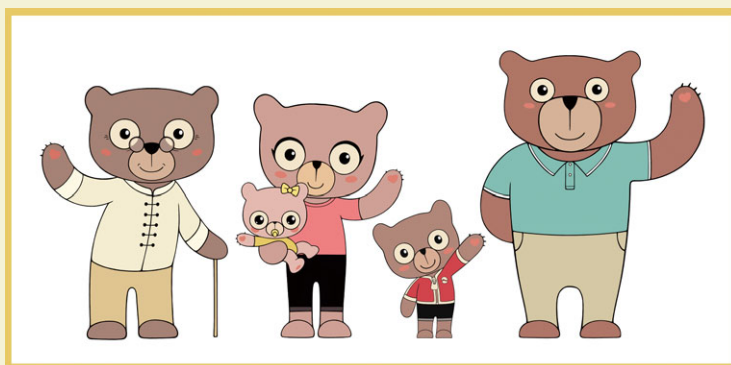
Indoor space takes into account the radius of gyration and activity space of a wheelchair, so that the elderly can move smoothly in wheelchair. In the event of an accident, the width of the main aisle of the house can accommodate a stretcher to pass through and allow medical personnel to quickly enter the living room, kitchen, bedroom and bathroom for rescue, thus preventing any carrying work and saving rescue time.



守護孩子的童真夢想

集團悉心關注每個孩子的夢，期望為他們創造一個童話般的童年夢想。2018年，CIFI-5的落地讓旭輝在全國範圍內踐行「全齡人居關懷」，而CIFI-6則以「旭輝全齡IP小熊」使得這一理念實現新的飛躍。

旭輝全齡IP小熊的誕生旨在為孩子們編織了一個貫穿成長過程的、在情感上提供陪伴和支持的童話夢想。眾多周邊衍生品，如故事折頁、填色繪本不斷地延展全齡IP的可能性，為親子互動、家庭陪伴提供了一個好的契機。在未來，全齡IP將成為小區全齡空間的一部分，不論是平面還是立體的出現，以更好的融入到孩子的日常生活中，陪伴共同成長。



Safeguarding children's innocence and dreams

The Group pays close attention to the dreams of each child and hopes to create a fairy-tale childhood dream for them. In 2018, CIFI-5's commencement of operation allowed CIFI to deliver "all-age residential care" nationwide, while CIFI-6 made a new leap of this concept with "CIFI All-age IP Bear".

The invention of CIFI All-age IP Bear aims to grow a fairy-tale dream that provides emotional companionship and support throughout the children's growth process. Numerous peripheral IP products, such as story folds and colouring picture books, provides a good opportunity for parent-child interaction and family companionship. In the future, all-age IP will become a part of all-age community space, be it two-dimensional or three-dimensional, to better integrate into children's daily life and accompany them to grow.



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一、潛心傾注產品研發(續)

2、產品創新及研發(續)

- CIFI-6盛大發佈詮釋生活的自由、激情、夢想(續)
為減少住戶的時間浪費，將更多的精力投入到生活，集團大力發展智慧社區，打造由慧出行、慧安心、慧居家、慧健康、慧養老、慧服務六大模塊構成的「慧」體系：

1. DEDICATION TO PRODUCT R&D (Continued)

2. Product innovation and R&D (Continued)

- Grand release of CIFI-6, Interpreting freedom, passion and dream of life (Continued)

To reduce time consumption by residents and devote more energy in life, the Group has been working to develop smart communities and build a smart system comprising six segments, namely Smart travel, Smart reassurance, Smart home, Smart health, Smart elderly care and Smart service:

旭慧生活—智慧社區

CIFI LIFE – SMART COMMUNITIES

 慧出行 Smart Travel	 慧居家 Smart Home	 慧安心 Smart Reassurance	 慧健康 Smart Health	 慧養老 Smart Elderly Care	 慧服務 Smart Service
<ul style="list-style-type: none"> 人臉識別 Face recognition 出入口管理 Entrance and exit management 電梯控制/戶內呼梯 Elevator control/indoor calling 訪客預約 Visitor appointment 智能道路照明 Intelligent road lighting 	<ul style="list-style-type: none"> 智能電器 Smart electrical appliance 網關及無線模塊 Gateway and wireless module 情景模塊 Scenario module 設備控制模塊 Equipment control module 安全模塊 Security module 人性化模塊 People-oriented module 家庭娛樂模塊 Home entertainment module 微智能模塊 Micro intelligent module 	<ul style="list-style-type: none"> 智能慧眼 Smart Eye 智能明鎖 Smart door lock 智能車位管理 Smart parking space management 戶外報警求助 Outdoor alarm for help 戶外人員定位 Outdoor personnel positioning 社區物業管理 Community property management 	<ul style="list-style-type: none"> 智能健身 Smart fitness 社區健康中心 Community health centre 智能影音互動 Smart audio-visual interaction 室外環境檢測 Outdoor environment detection 智能噴灌/噴霧 Smart sprinkler/spray 除蚊蟲 Pest control 垃圾分類回收 Classified garbage recycling 	<ul style="list-style-type: none"> 人體運動探測 Human motion detection 牀墊壓力探測 Mattress pressure detection 調光調色溫 Adjustment of light, colour and temperature 防跌倒 Prevention from fall 	<ul style="list-style-type: none"> 智能社區平台 Smart community platform 互動訊息發佈 Interactive information release 移動網絡信號覆蓋 Mobile network signal coverage 智能投遞/自動販賣 Smart delivery/vending 智能充電 Smart charging 智能標識標牌 Smart signage 能耗計算 Energy consumption calculation 自助洗車 Self-service car wash

本年度，集團設計操盤項目全面落地慧出行、慧安心、慧服務模塊，慧居家、慧健康、慧養老也得到了充分應用，其中慧養老模塊落地率實現「0」突破。

During the year, Smart Travel, Smart Reassurance, Smart Service modules are fully implemented to projects designed by CIFI. Other modules including Smart Home and Smart Health were also implemented in the majority of our projects, while Smart Elderly Care module achieved a “zero” breakthrough.



二、匠心打造產品質量

1、 質量管理

➤ 質量管理體系

集團貫徹「質量第一」的管理理念，嚴格遵守《中華人民共和國產品質量法》《中華人民共和國建築法》等法律法規，建立並落實標準化質量管理體系，以保障高品質的項目交付，促進集團工程質量管理水平的持續提升。集團已通過ISO9001質量管理體系認證。

管理制度

集團的質量管理制度體系包括《工程質量管理制度》《工程技術管理制度》等六大制度，《旭輝2019交付檢查評估流程》《全裝修工程管理流程》等九大流程，《外牆及外門窗淋水、噴水試驗標準》《旭輝集團防滲漏管理體系》等十一大標準，全方位把控項目質量。

管理職能

集團對建設工程的施工質量實施終身責任制，建立了「地勘、設計、監理、施工、建設」五大責任主體，並完善建設工程施工檔案管理。2019年，集團將客戶滿意度列入事業部一把手的重要考核指標，並與每位員工的績效獎金掛鉤，進一步提升內部對於質量管理的重視度，以優質的產品質量回應客戶對我們的信賴，保障企業的長期穩定發展。

II. COMMITMENT TO PRODUCT QUALITY

1. Quality management

➤ Quality management system

Practising the management concept of “Quality First” and strictly abiding by “Product Quality Law of the People’s Republic of China” (《中華人民共和國產品質量法》), “Construction Law of the People’s Republic of China” (《中華人民共和國建築法》) and other laws and regulations, the Group has a standard quality management system in place to ensure high-quality project delivery and facilitate continuous enhancement of quality management for its construction projects. The Group has obtained the ISO9001 quality management system certification.

Management system

The Group’s quality management consists of six systems including the “Construction Quality Management System” and the “Construction Technology Management System”, nine procedures such as the “CIFI 2019 Assessment Procedures for Delivery and Inspection” and the “Management Procedures for Comprehensive Renovation Engineering”, and eleven standards such as the “Water Spray Testing Standards for External Walls, Doors and Windows” and the “CIFI Management System for Prevention of Water Leakage”, to control project quality comprehensively.

Management functions

The Group implements a life-long accountability system for the quality of its construction works with five major obligations of “Site Inspection, Design, Supervision, Construction and Development”, and works to consummate file management for construction works. In 2019, the Group listed customer satisfaction as a key performance indicator for the head of each business units, and links to the performance bonus of each employee, to further enhance the emphasis on quality management among internal staff, repay customers’ trust with excellent product quality and ensure long-term sustainable development.



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二、匠心打造產品質量(續)

1、質量管理(續)

➤ 質量管理體系(續)

管控流程 – 全生命周期管理

材料管理

全面實施第三方材料抽檢，檢測的產品分為土建類、裝修類、機電類三大類，涵蓋關鍵乙供主材、甲供材、涉及客戶安全的精裝修甲供材等；由第三方實測實量評估單位，結合其各項目的評估計劃，同步在項目上進行材料隨機取樣，送至集團指定的檢測機構進行檢測；檢測報告及分析結果報送集團工程管理部、採購管理部；對不合格的材料堅決退場，以保障工程現場產品的真材實料、貨真價實，提高工程質量保障。

樣板管理

集團建立並實施樣板引路制度，在重要工序施工、批量精裝修、交房標準等方面執行樣板引路，樣板必須經過相關部門驗收且對操作工人交底後方可大面積施工。樣板引路有效保障了工程大面積施工的質量。

II. COMMITMENT TO PRODUCT QUALITY (Continued)

1. Quality management (Continued)

➤ Quality management system (Continued)

Management and control procedures – full life cycle management

Material management

We fully implement third-party random inspection of materials. Products under inspection are divided into three main categories, namely civil engineering, renovation and electromechanical products, covering the key materials supplied by contractors, materials provided by the company and refined decoration materials provided by the company and concerning customer safety. In the meantime, third-party measurement and assessment companies take random samples from project materials and send them to the Group's designated testing agencies for testing. The inspection reports and results of analysis are delivered to the Group's engineering management department and procurement management department. Disqualified materials shall never be used to ensure the quality and authenticity of products on site and enhance the quality assurance of construction works.

Prototype management

The Group has established and implemented a prototype guidance system. Prototype guidance is implemented in various aspects, such as important construction procedures, refined decoration in bulk and housing delivery standard. Large-scale construction may take place only after prototypes are verified and approved by relevant departments and details are fully introduced to workers. Prototype guidance effectively ensures the quality of large-scale construction.

二、匠心打造產品質量(續)

1、質量管理(續)

➤ 質量管理體系(續)

管控流程 – 全生命周期管理
(續)

施工過程管理

施工過程中，集團嚴格遵照《工程質量管理制度》要求，聚焦實測實量、質量風險、質量監督等範疇，執行過程管理目標，強化工程節點的檢查，務求提升施工管理質量。

- **實測實量：**由施工單位、監理單位、工程專業工程師三方進行實測，針對實測數據分析產生偏差的原因，評估是否存在系統性問題並提出整改及預防措施；且將實測實量合格率作為集團對項目質量檢查考核重要維度之一；
- **設立停止檢查點：**為保證工程質量，集團根據各項目特點及管控要求編製《停止檢查點清單》，對於檢查不通過的檢查點責令施工單位整改，待整改驗收通過後，方可進入下一階段的施工；

II. COMMITMENT TO PRODUCT QUALITY (Continued)

1. Quality management (Continued)

➤ Quality management system (Continued)

Management and control procedures – full life cycle management
(Continued)

Management of construction process

During construction, the Group strictly complies with the requirements of the “Construction Quality Management System” by focusing on aspects such as actual measurement, quality risks and supervision. It implements the objectives set for process management and strengthens the inspection in construction nodes, all in an effort to enhance construction management quality.

- **Actual measurement:** Actual measurement is conducted by the constructor, the supervisory unit and professional engineers. By targeting the reasons for such differences arising from the analysis of actual measurement data, assessment takes place to examine the existence of systemic problems and raise rectification and precautionary measures. The passing rate of actual measurement serves as an important dimension for the Group’s inspection and assessment of project quality;
- **Setting up inspection suspension points:** To ensure construction quality, the Group has prepared the “List of Inspection Suspension Points” based on the features and control requirements of each project. For such inspection points that fail to meet inspection requirements, the constructor is ordered to undertake rectification. Construction shall not move to the next stage until the rectification meets the inspection requirement;



二、匠心打造產品質量(續)

1、質量管理(續)

➤ 質量管理體系(續)

管控流程 – 全生命周期管理
(續)

施工過程管理(續)

- **質量安全「拉開」機制：**集團工程管理部時刻關注項目的質量安全問題，發現潛在問題時及時進行「拉開預警」，確保及時消除項目的質量及安全隱患；
- **第三方飛行檢查：**集團聘請全國知名的第三方評估機構對項目建設全過程進行三方飛行檢查及交付前檢查，檢查結果於全集團範圍通報並進行獎罰，促進營造「比、學、趕、幫、超」的良好工程管理氛圍，有效拉通了全集團的質量管理工作。

II. COMMITMENT TO PRODUCT QUALITY (Continued)

1. Quality management (Continued)

➤ Quality management system (Continued)

Management and control procedures – full life cycle management
(Continued)

Management of construction process (Continued)

- A “suspension” mechanism for quality and safety: The Group’s engineering management department remains attentive to project quality and safety issues at all times, and will lose no time to issue a suspension alert when a potential problem arises, with an aim of ensuring that the quality and safety hazards are eliminated in a timely manner;
- **Spot checks by third parties:** The Group has engaged prominent third-party assessment agencies from nationwide, to conduct third-party spot checks and pre-delivery inspection throughout the process of project construction. Inspection results will be publicised within the Group with rewards and punishments. Such third-party spot checks have promoted the cultivation of a favourable engineering management atmosphere of “Comparison, Study, Upgrade, Assistance and Surpassing”, thereby effectively facilitating the quality management work of the Group.

二、匠心打造產品質量(續)

1、質量管理(續)

➤ 質量管理體系(續)

管控流程 – 全生命周期管理
(續)

交付管理

集團嚴格執行《集團項目交付檢查評估作業指引》，在所有產品正式交付45天前，集團工程管理部連同第三方評估組、客戶關係部、物業等組成交付檢查評估小組，按照交付檢查評估維度及要求，對即將交付項目的室內環境、公共設備、園林景觀、供電照明等進行全面評估，分析質量問題、預警風險、對檢查存在的風險進行分級預警並發送給相關部門進行整改，嚴格把控交付質量。

落實質量培訓

集團通過多樣化的質量培訓，持續提升各項目管理人員的質量意識，深入推進企業的質量文化建設。在日常管理、監督、檢查、培訓的各個環節中，貫徹防微杜漸，精耕細節的質量文化，確保高品質的產品交付。

作為構建質量文化的重要一環，2019年9月的集團質量月活動，將各區域的質量培訓推至焦點。

- 培訓：工程管理人員在「缺陷案例曝光與分享」及「質量大練兵」等課程中，對項目實際問題進行梳理和反思，互相交流管理經驗；同時邀請外部專家分享工程管理的新技术與新思路；

II. COMMITMENT TO PRODUCT QUALITY (Continued)

1. Quality management (Continued)

➤ Quality management system (Continued)

Management and control procedures – full life cycle management
(Continued)

Delivery management

The Group strictly complies with the “Operational Guidelines on Inspection and Assessment for the Group’s Project Delivery”. 45 days before formal delivery of all products, the Group’s engineering management department will form an inspection and assessment team with third-party assessment providers, the customer service department and property management. Based on the inspection and assessment dimensions and requirements for delivery, projects to be delivered shall undergo comprehensive assessment that covers interior environment, public facilities, gardens and landscape, power supply and lighting, to analyse quality issues, conduct early risk warning, conduct level-based early warning of existing risks identified in the assessment and send such warning to relevant departments for rectification, in a bid to strictly control the delivery quality.

Provision of training on quality

With diversified training on quality, the Group keeps raising the awareness on quality amongst each project’s management personnel, as part of its efforts to deepen the development of quality culture in the Group. During each process of daily management, supervision, inspection and training, problems will always be addressed before they become serious, as part of our detail-oriented quality culture to ensure high-quality delivery of products.

As an essential component in developing quality culture, the Group has organised the activity of Quality Month in September 2019, when quality training in different areas became the focus.

- Training: In the “Disclosure and Sharing of Problematic Cases” and “Quality Exercise” courses, the engineering management personnel sorted out and reviewed the practical issues in such projects, and shared their management experience with one another. Apart from that, external experts were invited to share the new technology and ideas of engineering management;



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二、匠心打造產品質量(續)

1、質量管理(續)

➤ 質量管理體系(續)

落實質量培訓(續)

- 測驗：「大家來找茬」活動是對於項目質量管理的實地檢驗，工程師和技術人員們會根據不同的專業隨機分組，對現場存在的問題「全面掃描」，討論解決方案，對問題嚴苛糾錯；
- 面試：集團的「工地開放」活動邀請客戶共同參與施工的監督，促進各項目切實從客戶角度自我檢查，改善提升以滿足客戶預期。

2、智慧建造

➤ 透明建造體系

2019年，集團大力推進以工業化建造方式為基礎，供應鏈透明、工藝透明、過程透明、檢驗透明、服務透明、標準透明的透明建造體系，通過使用先進的施工工藝體系、施工組織方法及創新的管理方案，提升工程管理效能及工程品質。

II. COMMITMENT TO PRODUCT QUALITY (Continued)

1. Quality management (Continued)

➤ Quality management system (Continued)

Provision of training on quality (Continued)

- Assessment: “Find Fault” was an on-site inspection activity in relation to project quality management in which engineers and technicians, randomly divided into groups according to different specialties, conducted a “thorough scan” of the existing problems on site, discussed solutions and rigorously corrected the problems;
- Interview: In its “Construction Site Open Day” activity, the Group invited its customers to jointly supervise construction, facilitate self-inspection of each project from the customer’s perspective, and make improvements to meet customers’ expectations.

2. Intelligent construction

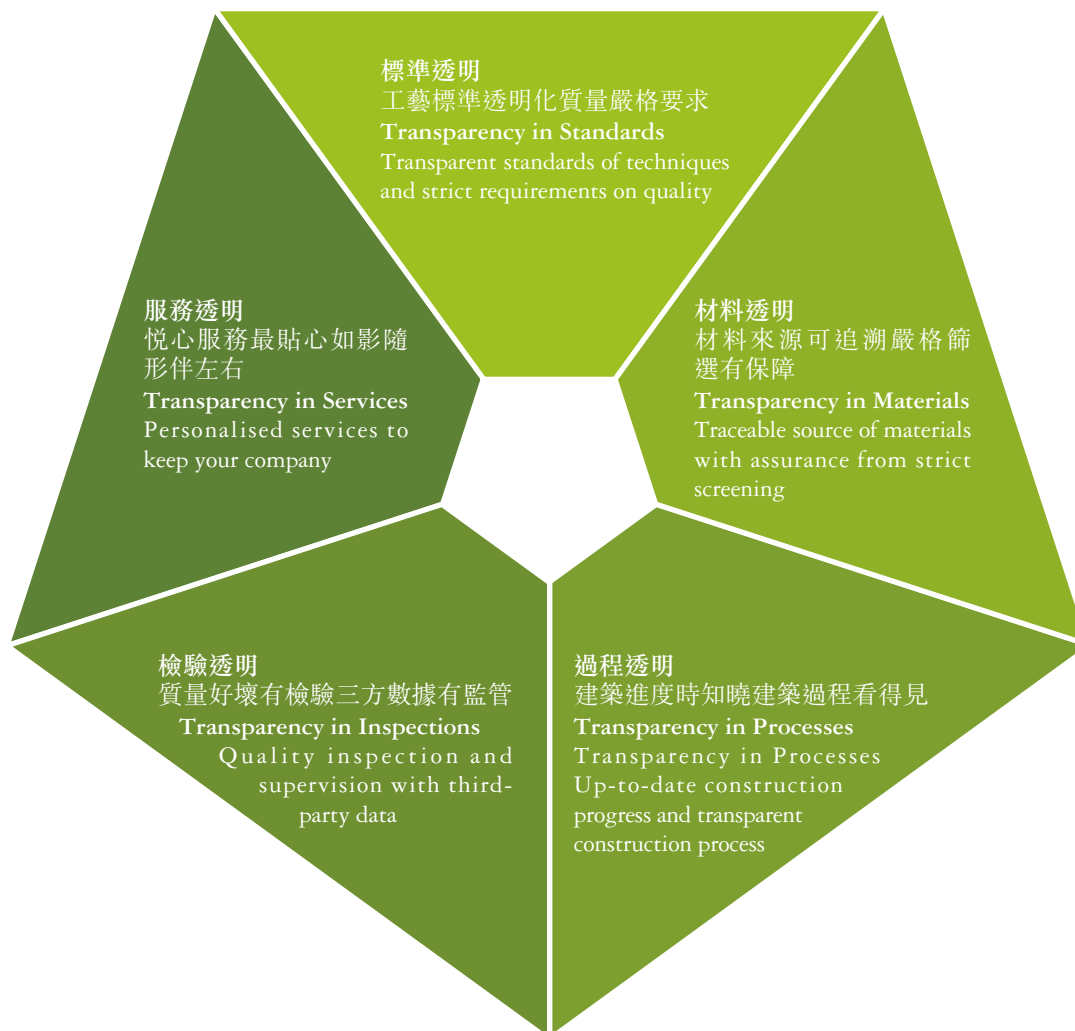
➤ Building a transparent system

In 2019, the Group strives to attain a transparent construction system with transparency in supply chains, techniques, processes, inspections, services and standards based on industrialised construction approaches. It also employs advanced construction techniques, construction organisation methods and innovative management solutions to bolster engineering management efficiency and engineering quality.

二、匠心打造產品質量(續)

2、智慧建造(續)

➤ 透明建造體系(續)



集團的透明建造包括鋁合金模板、全鋼爬架、免抹灰體系、全砼外牆四大重要體系。其中，鋁合金模板相比傳統模板施工標準更高，混凝土成型效果更好，施工配置及拆卸更加便捷，且混凝土澆築表面效果可達到清水混凝土效果。通過新技術集成應用，透明建造體系強化了資源的合理配置，在有力提高建造效率的同時有效提高了房屋質量。

As for transparency in construction, the Group has four important systems in place: aluminium alloy formwork, full-steel climbing frame, plaster-free system and full-concrete external wall. Among them, the construction standard for aluminium alloy formwork is higher than that for traditional formwork, with more effective concrete moulding, more convenient construction configuration and disassembly, and the effect of concrete pouring surface comparable to that of clean concrete. By way of integrated application of new technologies, the transparent construction system has strengthened reasonable allocation of resources and effectively improved construction efficiency and housing quality.



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二、匠心打造產品質量(續)

2、智慧建造(續)

➤ 透明建造體系(續)

旭輝透明建造體系推進計劃(2019~2021年新開發項目)

截至2019年底，集團在全國範圍內已採用透明建造體系的項目佔比為43.24%，建造面積佔比52.32%，其中中西部地區採用透明建造體系的項目數量及面積佔比均超過50%，預計2021年覆蓋項目率達到100%。

CIFI Plan for Building a Transparent Construction System (New Development Projects from 2019 to 2021)

As of year end 2019, the Group had adopted a transparent construction system in 43.24% of its projects and 52.32% of construction area nationwide, including over 50% projects and areas in Central and Western China, with such project coverage expected to reach 100% by 2021.

從2019年下半年開始，集團在常態化工地開放的基礎上，借鑒製造業的先進經驗和成果，首次在行業中提出建築業「透明工廠」的理念，通過「透明化」進一步倒逼工程品質的提升。

II. COMMITMENT TO PRODUCT QUALITY (Continued)

2. Intelligent construction (Continued)

➤ Building a transparent system (Continued)

Starting from the second half of 2019, on top of normalised opening of construction sites, the Group has leveraged its advanced manufacturing experience and achievements to propose the concept of a “transparent factory” for the first time in the construction industry, further elevating engineering quality through better “transparency”.

旭輝瀋陽鉅宸府透明工廠工地開放

鉅宸府秉承集團「透明工廠」的理念，將傳統的施工樣板間展示更改為VR體驗，借助VR眼鏡，向客戶展現旭輝建造2.0的各項施工標準，讓客戶身臨其境充分感受旭輝工藝過程和細節的構造。



OPENING OF TRANSPARENT FACTORY CONSTRUCTION SITE OF SHENYANG CIFI CENTRAL PALACE

Adhering to the Group's concept of “Transparent Factory”, CIFI Central Palace changed the presentation of traditional construction show flat to VR experience, leveraging VR glasses to demonstrate various construction standards of CIFI Construction 2.0 to customers, who can experience the technical process and detailed structure by CIFI.



二、匠心打造產品質量(續)

2、智慧建造(續)

➤ 智慧工地

集團持續推進智慧工地建設，項目100%覆蓋人員可視化管理系統、遠程視頻監控，80%覆蓋LED顯示屏、50%覆蓋智能環境檢測系統；同時，集團大力推廣「班佑」工程信息化系統，通過信息化實現遠程隨時查看工程的進度情況，有利於在施工過程進行長期有效的質量把控。

➤ BIM技術應用

2019年，集團進一步推廣建築信息模型(「BIM」)技術在項目及管理中的應用，開展BIM技術的研究及應用，由BIM管理部負責開展BIM技術的研究和應用，同時積極與供應商進行專業培訓與交流，共同保障項目中BIM技術使用的質量管控。

截止年底，集團已有156個項目運用了BIM技術。

II. COMMITMENT TO PRODUCT QUALITY (Continued)

2. Intelligent construction (Continued)

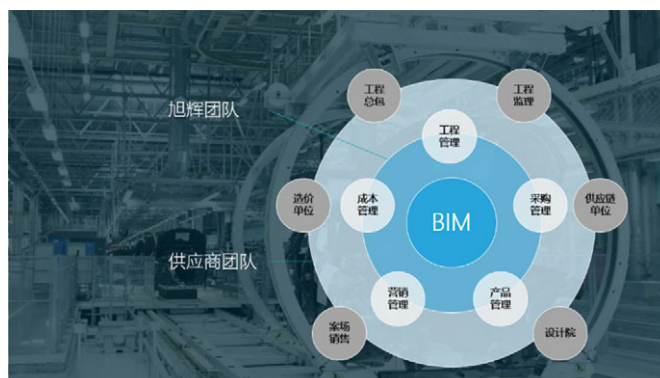
➤ Smart construction sites

The Group continued to promote the development of smart construction sites. The project is 100% covered by the visual personnel management system and remote video monitoring, 80% covered by LED displays and 50% by the intelligent environmental detection system. At the same time, the Group vigorously promoted the “Banyou” project information system, enabling remote real-time inspection of project progress through informatisation, which is conducive to long-term effective quality control during the construction process.

➤ Application of BIM technology

In 2019, the Group further promoted the application of Building Information Modelling (“BIM”) technology in projects and management, and carried out research and application of BIM technology, with the BIM management department responsible for the research and application of BIM technology. In addition, the Group actively engaged in professional training and exchanged with suppliers to jointly ensure the quality control of the project application of BIM technology.

As of the end of the year, the Group saw the application of BIM technology in 156 projects.





三、專心守護項目安全

集團嚴格遵守《中華人民共和國安全生產法》等法律法規，制定並落實《安全文明管理制度》及《安全文明標準化管理作業指引》等，規定安全文明施工的檢查標準，以及施工相關單位的安全文明職責分工，明確安全文明施工的工程程序，實現安全生產的科學化、規範化、系統化管理。

2019年度，集團設立並全面達成安全文明施工目標如下：

- ✓ 重傷及以上事故發生率為0；
- ✓ 一般年負傷頻率≤0.3%；
- ✓ 輕傷事故不得超過5人；
- ✓ 杜絕火災、交通、爆炸、設備等重大事故；
- ✓ 杜絕危險品丟失及損壞污染。

III. ASSURANCE OF PROJECT SAFETY

The Group strictly observes laws and regulations such as the “Production Safety Law of the People’s Republic of China” (《中華人民共和國安全生產法》), and has its “Safe and Civilised Management System” and “Operational Guidelines for Safe, Civilised and Standardised Management” in place. Such regulations set out the inspection standard of safe and civilised construction, as well as the division of responsibilities of relevant unit in terms of safe and civilised construction. The regulations have also clarified the work procedure of safe and civilised construction, with the purpose of achieving a scientific, standardised and systematic management on safe production.

In 2019, the Group established and attained the following objectives concerning safe and civilised construction:

- ✓ 0 accident occurrence of severe injury and above;
- ✓ ≤ 0.3% of annual injury frequency in general;
- ✓ No more than 5 individuals with minor injuries;
- ✓ No major accidents relating to fire, transport, explosion and equipment;
- ✓ No loss of hazardous items, damage or pollution.

三、專心守護項目安全(續)

集團安全施工管理機制

Management Mechanism for the Group's Safe Construction

III. ASSURANCE OF PROJECT SAFETY (Continued)

管理架構

Management Structure

集團持續完善安全管理架構，明確集團工程管理部、事業部工程專業、事業部項目部工程專業/城市公司項目工程專業、監理單位、施工單位在安全文明施工方面的職責與權限，逐步提升安全能力，嚴格執行監督檢查，引入管理問責及獎罰機制，落實整改優化措施，嚴防安全事故的發生。

The Group keeps improving the safety management structure, specifies the responsibilities and authorities of the Group's engineering management department, business unit engineering professionals, project department engineering professionals/urban company project engineering professionals of business unit, supervisory unit, and constructor in terms of safe and civilised construction, and gradually improves safety capabilities, strictly implements supervision and inspection, introduces management accountability and reward and punishment mechanisms, enforces rectification and optimisation measures, and strictly prevents the occurrence of safety accidents.

安全風險評估

Safety Risks Assessment

集團對項目開展安全風險識別與評估，並建立事故處理標準流程，確保安全事故發生後能够快速反應，防止事故擴大，減少不良影響；保證在建項目的安全文明處於受控狀態，杜絕安全事故，實現項目安全文明常態化管理。

The Group works to identify and assess project safety risk, with a standard procedure in place for handling accidents, to ensure prompt response after safety accidents occur. Accidents can therefore be prevented from expansion and adverse influences can be reduced. The Group works to control safe and civilised construction of on-going projects, eradicate safety accidents and realise normalised management of project safety and civility.

監督檢查

Supervision and Inspection

集團認真嚴格開展各類安全檢查，實行安全兩級管控，集團每雙周走訪各區域公司，對一線進行全方位巡檢；一線區域/事業部執行月度檢查，實行與集團統一並更為細化的檢查項目及檢查標準，並在區域內各項目間開展月度內部排名，獎優罰劣。

The Group carefully and strictly carries out all kinds of safety inspections, and implements two levels of safety management and control. The Group visits companies in all regions every two weeks to conduct a full-scale inspection of the frontline; the first-line regions/business units are monthly inspected, with unified and more detailed inspection items and standards as the Group in place, and ranks monthly for internal projects within the region, rewarding good performance and punishing bad practice.

獎懲措施

Reward and Punishment Measures

集團制定了針對重大安全風險的相應管控方案，遵照安全制度規定對各施工項目進行檢查，出現安全問題時依據《旭輝集團責任追究管理辦法》對項目工程師、工程經理、項目總、工程平台負責人、工程分管領導進行通報批評、記過、降職降薪、辭退等處理。

The Group has formulated corresponding management and control plans for significant safety risks and inspected all construction projects in accordance with safety regulations. Upon safety accidents occur, the project engineers, engineering manager, project general managers, head of engineering platform and sub-regional engineering head will face a public criticism, demerit recording, demotion and salary cut and dismissal according to the "Management Measures for Accountability of CIFI Group".

安全檢查與培訓

Safety Inspection and Training

集團推行安全生產教育培訓制度，所有施工人員必須經過「三級」安全教育，各類特殊工種必須經過專門的安全操作技術訓練；項目部每周一次對項目員工進行安全檢查教育，出現問題視情況立即或限期整改；針對重大施工項目及危險性大的作業，在員工作業前必須進行針對性的安全教育。除施工方及項目部的安全檢查外，第三方飛行檢查亦將施工安全管理納入重點檢查範圍內，力求排除所有安全隱患。

The Group implements a system for production safety training and education. All construction workers shall pass "three level" safety education, while those for special types of work shall receive special safe operational skills training. The project department conducts weekly safety inspection and education for project staff, with the issues identified subject to prompt rectification or a limited period of rectification as the case may be. In terms of major construction projects and dangerous operation, staff shall receive targeted safety education before such operation. Except safety inspections from the constructor and the project department, third-party spot checks have also included construction safety management into their key inspection scope, in an aim to eradicate all safety hazards.



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三、專心守護項目安全(續)

集團採取嚴格的文明施工管控措施，不斷加強標準化施工健康與安全管控：

III. ASSURANCE OF PROJECT SAFETY (Continued)

The Group adopts strict management and control measures for civilised construction, and keeps enhancing standardised management and control of construction health and safety:

施工入口管理

CONSTRUCTION ENTRANCE MANAGEMENT

員工出入採用實名制考勤，並在入口處應設置安全生產告示牌，施工人員進入現場必須戴好安全帽、扣好帽帶並正確使用個人勞動防護用品。

A real-name attendance system is adopted for staff entry and exit, with a billboard of production safety set up at the entrance. Construction workers shall wear helmets with hatbands fastened, and correctly use personal labour protection gears.



消防安全管理

FIRE SAFETY MANAGEMENT

制定現場消防工作制度和防火救災方案，明確各區域消防責任人。施工現場須劃定動火作業區，實行全封閉管理。施工現場配備足夠的消防器材並定期進行檢查。

We have an on-site fire fighting work system with fire prevention and disaster relief solutions in place, which explicitly set out responsible fire fighting personnel in each area. Construction sites shall have designated fire operation areas under enclosed management, with adequate fire fighting equipment installed as well as regular inspection.



生活衛生設施管理

SANITATION FACILITIES MANAGEMENT

工地須供應達到衛生標準的飲用水，夏季施工應有防暑降溫措施。施工作業區吸煙須設立專用吸煙室並掛置標牌。施工現場應配備醫藥保健和培訓合格的急救人員。

Construction sites shall provide drinking water which meets health standard. In summer, construction shall be accompanied by heat control and cooling measures. Construction areas shall have rooms specified for smoking with signage attached, as well as medical care and well-trained emergency personnel.

辦公生活設施管理

MANAGEMENT OF OFFICE AND DAILY LIFE FACILITIES

辦公生活等臨時建築物及構築物須穩固、安全、整潔並滿足消防要求，禁止在建工程兼作施工人員住宿場所，並嚴禁任意拉線接電或使用電爐和明火燒煮食物。Temporary buildings and structures for office and daily life purposes shall be solid, safe, neat and in line with fire safety requirements. Projects under construction shall not serve as accommodation for construction personnel, with random power connection or use of electric stoves and open fire for cooking banned.



三、專心守護項目安全(續)

III. ASSURANCE OF PROJECT SAFETY (Continued)

通過高效的施工安全管理，
集團2019年無一例重大施工安全質量責任事故；
34個項目榮獲政府示範工地，同比增長200%；
29個項目獲得省級以上榮譽，同比增長約40%。

By efficient construction safety management,
the Group recorded no major liability accident on construction safety and quality in 2019;
34 projects were accredited as demonstrative construction sites by government authorities,
representing a year-on-year growth of 200%;
29 projects were accredited provincial or above recognitions, representing a year-on-year growth of 40%.



悅心服務 溫度社區 Wholehearted Service, Warm Communities

一、貼心服務客戶

1、全生命周期客戶服務體系

集團建立了覆蓋全生命周期的「悅心服務」客戶服務體系，從「省心看房、安心簽約、寬心等待、放心收房、歡心喬遷、暖心棲居」等6個環節，精選規劃了18個客戶觸點體驗，通過52項標準動作的規範，讓服務成為搭建溝通、建立信任的橋梁。

I. WHOLEHEARTED SERVICE FOR CUSTOMERS

1. Lifetime customer servicing system

The Group has established a full life cycle customer servicing system featuring “Wholehearted Service” (悅心服務), comprising six parts: convenient viewing of properties, reliable signing of contracts, reassuring waiting, worry-free unit delivery, joyful moving-in and well-considered living conditions. Apart from that, we have carefully selected 18 touch points of customer experience and devised 52 standard actions, to allow service to serve as a bridge for establishing communication and trust.



省心看房 CONVENIENT VIEWING OF PROPERTIES

- 全方位服務：**客戶看房期間，置業顧問及服務人員會提供全面完整的產品信息、賓至如歸的服務體驗以及貼心透明的風險提示；
Comprehensive services: During customers' viewing of properties, property consultants and service staff will provide comprehensive product information, well-considered service experience and dedicated and transparent risk reminders;
- 透明公示：**《銷售案場透明公示2.0》對每一個項目案場的公示內容及形式都有嚴格、詳盡的規定，置業顧問主動帶看、詳細講解，讓每一位客戶看得省心、買得放心。
Transparency announcement: “Sales Office Transparency Announcement 2.0” prescribes strict and detailed regulations on the content and form of the announcement of each project, which will be led for reading and explained in detail by property consultants to allow every customer to read with ease and make purchase with reassurance.



安心簽約 RELIABLE SIGNING OF CONTRACTS

- 標準化簽約服務動作：**簽約前，主動向客戶出示《認購告知函》，包含客戶應知的重要項目信息，如紅線內外不利因素、差異戶型、示範單位風險免責提示等，力求風險信息透明；簽約中，協助客戶辦理按揭貸款，主動幫助客戶解決辦理過程中出現的問題；簽約後，檢查信息填寫完整性，確認資料齊備後歸檔備查。
Standardised steps for signing contracts: Before signing a contract, we take the initiative to present to the customer a “Subscription Notification Letter”, which contains important project information that the customer should know, such as the adverse factors inside and outside of red line, different unit types and risk exemption reminders of demonstration units, striving for transparency of risk information. Upon signing a contract, we assist customers to apply for mortgage loans and actively help customers solve problems throughout the application process. After signing a contract, we will check whether the information is complete before filing for future reference.



寬心等待 REASSURING WAITING

- 進度告知：**每月通過「旭輝旭客會」公眾號向客戶進行工程進展播報；
Reporting progress: We will report project progress to customers via our public account “CIFI Customer Club” (旭輝旭客會) on a monthly basis;
- 配套跟踪：**及時為業主反饋周邊配套建設情況；
Following up on ancillaries: We will provide timely feedback to property owners on the construction of surrounding ancillaries;
- 工地開放：**制定《工地開放活動工作指引》，成立「常態化工地開放試點小組」，打造「高頻次、小批次」的工地開放活動，在項目封頂、正式交付前邀約客戶參與工地開放活動，項目設計師、工程師陪同講解，對客戶疑問進行專業解答。
Construction site opening: We have formulated the “Work Guidelines on Construction Site Opening Activities” and established a “normalised site opening pilot group” to organise frequent small-group activities to construction sites. Before a project is completed and officially delivered, customers will be invited to participate in a site opening activity, in which they are accompanied by project designers and engineers who will provide explanations and professional answers to customers’ questions.



放心收房 WORRY-FREE DELIVERY

- 標準建設：**制定《交付管理辦法》等制度，設定方案提報、指引等10項標準動作，明確「快捷交付、答疑解惑、快捷整改」三項客戶觸點體驗；
Formulating standards: We have formulated the “Delivery Management Measures” and other systems, and devised 10 standard actions such as proposal and submission of plans and guidelines, to specify three customer touch-point experience comprising “fast payment, answering questions and quick rectification”;
- 「一對一」交付服務：**交房前，由營銷、工程師、房修、客服、物業組成的交付大使團隊為客戶提供邀約、手續辦理、陪同驗房、快修整改等定制化私密服務；驗房時，由維修保修工程師、客服專員組成的服務小組第一時間記錄業主的反饋，對業主提出的問題進行及時響應和修整。
“One-on-one” delivery of service: Before a unit is delivered, our team of delivery ambassadors, which consists of marketing, engineering, house repair, customer service and property management personnel, provides customers with tailored private services such as making appointments, handling of procedures, accompanying house inspection and quick repair and rectification. During house inspection, our service team, composed of maintenance and warranty engineers and customer service specialists, records feedback of property owners promptly, and offer timely response to and settlement of the issues raised by owners.



悦心服務 溫度社區 Wholehearted Service, Warm Communities



歡心喬遷 JOYFUL MOVING-IN

- 裝修指引：**為客戶準備封閉陽台標準、裝修範圍、搬家通道、裝修要求等詳細說明，確保客戶能够便利搬家便利、順利裝修。
Refurbishment guide: We provide customers with detailed descriptions of closed balcony standards, scope of refurbishment, relocation passages and refurbishment requirements, to ensure convenient relocation and smooth refurbishment for our customers.
- 選裝加載：**滿足客戶個性化需求，為客戶提供選裝加載業務。
Optional refurbishment: We offer customers optional refurbishment to satisfy their individual needs.
- 搬家協助：**結合地上或地庫單元門的具體位置，為業主搬家提供周全的車輛動線建議和必要的工具。
Relocation support: We give well-considered suggestions on vehicle routes and necessary facilities, taking into account the specific locations of unit doors on the ground or in the basement.
- 搬家指引：**提供包括搬家須知、物業增值服務等信息，讓客戶感受到即將遷入新居的歡快。
Relocation guide: We provide information such as relocation instructions and value-added property services to bring joy of new residence to our customers.



暖心棲居 WELL-CONSIDERED LIVING CONDITIONS

- “37°C社區”社區服務品牌：**包含俱樂部、品牌客戶活動、37°C福利加、37°C空間、37°C營地五大模塊；
“37°C Community”, a community service brand: There are five segments, including clubs, brand customer activities, 37°C welfare plus, 37°C space and 37°C camps;
- 業主活動：**定期舉辦旭鄰節、城市公益徒步、商家聯盟福利等活動，拉近鄰裏關係、豐富社區生活；
Owners' activities: We will regularly organise activities such as CIFI Neighbours Day, City Charity Walk and Business Alliance Welfare, to facilitate communication among neighbours and enrich community life;
- 維修服務：**客戶入住後的報修問題全程由集團房修工程師監管，一般質量問題7天內解決，維修結束後保潔到位；
Maintenance service: Upon moving in, customers' applications for repair are managed by house repair engineers of the Group throughout the process, with normal quality issues resolved in 7 days and cleaning provided after repair work;
- 定期溝通：**定期組織工程師、設計師與客戶面對面溝通，傾聽客戶訴求，持續改進產品。
Regular communication: Engineers and designers are organised for regular face-to-face communication with customers, to listen to their demands and continuously improve our products.

37°C 社區

37°C COMMUNITY

37°C是比人體正常溫度稍高一點的溫度，也是旭輝社區的溫度。

37°C is slightly higher than the normal temperature of human body, and also the temperature of CIFI communities.

37°C 37°C社區品牌模型2.0[5+1] Community Brand Model 2.0 [5+1]



集團傾心打造「37°C社區」品牌，構建由品牌客戶活動、俱樂部、37°C空間、37°C營地、37°C福利加五大社區生態系統及「旭客會」線上客戶服務平台組成的全方位社區生活平台，鼓勵居民共享，激發社區活力，實現全齡關懷，為業主的社區生活增添溫度。

The Group, committed to building the “37°C Community” brand, works to develop an all-rounded community life platform that comprises five community ecosystems, namely Brand Customer Activities, Clubs, 37°C Space, 37°C Camps, 37°C Welfare Plus as well as our online customer service platform “CIFI Customer Club”, which encourages residents to share, stimulates community vitality, cares for all age groups and brings more warmth to property owners’ community life.



悅心服務 溫度社區

Wholehearted Service, Warm Communities

「37°C社區」－品牌客戶活動

2018年，集團創立了專屬於旭輝業主的年度節日「旭鄰節」。2019年8月29日，「與你為鄰，共旭天長」第二屆旭鄰節正式啟動。

“37°C COMMUNITY” – BRAND CUSTOMER ACTIVITIES

In 2018, the Group created “CIFI Neighbours Day”, an annual festival dedicated to CIFI property owners. On 29 August 2019, the second CIFI Neighbours Day was officially launched with the theme “Your Neighbours at CIFI”.



為期63天

A 63-day activity

覆蓋全國25個城市

covering 25 cities nationwide

134個旭輝社區

134 CIFI communities

參與活動人數近7萬，較
2018年增長一倍

*and nearly 70,000 participants,
doubling that in 2018*

活動首次發佈《暖鄰公約》，倡導業主遵守社區行為準則，營造理想的生活環境，推出「紀念最美愛情」、「傳承民俗文化」、「弘揚運動精神」等72場主題活動，以打破鋼筋水泥牆的隔閡，重拾鄰里之間的美好情感。

The activity issues its first “Friendly Neighbours Convention”, proposing property owners to comply with the community code of conduct to build an ideal living environment. Furthermore, it also launched 72 themed activities such as “Remember the Best Love”, “Inherit Folk Culture” and “Carry Forward Sportsmanship” to break down the steel and concrete barriers and regain harmonious neighbour relationship.

「37°C社區」－俱樂部

旭輝37°C社區的「俱樂部」鼓勵業主們組建文娛類社團，並給予社團一定的「資助性資金」，意在以社團的形式，通過多樣的社群活動引導每位業主走出家門，通過共同的愛好與左鄰右舍建立更加緊密的聯繫。

集團11個區域的56個項目已組建104個社團，涵蓋越劇社、書畫社、琵琶社、二胡社、徒步社、籃球隊、羽毛球隊、歌舞團、合唱團、讀書會等。



“37°C COMMUNITY” – CLUBS

37°C Community “Clubs” in CIFI encourages property owners to form a culture and entertainment club with certain “subsidies”, which aims to lead property owners out of home with a variety of community activities and establish closer ties with neighbours via shared hobbies.

Fifty-six communities in 11 regions of the Group have established 104 clubs covering Shaoxing Opera, calligraphy and paintings, Chinese lute, Erhu, hiking, basketball, badminton, singing and dancing, chorus and reading, etc.



「37°C社區」－37°C空間



集團十分關心業主的居住品質及社區裏的生活氛圍，致力於為全年齡段業主提供更多活動場所，並組織開展主題沙龍、社團娛樂等，創造專屬於業主間珍貴的共同記憶。

The Group, highly attentive to its property owners' quality of living and life atmosphere in communities, is committed to providing property owners of all age groups with more activity venues and organise themed salons and club entertainment to create exclusive precious memories among property owners.

“37°C COMMUNITY” – 37°C SPACE



2019年，集團計劃啓動19個37°C空間，目前已建成10座，空間功能區涵蓋圖書角、小劇場、會客廳、兒童樂園、文化牆、小課堂、運動區等。

In 2019, the Group planned to launch nineteen 37°C Spaces and currently ten spaces have been completed, with their functional areas covering reading corners, little theatres, reception rooms, children's playgrounds, cultural walls, small classrooms and sports zones.



悅心服務 溫度社區 Wholehearted Service, Warm Communities

「37°C社區」- 37°C營地

孩子的成長離不開探索，集團推出「37°C營地」計劃，通過開設訓練營、戶外素質拓展等活動，為社區內的孩子們探索世界提供多種多樣的機會。2019年，集團籌備開展一系列暑期夏令營活動，以豐富多彩的課程設置豐富小業主的暑期生活，提升小業主的各項能力。



“37°C COMMUNITY” – 37°C CAMPS

Exploration is indispensable in the growth of children. Therefore, the Group launched the “37°C Camp” initiative, with training camp, outdoor quality development and other activities to offer children various opportunities to explore the world. In 2019, the Group planned a series of summer camps, to enrich young residents’ life in summer and improve their abilities in diversified programmes.



「37°C社區」- 37°C福利加

「37°C福利加」旨在為旭輝業主提供專屬的聯盟商家福利。2019年，集團的四個區域組織舉辦了家裝團購會、惠民早市進社區、旭輝業主超市福利購、健身房優惠購等形式多樣的福利加活動。



“37°C COMMUNITY” – 37°C WELFARE PLUS

“37°C Welfare Plus” aim to offer property owners the benefits of CIFI exclusive alliance businesses. In 2019, four regions of the Group organised welfare plus activities such as home furnishings group purchase, morning market entering the community, supermarket welfare purchase for CIFI property owners and gym discounts.





悅心服務 溫度社區 Wholehearted Service, Warm Communities

一、貼心服務客戶^(續)

2、客戶的滿意與認可

客戶的認可是我們矢志不渝追求的目標。2019年，在持續完善並推行全周期客戶服務體系、營造溫度社區的基礎上，集團針對客戶痛點引入多項舉措，以更好地服務於客戶需求。

- 針對老社區設備老化問題，2019年第二季度，集團啟動了「繽紛童年計劃」，以老社區場地改造為核心，策劃了「繪童年」、「正童年」和「致童年」系列活動。集團7個部門聯動，通過近50次調研，耗時203個日夜開展了10個城市的30座兒童場地改造，惠及31,644戶業主；
- 作為持續改善機制的重要環節，2019年集團成立跨部門缺陷反饋小組，通過深入剖析典型案例，檢視現有做法並提出改善措施。全年共開展80餘項典型案例分析，總結形成18項節點標準化卡片、40項標準動作及審控要點，相關職能部門針對兒童滑梯、連廊欄杆、戶外休息平台等20個問題完善並落實產品標準；
- 2019年，集團將客戶滿意度納入獎金調節系數考核體系中，在客戶維度考核指標中滿意度權重為80%，有效提升了員工對於提升客戶服務品質的動力與積極性。

I. WHOLEHEARTED SERVICE FOR CUSTOMERS ^(Continued)

2. Customer satisfaction and recognition

Recognition from our customers is our incessant pursuit. In 2019, on top of continuously improving and implementing our lifetime customer service system and creating warm-hearted communities, the Group has introduced a number of measures to address the difficulties faced by its customers, to better meet customer demands.

- Targeting the ageing equipment in old communities, the Group launched the “Colourful Childhood Project” in the second quarter of 2019, centring on renovation of venues in old communities to plan several series of activities such as “Painting Childhood”, “In Childhood” and “To Childhood”. Seven departments of the Group, upon nearly 50 surveys, spent 203 days and nights in a joint effort to transform 30 children’s venues in 10 cities, benefiting 31,644 property owners;
- As an important part of its on-going improvement mechanism, the Group set up an cross-departmental defect feedback team in 2019, to review existing practices and propose improvement measures through in-depth analysis of typical cases. During the year, a total of more than 80 typical case studies were carried out, producing 18 cards for node standardisation, 40 standard actions and key points of review and control. Relevant functional departments worked to improve and implement product standards for 20 issues such as children’s slides, corridor railings and outdoor rest platforms;
- Furthermore, the Group included customer satisfaction in the adjustment coefficient of bonus assessment system in 2019, enabling customer satisfaction to account for 80% of customer-based appraisal indicators, which effectively enhanced the motivation and enthusiasm of employees to bolster customer service quality.



悅心服務 溫度社區 Wholehearted Service, Warm Communities

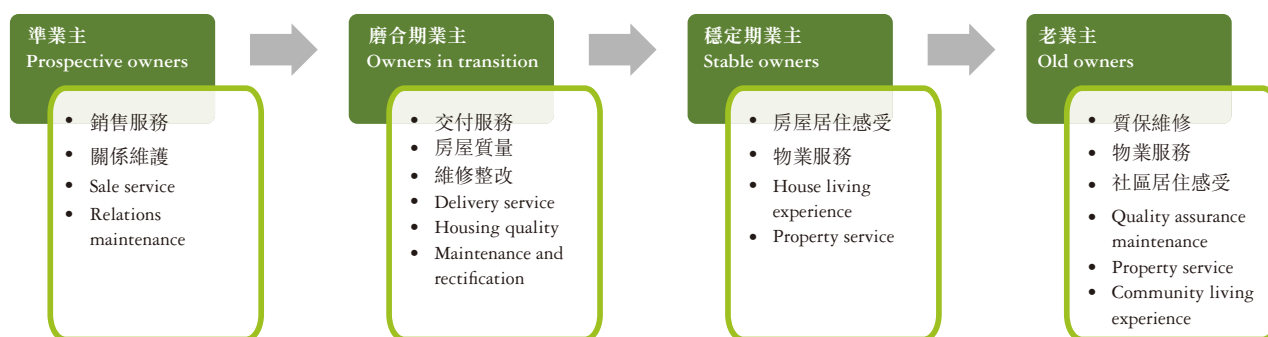
一、貼心服務客戶 (續)

2、客戶的滿意與認可 (續)

➤ 客戶滿意度調研

猶如產品質量檢查，利用不同客戶體驗調查工具，集團致力以客觀科學的質量評價標準評估服務質量水平，從客戶角度了解服務改善空間，通過各職能的協同改善機制，持續提升客戶服務，滿足客戶所需。

集團以簽約和交房兩大標誌將業主分為準業主、磨合期業主、穩定期業主、老業主四個主類別，對不同期別的業主分別開展月度節點式滿意度調查。在所有項目開發周期，我們設有十個運營「停止檢查點」，代表項目每一個關鍵風險評估節點，當中包括客戶對產品及服務需求及滿意度的識別與管理。



集團客戶關係部通過第三方電話調查的方式開展月度滿意度調查，調研覆蓋所有集團獨立開發項目及部分聯合操盤項目。2019年，客戶滿意度調研結果如下：

The customer relations department of the Group conducts monthly satisfaction surveys in the form of third-party telephone survey, which covers all independent development projects and some joint operation projects of the Group. As for 2019, the results of our customer satisfaction surveys are as follows:

總體滿意度87%，較2018年同比上升3個百分點，接近2018年度行業總體滿意度95分位。¹

Overall satisfaction was 87%, increasing by 3 percentage points than the same period in 2018 and close to the 95th percentile of overall industry satisfaction in 2018.¹

¹ 2018年度行業總體滿意度95分位值為88%，數據來源：賽惟諮詢。
95th percentile of overall industry satisfaction stood at 88% in 2018. Source: FG Consulting.

一、貼心服務客戶^(續)

3、客戶投訴處理

集團堅守以客戶為中心的原則，以開放的心態傾聽客戶訴求，嚴格遵守《客戶事件管理辦法》《客戶群訴處理操作指引》等制度要求，及時解決客戶的問題，積極消除對客戶產生的負面影響。

2019年，集團在原有單PC端的投訴系統基礎上，開發了聯動「微信公眾號－員工APP-PC端」的客戶報事系統，客戶通過營銷案場、物業中心、客服人員、集團400、「旭輝旭客會」微信公眾號等渠道進行的投訴報事將100%記錄在系統內。

I. WHOLEHEARTED SERVICE FOR CUSTOMERS ^(Continued)

3. Customer complaint handling

The Group adheres to the principle of being customer-centric, listen to customers' demands with an open mind, strictly comply with organisational requirements such as the "Customer Incident Management Measures" and the "Operational Guidelines for Handling Customer Group Complaints", resolve customers' problems in a timely manner and eliminate negative impacts on customers proactively.

In 2019, the Group upgraded its original PC-terminal complaint system to a customer reporting system that integrated its "WeChat public account, staff APP and PC terminals". The new system will record all customer complaints reported via channels such as marketing case centre, property centre, customer service personnel, the Group's 400 hotline and the WeChat public account "CIFI Customer Club".

在接到客戶訴求後：

- ✓ 1小時內進行首輪響應；
- ✓ 1天內與客戶再次溝通處理進展，在承諾期限內處理完成；
- ✓ 並在完成後1周內進行回訪。

2019年，集團共接到投訴4,508單，投訴處理率100%，滿意度80.6%。集團依據客戶的意見和建議對工作及時復盤，優化內部流程，從而不斷提升集團的產品和服務質量。

Upon receiving customers' demands,

- ✓ Make first round response within one hour;
- ✓ Communicate with customers on the progress of processing such demands within one day, and complete it within a committed period;
- ✓ Interview with the customer within one week after such completion.

In 2019, the Group received a total of 4,508 complaints, handled all of them and attained a 80.6% satisfaction rate. The Group reviews its work and optimises internal procedures based on customers' comments and suggestions, to continuously improve its product and service quality.

2020年，集團將不斷完善客戶訴求管理體系，推行「首問責任制」，擴大客戶服務端口以更高效地處理客戶投訴。

In 2020, the Group will continuously improve its customer demands management system, implement "first-receiver responsibility system", and expand customers service connecting points to handle customer complaints more efficiently.



二、保障客戶權益

1、公平合規營銷

為確保銷售方法和產品信息的公平透明，集團制定統一的認購協議書、合同等文本模板，以及覆蓋認購、收取定金、簽訂合同等各銷售環節的工作守則與操作標準。通過專題培訓、制度宣講、與考試結合的方式，持續鞏固各級銷售人員對於合規營銷規範的準確理解與執行。

集團遵照業務所在地政府的商品房買賣相關法規要求，例如《中華人民共和國城市房地產管理法》《商品房銷售管理辦法》等相關法律法規及各地區政策要求，在所有項目售樓處將相關文件進行現場公示，包含銷售證照、紅線內外不利因素、沙盤風險提示、樣板間風險提示等，並在銷售案場、交付通知書等列示集團投訴電話信息，維護客戶知情及申訴權利，保障客戶做出理性消費決策。

集團制定了《項目案場對外公示作業指引》，明確訂立對外宣傳資料的製作標準；法務條線以此為標準，對項目對外宣傳資料、品牌推廣宣傳資料、銷售說辭等進行全面審核。各區域法務部門結合本區域實際情況進一步細化審核標準，並定期對本區域銷售策劃崗人員進行培訓，確保宣傳信息的準確性、真實性，避免虛假或誇大宣傳。

II. PROTECTING CUSTOMERS' RIGHTS AND INTERESTS

1. Fair and compliant marketing

To ensure fairness and transparency of sale methods and product information, the Group has unified templates of subscription agreements and contracts, and working codes and operational standards to cover all sales procedures including subscription, deposits collection and contracts signing. Through combining special trainings, policies introduction with test, it will continue to enhance the accurate understanding of sales staff at all levels and the implementation of regulations on compliant marketing.

The Group complies with government regulations on commercial property transactions in the place of business which includes relevant laws and regulations and regional government policies such as "Urban Real Estate Administration Law of the People's Republic of China" (《中華人民共和國城市房地產管理法》) and "Regulatory Measures on the Sale of Commercial Property" (《商品房銷售管理辦法》), and publicises the relevant documents of all project sales offices, including sales licences, disadvantages of inside and outside red lines, as well as reminders of sample models and sample room risks. In addition, the Group's complaint hotline information is posted on sales offices and in delivery notices, to protect customers' right to know and to appeal as well as to ensure customers to make rational consumption decisions.

The Group has formulated the "Operation Guidelines for Public Announcement on Project Sites", which clearly established the production standards for external publicity materials. Our legal department regards the Guidelines as the standard for comprehensive review of project publicity materials, brand promotion materials, sales narratives, etc. The legal affairs department of each region further refines its review standards based on the actual situation of the region, and regularly trains the sales and marketing personnel of the region to ensure the accuracy and truthfulness of the information publicity and avoid false or exaggerated publicity.

二、保障客戶權益(續)

1、公平合規營銷(續)

為強化落實合規營銷的監督機制，集團營銷管理條線設置稽核組，開展內部稽查，及時發現一線問題，並提示預警；並通過第三方神秘顧客調訪，突擊走訪銷售大廳、展示區及樣板房，觀察及評價銷售人員的工作狀態、業務熟悉度等，全面檢視銷售的服務管理及合規性問題。

II. PROTECTING CUSTOMERS' RIGHTS AND INTERESTS (Continued)

1. Fair and compliant marketing (Continued)

In order to strengthen the implementation of the supervision mechanism for compliant marketing, the Group's marketing department has set up an audit team to carry out internal audits, promptly identify problems from the frontline, and provide reminders of warnings. Through mysterious third-party customers' interviews, unannounced visits to sales office, demonstration area and sample rooms, they observe and evaluate the working attitude and product knowledge of the sales staff, and comprehensively evaluate sales service management and compliance issues.



2019年度，
第三方**神秘顧客調訪**累計開
展269次；覆蓋17個地區公
司，93個項目；

In the year 2019, **mysterious third-party customers' interviews** involved an aggregate of 93 projects in 17 regional offices, totalling 269 visits.



檢查整體情況良好，年度
總體累計得分92分。

The **inspections** proved positive, with a cumulative score of 92 points for the year.

2、客戶信息保護

集團軍規制度第五條規定：「禁止泄露保密信息；禁止對外提供、出賣公司保密信息」，對外批量提供、出賣客戶資料或者涉及客戶隱私的信息，屬於觸犯軍規行為，不論是否給公司造成損失，公司有權做出辭退處罰，無條件解除勞動合同。

集團不斷完善客戶隱私保護及網絡安全的制度建設及管理規範，制定並落實《旭輝集團信息安全技術標準及工作指引》，明確營銷端口、客服端口、運營端口、物業端口、法務審計端口等單位對於房源、客戶、交易數據維護的責任，及在客戶信息採集、存儲、使用各個環節中對客戶信息存儲加密、脫敏展示、權限控制、操作日誌留存等方面的標準；並從結構冗餘保障、網絡安全區域劃分隔離、網絡准入、入侵保護、流量審計等方面對網絡安全提出具體的管理要求。

2. Protection of customers' information

Article 5 of the Group's key regulations states that it is "forbidden to divulge confidential information or provide or sell confidential information to external parties". Bulk provision or sale of customer data or information involving customer privacy to external parties constitutes a breach of key regulations, regardless of whether it incurs losses to the company; and the company has the right of dismissal and unconditional termination of the labour contract.

The Group keeps improving its institutional development and management standards for customer privacy protection and network security, and has the "Information Security Technical Standards and Working Guidelines of CIFI Group" in place, which clearly sets out the responsibility of the connecting points for marketing, customer service, operation, property, legal audit and other units for the maintenance of housing resources, customers and transaction data, as well as the standards for customer information storage, encryption, desensitisation display, authority control and operation log retention in all aspects such as customer information collection, storage and use. The Guidelines also sets forth specific management requirements for network security in such aspects as structural redundancy assurance, division and isolation of network security areas, network access, intrusion protection and traffic audit.



二、保障客戶權益(續)

2、客戶信息保護(續)

在客戶信息系統的開發和運行過程中，集團設置專人專職管理客戶信息，按工作人員崗位管轄範圍設定客戶信息訪問權限，並對信息使用功能進行限制，防止信息批量外泄；通過系統水印、關鍵信息加密、脫敏、隔離儲存等技術手段確保客戶信息的保密性；對客戶信息進行有效備份，確保數據的安全性。

同時，集團秉承「縱深防禦」的安全保護設計思想，由外而內設置多道防護檢測手段，通過「雲防護」、防火牆、上網行為管理、防病毒工具及其他輔助管理監控手段防止外部攻擊，保障網絡安全。

集團密切關注國家對個人信息保護的要求，2019年10月，對國家發佈的《信息安全技術個人信息安全規範》徵求意見稿內容進行對標，待正式發佈後逐步納入公司的管理要求。

II. PROTECTING CUSTOMERS' RIGHTS AND INTERESTS (Continued)

2. Protection of customers' information (Continued)

During the development and operation of the customer information system, the Group designates staff to specialise in managing customer information, sets authority of access to customer information in line with the management scope of staff positions, and restricts the information utilisation to prevent bulk information leakage. Technological means have also been in place to ensure the confidentiality of customer information, such as system watermarking, key information encryption, desensitisation and isolated storage, with effectively backup of customer information to ensure data security.

At the same time, the Group adheres to "in-depth defence" as its philosophy to design security protection, as it sets multiple protection and detection testing approaches both internally and externally, coupled with "cloud protection", firewalls, online behaviour management, anti-virus instruments and other supporting management and monitoring measures.

The Group pays close attention to the national requirements on protecting personal information. In October 2019, the Group benchmarked its standard against the consultation draft "Information Security Technology and Personal Information Security Specification" (《信息安全技術個人信息安全規範》) issued by national authorities, with the standard to be gradually incorporated into the company's management requirements upon its formal release.



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一、加強供應商管理

集團嚴格遵守《中華人民共和國招投標法》等相關國家法律法規，已搭建採購管理的制度體系，訂立「1個制度+4個辦法+1個指引」，以推進採購及各品類供應商的規範化、標準化管理，保障供應產品質量與服務品質。

1個制度

《採購管理制度》

4個辦法

《工程採購管理辦法》

《工程供應商管理辦法》

《戰略採購管理辦法》

《集團採購檢查管理辦法》

1個指引

《供應商分檔管理作業指引》

I. ENHANCING SUPPLIER MANAGEMENT

The Group strictly abides by relevant national laws and regulations such as the “Law of the People’s Republic of China on Tenders and Bids” (《中華人民共和國招投標法》), and has established a procurement management system. As such, an ecosystem composed of 1 System, 4 Methods and 1 Guideline is in place to promote the standardisation of procurement, various categories of suppliers and management, thereby ensuring product and service quality.

1 System

“Procurement Management System”

4 Methods

“Administrative Measures for Project Procurement”

“Administrative Measures for Project Suppliers”

“Administrative Measures for Strategic Procurement”

“Administrative Measures for Group Procurement”

1 Guideline

“Operational Guidelines for Level-based Supplier Management”

集團的供應商招募及管理流程如下：

• 供應商開發及准入

採購管理部負責尋找、開發各類供應商，通過充足的供應商資源保障集團業務的平穩運營。對於備選供應商，採購管理部開展背景調查，初步覆核提供信息的真實性，並牽頭組成考察小組，對供應商的產品質量、生產能力等方面進行綜合考察與審核，審核通過後的供應商將納入供應商庫。

The Group’s supplier recruitment and management processes are as follows:

• Supplier sourcing and engagement

Responsible for seeking and developing the resource of various types of suppliers, the procurement management department ensures smooth operation of the Group’s business with sufficient supplier resources. For alternative suppliers, the procurement management department investigates their background, conducts a preliminarily review of the authenticity of its information provided, and leads an inspection team to conduct comprehensive inspection and audit on the suppliers’ product quality, production capacity and other aspects. Suppliers who pass such review will be included in the supplier database.



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一、加強供應商管理^(續)

• 供應商履約評估

履約評估是集團供方管理與培養的有效工具。針對不同類別的供應商，集團採取不同的履約評估方式：

- o 總包類、景觀類供應商：每季度進行一次履約評估；
- o 非總包類供應商²：每半年進行一次履約評估。

每年年底，集團根據供應商年度履約評估得分將供應商劃分為優秀、良好、合格、不合格四個等級，對不同級別供應商進行獎懲。對於優秀供應商，集團或區域公司會根據戰略發展條件發展為戰略合作夥伴。同時，集團結合履約評估得分和綜合評價對供應商進行排名，根據排名結果將供應商劃分為A、B、C三個等級。採購管理部匯總各地區公司的評估結果，對於跨地區合作的供應商進行綜合評估。

• 供應商績效改進

根據對供應商持續監督和履約評估的結果，如發現供應商存在問題，採購管理部將協助其他部門對供應商開展績效改進，內部就績效改進建議提前達成一致，聯繫相對應供應商負責人開展面談，形成改進措施。採購管理部專人跟踪供應商績效改進的執行情況。如執行不到位的，需再次進行約談以確保相關供應產品滿足製造和質量需求。

² 大於50萬的非總包類供應商。

I. ENHANCING SUPPLIER MANAGEMENT ^(Continued)

• Performance evaluation of suppliers

Performance evaluation is an effective tool for the Group's supplier management and training. For different types of suppliers, the Group adopts different performance evaluation methods:

- o Suppliers of EPC and landscape design receive one performance evaluation in each quarter;
- o Non-EPC suppliers² receive one performance evaluation every six months.

At the end of each year, the Group classifies suppliers into four grades: excellent, good, qualified and unqualified according to their annual performance evaluation scores, with rewards and punishments designed for different grades. For excellent suppliers, the Group or its regional companies will develop them into strategic partners according to strategic development conditions. At the same time, the Group ranks the suppliers according to their performance evaluation score and comprehensive evaluation. According to the ranking results, the suppliers are divided into three grades: A, B and C. The procurement management department shall summarise the evaluation results of its regional companies and conduct comprehensive evaluation on cross-regional suppliers.

• Performance improvement of suppliers

According to the results of the continuous supervision and performance evaluation of suppliers, if any problems are identified, the procurement management department will assist other departments to carry out performance improvement on suppliers, with agreement on performance improvement suggestions to be reached in advance internally. The department will then contact the corresponding person in charge of suppliers for interviews and conclude improvement measures. The procurement management department shall assign special personnel to track the implementation of performance improvement of suppliers. If such implementation is under par, another interview is required to ensure that the relevant supply of products meets the manufacturing and quality requirements.

² Non-EPC suppliers with more than 500,000 people.

集團裝修總包戰略合作簽約

Signing of Renovation EPC Strategic Cooperation of the Group

2019年12月17日，集團裝修總包戰略合作簽約儀式在集團總部隆重舉行。本次簽約儀式上，集團與四家優質供方達成戰略合作夥伴關係。

On 17 December 2019, the Group held a ceremony for entering into strategic cooperation on renovation EPC at its headquarters. At the ceremony, the Group reached strategic partnerships with four high-quality suppliers.

集團堅持通過招標或從歷史項目合作優良的單位中直接發展集團戰略合作單位。簽訂戰略合作協議後，集團會與各區域集團／事業部／直屬城市公司進行溝通，並結合戰略供應商的優勢與特點，進行資源分配。區域集團／事業部／直屬城市公司會提前與戰略供應商確定供貨計劃，保證集團戰略採購成果落地。若某戰略合作供應商的評估情況不理想且在溝通改進後仍無法達標，或者其的合作項目中引起重大安全事故或投訴，則該供應商將被取消其戰略合作資格。

The Group is committed to developing strategic partners through bidding or from the suppliers with excellent historical project cooperation. After signing the strategic cooperation agreement, the Group will communicate with regional groups/business units/directly affiliated city companies and allocate resources by considering the advantages and characteristics of respective strategic suppliers. Regional groups/business units/directly affiliated city companies will determine supply plans with strategic suppliers in advance, to ensure that the implementation of the Group's strategic procurement results takes place. If the evaluation of a strategic cooperation supplier is unsatisfactory and fails to meet the criteria after communication and improvement, or it causes major safety accidents or complaints in the project under cooperation, the supplier will be disqualified from strategic cooperation.

未來，集團會繼續秉承「合作共贏」的理念，繼續加強與優秀供應商的合作深度與廣度，強強聯手，助力集團二五戰略實現，為客戶提供高品質產品。

In the future, the Group will uphold the concept of “win-win cooperation” and keeps strengthening the depth and width of cooperation with excellent suppliers. Such win-win cooperation will help the Group to realise its second five-year strategy and provide customers with high-quality products.





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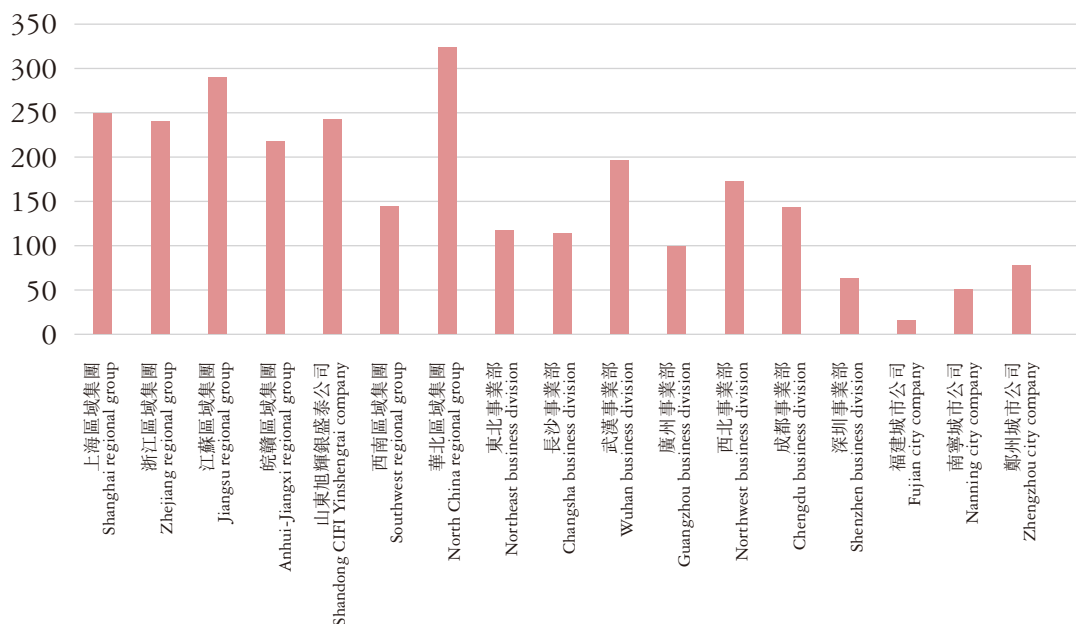
一、加強供應商管理(續)

2019年度，集團供應商數據如下：

I. ENHANCING SUPPLIER MANAGEMENT (Continued)

Below sets out the number of the Group's suppliers in 2019:

按各區域集團／事業部劃分的供應商數目
Number of Suppliers by Regional Groups/ Business Divisions



二、管理供應鏈的環境和社會風險

為妥善管理供應鏈的環境及社會風險，集團高度關注供應商的環保和勞務外包合規情況。集團通過加入行業聯盟，嚴控選材，推行環境合規化整改等措施促進綠色供應鏈管理，並針對施工單位建立嚴格薪酬監管機制與巡查體系，保護農民工權益，有效防範和化解社會風險。

1、綠色採購

長期以來，集團堅持以綠色、環保、可持續、適宜人居等為目標的供應鏈管理，積極參與阿拉善SEE、中城聯盟等組織與集團共同發起的「中國房地產行業綠色供應鏈行動」，通過踐行綠色採購理念，提高鋼鐵、水泥、鋁合金及木材等行業供應商整體環境管理能力，促進可持續發展。

II. MANAGING ENVIRONMENTAL AND SOCIAL RISKS OF SUPPLY CHAINS

In order to properly manage the environmental and social risks of its supply chains, the Group attaches great importance to the compliance of environmental protection and labour outsourcing of suppliers. The Group promotes green supply chain management by joining industry alliances, strictly controlling the selection of materials, rectifying environmental compliance and other measures. In addition, it has established a strict compensation supervision mechanism and an inspection system for constructors, so as to protect the rights and interests of migrant workers and effectively prevent and resolve social risks.

1. Green procurement

All along, the Group has been managing its supply chains towards green, environmental protection, sustainability and suitable living, with active engagement in the "Green Supply Chain Action in China's Real Estate Industry" initiated by the Group together with the Society of Entrepreneurs and Ecology (SEE), CURA and other organisations. By implementing the concept of green procurement, the overall environmental management capabilities of suppliers will be improved in the steel, cement, aluminium alloy and wood industries, to promote sustainable development.



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二、管理供應鏈的環境和社會風險 (續)

1、綠色採購 (續)

為將綠色供應鏈管理落到實處，集團採取了以下措施：

嚴格選材

- 牽頭組織中城聯盟11家房地產公司鋁合金型材聯合戰略招標，執行無鉻鈍化，以防止鋁型材生產過程中產生的六價鉻等鉻化物所導致的對環境和人體的危害，推動鋁型材行業生產工藝的綠色發展；
- 選用環保標準為E1級的氰胺飾面刨花板、中密度纖維板等人造板材；
- 要求木地板戰略合作夥伴，提供「木材來源合法化」證明。

推動供應商環境合規化整改

- 選擇符合房地產綠色供應鏈標準的供應商入圍，推進並督促入圍採購名單的多家供方完成合法化認證，公開其違規及整改記錄。

屬地化採購

- 針對材料設備類產品(包括施工類、地材類、輔材類)主要進行屬地化採購，以減少材料運輸過程中不必要的浪費與排放。例如由於華南地區鋁型材廠較多，上下游產業鏈完善，集團因地制宜選用本土型材，即可以控制上游材料採購價，又可以節省運輸過程中資源浪費，實現經濟效益與環境保護的雙贏。

房地產綠色供應鏈行動培訓交流

- 積極參與房地產綠色供應鏈行動關於木材來源合法化及鋁合金型材無鉻鈍化工藝控制的系列培訓，學習綠色供應鏈技術標準及應用要求。

II. MANAGING ENVIRONMENTAL AND SOCIAL RISKS OF SUPPLY CHAINS (Continued)

1. Green procurement (Continued)

To implement green supply chain management, the Group has adopted the following measures:

Strict selection of materials

- The Group took the lead in organising joint strategic tender for aluminium alloy extrusion with 11 CURA real estate companies, implemented chromium-free passivation to prevent the environmental and human hazards caused by hexavalent chromium and other chromium compounds produced in the production process of aluminium extrusion, and promoted the green development of production process of the aluminium extrusion industry;
- The Group selects cyanamide veneer particle-boards, medium-density fibreboards and other wood-based panels which meet the E1 environmental protection standard;
- The Group requires strategic wood flooring suppliers to provide proof of "legalisation of the wood material source".

Promoting the rectification of supplier's environmental compliance

- The Group shortlists such suppliers that meet the Real Estate Green Supply Chain standards, urges shortlisted procurement suppliers to complete legalisation verification, and discloses their breaches and rectification records.

Localised procurement

- The Group mainly opts for local procurement of materials and equipment products (including construction, flooring and auxiliary materials), to reduce unnecessary waste and emission during material transportation. For example, due to the large number of aluminium extrusion factories in Southern China and the completion of upstream and downstream industrial chains, the Group selects local extrusion according to local conditions, which can control the purchase price of upstream materials and also reduce the waste of resources in the transportation process as well as achieve both economic benefits and environmental protection.

Real estate green supply chain action training and exchanges

- The Group is actively involved in the Real Estate Green Supply Chain Action training series on legalisation of wood sources and chromium-free passivation process control of aluminium alloy extrusion, to learn the technical standards and application requirements of green supply chains.



攜手夥伴 致力共贏

Pursuing Win-win Cooperation with Partners

精瑞人居綠鏈企業獎 ELITE Habitat Green Chain Enterprise Award

經國家科技部、國家科學技術獎勵工作辦公室批准，由精瑞科技基金會設立精瑞人居獎的頒獎典禮在2019年12月9日於北京舉行。集團憑藉在房地產綠色供應鏈行動中的突出表現，被授予「精瑞人居綠鏈企業獎」。

Approved by the Ministry of Science and Technology of the People's Republic of China and the National Office for Science and Technology Awards, the award ceremony of ELITE Habitat Award by ELITE Technology Foundation was held in Beijing on 9 December 2019. With its outstanding performance in the Real Estate Green Supply Chain Action, the Group was awarded the "ELITE Habitat Green Chain Enterprise Award".



該獎項從房地產綠色供應鏈行動的參與程度、供應鏈環境效益、開發的各品類綠色採購項目及綠色採購新方案與執行情況四個維度對集團進行了考察，肯定了集團在推動綠色供應鏈方面的優秀表現，同時激勵集團繼續推進綠色採購，持續優化綠色環保供應鏈，為消費者提供更加環保的產品，為整個行業的可持續發展貢獻力量。

The award evaluates the Group from four dimensions: the involvement in the Real Estate Green Supply Chain Action, the environmental benefits of supply chain, the development of various categories of green procurement projects, and new schemes of green procurement and their implementation. The award recognised the Group's outstanding performance in promoting green supply chains, and encouraged it to continue to promote green procurement and optimise green supply chain, and provide consumers with more environmentally friendly products, thus contributing to the sustainable development of the entire industry.

二、管理供應鏈的環境和社會風險 (續)

2、保護勞工權益

集團為控制供應鏈管理中較突出的保護勞工權益風險點，制定並嚴格執行薪酬支付監管機制、對施工單位管理體系的巡查、申訴舉報機制等相關制度規定，保護民工權益。施工單位與民工簽訂勞動合同時，需針對性開設專門賬戶，並將勞務保障措施費用及相關措施寫入合同，保證勞務勞工的權益得到落實。集團建立了守法誠信管理制度，制定拖欠工資企業「黑名單」，對失信企業在全集團範圍內「一處違法，處處受限」，保證民工及時拿到應得薪酬。

II. MANAGING ENVIRONMENTAL AND SOCIAL RISKS OF SUPPLY CHAINS (Continued)

2. Protecting labour rights and interests

In order to control the prominent risks in protecting labour rights and interests in supply chain management, the Group has formulated and strictly implemented relevant regulations such as the salary payment supervision mechanism, inspection of the constructor management system and the complaint reporting mechanism, to protect the rights and interests of migrant workers. When the constructor signs a labour contract with a migrant worker, the constructor shall set up a specific account and include the cost of labour protection measures and relevant measures details in the contract to ensure that the rights and interests of such workers materialise. The Group has established a law-abiding and honest management system, formulated a "blacklist" of enterprises in arrears of wages, and imposed multiple restrictions on dishonest enterprises within the entire Group, so as to ensure that migrant workers receive their due salaries in a timely manner.

三、廉潔採購

在執行採購業務過程中，採購管理部門積極實踐公開、公平、公正的核心價值，打造陽光、簡單的採購文化，與供應商合作共贏。同時，採購管理部設立了「採購十大紀律」，其中包括關係回避、信息保密、杜絕操縱招標等紀律要求，規範採購人員行為，確保採購工作始終保持廉潔高效。採購十大紀律作為採購管理和業務的紅線，從制度上建立了反腐敗、廉政公正、陽光公平的採購體系。2019年，集團與全部供應商簽訂《廉潔協議書》。

為營造廉潔的採購環境，集團建立了完善的採購業務監督體系。

III. TRANSPARENT PROCUREMENT

In implementing the procurement business, the procurement management department actively practises the core values of openness, fairness and justice, creates a transparent and simple procurement culture, and cooperates with suppliers for win-win results. At the same time, the purchasing management department has set up “Ten Major Procurement Disciplines”, including requirements such as avoidance of relationship business, information confidentiality and elimination of tender rigging, to regulate the behaviour of procurement personnel and ensure that procurement remains clean and efficient. As a bridge between procurement management and business, the Ten Major Procurement Disciplines have established an anti-corruption, honest and fair procurement system. In 2019, the Group signed the “Integrity Agreement” with all suppliers.

In order to create a transparent purchasing environment, the Group has established a perfect purchasing business supervision system.





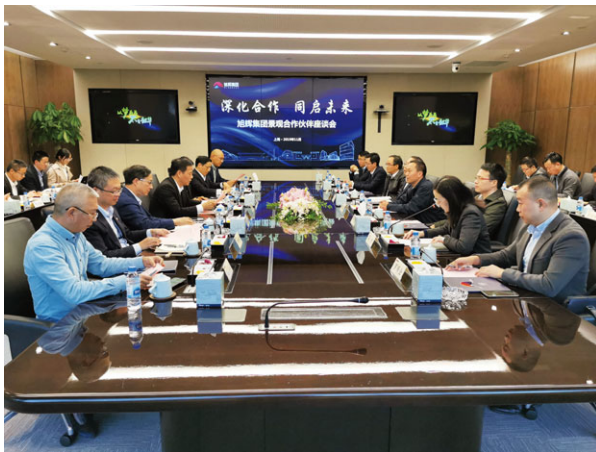
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四、供應商溝通交流

2019年集團舉辦四次核心資源座談會，涵蓋土建總包、精裝修、景觀、戰略部品，旨在打通高層溝通渠道，增進雙方了解，同時探討集團級總承包、精裝修、景觀戰略合作模式，持續深化互利互信的合作關係。每個地區公司組織年度供應商大會或供應商座談會。以此機會，與供應商開展深度的溝通及交流，宣傳集團的陽光廉潔文化，並對表現優秀的供應商進行嘉獎。

同時對於一類供應商，採購管理部組織工程採購主管領導與供應商公司高層之間的約談會，集中探討履約過程中發生的問題，共商解決方法與優化提升方向，合力築造項目精工品質。



集團景觀合作夥伴座談會

Symposium between the Group and its Landscaping Partners

IV. COMMUNICATION WITH SUPPLIERS

In 2019, the Group held four core resource symposiums, covering civil engineering general contracting, refined decoration, landscaping and strategic components, with a view to opening up high-level communication channels, enhancing mutual understanding, exploring group-level general contracting, refined decoration and strategic cooperation for landscaping, and continuing to deepen partnerships of mutual benefit and trust. Each regional company shall organise its annual supplier conference or supplier symposium, as an opportunity for in-depth communications with suppliers, promote the Group's culture of transparency and integrity and reward excellent suppliers.

At the same time, for the first-class suppliers, the procurement management department organises an interview between the Group's engineering procurement director and the senior management of the supplier, focusing on the problems that occurred in performing the contract, discuss solutions, optimising the direction of improvement, and working together to build the superior quality of the project.



長沙旭輝合作夥伴大會

Changsha CIFI Partners Conference



成就英才 共築夢想

Cultivating Talents and Realising Aspirations Together

一、員工僱傭情況

人才，是企業經營與發展之根本。集團奉行「戰略驅動，成人達己」的人才管理理念，建立了以「高目標」為起點，形成「高認同」、「高活力」、「高供應」、「高績效」和「高激勵」邏輯閉環的「六高」人力資源體系，並基於此逐步構建完善了招聘、提升、激勵、成長等全鏈條化的人才培養體系，積極打造高效人力供應鏈系統以滿足集團「二五」戰略的人才需求，實現員工和企業的共同成長。

1、 人才招聘

2019年是集團「二五」戰略的中間一年，根據「二五」戰略的實際要求，招聘工作進行了體系精進與「百將計劃」的專項業務工作，通過社會與校園招聘渠道吸引更多優秀人才加入團隊，為組織轉型與人才升級的提供保障。

➤ 社會招聘

集團2019年通過社會招聘渠道共招募人才3,116人，保證了組織發展及轉型的業務需要。在招聘質量、成本、效率方面均較好的實現全年目標，實現穩中有升。集團總部牽頭地區公司，開展屬地化招聘工作，聚焦高端人才吸引與獵聘，中高端人才及時到崗率達到90%以上。

2019年，針對組織轉型與人才升級，集團特設立「百將計劃」，根據業務開展的階段，引入行業精英，完成高端人才儲備與配置。集團希望通過「百將計劃」的執行引進一流的人才，為未來人才配置提供資源保障，進一步完善與優化外部人才供應鏈系統，強化人才招聘、人才吸引、人才融入能力，最終推動組織的發展與組織目標的實現。

I. STAFF EMPLOYMENT

Talent provides the foundation for an enterprise's operation and development. Under the talent management concept of "Common Success Driven by Strategy", the Group has established a logic closed-loop "6H" human resource system starting from "High objectives" and featuring "High recognition", "High vitality", "High supply", "High performance" and "High incentives". On top of the system, the Group works to gradually build and improve the whole-chain talent cultivation system that covers recruitment, improvement, incentives and growth, with a view to actively building an efficient human supply chain system that meets the talent demand of the Group's "second five-year" strategy and realise the common growth of employees and the enterprise.

1. Talents recruitment

2019 sat in the middle of the Group's "second five-year" strategy. According to the actual requirements of the "second five-year" strategy, our recruitment took place in relation to the special business of institutional improvement and the "100 Leaders Scheme", as we worked to entice more excellent talents to join our team through social and campus recruitment channels, safeguarding our organisational transformation and talent upgrading.

➤ Social recruitment

In 2019, the Group recruited 3,116 talents through social recruitment channels, ensuring that the business needs of organisational development and transformation were met. In terms of recruitment quality, expense and efficiency, the Group achieved its annual targets with steady improvement. The Group's headquarters led the regional companies on localised recruitment, focusing on attracting and recruiting high-end talents. More than 90% of intermediate and high-end talents arrived for their posts in a timely fashion rate.

In 2019, targeting organisational transformation and talent upgrading, the Group set up a special "100 Leaders Scheme" to introduce industry elites for its high-end talent reserve and allocation according to the stage of its business development. The Group hopes to introduce the first-class talents through the "100 Leaders Scheme", providing resource assurance for future talent deployment. Furthermore, the Group worked to optimise its external talent supply chain system, by strengthening its ability of talent recruitment, introduction and integration, and to ultimately promote its development and attaining its objectives.



成就英才 共築夢想

Cultivating Talents and Realising Aspirations Together

➤ 校園招聘

為深化子弟兵人才供應鏈建設，集團從2008年開始了「旭日生」計劃，已歷時11屆，該計劃致力於在全球範圍內選拔懷揣夢想、充滿熱情且具有潛質的畢業生，通過「四位一體」的培養責任人制度和獨具特色的培養與發展體系，全面提高畢業生們的業務技能及綜合能力，使其在三到五年時間內快速成長為公司的中高層管理人員。

在20屆旭日生秋季校園招聘中，全國聯動共落地19場宣講會，20餘場精英交流會，場場活動反響熱烈，助力集團校園僱主品牌傳播。經對層層篩選，共計240位高質量人才加入「旭日生」團隊，實現了2019年戰略性人才儲備，推動集團「二五」戰略目標實現。

為提前鎖定優秀畢業生，2019年4月集團啟動了「晨輝計劃」暑期實習生項目，為優秀學生提供一個認識自我、了解企業和實現角色轉換的平台。在全國20個區域共同努力下，共招聘到崗240餘位暑期實習生，提前鎖定優秀候選人。

➤ Campus recruitment

To further nurture the future talents for its talent supply chain, the Group initiated the “Morning Glory Talents” scheme while has come to the 11th year in 2008, a scheme dedicated to selecting aspiring, passionate and high-potential graduates worldwide. By way of its “four-pronged” training responsibility system and the distinct training and development system, the Group seeks to comprehensively ramp up the business skills and comprehensive ability of graduates and enable them to rapidly develop into the Company’s middle and senior management within three to five years.

In the 20th Autumn Campus Recruitment for Morning Glory Talents, the Group launched a total of 19 publicity meetings with more than 20 elite exchange meetings nationwide, which were well-received and helped spread the Group as a campus employer brand. Through rounds of selection, a total of 240 high-quality talents joined the “Morning Glory Talents” team, realising the strategic talent reserve in 2019 and to drive the Group in achieving its “second five-year” strategic goals.

To recruit outstanding graduates in advance, the Group launched the “Morning Glory Scheme” as a summer internship scheme in April 2019, to provide a platform for outstanding students to get to know themselves and the enterprise and experience the transition of roles. With the joint efforts from 20 regions across the country, more than 240 summer interns reported duty as we conducted early recruitment of excellent candidates.

地產精英研習營

REAL ESTATE ELITE TRAINING CAMP

2019年4月，集團「地產精英研習營」活動順利開展，來自全國頂尖高校近50位精英學子，通過互動遊戲融入、大咖分享學習、小組結營彙報等環節，親身體驗集團文化，了解集團的用人理念和企業核心競爭力。全程參與活動的學員可直接進入當年的「晨輝計劃」暑期實習。

In April 2019, the Group saw its “Real Estate Elite Training Camp” take place successfully. Nearly 50 elite students from top universities in China experienced the Group’s culture and learnt about its employment concept and core competitiveness through interactive games, sharing and learning from big shots, group camp report and other activities. Participants could directly get admitted in the “Morning Glory Scheme” of summer internship for the year.



旭日生品牌校園行——高管講堂

CAMPUS TOUR FOR THE BRAND OF MORNING GLORY TALENTS - SENIOR MANAGEMENT LECTURES

2019年5月22日，集團「旭日生品牌校園行之高管講堂」在同濟大學舉行，通過集團高管走進高校，與學生進行面對面的交流，為即將畢業的學生們提供職業選擇的可行性建議，傳遞集團的文化理念與樹人之道。此次活動共計到場300餘人，線上直播觀看6.2萬次，順利拉開了暑期實習生校園招聘帷幕。

On 22 May 2019, the Group held its “Campus Tour for the Brand of Morning Glory Talents – Senior Management Lectures” in Tongji University, where the Group’s senior management had face-to-face communication with students, offered feasible suggestions to the graduates on career choice and conveyed the Group’s cultural and mentorship philosophy. More than 300 people attended the activity with 62,000 views of online live broadcast, kicking off the campus recruitment of summer interns on a successful note.





成就英才 共築夢想

Cultivating Talents and Realising Aspirations Together

一、員工僱傭情況 (續)

2、僱傭管理

集團嚴格遵守依據《中華人民共和國勞動法》《中華人民共和國勞動合同法》《勞務派遣暫行規定》等相關法律法規，並制定落實《勞動用工管理辦法》，規範公司用工管理，維護、發展和諧的勞動用工關係，保護員工與公司的合法權益，完善集團僱傭管理體系。

集團根據員工級別簽訂不同時長的固定期限合同。為保障每位僱傭人員的合法權益，集團要求勞務派遣、實習生及退休返聘人員均需依照法規及時簽訂勞動合同及勞務協議。試用期亦隨勞動合同期限變化而變化。同時，集團通過制定相關管理辦法，積極保障員工在需要解除與終止勞動合同時的合法權益。

截至2019年末，集團員工總人數為8,675人³：

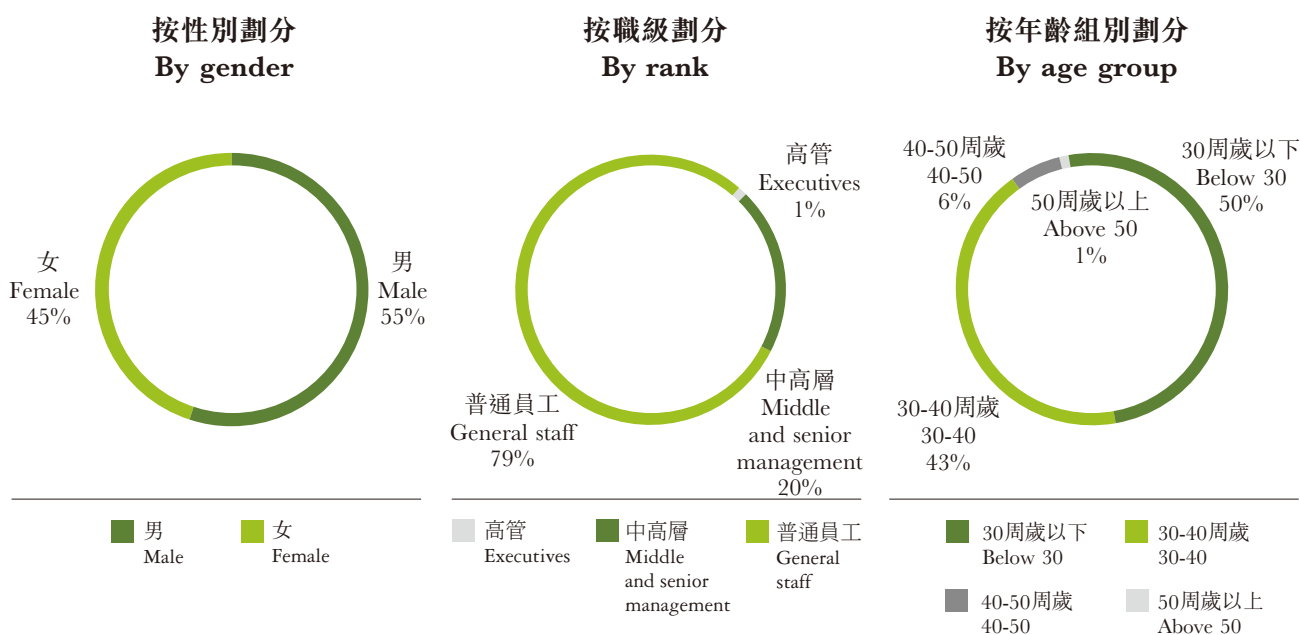
I. STAFF EMPLOYMENT (Continued)

2. Employment management

The Group strictly abides by relevant laws and regulations such as the “Labour Law of the People’s Republic of China” (《中華人民共和國勞動法》), the “Labour Contract Law of the People’s Republic of China” (《中華人民共和國勞動合同法》) and the “Interim Provisions on Labour Dispatch” (《勞務派遣暫行規定》). It has also formulated and implemented the “Management Measures for Labour Employment” to standardise the Company’s employment management, maintain and develop harmonious labour employment relations, protect the legitimate rights and interests of employees and the Company, and improve the Group’s employment management system.

The Group signs fixed-term contracts with different durations according to the rank of employees. In order to protect the legitimate rights and interests of each employee, the Group requires that those with labour dispatch, internship and employment of retirees to sign labour contracts and agreements in accordance with laws and regulations in a timely manner. The probation period also varies with the term of the labour contract. At the same time, the Group also has relevant management measures in place to protect the legitimate rights and interests of employees when they need to terminate their labour contracts.

As of the end of 2019, the Group had a total headcount of 8,675³:



³ 員工人數統計為全口徑範圍，包含集團的房地產開發及其延伸的相關業務，但不含物業管理平台永升生活服務的人員。

³ The number of employees are counted on the full coverage basis, which includes real estate development business and other peripheral businesses of the Group, but excluding the headcounts from property management arm Ever Sunshine Lifestyle Services.



成就英才 共築夢想

Cultivating Talents and Realising Aspirations Together

二、助力職業發展

1、員工培訓

➤ 完善員工培訓體系

集團致力於打造高效人才供應鏈，制定並落實《培訓管理制度》，規範培訓管理機制，針對性加速培養人才，積極提升人才培養與組織能力提升的及時性、有效性、輕量化與前瞻性，高效匹配企業與業務發展需求，促進員工和組織能力的共同提升。

為不斷提升員工的專業水平和管理能力，集團成立了「旭輝大學」，旭輝大學會根據員工的成長發展階段，匹配相應的學習資源。

旭輝大學建立了科學、規範的人才培養模型。該模型涵蓋10餘種業務能力提升體系、6種領導力發展體系、4種管培生培養體系、3種文化培訓體系、內訓師體系、學習管理系統以及各類培訓計劃。

II. FACILITATING CAREER DEVELOPMENT

1. Staff training

➤ Improving the staff training system

The Group, committed to building an efficient talent supply chain, has the “Training Management System” in place to standardise the training management mechanism. It aims to accelerate the targeted training of talents, actively improve talent training and organisational capacity in a more timely, effective, lightweight and forward-looking manner, render talent training more tailored to the needs of the enterprise and its business development, and improve both employees and organisational capacity.

In order to continuously improve the professionalism and management ability of employees, the Group has founded “CIFU University”, where employees are allocated with corresponding learning resources according to their development stage.

CIFU University has established a scientific and standardised talent training model which covers more than 10 business ability enhancement systems, 6 leadership development systems, 4 management trainee systems, 3 cultural training systems, internal trainer systems, a learning management system, and various training programmes.



成就英才 共築夢想

Cultivating Talents and Realising Aspirations Together

二、助力職業發展 (續)

1、員工培訓 (續)

➤ 線下主題培訓項目

II. FACILITATING CAREER DEVELOPMENT (Continued)

1. Staff training (Continued)

➤ Offline themed training programmes

旭日生培訓

TRAINING OF MORNING GLORY TALENTS

2019年7月，168位2019屆旭日生相聚在上海參加入職集訓。本次為期8天的集訓邀請各職能專業講師介紹房地產開發全流程基礎知識，提升職場關鍵通用能力，並通過分班制自主運營提升團隊凝聚力和歸屬感。本次集訓有效幫助管培生完成從學生到職場人角色轉變。

In July 2019, 168 members of the 2019 Morning Glory Talents gathered in Shanghai for their induction training. In the 8-day training session, expert lecturers from various functional departments introduced the basics of the whole process of real estate development to improve the key general workplace capability. In addition, participants were divided into different classes to enhance their team cohesion and sense of belonging. This training session effectively helped management trainees transit from students to professionals.



管理條線培訓－飛越計劃

MANAGE LINE TRAINING – SPEEDY DEVELOPMENT

2019年7月25-27日，旭輝大學開展了「第二屆飛越計劃訓練營」活動，圍繞「戰略引領」、「全面經營」、「業務突破」、「團隊發展」、「決戰飛越」五方面開展培訓。課程體系設計融合外部視角與內部智慧，全方位地培養城市公司總經理及高潛質的城市總後備人才的綜合能力，為組織創造更好業績。

From 25 to 27 July 2019, CIFI University launched the “Second Training Camp of Speedy Development Scheme”. The activity focused on five aspects: “strategic guidance”, “comprehensive operation”, “business breakthrough”, “team development” and “decisive take-off”. The curriculum was designed to combine external perspectives and internal wisdom. It comprehensively cultivated the integrated capabilities of general managers and high-calibre reserve talents for city companies, in a bid to create better performance for the organisation.



產品中心設計培訓－基石計劃

PRODUCT CENTRE DESIGN TRAINING – CORNERSTONE PROGRAMME

2019年8月23日－25日，集團第二期「基石計劃」暨設計經理訓練營正式拉開帷幕，培訓覆蓋集團和全國各區域、事業部設計條線共60名同事。「基石計劃」旨在培養設計條線人才金字塔中的「腰部」力量，重點提升項目設計經理跨專業整合、跨職能協同能力以及項目全周期的經營意識和全域觀，助力設計經理在項目中運用專業知識和管理標準，推動產品理念的落地並創造價值。

From 23 to 25 August 2019, the Group officially launched its second “Cornerstone Programme” and design manager training camp. The training session covered a total of 60 colleagues from various departments of the Group’s design professionals from regions and business divisions nationwide. The “Cornerstone Programme” aims to cultivate the middle part of its talents pyramid for design professionals, with special emphasis on improving the cross-profession integration of project design managers, cross-functional coordination capability, project lifetime management awareness and holistic view and assisting design managers to apply their expertise and management standards to projects, promoting the execution of product concepts and create value.



➤ 加強在線學習系統建設

2019年，隨著外部環境的變化、組織的變革，旭輝大學正式將原有的「在線學習系統」升級為「學習管理系統」，並上線PC端和移動端，真正接通集團內部，做到單點登錄，數據交互，實現了人才培養數據庫的建立。

在保留原有高效便捷的學習交互功能外，學習管理系統全面升級：

➤ Strengthening the development of online learning system

In 2019, with the change of external environment and institutional transformation, CIFI University officially upgraded the original “online learning system” to “learning management system”, with its PC and mobile terminals launched to deliver intra-group connection, enabling single-point sign-in, and data interaction, and realised the establishment of its talent training database.

In addition to retaining the original efficient and convenient learning interaction function, the learning management system represents a comprehensive upgrade:



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二、助力職業發展(續)

1、員工培訓(續)

旭輝大學制定了在線課程的標準，通過內部開發的《微課開發工作坊》及微課製作標準模板，賦能各個專業條線，產出各條線新員工學習地圖和崗位的線上學習地圖。旭輝大學還推出了針對各管理層級的優質線上課程，如針對個人貢獻者的線上學習項目「培英計劃」、針對一線經理的混合式學習項目「管理築基100」、針對總監的學習項目「A+計劃」等課程，更有針對性適應不同管理層的學習與能力需求。

II. FACILITATING CAREER DEVELOPMENT (Continued)

1. Staff training (Continued)

CIFI University has set out its standards for online courses. Its internal development of “Micro Course Development Workshop” and standard micro-course work template empowers each professional working division to produce online learning trajectory for new employees and posts. CIFI University has also launched high-quality online courses for all levels of management, such as the online learning project “Peiying Scheme” for individual contributors, the hybrid learning project “Management Foundation 100” for frontline managers and “A+ Scheme”, a learning project for directors. Furthermore, there are courses catering to the learning and ability needs of different management members.

二、助力職業發展^(續)

1、員工培訓^(續)

2019年，集團在線培訓總時數達188,823小時，線上培訓實現百分之百全面覆蓋，按性別、僱傭類型劃分的每位僱員平均受訓時數如下所示：

II. FACILITATING CAREER DEVELOPMENT ^(Continued)

1. Staff training ^(Continued)

In 2019, the Group offered 188,823 online training hours, achieving 100% comprehensive coverage of online training. Below sets forth the average training hours per employee by gender and employment type:

按性別劃分每名僱員平均培訓時數

Average training hours per employee by gender



接受培訓總時數
Total training hours

188,823 小時
hours

男性
Male

32.11 小時
hours

女性
Female

17.76 小時
hours

按職級劃分每名僱員平均培訓時數

Average training hours per employee by rank



平均培訓時數
Average training hours

25.86 小時
hours

高管

Executives

5.24 小時
hours

中高層

Middle and senior management

47.64 小時
hours

普通員工

General staff

19.67 小時
hours

2、績效考核

集團積極落實《績效管理辦法》，建立了完善的績效考核管理制度，對績效管理和文化價值觀評價的原則、對象、周期、評價關係和關鍵流程等進行了明確規定，對員工進行有效評價和激勵，提高員工的滿意度和成就感，實現企業和員工的「雙贏」。

2. Performance appraisal

The Group has actively implemented the "Performance Management Measures" and established a robust performance appraisal management system, which clearly sets out the evaluation principles, targets, duration, evaluation relations and key processes of performance management and cultural values, with a view to effectively evaluating and stimulating employees, improving their satisfaction and sense of achievement and realising common success for both the enterprise and its employees.



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高目標 High Standard

高績效 High Performance



二、助力職業發展 (續)

2、 績效考核 (續)

針對集團中心總和區域總，採取年度績效管理；針對集團／區域部門負責人和項目負責人，採取年度與季度績效雙管理模式；針對專業員工，採取季度績效管理方法。績效管理結果將應用於員工季度績效工資、年度績效獎金、調薪、轉正、任用、晉升、評優、淘汰、長期激勵、福利購房等。

集團重視員工對文化價值觀的認同度，將文化價值觀評價作為招聘、選拔和晉升的必要條件。員工核心價值觀總評為「優秀」或「不合格」的需要上級提供具體案例支持。為了減少文化價值觀評價的管理成本，其整體流程與績效評價保持同步，但運用結果相互獨立使用，未來文化價值觀評價將逐步打通員工轉正、晉升、加薪、人才盤點等人才供應鏈環節。

II. FACILITATING CAREER DEVELOPMENT (Continued)

2. Performance appraisal (Continued)

Annual performance management is adopted for the leaders of the Group's centres and regional companies. For the Group regional department heads and project leaders, a model has been adopted that serves to manage both annual and quarterly performance. For professional staff, the method adopted is to manage their quarterly performance. The results of performance management will be applied to employees' quarterly performance wages, annual performance bonus, salary adjustment, transfer to formal staff, employment, promotion, evaluation, elimination, long-term incentive, welfare housing purchase, etc.

The Group attaches great importance to employees' recognition of cultural values and takes cultural value evaluation as a necessary condition for recruitment, selection and promotion. Employees whose general evaluation of core values is “excellent” or “unqualified” require specific cases support from their superiors. In order to reduce the management cost of cultural value evaluation, its overall process and performance evaluation shall remain in sync, except their results shall be used separately. In the future, cultural value evaluation will gradually open up the talent supply chain components such as transfer to formal staff, promotion, salary increase and talent inventory.



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二、助力職業發展 (續)

3、員工晉升

為滿足企業快速發展與員工個人職業發展的需要，集團進一步規範員工晉升發展機制，設置了清晰的職業發展通道，員工可在技術線、管理線、經營線中選擇適合自己的發展路徑，同時，也可根據個人發展情況轉變軌道，實現多元化、多通道發展。

自2015年起，集團對晉升實行集中管理，明確了統一的晉升窗口期、晉升原則和門檻條件；不同層級設定相應的晉升條件和評估方式。基層晉升重點關注業績；中高層除了業績外，更注重能力和潛力評估，並設定代理期，確保業務能力匹配職位需求。

除選賢任能外，集團晉升管理意在促進員工的能力發展；申請晉升人員須對標目標崗位的任職資格標準，至少提前半年制定並實施個人發展計劃，且在晉升前完成相應能力和歷練的提升；同時完成對應學習地圖或者培養項目，並通過考核；在晉升評估過程中提高個人任職能力並實現長期績效，從而促進公司組織能力提升和業務目標實現。

II. FACILITATING CAREER DEVELOPMENT (Continued)

3. Employee promotion

To meet the needs of rapid corporate development and the employees' individual career development, the Group has further standardised staff promotion and development mechanism with clear career development channels in place. Employees can choose their own development paths in technology, management or business lines. In addition, they can also change their path according to their personal development and achieve a diversified and multi-channel progress.

Since 2015, the Group has implemented centralised management for promotion, with a unified promotion period, principles and requirement in place. Different levels are set with corresponding promotion criteria and evaluation methods. For junior staff, promotion stresses on performance. For middle and senior executives, the emphasis is not just based on performance, but more on evaluation of their ability and potential, with a probation period to ensure that their business capabilities match the job requirements.

In addition to selecting talents, the Group's promotion management aims to develop employees' capabilities. Applicants for promotion must benchmark themselves against the qualifications of their target positions, develop and implement personal development plans at least six months in advance, and finish improving the corresponding abilities and training before such promotion. At the same time, the applicant shall complete the corresponding learning trajectory or cultivating project, and pass the assessment. During the promotion and evaluation process, the applicant shall improve his/her personal capability and maintain long-term performance, thereby promoting the Company's organisational capabilities and realising business objectives.



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二、助力職業發展^(續)

4、員工敬業度

集團與世界知名諮詢公司怡安翰威特持續合作，自2012年開始，每年進行員工敬業度調研項目，旨在聆聽員工的心聲。

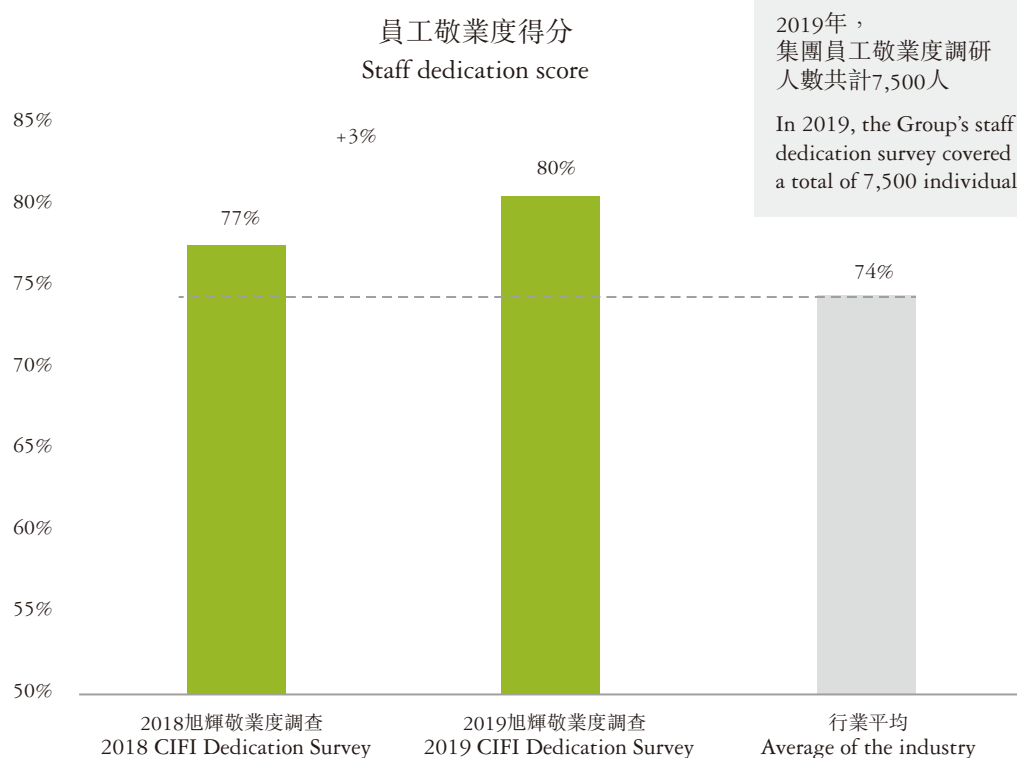
2019年敬業度改進行動持續一整年，要求全集團範圍內進行改進行動計劃，落實第一責任人，專人跟進，並定期回顧。經過2019年敬業度改進行動，根據改進行動計劃對比，相關改進行動對應的題目及驅動因素都有明顯提升。

II. FACILITATING CAREER DEVELOPMENT ^(Continued)

4. Staff dedication

The Group has maintained its cooperation with Aon Hewitt, a world-renowned consulting company. Since 2012, the Group has been conducting annual surveys on employee dedication to understand its employees.

In 2019, our dedication improvement campaign lasted for a whole year, which required a group-wide improvement action plan and designated a primary responsible person, dedicated follow-up personnel and conducted regular review. After our dedication improvement campaign in 2019, conspicuous improvement in corresponding subjects and driving factors with regard to relevant improvement campaigns was recorded.





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Cultivating Talents and Realising Aspirations Together

三、員工薪酬與福利

1、薪酬與激勵

集團不斷完善薪酬福利管理辦法，消除人才引進、培養和發展的障礙，有效支撐集團快速發展所面臨的人才需求。員工標準年薪包括基本工資、崗位工資和績效獎金。年度總現金薪酬還包含崗位津貼、長期激勵以及各類現金福利等。集團提倡「共創共擔共享」，將長中短效激勵相結合，分層分類制定複合型激勵體系，確保不同層級的員工各取所需，讓員工「有裏子」也「有面子」，享有物質和精神上的雙豐收。集團根據國家及當地勞動保障部門相關規定，按時合規結算薪金，並繳納社會保險及公積金。

III. STAFF REMUNERATION AND BENEFIT

1. Remuneration and incentives

The Group keeps improving its remuneration and welfare management methods, eliminates the obstacles in talent introduction, cultivation and development, and effectively supports the talent demand facing the Group's rapid development. Standard annual wages for our staff includes basic salary, post salary and performance bonus. Annual total cash compensation also includes job allowances, long-term incentives, and various cash benefits. The Group, an advocate of "co-creation, joint undertaking and sharing", works to combine long-term, medium-term and short-term incentives, and has formulated a compound incentive system based on levels and categories to ensure that employees at different levels can meet their respective needs to satisfy their intrinsic and extrinsic value, and reap proper material and mental rewards. In accordance with the relevant regulations of national and local labour security departments, the Group settles salary on time and in compliance, and makes social insurance and provident fund contributions.



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2、員工福利

集團不斷完善針對員工的福利體系，通過各項計劃與措施提高員工福利待遇，展現集團對員工的關懷。

2. Employee benefits

The Group keeps improving its staff benefits system, and have various plans and measures in place to improve the benefit package of employees, which demonstrates the Group's care for them.

福利積分 Benefit Credits

- 秉持著“快樂工作，暢享生活”的初衷，集團在2019年開始在總部試行“樂享”彈性福利計劃，向員工賦予福利積分，員工可使用積分自主選擇所需福利項目，該計劃具有靈活性、自由性，能更好地滿足員工的需求
- In line with its original mission of “happy work, happy life”, the Group started its pilot “Enjoy” flexible benefits scheme at its headquarters in 2019, giving employees benefit credits which can be used to select benefit items that meet their needs. This scheme is flexible and free, and can better meet the needs of employees

安居計劃 Settlement Plan

- “安居計劃”作為福利體系的重要組成部分，自推出以來，廣受員工歡迎。2019年至今“安居計劃”已幫助50餘位員工成功購房，一定程度上減輕了員工的購房負擔
- As an important component of the benefits system, the “Settlement Plan” has been well-received among employees since its launch. Since 2019, the “Settlement Plan” has helped more than 50 employees to successfully buy houses, reducing their burden of housing purchase to some extent

員工禮品 Employee Gifts

- 重要節假日集團會為員工發放定制禮品，營造員工歸屬感。除了傳統的中秋及端午定制禮盒外，集團與知名運動品牌——李寧公司攜手合作，定制了專屬“旭輝李寧 奮鬥者”聯名款運動鞋與運動服，讓旭輝集團的“奮鬥精神”通過定制禮品的方式得到最好的呈現
- The Group provides customised gifts for employees during major holidays to create a sense of belonging. In addition to traditional custom gift boxes for the Mid-Autumn festival and the Dragon Boat Festival, the Group has cooperated with a well-known sports brand — Li Ning Company for the exclusive tailor-made “CIFI-Li Ning Fighter” co-branded sports shoes and sports clothes, so that the “enterprising spirit” of CIFI Group can be best presented through customised gifts.

員工活動 Employee Activities

- 集團通過下午茶、員工入職紀念日祝福、員工生日祝福等多種形式，關懷員工在公司生活
- The Group cares about the life of employees at work, through a variety of means such as afternoon tea, greetings for staff employment anniversary and birthday greetings.

員工關愛基金 Employee Care Fund

- 集團設有“員工關愛基金”，能及時向突然遭遇事故和變故的員工給予額外的幫助
- The Group has an “Employee Care Fund”, which provides extra timely help to employees who are suddenly involved in accidents or other misfortunes in place.



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四、員工關愛與平等參與

1、關心員工健康

集團對內倡導「快樂、健康、豐盛、進步」的員工價值主張，通過各種形式為員工的職業身體及心理健康提供保障。

- 集團為員工提供高於市面平均水平的高質量年度體檢及額外附加商業保險（視屬地情況），並額外安排體檢及健康的一對一或多對一的醫學專業諮詢；
- 各類協會（籃球、足球、羽毛球、徒步、跑步等）組織運營各類員工興趣小組，員工身體素質得到增強，生活得到豐富；
- 通過戈壁徒步、城市徒步、徒步團建等各類活動，集團積極打造「徒步運動」氛圍與運動標籤，在緊張工作的同時向員工傳導健康生活的理念；
- 通過定期組織內部團建、旅遊、聚餐等多種方式促進團隊氛圍，為員工工作減壓；
- 集團不斷提高辦公環境及辦公設施，通過採用高品質高選材的材料與家具，讓員工的辦公更加的舒適與高效。

IV. STAFF CARE AND EQUAL PARTICIPATION

1. Caring for staff health

Internally, the Group advocates the value proposition of “Happiness, Health, Prosperity and Progress” for employees, and protects employees’ occupational physical and mental health through various means.

- The Group provides employees with high-quality annual physical examination and additional commercial insurance (depending on the local condition) above the average market level, and arranges one-to-one or one-to-many medical professional consultation for physical examination and health;
- Various associations (basketball, football, badminton, hiking, running, etc.) organise and operate various interest groups for employees, so as to enhance their physical fitness and enrich their lives;
- Through various activities such as Gobi hiking, urban hiking and team-building hiking, the Group works actively to shape its “hiking” atmosphere and sports label, and conveys the concept of healthy life to employees during their intensive work;
- The atmosphere of teamwork is promoted through regular internal team building, travel, dinner party and other ways, to ease the work pressure of employees;
- The Group continuously improves the office environment and facilities, and through the use of high-quality materials and furniture, makes the staff’s office more comfortable and efficient.



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員工健康專屬訓練

2019年，集團為員工提供了系統和科學性的健身指導和規劃，讓員工在工作之餘保持身心健康。每一場健身活動都由專業的團隊及教練帶隊進行，從理念到訓練，破解知識誤區，避免員工們運動損傷。訓練充分考慮到每一位成員的運動基礎，教練們因材施教，定制不同的訓練目標，改善身體指標，提升健康狀況；現場更有運動防護師，第一時間保護每位成員的安全。



EXCLUSIVE HEALTH TRAINING FOR EMPLOYEES

In 2019, the Group provided systematic and scientific fitness guidance and planning for employees to maintain their physical and mental health after work. Every fitness activity is led by a professional team and coach from concept to training, to correct knowledge errors and prevent sports injuries. Such training fully takes into account the exercise foundation of each member. The coaches teach students according to their aptitude, customise different training objectives to improve their physical indicators and health conditions. Moreover, sports protection specialists are on site to protect the safety of each member at first instance.



四、員工關愛與平等參與(續)

2、豐富員工生活

集團致力於構建「簡單、公平、陽光、尊重、信任、開放」的文化氛圍，倡導「快樂、健康、豐盛、進步」的員工價值主張，追求普世的價值觀，讓員工在職業、簡單、陽光的氛圍中安心工作，既感覺到歸屬感和凝聚力，又收穫成就感。

IV. STAFF CARE AND EQUAL PARTICIPATION (Continued)

2. Enriching staff life

The Group, committed to building a cultural atmosphere of “Simplicity, Fairness, Sunshine, Respect, Trust and Openness”, advocates the employees’ value proposition of “Happiness, Health, Prosperity and Progress” and pursues universal values, so that employees can work safely in a simple professional atmosphere filled with sunshine and feel the sense of belonging, solidarity and achievement.

親屬開放日

2019年6月1日，集團「親屬開放日」活動在旭輝LCM商業廣場舉行，上海區域員工及家屬以及旭輝教育集團幼兒園同事和小朋友共計450人參與了此次活動。旭輝親屬開放日以「成長」為主題，將旭輝商業的戶外空間設計成為「成長小鎮」。活動設置「成長舞台」、「成長閑置交換集市」等環節，並打造了「成長快樂運動場」等活動空間，讓旭輝人和家屬們都能享受到陪伴家人的溫馨時刻，也能感受到集團的活力、成長與文化。

OPEN DAY FOR RELATIVES

On 1 June 2019, the Group’s “Open Day for Families” activity was held at CIFI LCM Commercial Plaza. The event was participated by a total of 450 Shanghai-based employees and their families, kindergarten staff and children of CIFI Education Group. With the theme of “Growth”, CIFI Open Day for Relatives designed the outdoor space of CIFI Commercial as “Growth Towns”. The activity has created sections such as “Growth Stage”, “Growth Market for Exchange of Idle Items” and activity spaces like “Happy Growth Playground”, which enabled CIFI’s staff and their families to enjoy delightful moments of accompanying their families, as well as the vitality, growth and culture of the Group.





成就英才 共築夢想

Cultivating Talents and Realising Aspirations Together

五一奮鬥者節

MAY 1ST FIGHTERS DAY



每年的五一勞動節也是集團的「奮鬥者節」。2019年的五一勞動節，集團為奮鬥者們準備了「奮鬥者加油站」，以一杯提神的咖啡、一罐補充氣力的紅牛、一碗甜蜜的夜宵為集團的奮鬥者們加油鼓勁。以外，集團還為奮鬥者們準備了精美的奮鬥者禮盒，並從員工中徵集「奮鬥瞬間」的照片，將員工奮鬥的故事在全集團範圍內傳播和呈現，讓更多的旭輝人感受和學習標杆的奮鬥精神與奮鬥行為。

Every Labour Day coincides with the Group's "Fighters Day". On Labour Day of 2019, the Group prepared "Fighters' Service Station" for its enterprising fighters to enjoy a cup of coffee to refresh themselves, a can of Red Bull to boost their energy or a bowl of sweat soup to pamper themselves. Such concrete action is the Group's gesture of encouragement to these hardworking staff. Aside from that, the Group has prepared gift boxes for its diligent members. Meanwhile, the Group also works to collect "enterprising moments" amongst its staff, explore the stories behind and present them group-wide to allow more CIFI's staff to experience and emulate such enterprising spirit and conduct.

四、員工關愛與平等參與 (續)

3、人權及員工權益

集團響應國際勞工準則要求，嚴格貫徹中華人民共和國國務院令第 364 號《禁止使用童工規定》，禁用童工及強迫勞工。在員工入職時核實其身份證信息，確保公司不僱用未滿 16 周歲的童工，保護未成年人的身心健康。集團堅持「男女平等」的僱傭原則，堅持以個人綜合能力素質為僱傭基準，而非性別因素為主要條件。集團將繼續堅持公平公正，致力建立開放、多元與平等的工作氛圍，杜絕任何因年齡、性別、信仰、家庭情況、種族等原因的偏見與歧視行為。

集團提倡工作與休息之平衡。針對確因工作原因需要延長工作時間的員工，集團還制定了《加班管理制度》，明確了加班補償、加班工資、加班時間計算等規定，保障員工工作的合法權益。

IV. STAFF CARE AND EQUAL PARTICIPATION (Continued)

3. Human rights and employees' rights

The Group prohibits child labour and forced labour in response to the requirements of the "International Labour Standards" and the Order of the State Council of the People's Republic of China (No. 364) – "Provisions on the Prohibition of Using Child Labour" (《禁止使用童工規定》). When an employee reports duty, we will verify his/her ID card information to ensure that the Group does not employ child labour under the age of 16 to protect the physical and mental health of minors. The Group adheres to the employment principle of gender equality and individual comprehensive ability and quality as its employment criteria, rather than regarding gender as the predominant factor. The Group will stay committed to fairness and justice, strive to establish an open, diversified and equal working atmosphere and eliminate any prejudice and discrimination due to age, gender, belief, family status, race and other reasons.

The Group promotes a balance between work and rest. For employees who need to extend their working hours due to work reasons, the Group has its "Overtime Management System" in place, which clearly sets out overtime compensation, wage and time calculation as well as other provisions to protect the legitimate rights and interests of employees.

四、員工關愛與平等參與(續)

3、人權及員工權益(續)

暢通的交流機制是員工平等參與的重要保障。集團致力推動內部信息溝通，定期舉辦董事長午餐會、總經理溝通會等多種活動，面向員工群體進行專項溝通交流；通過舉辦批評與自我批評會、吐槽會、反省會等，聆聽員工的訴求和建議，打通層級之間的交流屏障，讓員工和組織在溝通反思之中不斷成長。

此外，董事長與總裁會定期通過CEO TALK欄目發佈對公司未來發展的戰略思路，經營感悟及經營導向文章，讓公司全員直接了解高層聲音，增進信息傳導。

IV. STAFF CARE AND EQUAL PARTICIPATION (Continued)

3. Human rights and employees' rights (Continued)

A smooth communication mechanism is an important guarantee for equal participation of employees. The Group is committed to promoting internal information communication, regularly organising various activities such as chairman's luncheons and general manager's communication meetings for special communication and exchange with staff. Through the meeting of criticism and self-criticism, complaints and reflection meetings, the Group listens to the employees' demands and suggestions and opens up communication barriers between different levels, so that employees and the Company can keep growing in communication and reflection.

In addition, the chairman and the president will regularly release the strategic ideas, business insights and business-oriented articles on the future development of the Company via the CEO TALK column, so that all staff of the Company can directly access the voice of senior management and improve information transmission.

旭輝員工論壇

2019年11月，旭輝員工論壇正式上線。

旭輝員工論壇的口號為「暢達真實的聲音」，旨在內部搭建一個暢達透明的溝通渠道，為所有員工提供一個能為組織發展建言獻策的交流平台，讓員工對組織的建議和反饋不再拘謹於時間、空間及活動，幫助集團持續進化，提升管理水平，最終帶來業務提效。短短兩個月內，論壇頁面總訪問量已經突破了420萬人次，有近86%的5,000名旭輝員工工人註冊，一共發布了230篇主帖、4,000篇回帖。針對論壇中提出的熱點和重點問題，集團設計督辦機制，安排相關職能人員定時跟進解決。以外，論壇還不斷完善溝通欄目，將集團高層及重要會議的精神思想與戰略方向同步刊出，由上至下統一思想，用透明與陽光助力所有旭輝人同心同路。

CIFI STAFF FORUM

In November 2019, CIFI officially launched its staff forum.

With its slogan of "Delivering Real Voices", the forum is designed to build a smooth and transparent communication channel internally, as a communication platform for all employees to raise suggestions and giving comments for the development of the Company, so that employees' suggestions and feedback to the Company are no longer limited to time, space and activities. This helps the Group continue to evolve, improve its management and ultimately boost business efficiency. In just two months, the total number of visitors exceeded 4.2 million, with 5,000 CIFI employees (nearly 86%) registered and a total of 230 posts and 4,000 replies published. In view of the hotspot and key issues raised at the forum, the Group has designed a supervision mechanism and arranged relevant functional personnel to follow up and solve regularly. In addition, the forum keeps improving the communication column, where the thoughts and strategic directions of the Group's senior management and important meetings are published to unify the thinking from the top to the bottom and help all CIFI's staff act in concert with transparency and sunshine.



成就英才 共築夢想

Cultivating Talents and Realising Aspirations Together

吐槽會與反省會

每年的8月，集團內部都會組織「吐槽會」與「反省會」。其中，「吐槽會」主要聚焦一線與總部、職能與職能之間的協同問題，施行「被問部門必有答」的形式，真實解決問題痛點，打通部門牆與總部牆帶來的信息障礙，提高內部溝通效率，為集團管理及經營決策提效增力。「反省會」則主要聚焦部門內部與員工個人，通過自我反思，總結不足，自我督促、自我進步。

INTERNAL FEEDBACK AND SELF-CRITICISM MEETINGS

In every August, the Group organises internal feedback and self-criticism meetings. In particular, “internal feedback meetings” mainly focus on the coordination between the frontline and the headquarters and between functions, employing “Q&A” to address the problematic points, break down the information barriers from departments and the headquarters, improve the efficiency of internal communication and enhance the efficiency and effectiveness of the Group’s management and business decision-making. The focus of “self-criticism meetings” is mainly within the departments and individual employees, employing self-reflection of deficiencies for self-supervision and self-improvement.

四欣會



「四欣」分別代表：欣賞公司、欣賞同事、欣賞客戶和欣賞自己。

四欣會每年於11月23日旭輝上市周年慶時同步開展，提倡旭輝人用欣賞和感恩之心發現並表達周圍人的優點及給予自己的幫助，特別強調管理者需要不斷關注團隊細節，發現自己下屬的閃光點並提出正向的肯定，促進團隊的協同合作。近兩年來，「四欣會」引入「四欣卡」的活動形式，大家通過互贈卡片，表達欣賞及肯定之意。

FOUR-APPRECIATION MEETINGS

“Four Appreciations” represent: appreciating the Company, colleagues, customers and yourselves, respectively.

Four-appreciation meetings coincides with the anniversary of CIFI’s listing on 23 November of every year, to advocate discovery with appreciation and gratitude among the CIFI’s staff, expression of the advantages of surrounding people and offer help. It especially emphasises that managers need to pay constant attention to their teams’ details, identify the merits of their subordinates and recognise them, so as to promote team cooperation. In the past two years, “four-appreciation meetings” have introduced “four-appreciation cards” as its form, by which participants give cards to one another to express their appreciation and recognition.

連續三年獲得「中國最佳僱主」稱號

2019年11月15日，怡安翰威特揭曉2019年中國最佳僱主榜單，集團再次蟬聯「中國最佳僱主」殊榮。自2017年以來，集團已連續三年獲得「中國最佳僱主」稱號，成為該獎項歷史上唯一連續三年獲獎的房地產企業，彰顯了集團良好的僱主品牌形象。

未來，集團將繼續推動團隊的可持續發展管理，促進高效「人才供應鏈」的發展。

AWARDED THE TITLE OF “THE BEST EMPLOYER IN CHINA” FOR THREE CONSECUTIVE YEARS

On 15 November 2019, Aon Hewitt China announced the list of China's best employers in 2019, in which the Group once again won the honour of “The Best Employer in China”. Since 2017, the Group has been awarded the title of “Best Employer in China” for three consecutive years, becoming the only real estate enterprise entitling such honour for three consecutive years in the history of the award, demonstrating the Group's good employer brand image.

In the future, the Group will continue to promote the sustainable development management of its teams and the development of an efficient “talent supply chain”.





專題：行者・旭輝

Feature: CIFI on the Go

身體和心靈總有一個在路上，不是所有人都有機會在戈壁中行走，
但每個人都需要穿越自己生命中的戈壁，成為自己的英雄，
堅持熱愛 讓生命不息 運動不止

*We are always on the way, physically or mentally, Not all of us have a chance to walk in the Gobi Desert,
But we all need to cross the Gobi Desert of our life, Be our own hero,
Remain passionate, live our life and keep moving*

徒步，是溶於旭輝血脈的企業文化，更是旭輝倡導的健康生活方式。「一個人可以走的很快，但一群人才走得又快又遠」，每一年，旭輝都會組織戈壁徒步活動，讓同行的旭輝人感悟行者精神。

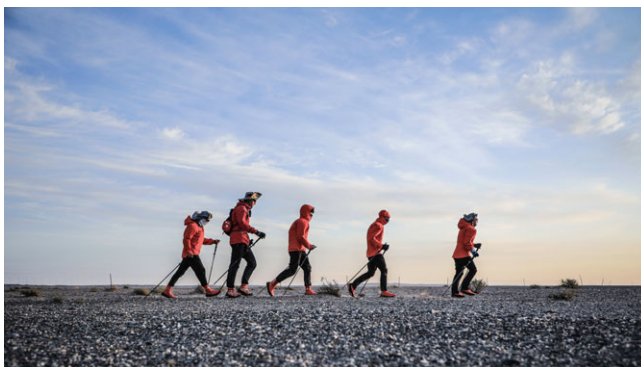
從2014年的戈1；2天1夜、58公里、12支參賽隊伍、100餘人，到2019年的戈6；4天3夜、135公里、33支參賽隊伍，360餘人。旭輝戈壁徒步賽每年都在刷新挑戰極限，創下一次又一次新的紀錄。

突破自我，挑戰極限。在戈壁中，在每一步中感受生命的鮮活與自由，在每一次疲憊幾近放棄的時刻感知堅持的意義，在克服每一個困難艱險之中體會團隊協作的力量；在一段未知的旅途中，用汗水與歡笑，完成一次個人與團隊、體力與精神的修行。

Hiking is not only the quintessential corporate culture of CIFI, but also the healthy lifestyle advocated by CIFI. "A person can walk fast, but a group of people can walk fast and far". Every year, CIFI will organise a hiking activity in the Gobi Desert, where CIFI fellows can understand the spirit of the walker.

In 2014, 12 teams of more than 100 people spent their first 58-kilometre Gobi desert hiking for 2 days and 1 night; and in 2019, 33 teams of more than 360 people finished the sixth Gobi Desert hiking for 4 days and 3 nights, spanning 135 kilometres. Every year, the CIFI Gobi Desert Hiking Race refreshes its challenge extremes and setting one new record after another.

Deliver self-breakthrough and push the limit. In the Gobi Desert, you feel the freshness and freedom of life in every step, experience the meaning of persistence each time you are tired and on the brink of giving up and realise the power of teamwork in overcoming every difficulty and danger. In an unknown journey, you complete a physical and spiritual pilgrimage for both yourself and your team, through sweat and laughter.



專題：行者•旭輝 Feature: CIFI on the Go

2018年，旭輝的徒步文化開始在城市萌芽。徒步的第一站，自上海揭幕，隨後，在蘇州、杭州、合肥、貴陽、昆明、重慶、廣州等地相繼落地。從員工、業主、合作夥伴，到這個城市中以徒步名義相識的每一個人，一起用腳丈量城市夢想，共同感知旭輝徒步文化中關於堅持、超越、合作的精神內核，攜手創造更多的城市集體記憶。

In 2018, CIFI's hiking culture began its germination across cities. Shanghai serves as the first hiking stop, followed by Suzhou, Hangzhou, Hefei, Guiyang, Kunming, Chongqing and Guangzhou. From employees, property owners to partners, everyone in the city who acquaints one another through hiking dreams to measure the city with their feet, jointly perceive the spiritual core of persistence, transcendence and cooperation of CIFI's hiking culture, and work together to create more collective memories of the city.



廣州站
Guangzhou Station



昆明站
Kunming Station



上海站
Shanghai Station



貴陽站
Guiyang Station



綠色環保 和諧生態

Environmental Protection for Harmonious Ecology

一、環境管理體系

面對氣候變化等環境問題的壓力，集團深明自身的環境責任，大力探索並開發綠色建築與可持續城市空間，以實現人與自然的和諧；創建綠色環保工地，大力推行透明建造體系，減少施工過程的環境污染與資源浪費；持續向業主、客戶、員工等利益相關方傳遞集團的環保理念，定期開展多樣的綠色環保宣傳以增強利益相關方的環保意識，營造綠色的辦公與社區文化。隨著氣候變化風險的加劇，集團主動響應國際環境倡議，著手將氣候變化元素納入風險評估機制，並於設計、建造、管理等運營環節中識別氣候變化的潛在影響，探索並實踐相應的減緩或應對措施。

集團積極參與行業的環保行動，作為上海市環境保護產業協會室內環境控制與健康分會的會員，負責加強新技術、新產品引進和生產開發，促進室內環境保護產業的健康發展、改善住區環境質量，共同保障居民的健康與福祉。

I. ENVIRONMENTAL MANAGEMENT SYSTEM

Under the pressure of environmental issues such as climate change, the Group fully understands its responsibilities to the environment. It puts great efforts to explore and develop green buildings and sustainable urban space to achieve the harmony between human and nature; builds green and environmental construction sites, vigorously promotes transparent construction system to reduce environmental pollution and waste of resources during construction; continuously delivers the environmental protection concept of the Group to property owners, clients, employees and other stakeholders and regularly conducts various green and environmental publicity to raise the environmental awareness of the stakeholders and develop a green office and community culture. As the risks from climate change exacerbate, the Group actively responds to international environmental initiatives by incorporating climate change into risk assessment mechanism, identifying the potential impacts in operational processes such as design, construction and management, and exploring and implementing appropriate mitigation or response measures.

The Group actively participates in environmental events in the industry. As a member of Shanghai Environmental Protection Industry Association Indoor Environment Control and Health Branch (上海市環境保護產業協會室內環境控制與健康分會), the Group is responsible for strengthening the introduction and production of new technologies and new products and their production to promote the healthy development of indoor environmental protection industry, and improve the quality of their living environment, so as to protect the health and well-being of the residents.



綠色環保 和諧生態

Environmental Protection for Harmonious Ecology

二、可持續的設計與規劃

集團充分發揮專業所長，積極推進綠色建築體系的研發與應用，結合國家綠色健康建築政策導向和自身業務發展需求制定了住宅和辦公項目《旭輝集團海綿城市設計標準》《綠色標準》與《健康標準》，為綠色建築和健康建築在實際項目中的落地提供指引，大力提升集團綠色建築項目的比例，為業主營造一個綠色、健康、舒適的居住環境。集團的綠色標準作為住宅產品線的設計標準之一，要求所有住宅產品必須至少獲得綠色建築一星設計標識。其中高端項目力求達到綠建二星或三星標準，以及LEED、WELL評級的相關要求。

集團積極探尋低耗、環保、高效的項目設計方案，在《綠色標準》中對新項目節地與室外環境、節能與能源利用、節水與水資源利用、節材與材料資源利用、室內環境質量等五個方面的設計標準進行要求，以實現綠色建造的目標：

II. SUSTAINABLE DESIGN AND PLANNING

The Group gives full play to its professional strengths, actively promotes the research and application of green architecture system, and develops residential and office projects “Sponge City Design Standards of CIFI Group”, “Green Standards” and “Health Standards” in combination with national policy orientation in respect of green and healthy architecture and its own demand for business development, to provide guidance for the implementation of green building and healthy building in actual projects, to vigorously improve the Group’s proportion to green building projects, and to create a green, healthy and comfortable living environment for the property owners. As one of the design standards for the residential product line, the “Green Standards” of the Group requires all residential products to obtain at least one-star green building design label. Among which, high-end projects shall strive to achieve the standard of green construction of two-start or three-star, as well as relevant requirements of LEED and WELL rating.

The Group actively explores project design proposals with low consumption, environmental protection and high efficiency. In “Green Standards”, the Group imposed requirements on the design standards of five aspects, including land conservation and outdoor environment for new projects, energy saving and energy utilisation, water saving and water resources utilisation, material saving and material resources utilisation, as well as indoor environment quality, to achieve the goal of green construction:



綠色環保 和諧生態

Environmental Protection for Harmonious Ecology

<p>節地與室外環境 Land Conservation and Outdoor Environment</p>	<ul style="list-style-type: none"> • 合理設置綠化用地，合理選擇綠化方式 Reasonably deploy the afforestation land, reasonably choose the afforestation • 建築及照明設計避免產生光污染 Avoid light pollution by the design of the buildings and lightings • 場地內環境噪聲控制 Control noise at the site • 場地內人行通道採用無障礙設計 Adopt barrier-free design for the pedestrian passage of the site • 合理規劃地表與屋面雨水徑流 Rationally plan the surface and roof rain-runoff • 提供便利的公共服務等 Provide convenient public services, etc.
<p>節能與能源利用 Energy Saving and Energy Utilisation</p>	<ul style="list-style-type: none"> • 降低過渡季節供暖，通風與空調系統能耗 Reduce energy consumption of heating, ventilation and air conditioning systems in transition seasons • 照明系統採取節能控制措施，照明功率密度值達到現行國家標準 Apply energy-saving control measures in lighting system to ensure the lighting power density meets the prevailing national standards • 合理選用節能型電氣設備 Rationally select energy-saving electrical equipment • 根據當地氣候和自然資源條件，合理利用可再生能源等 Rationally use renewable energy based on the local climate and natural resources conditions, etc.
<p>節水與水資源利用 Water Saving and Water Resources Utilisation</p>	<ul style="list-style-type: none"> • 設置用水計量裝置，統計用水量 Set up water metering device and calculate water consumption • 空調設備成系統採用節水冷卻技術 Adopt water saving cooling technology for the air-conditioning system • 結合雨水利用設施設計景觀水體 Design landscape water body in combination with rainwater utilisation facilities • 使用較高用水效率等級的衛生器具 Use sanitary appliances with a higher water efficiency • 採取有效措施避免管網漏損等 Take effective measures to avoid pipe network leakage, etc.
<p>節材與材料利用 Material Saving and Material Resources Utilisation</p>	<ul style="list-style-type: none"> • 擇優選用建築形體 Choose the best architectural form • 對地基基礎、結構體系、結構構件進行優化設計，達到節材放果 Carry out optimisation design for foundation, structural system and structural component to achieve material saving effect • 現澆混凝土採用預件混凝土 Adopt ready-mixed concrete as cast-in-place concrete • 建築砂漿採用預拌砂漿 Use ready-mixed mortar as building mortar • 合理採用高強建築結構材料等 Reasonably use high rigidity building structure materials, etc.
<p>室內環境質量 Indoor Environment Quality</p>	<ul style="list-style-type: none"> • 主要功能房間的隔聲性能良好 Good performance of sound insulation in main function room • 採取減少噪聲干擾的措施 Take measures to reduce noise interference • 建築主要功能房間具有良好的戶外視野 The main functional room has good outdoor views • 主要功能房間的採光系數滿足現行國家標準，改善天然採光效果 The daylighting coefficient of the main functional room meets the current national standard to improve the effect of natural lighting • 氣流組織合理等 Reasonable air distribution, etc.

綠色建築案例：鉅悅鳳凰台

該項目通過中國城市科學研究會綠色建築設計標識及健康建築設計標識審核，獲綠色建築設計標識三星級認證及三星級健康建築設計標識認證。

Green building case: Park Mansion Fengxitai

This project has passed the green building design label and healthy building design label examination of Chinese Society for Urban Studies, and obtained three-star certification of green building design label and three-star certification of healthy building design label.

綠色建築技術應用特點

容積率2.8
建築節能率75%
可再生能源利用率100% (生活熱水)
可再利用和可再循環材料利用率8.76%
場地年徑流總量控制率75%
工業化預製構件比例22.22%

Application features of green building technology
Plot ratio 2.8
Building energy saving rate 75%
Renewable energy utilisation rate 100% (domestic hot water)
Utilisation rate of reusable and recyclable materials 8.76%
Annual runoff control rate of the site 75%
Proportion of industrial prefabricated components 22.22%



三星健康住宅技術應用特點

生活飲用水總硬度≤150mg/L
生活飲用水菌落總數≤10個 (CFU/mL)
場地環境噪聲2類
健身場地面積605m²
健身器材台數24台
室外交流場地面積288m²

Application features of three-star healthy residential technology
Total hardness of drinking water ≤150mg/L
Total number of bacterial colonies in drinking water ≤10 (CFU/mL)
Site environmental noise Category 2
Fitness area 605m²
Number of fitness equipment 24 units
Outdoor communication area 288m²



同時，該項目應用了BIM建築信息模型以優化項目整體的設計與施工流程，縮短整個項目的執行時間，加強工程施工的科學管理和技術創新，最大限度地減少資源浪費，減少施工對環境的負面影響，實現綠色施工。

At the same time, this project has applied the building information model (BIM) to optimise the overall design and construction process of the project, shorten the execution time of the entire project, strengthen the scientific management and technological innovation of engineering construction, minimise the waste of resources, reduce the negative impact of construction on the environment, and realise green construction.





綠色環保 和諧生態

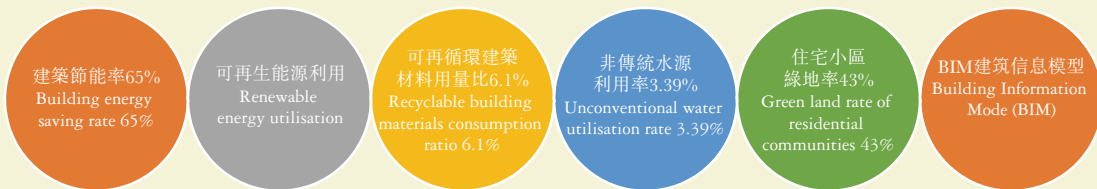
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綠色建築案例：常州鉅悅天寧

該項目通過江蘇省住房和城鄉建設廳綠色建築設計標識審核，獲綠色建築設計標識二星級認證。該項目主要的綠色建築技術應用特點包括：

Green building case: Changzhou Tianning District

The project has passed the green building design label examination of Jiangsu Provincial Department of Housing and Urban-Rural Development, and obtained the two-star certification of green building design label. The main application features of green building technology of the project include:



二、可持續的設計與規劃 (續)

2019年，集團獲得綠色及健康類建築認證的情況如下（其他所有項目都已達到綠色一星的標準）：

II. SUSTAINABLE DESIGN AND PLANNING (Continued)

In 2019, green and healthy building certifications of the Group were as follows (all other projects have met the green one-star standard):

序號 No.	認證級別 Certification level	認證類型 Certification type	認證星級 Star rating of certificate	項目名稱 Project name
1	權威機構 Authority	BREEAM認證 BREEAM certificate	BREEAM認證四星 Four-star BREEAM certificate	旭輝和昌•都會山 CIFI Hechang•Metropolis Mansion
2	國家級 National level	綠色建築星級認證 Green building star certification	綠建三星 Three-star green building	首創旭輝城 The Great City
3	國家級 National level	綠色建築星級認證 Green building star certification	綠建三星 Three-star green building	鉅悅鳳犀台 Park Mansion Fengxitai
4	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	常州鉅悅天寧 CIFI Tianning Park Mansion
5	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	江陰澄江府 Jiangyin CIFI Mansion
6	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	蘇州鉅悅犀湖 Suzhou Lake Mansion
7	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	常寧府 Essence Mansion
8	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	國悅府 CIFI Honor Mansion
9	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	徐州天闕 Xuzhou Aristocrat Palace
10	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	南京江山御 Nanjing Noble Mansion
11	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	無錫時代城 Wuxi Times City
12	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	無錫藏龍府 Wuxi Canglong Mansion
13	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	旭輝力高靜海府 CIFI Ligao Jinghai Mansion
14	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	公園大道項目 CIFI Park Avenue Project
15	國家級 National level	綠色建築星級認證 Green building star certification	綠建二星 Two-star green building	禦璟湖山2#、4#地塊項目 Panorama Plot 2#, 4# Project
16	國家級 National level	健康住宅 Healthy housing	三星健康住宅 Three-star healthy housing	鉅悅鳳犀台 Park Mansion Fengxitai
17	國家級 National level	健康住宅 Healthy housing	二星健康住宅 Two-star healthy housing	旭輝銀城•江山御 CIFI Yincheng•Noble Mansion



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二、可持續的設計與規劃 (續)

➤ 裝配式建築

2016年，中國國務院發佈《關於進一步加強城市規劃建設管理工作的若干意見》中指出「力爭用10年左右，使裝配式建築佔新建建築比例達到30%」。集團積極響應國家政策號召，近些年一直大力推進其發展，不僅在地產業主的前端投資設計領域給予裝配式技術高度關注，還成立了設計生產一體化的建築產業化資源服務商—上海毅匹璽建築科技有限公司，多維度不斷探索，努力推動裝配式建築的實踐創新。

憑藉「標準化的設計、工廠化的生產、信息化的管理、裝備式的施工」四大特點，集團裝配式建築具有降低施工過程的能耗、水耗及噪音污染等環保效益，切實響應國家提倡的環保、節能號召，同時也可解決質量可靠性不穩定、建造周期長等問題，提升產品安全與質量。

2019年度，集團裝配式建築（預製項目）應用率已佔到新建項目的52%，高於國家的政策目標。正在進行的上海閔行區浦江鎮浦江拓展大型居住社區項目，採用裝配整體式夾心保溫剪力牆體系，外圍牆體、飄窗、空調板、內外剪力牆、陽台及樓梯採用工廠預製、現場裝配，樓板採用預製疊合樓板，整體預製率超過40%，大大提高了工程質量和施工效率，有效減少了建築資料浪費，具有很高的節能減排效果。

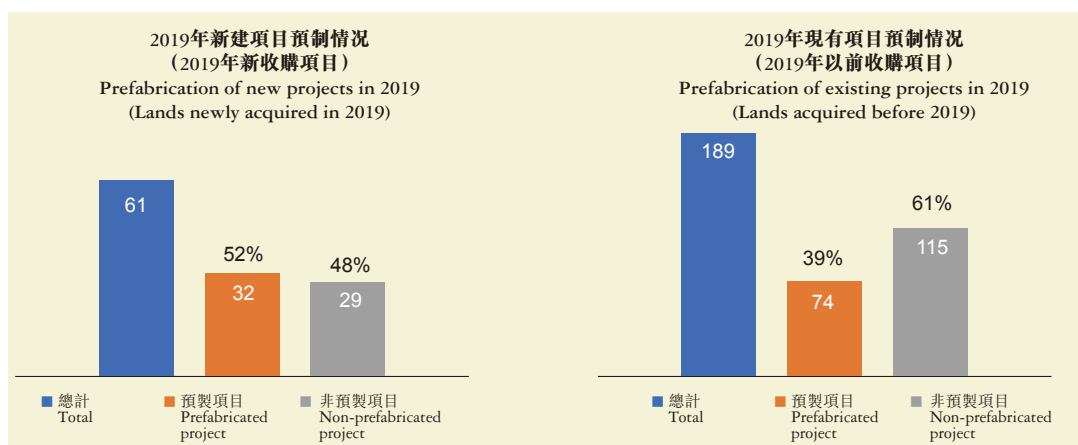
II. SUSTAINABLE DESIGN AND PLANNING (Continued)

➤ Prefabricated construction

In 2016, it was stated that “We shall strive to achieve a proportion of 30% of prefabricated construction in the new construction within about 10 years” in the “Opinions on Further Strengthening the Management of Urban Planning and Construction” (《關於進一步加強城市規劃建設管理工作的若干意見》) issued by the State Council of the PRC. The Group actively responded to the call of national policy and has been committed to promoting its development in recent years. It paid high attention to the prefabricated technology in the front-end investment design field of the main business of real estate, meanwhile establishing a construction industrialisation resource service provider that integrates design and production, Shanghai Yipixi Construction Technology Co., Ltd., continuously exploring multi-dimensionally and putting efforts to promote the practice and innovation of prefabricated construction.

With the four major features of “standardised design, industrialised production, information management, equipment-type construction”, the Group’s prefabricated construction brings several environmental benefits such as reducing energy consumption, water consumption and noise pollution during construction, and can effectively respond to the call for environmental protection and energy conservation advocated by the state. At the same time, they can also solve the problems of unstable quality reliability and long construction cycle, so as to improve safety and quality of the products.

In 2019, the Group’s utilisation rate of prefabricated construction (prefabricated project) accounted for 52% of new projects, which was higher than the national policy target. The Prefabricated Sandwich Thermal Insulation Shear Wall Structure System was adopted for the ongoing Pujiang Major Residential Community Expansion Project in Pujiang Town, Minhang District, Shanghai, while the outer walls, bay windows, air conditioning panels, internal and external shear walls, balconies and staircases are prefabricated in factories and assembled on site, and the floor slabs adopt prefabricated composite floor slabs. The overall prefabrication rate accounts for more than 40%, which greatly improves the project quality and construction efficiency, effectively reduces the waste of construction materials, achieving a high effect of energy saving and emission reduction.



二、可持續的設計與規劃 (續)

➤ 可持續的開發理念

作為企業公民，集團在項目設計、開發過程中高度重視對所在地生態環境及周邊文化古蹟風貌的影響，在尊重生態與歷史文化的前提下進行合理開發。集團亦參與多個舊城改造項目，發揮專業所長，助力城市更新。

II. SUSTAINABLE DESIGN AND PLANNING (Continued)

➤ Sustainable development concept

As a corporate citizen, the Group puts significant attention to the impact on the local ecological environment and the surrounding cultural relics during the process of project design and development, and conducts rational development on the premise of respecting ecology, history and culture. The Group has also participated in several old urban area redevelopment projects, giving full play to its professional expertise to make contribution to urban renewal.

助力城市更新：太原三給片區域中村改造

山西省太原市三給片區位於尖草坪區西北部，是太原市「十三五」規劃中確定的「建設宜居現代都市、推進城鄉一體發展」的重點改造片區之一，為太原城建歷史上最大規模的一次城改。集團參與三給片區回遷安置住宅改造，每村均配建幼兒園、小學，教育資源豐富；七大公園穿插其中，生態宜居；交通便利，遍佈五橫五縱城市主幹道；地鐵3號線貫穿，規劃途徑項目四個站點，可快速融入城市。總建築面積為130萬平方米，回遷商業69萬平方米。

Contribution to urban renewal: Redevelopment of shanty towns in Sanji Area, Taiyuan City

Located in the northwest of Jiancaoping District, Sanji Area, Taiyuan City, Shanxi Province is one of key redevelopment areas of “building a livable modern city and promoting the integrated development of urban and rural areas” determined in the “13th Five-year Plan” of Taiyuan City, which is the largest urban redevelopment in the history of Taiyuan urban construction. The Group has participated in reconstruction of resettlement houses in Sanji Area. Each village is equipped with kindergartens and primary schools, providing rich educational resources; seven parks are interspersed among them, which are ecologically livable; the traffic is convenient with five horizontal and vertical arterial roads; Metro Line 3 runs through the entire district and four stations are planned to pass the project sites, which can be quickly integrated into the city. The total gross floor area is 1,300,000 sq.m., and the commercial relocation area is 690,000 sq.m..





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保護原有生態：福州新店項目

Original ecology protection: Fuzhou Xindian Project

在福州新店項目的地塊開發過程中，集團在地塊內發現一顆樹齡約200年的古榕樹，樹冠和根系都影響到了項目的建築和地下室佈置。出於生態保護的考慮，集團對其原址進行了保護。為防止榕樹根系受到破壞，集團放棄了常態的錨杆支護形式，採用特殊的支撐方案將榕樹周圍一圈牢牢圍住，防止項目建設過程中對其造成破壞。

During the development of Fuzhou Xindian Project, the Group found an ancient banyan tree which is about 200 years old within the plot, whose crown and root system affected the construction and basement layout of the project. For the sake of ecological protection, the Group protected its original site. In order to prevent the root system of the banyan tree from being damaged, the Group abandoned the normal bolt support form and adopted a special support scheme instead to firmly surround the banyan tree to avoid any damage to the tree during the project construction.



文物古迹有機融合：福州奧體項目

Organic integration of cultural relics and historic sites: Fuzhou Olympic Sports Project

福州奧體項目的地塊包含三處歷史建築普查成果名錄建築，為在保護古建的前提下使之融入周圍文化風貌，集團參與將之改建為飛鳳山公園，除公園必要設施外不新增建築，盡可能保護建築原有信息，並保留原規劃綠廊，以巷道、廣場聯絡建築與公園形成互動聯結，並建議將古建作為公園的游憩服務建築。

The Fuzhou Olympic Sports Project site comprises three buildings which are in the Historic Buildings Census Results List. In order to integrate the ancient buildings with the surrounding cultural landscape under the premise of protecting them, the Group participated in the reconstruction of the buildings into Feifengshan Park. Except the necessary facilities of the park, no new buildings shall be added. The original information of the buildings shall be protected as much as possible and the original planned green corridor shall be preserved. The interaction between the buildings and the park will be established by connecting the laneway and squares. In addition, it is proposed that ancient buildings should be used as recreational service buildings in the park.





綠色環保 和諧生態

Environmental Protection for Harmonious Ecology

延續歷史文化風貌：武漢漢正街1號項目

Continuation of historical and cultural features: Wuhan Hanzheng Street No.1 Project

武漢漢正街1號項目總計容面積約239197.3平方米，開發範圍包含武漢市第九批優秀歷史建築淮鹽巷及淮鹽公館，集團嚴格遵守《文物保護法》《歷史文化名城名鎮名村保護條例》等法律規例的規定，根據文物建築修繕基本原則，在不改變文物原狀的基礎上，著重考慮修繕後的展示與利用，拆除部分臨時搭建、違建、改建的牆體、門窗等，疏通人行通道，整治外觀立面，優化使用空間，在保留歷史痕跡的前提下讓內外環境煥然一新。

Wuhan Hanzheng Street No.1 Project covers a total capacity area of about 239,197.3 sq.m.. The development scope includes Huaiyan Lane and Huaiyan Mansion, which are the ninth batch of excellent historical buildings in Wuhan. The Group strictly abided by the provisions of laws and regulations such as the “Law on Protection of Cultural Relics” 《文物保護法》 and the “Regulation on the Protection of Famous Historical and Cultural Cities, Towns and Villages” 《歷史文化名城名鎮名村保護條例》, and focused on the display and utilisation after repairing on the basis of not changing the original state of the cultural relics in accordance with the basic principles of the repair of cultural relics and buildings, dismantling certain temporarily built, unauthorised and altered walls, doors and windows, etc., dredging the pedestrian passage, renovating the appearance facade and optimising the use space to make the internal and external environment a new look on the premise of retaining the historical traces.





綠色環保 和諧生態

Environmental Protection for Harmonious Ecology

廢棄建築改造重生：杭州原築壹號 LINKCITY青年綜合體

Abandoned building reconstruction: Hangzhou Yuanzhuyihao LINKCITY Youth Complex

原築壹號LINKCITY項目將原本的廢棄建築改造為以1.7萬方公寓居住為生態群核心，聚集租戶形成平台，業態涵蓋休閒、社交、娛樂、餐飲、創新、品質居住的全新空間，締造了全新的商住一體模式，填補了周邊商業綜合體的空白，為整個城東板塊的美好生活賦能。該項目已交付並投入運營。

Yuanzhuyihao LINKCITY project transformed the original abandoned buildings into a new space with 17,000 sq.m. of apartments as the core of the ecosystem, gathering tenants to form a platform, which covers leisure, social, entertainment, catering, innovation and quality living, and creating a new business-residential model. It filled the gap among the surrounding commercial complexes and empowered the beautiful life of the whole east part of the city. The project has been delivered and put into operation.



三、綠色建造

集團十分重視施工現場的環境管理，嚴格落實《安全文明標化管理作業指引》，明確施工過程中有關環境保護的一系列措施：

- **廢水**

嚴格執行《建築工地污水排放標準》的要求，施工場地設排水溝、集水坑、沉澱池，將工程、生活廢水及雨水回收，污水經沉澱處理後再通過水泵打入水箱，將回收水用於車輛沖洗、路面噴灑降塵等，實現循環再用；

III. GREEN CONSTRUCTION

The Group puts great emphasis on the environmental management of construction sites, strictly implements the “Guidelines for Standardized Management of Safety and Civilization” and defines a series of measures related to environmental protection during the construction process:

- **Waste water**

Strictly implement the requirements under the “Standards for Sewage Discharge of Construction Sites”. Drainage ditches, water collection pits and sedimentation tanks must be set up on the construction sites to recycle construction and domestic wastewater and rainwater. After sedimentation, the wastewater will be pumped into the water tank through water pump, and the recycled water will be used for vehicle washing, road spraying for dust reduction to realise recycling;



三、綠色建造 (續)

• 揚塵

施工現場堆放砂、石等散體物料，應當設置高度不低於0.5米的堆放池，並對物料裸露部分實施苫蓋；土方、工程渣土和垃圾應當集中堆放，堆放高度不得超出圍擋高度，並採取苫蓋、固化措施；嚴禁在強風下拆除房屋及其他建築物和構築物，乾燥季節應採用淋水濕潤等方式控制揚塵。

• 廢棄物

嚴格執行《建築垃圾轉運及再利用管理辦法》的要求，在工地內進行廢物篩選分類，將可循環再造物料與不可循環再造物料、惰性物料與非惰性物料進行分類處理；辦公區及工人宿舍區採用構件組合式建築設計便於日後改建，從而避免產生拆建物料；地基及土方工程在設計上利用挖方棄土作為回填料，以均衡挖填量，減少挖掘工程產生的棄土；原料及成品倉庫做好防潮、防曬、防銹、防變質的工作，以減少不必要的材料浪費。

• 降噪措施

設計、施工單位應優先採用低噪音的工藝和施工方法；施工作業的噪聲可能超過建築施工現場的噪聲限值時，須按當地政府規定履行申報程序，核准後方能開工。

III. GREEN CONSTRUCTION (Continued)

• Dust

If any sand, stone or other bulk materials need to be stacked on the construction site, a stacking pond with a height of no less than 0.5m shall be set up and the exposed part of the materials shall be covered. The earthwork, construction muck and waste shall be stacked in a centralised manner with a height not exceeding the fence, and measures of covering and solidification shall be taken. It is strictly prohibited to dismantle houses and other buildings and structures under strong wind. During dry season, raising dust shall be controlled by means of watering to make the dust wet.

• Waste

The requirements under “Management Measures for Transfer and Reuse of Construction Waste” are strictly implemented. We carry out waste screening and classification within the construction site and classify recyclable and non-recyclable materials, inert materials and non-inert materials for treatment. The component-combined building design in the office area and workers’ dormitory area facilitates the future reconstruction, so as to avoid the generation of demolition and construction materials. In the design of foundation and earthwork, the excavation waste soil is used as backfill to balance the excavation and filling amount and reduce waste soil produced in excavation. The warehouse of raw materials and finished products shall be well protected against moisture, sunray, rust and deterioration to reduce unnecessary waste of materials.

• Noise reduction measures

The design and construction units shall give priority to low-noise technology and construction methods. When the noise of construction operation is likely to exceed the noise limit set for construction sites, the reporting procedures shall be performed according to the local government regulations, and the commencement of construction is subject to approval.



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三、綠色建造 (續)

集團以推進透明建造體系與全裝修戰略為引擎，積極採取節能節材措施；要求承包商簽署資源節約聲明，定期監察工地環境數據，並相應地訂立改善方案，推進綠色建造：

III. GREEN CONSTRUCTION (Continued)

The Group takes the promotion of transparent construction system and full decoration strategy as the engine, and actively takes measures to save energy and materials; requires contractors to sign resource saving statements, regularly monitors the environmental data of construction sites, and correspondingly formulates improvement plans to promote green construction:



可移動售樓處

Mobile sales office

面對傳統售樓處的複雜建造，現場二次加工所造成的環境污染，以及非永久性售樓處拆改工作所造成的資源浪費等諸多痛點與弊端，集團遵循綠色環保理念，從售樓處的建造方式出發，研發推出了全新的售樓處建造模式，通過新工藝、新做法，打造出快捷、環保、高顏值、有特色的可移動售樓處。

Faced with the complex construction of traditional sales offices, environmental pollution caused by on-site secondary processing, and waste of resources caused by demolition and reconstruction of non-permanent sales offices, the Group follows the concept of green environmental protection. Starting from the construction mode of sales offices, the Group develops and introduces a new construction mode of sales offices, and creates a fast, environmentally friendly, appealing and distinctive movable sales office through new processes and new methods.

可移動售樓處採用預製化、模塊化的建造方式，僅需4天吊裝、軟裝即可進場使用，環保安全；各盒子單元可以快速變形收縮至集裝箱大小，卡車即可實現方便運輸，並可重複使用，避免拆建；單元盒子還可以單體使用，用作市中心的快閃店。可移動售樓處外形純淨、開放自由，同時強調時尚化、藝術化的產品風格，以多樣的空間為客戶提供豐富的體驗。

The movable sales office adopts the prefabricated and modular construction method, which is an environmentally friendly and safe way that can be used on the site within only 4 days by hoisting and soft loading; each box unit can be rapidly deformed and contracted to the size of container for easy transportation by truck, and can be reused to avoid demolition and construction; the unit box can also be individually used as a pop-up shop in the city centre. The mobile sales office is neat, open and free in appearance, emphasising fashionable and artistic product style, and providing customers with rich experience in a variety of spaces.

可移動售樓處已在無錫江陰旭輝公元項目正式落地，之後將根據各項目實際特點進一步全國推廣。

The movable sales office has been officially launched in Wuxi Jiangyin CIFI Epoch, and will be further promoted nationwide based on the actual characteristics of each project.





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四、踐行綠色辦公

集團秉承綠色辦公的理念，從無紙化辦公、節約用水用電、辦公資源管理等細節入手落實各項環保辦公措施，將可持續發展理念貫徹到日常辦公生活中。

IV. PRACTISING GREEN OFFICE

The Group adheres to the concept of green office, implements various environmentally friendly office measures from paperless office, water and electricity conservation, office resources management and other areas, and implements the concept of sustainable development into daily office work.

無紙化辦公

Paperless office

- 倡導雙面打印、單面打印紙張反復利用；
- Advocate double-sided printing and the reuse of single-sided printing paper;
- 打印紙品選擇更為環保的UPM⁴紙張；
- Choose more environmentally friendly UPM⁴ paper for printing products;
- 加強線上審批流程設置，減少打印次數。
- Strengthen online approval process settings and reduce printing times.

廢棄物管理

Waste management

- 辦公室垃圾桶設置分類指引，辦公產生的無害垃圾由專人分類收集後交由環衛站進行集中；
- The trash can in the office shall be set with classification guidance, and non-hazardous waste generated in the office shall be collected by designated personnel and then handed over to the sanitation station for concentration;
- 打印墨盒、硒鼓等有害垃圾由外包商負責統一收集和回收處理。
- The outsourcer shall be responsible for the unified collection and recycling of hazardous wastes such as print cartridges and toner cartridges.

節水節電

Saving water and electricity

- 按區域分割燈控，安排固定巡視時間檢查電腦、空調用電情況，定時關閉照明、空調；
- Separate the lighting control according to the area, arrange a fixed patrol time to check the power consumption of computers and air conditioners, and turn off the lighting and air conditioners regularly;
- 選用低能耗設施設備，辦公樓局部區域改成節能燈；
- Select low-energy consumption facilities and equipment, and change to use energy-saving lamps in partial areas of the office building;
- 選用感應水龍頭，避免水資源浪費；
- Select induction faucet to avoid waste of water resources;
- 監測用電、用水情況，定期分析並做出節能改進措施。
- Monitor the power and water consumption, regularly analyse and develop energy-saving improvement measures.

節約辦公資源

Saving office resources

- 加強辦公用品採購管理，按需申請，減少辦公資源耗用；
- Strengthen the procurement management of office supplies, apply on demand and reduce consumption of office resources;
- 提倡使用電話和視頻等遠程會議設備，減少差旅費用及差旅過程中燃油使用產生的廢氣及溫室氣體排放。
- Promote the use of remote conferencing equipment such as telephone and video to reduce travel costs and emissions of fuel and greenhouse gases generated during travel.

⁴ 芬歐匯川集團紙業，其產品通過國內最高標準的綠色產品認證「綠色十環標誌」。

⁴ UPM- Kymmene Corporation Paper Industry (芬歐匯川集團紙業), whose products have passed the "Green Ten Ring Mark", the highest standard of domestic green product certification.

五、綠色商業

旭輝商業秉持可持續的規劃設計理念，在商業運營中不斷創新，致力於開展綠色低碳的商業實踐。

1、可持續的設計理念

➤ 全新社區生活體驗：LCM置匯旭輝廣場

LCM置匯旭輝廣場是融合了藝術、創新、時尚、人文、親子等的多維度體驗的創新社區商業綜合體，自2018年開業以來致力於打造未來城市靈感生活新地標，為社區活力賦能。

其中「中國最美菜場」LCMart生鮮市集作為LCM業態及服務的延伸，將「美食、藝術、生活」融為一體，為消費者提供更舒適、便捷的生活日用品購物環境和體驗，為社區居民的健康生活提供溫暖保障。

LCMart生鮮市集的外觀建築設計概念源於菜籃，玻璃幕牆及頂部天窗引入自然光線，多層次展現自然之力與人文景觀，打造舒適自然的購物環境，構建城市中罕見的綠意空間；室內場景設計主旨則以「綠色自然、時尚精緻、傳統文化的藝術創新」為核心，在都市中央構建罕見的摩登綠意空間。



V. GREEN BUSINESS

CIFI Commercial upholds the concept of sustainable planning and design, continuously innovates in commercial operation, and is committed to carrying out green and low-carbon business practices.

1. Sustainable design concept

➤ New community life experience: LCM

LCM is an innovative community commercial complex that integrates multi-dimensional experience of art, innovation, fashion, culture, parent-child, etc. Since its opening in 2018, it has been committed to creating a new landmark for future urban inspirational life and empowering the community's vitality.

As an extension of LCM's format and services, LCMart Fresh Market, known as "China's most beautiful food market", integrates "food, art and life" to provide consumers with a more comfortable and convenient shopping environment and experience for daily necessities, and provide warmth and protection for the healthy life of community residents.

The exterior architectural design concept of LCMart Fresh Market originates from a vegetable basket. Its glass curtain wall and top skylight guide natural light inside, displaying the power of nature and human landscape in multiple levels, creating a comfortable and natural shopping environment, and building a rare green space in the city. The main theme of its interior scene design is centred on "green nature, fashion and exquisiteness, and artistic innovation of traditional culture", and aims to build a rare modern green space in the centre of the city.





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五、綠色商業 (續)

1、可持續的設計理念 (續)

➤ 城市煥新的全新力量：恒基·旭輝天地

生長於新天地核心的恒基·旭輝天地由國際著名建築設計大師讓·努維爾操刀設計，是一個集多元未來辦公、MIX潮奢商業與城市公共空間於一體的全新城市地標，以「不辜負每一片土地」為原則助力城市煥新，在推動城市建設發展的同時融合了當地原本的人文、地理、風貌及消費者對美好生活的偏好。

在新天地獨特的文化根基感染中，恒基·旭輝天地承載著上海獨特的、充滿活力的脈搏，是對石庫門建築的當代詮釋，是融匯了東西方建築風格的上海里弄精神的延續。

該項目特別打造了由約2,500個花鉢組成的綠色建築外立面，無論是在建築的縱向還是橫向上，花草、灌木和綠樹無處不在，構成貼近鄰里，符合街區理念的新綠色生活場景。而外立面幕牆更是使用LOW-E玻璃，通過其控制熱能單向流向室外的功能，有效在不同天氣及時間段平衡室內溫度，打造低碳節能的室內環境。



V. GREEN BUSINESS (Continued)

1. Sustainable design concept (Continued)

➤ New power of city renewal: Henderson CIFI Complex

Growing in the core of Xintiandi, Henderson CIFI Complex is designed by Jean Nouvel, a famous international architect. It is a new urban landmark integrating diversified future office, MIX luxury business and urban public space. By leveraging the principle of “live up to every piece of land”, it facilitates city renewal and promotes urban construction and development in combination with the original local culture, geography, landscape and consumers’ preference for a better life.

In the unique cultural foundation of Xintiandi, Henderson CIFI Complex carries the unique and dynamic pulse of Shanghai. It is the contemporary interpretation of Shikumen architecture and the continuation of Shanghai Lilong spirit integrating the eastern and western architectural styles.

The project specifically creates a green building facade composed of about 2,500 flower pots. Both in the vertical and horizontal direction of the building, flowers, shrubs and trees are everywhere, forming a new green life scene close to neighbourhood and in line with the concept of block. And the facade curtain wall uses LOW-E glass, which can control the unidirectional flow of thermal energy to the outdoor, effectively balance the indoor temperature in different weather and time periods, and create a low-carbon and energy-saving indoor environment.



五、綠色商業 (續)

2、綠色商業運營

集團積極探尋節能減排的綠色運營方式，針對集團下屬各商業項目⁵制定《節能降耗管理制度》以規範各項目的能源損耗管理，減少能源損耗。根據集團要求，各商業項目積極採取有效的節能降耗管理措施：

V. GREEN BUSINESS (Continued)

2. Green Commercial Operation

The Group actively explores the green operation mode of energy conservation and emission reduction, and establishes the “Energy Conservation and Consumption Reduction Management System” for each business project⁵ under the Group to standardise the energy consumption management for each project and reduce energy consumption. According to the requirements of the Group, effective energy conservation and consumption reduction management measures are taken for all commercial projects proactively:

<p>明確計劃</p> <ul style="list-style-type: none"> 制定節能降耗計劃和方案，設定節能目標 按時間節點進行落實，以達到節能效果 <p>Clear Plan</p> <ul style="list-style-type: none"> Develop energy-saving and consumption reduction plans and schemes, set energy-saving goals Implement according to time nodes to achieve energy-saving effect
<p>更新設備</p> <ul style="list-style-type: none"> 使用節能照明器具，更換高耗能燈具及變壓器 推廣使用節水龍頭及節能排水器具 <p>Upgrading equipment</p> <ul style="list-style-type: none"> Use energy-saving lighting appliances and replace high energy consumption lamps and converters Promote use of water-saving faucets and energy-saving drainage equipment
<p>科學投運</p> <ul style="list-style-type: none"> 根據營業時間控制設備啓停，合理化啓停時間 根據天氣及季節變化適時調整中央空調出水溫度，調整泛光照明開啓、關閉時間 對空調通風設備應按計劃進行維保，適當調整新風、回風比例 <p>Scientific Commissioning</p> <ul style="list-style-type: none"> Control the start and stop of the equipment according to business hours, and rationalise the start and stop time Adjust the temperature of central air-conditioner outlet water according to weather and seasonal changes, and adjust the start-up and shutdown time of floodlighting Maintain air conditioning and ventilation equipment as scheduled, and properly adjust the proportion of fresh air and return air
<p>量化管理</p> <ul style="list-style-type: none"> 合理配置計量裝置，確保計量裝置的準確性，定期進行計量器具的檢測或更新 制定能源損耗統計口徑，加強能耗數據管理 <p>Quantitative Management</p> <ul style="list-style-type: none"> Reasonably configure metering devices to ensure their accuracy, and regularly test or update metering instruments Develop statistical calibre of energy consumption and strengthen management of energy consumption data

集團各商業項目每年均須制定下一年度節能降耗目標及實施計劃，持續加強能耗設備的精細化管理。

For each commercial project, the Group shall establish energy conservation and consumption reduction goal and implementation plan for the next year, and continuously strengthen the refined management of energy consumption equipment.

2019年，集團商業項目的節能目標為年度能耗費用同比降低至少2%-3%；

截至2019年底，集團在營商業項目共節約9萬噸水及112萬度電；

各項目圓滿達成年度節能目標。

In 2019, the Group's energy-saving goals for commercial projects are to reduce annual energy consumption costs by at least 2%-3% year-on-year;

By the end of 2019, the Group's commercial projects in operation reduced water consumption by approximately 90,000 tonnes and electricity consumption by 1.12 million kWh;

all achieving annual energy-saving goals successfully.

⁵ 商業項目：旭輝集團自行負責運營的六個商業項目

⁵ Commercial projects: the six commercial projects operated by CIFI Group on its own



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五、綠色商業(續)

3、商戶環保要求

集團各商業項目嚴格執行對入駐商戶的環保要求，積極宣導集團的環保理念：

- 為商戶提供裝修指引手冊，並在合同中對於裝修選用電器材料環保性能進行約定，商戶須使用節能環保照明器具(如LED照明燈具)，不得使用發熱量大、高功耗照明器具；所有材料均需符合國家環保要求，不得使用甲醛含量超標材料；
- 餐飲商戶油煙排放必須符合環保要求，安裝初次油煙過濾設備並定期進行清理，廢氣有組織排放應符合國家標準；設計安裝排水隔油隔渣裝置，隔油隔渣後方可排入市政污水管網；
- 集團積極響應上海市政府於2019年頒布的《生活垃圾管理條例》，踐行垃圾分類制度，針對餐飲商戶，廢棄油脂由專業回收公司人員統一處理，廢棄廚餘垃圾由專業回收單位統一回收處理；大件垃圾、可回收垃圾、建築垃圾、一次性餐具等垃圾須進行分流處置；有害垃圾如油漆、廢舊燈管、節能燈等須單獨存儲，不得隨意丟棄處置，定期由專業回收單位進行回收處置。同時，通過培訓、宣講、知識競賽等方式增強商戶垃圾分類的意識與知識。

V. GREEN BUSINESS (Continued)

3. Environmental Requirements for Merchants

All commercial projects of the Group strictly comply with the environmental protection requirements for resident merchants so as to actively promote the Group's environmental protection concept:

- We offer merchant refurbishment guide book and agree on the environmental performance of electric appliances and materials used for decoration in contract. Merchants are required to use energy-saving and environmentally friendly lighting appliances (such as LED lighting), and shall not use lighting appliances with large heat output and high power consumption. And all materials used shall meet national environmental protection requirements, and exclude materials with excessive formaldehyde content;
- The lampblack emissions of catering merchants must meet environmental protection requirements. The first lampblack filtration equipment shall be installed and cleaned regularly. The organised emissions of waste gas shall meet national standards. Drainage oil and slag separation devices shall be designed and installed to ensure waste water can be discharged into municipal sewage pipe network only after oil and slag separation process;
- The Group actively responds to the "Regulations on the Management of Domestic Waste" (《生活垃圾管理條例》) issued by the Shanghai Municipal Government in 2019, and implements the garbage classification system. For catering merchants, waste oil shall be treated centrally by personnel from professional recycling company, and kitchen leftovers shall be centrally recycled and disposed by professional recycling units; large garbage, recyclable garbage, construction waste, disposable tableware and others shall be separated for disposal; hazardous wastes, such as paint, waste lamps and energy-saving lamps, shall be stored separately and shall not be discarded randomly. They shall be recycled and disposed by professional recycling units regularly. Meanwhile, the Group enhances the awareness and knowledge of waste classification of merchants through waste classification training, publicity, knowledge competition and others.



公益慈善 大愛利他 Altruism through Philanthropy

集團主動、積極地承擔社會責任，以飽滿的熱情投身到各種公益慈善活動當中，廣泛參與扶困助學、慈善捐贈、環境保護、設立公益基金等各項社會公益事業；用溫暖、愛心、責任，共建和諧社會，用善舉實現「用心構築美好生活」的使命。截至2019年，集團已累計捐贈公益款項近人民幣3億元。

一、行者大愛仁心 社會公益事業

行者旭輝，秉持「大愛利他」的理念，在愛心公益路上砥礪前行，通過幫困扶貧、兒童關懷、捐資助學、造福鄉梓等種種善舉回饋社會，以仁愛赤子之心，承企業公民擔當。

The Group takes the initiative and plays an active part in social responsibility, devotes itself to various public welfare charity activities with full enthusiasm, and extensively participates in various social public welfare undertakings such as poverty alleviation and education, charitable donation, environmental protection, and the establishment of public welfare funds, in order to build a harmonious society with warmth, love and responsibility, and realise the mission of “Building a better life with heart” with good deeds. As of 2019, the Group has contributed donations amounting to nearly RMB300 million to public welfare funds.

I. BENEVOLENCE IN CHARITABLE CAUSE

Adhering to the concept of “Altruism”, the implementer CIFI forges ahead on the road of love and public welfare, giving back to the society through various good deeds, such as helping the poor, caring for children, making donations to students, benefiting our hometown, etc., and bearing the responsibilities of a corporate citizen with benevolence and sincerity.

一顆核桃的仁愛之心

The Benevolence of a Walnut

2019年10月，集團將人民幣40餘萬元公益款投入到集團已持續四年的「一顆核桃的仁愛之心」公益行動，用於購買大涼山美姑縣的孩子們自己採摘、晾曬的15,000斤核桃。讓孩子們有機會用自己的勞動收入緩解家庭經濟壓力，鼓勵孩子們靠自己的勞動和雙手實現讀書求學的梦想。現在，通過大涼山發來的視頻，我們看見孩子們已經能够用普通話清楚、流利地介紹自己採摘的大涼山核桃特點和食用方式，他們即將走上一條與父輩迥異的未來之路。「授人以魚不如授人以漁」，旭輝堅持做讓受助者有尊嚴的公益，懷揣仁愛之心，將孩子們的夢想變為現實。

In October 2019, the Group invested public welfare funds of more than RMB400,000 into the Group's four-year charity operation, “Benevolence of a Walnut”, for purchasing 15,000 jin of china-catty walnuts picked and dried by children in Meigu County, Daliangshan, in order to provide children with the opportunity to earn income on their own efforts and relieve their family from economic pressure, as well as encouraging them to realise their dreams of education through their own hard work. At present, through videos from Daliangshan, we found that the children were able to introduce the characteristics and methods of consumption of walnuts from Daliangshan picked by them in Mandarin clearly and fluently. They are about to embark on a different future from their parents'. As the saying goes “give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime”, CIFI insists on charity that our beneficiaries can receive in dignity, and with a heart of benevolence, we endeavour to make children's dreams come true.





公益慈善 大愛利他 Altruism through Philanthropy

關愛來自星星的天使

Care for Angels from the Stars

2019年10月23日，集團與上海市松江輔讀學校共同舉行了「關愛來自星星的天使」捐贈簽約儀式。這些「來自星星的天使」是一群不能正常地參與社會交往，似乎永遠沉浸在自己的世界裏的孩子。集團希望通過此項公益活動，幫助「星星的孩子」通過教育和訓練促進語言發育、提高社會交往能力、掌握基本生活技能和學習技能，甚至在通過長時間的訓練後，回到普通小學與同齡兒童一起接受教育。

On 23 October 2019, the Group and Shanghai Songjiang Special School (上海市松江輔讀學校) jointly held the signing ceremony of donations to “Caring for Angels from the Stars”. These “Angels from the Stars” are a group of children unable to participate in normal social interaction and seem to be immersed in their own world forever. By such philanthropic event, the Group wishes to assist children suffering from autism through education and training, in enhancing their development of speech, improving their social skills and mastering basic life skills and learning skills; and after long-term training, it may become possible for them to return to ordinary primary schools to receive education together with children of the same age.

2019年10月，旭輝攜手專業的特殊兒童培訓機構，為10位自閉症孩子送去持續一整年的一對一專業康復培訓。除了資助孩子們康復培訓外，集團將組織志願者與孩子們展開了一系列融合活動，幫助孩子們鞏固訓練成果，為他們能順利融入社會盡自己的一份力量。

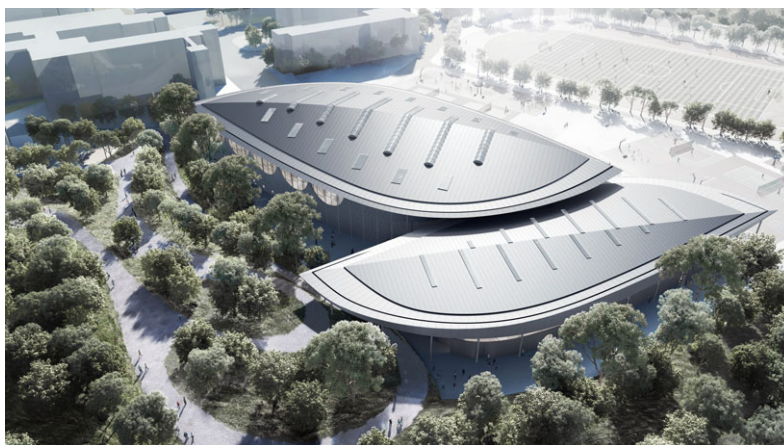
In October 2019, CIFI, together with professional special children training institutions, arranged one-to-one professional rehabilitation trainings for 10 autistic children for a whole year. In addition to sponsoring the children’s rehabilitation training, the Group will organise volunteers to hold a series of integration activities for the children to help them consolidate knowledge from their trainings, aiming to assist their smooth integration into society.



二、心系桑梓 葉對根的情誼

旭輝創始人林氏兄弟都畢業自福建省建甌第一中學，這裏也是旭輝公益的起點。用旭輝控股董事局林中主席的話說，教育是社會的根，改變的是人的命運。當集團主戰場還在廈門的時候，就持續捐建家鄉中小學獎助學金和校舍建設。截至目前，旭輝已連續25年在建甌一中、二中設立旭輝獎、助學金及獎教金專項獎，向建甌一中學教育基金會成立捐贈人民幣200萬元，並捐贈人民幣150萬元為建甌一中骨幹教師量身定制三年提升計劃，拓眼界、強專業、提能力。

2019年4月初，林中先生得知建甌一中新校區的體育館和游泳館建設在資金方面有困難，當即表示由旭輝集團捐建體育館和游泳館，讓孩子們能夠有機會享受到更好的教學設施。這一次，林中先生親自掛帥，帶領旭輝的項目團隊全面考察、設計並捐建建甌一中新校區的體育館和游泳館。兩館的屋頂如同兩片高低相疊，相偎相依的葉子，覆蓋在學校土地之上，仿佛對母校有著說不完的話語。兩館預計將在2020年9月份同建甌一中新校區正式投入使用。



II. GIVING BACK TO HOMETOWN

The founders of CIFI, the Lin brothers, graduated from No. 1 Middle School of Jian'ou, Fujian Province. This is also the starting point of CIFI public welfare. In the words of Mr. Lin Zhong, the Chairman of the Board of CIFI Holdings, education is the root of our society that changes fate. As early as the time when the Group was focusing on the development in Xiamen, donations had been continually made to the primary and secondary schools in their hometown in the form of scholarship and the fund for school buildings construction. As of today, CIFI has established the CIFI Award, scholarship and Special Award for Teaching in No.1 Middle School of Jian'ou and No. 2 Middle School of Jian'ou for 25 years consecutively. It donated RMB2 million to No.1 Middle School of Jian'ou Education Foundation, and another RMB1.5 million to No.1 Middle School of Jian'ou for a three-year enhancement programme which is tailor-made for its key teachers to broaden their horizons, strengthen their profession and improve their capabilities.

At the beginning of April 2019, Mr. Lin Zhong learned that No. 1 Middle School of Jian'ou encountered difficulties in funding in the construction of gymnasium and swimming pool on its new campus. He immediately suggested that CIFI Group would sponsor the construction of the gymnasium and swimming pool, so that the youngsters could have a chance to enjoy better teaching facilities. This time, the CIFI project team, led by Mr. Lin Zhong himself, fully investigated, designed and sponsored the construction of the gymnasium and swimming pool on the new campus of No. 1 Middle School of Jian'ou. The roofs of the two venues, covering the campus, are designed as two overlapping leaves leaning against each other, as if they have endless words to their alma mater. The two venues are expected to be officially put into operation concurrently with the new campus of No.1 Middle School of Jian'ou in September 2020.



公益慈善 大愛利他 Altruism through Philanthropy

三、百年樹人—「教育捐助是旭輝恒久的公益責任之路」

在眾多的公益領域中，教育是旭輝公益事業的核心關注之一。集團深知投身教育事業是集團履行企業社會責任的延伸與傳承，因此持續關注和助力青少年的教育成長與發展，致力於教育慈善，培養國家棟梁之才。

III. LONG-TERM BENEFIT – “EDUCATION DONATIONS, A CONSTANT IN CIFI'S PRACTICE OF WELFARE RESPONSIBILITY”

Among various fields of public welfare, education is one of the core concerns of CIFI's charitable cause. The Group is well aware that devoting to education represents the extension and inheritance of the Group's corporate social responsibility. Therefore, the Group continues to pay attention to and assist the education and development of teenagers, and is committed to education charity and cultivating talented future leaders across China.

華東師範大學書店改造

Renovation of Bookstore in East China Normal University

2019年，集團為華東師範大學改造的書店——祥麟書苑正式啓用。祥麟書苑位於美麗的麗娃河畔，主體建築前身為學校教材科倉庫。秉承建築保護性更新理念，集團重新設計、修繕，將其改建成集公共閱讀、休閒社交、文化沙龍等多項功能於一體，面向校內師生開放的高品質公共文化空間。

祥麟書苑的入口處設置了下沉式庭院，通過台階高度的不同，形成休憩和交流的空間。書苑的一樓採用落地窗設計，設置閱覽、交流空間，同時提供咖啡、茶點等簡餐，滿足閱讀者的使用需求。二樓則是一處安靜閑適的陽光房，師生能在這裏度過一段輕鬆愉悅的閑散時光。修繕後的書苑蝶變為一處空間清晰、飽含情感的高品質校園公共空間，為華東師大師生提供了絕佳的校內活動場所，充分激發了校園活力。

In 2019, Xianglin Book Garden (祥麟書苑), the bookstore renovated by the Group for East China Normal University, was officially opened. Xianglin Book Garden is located on the beautiful riverside of Liwa River. The main building was formerly a warehouse for teaching materials. Adhering to the concept of architectural conservation through refurbishment, the Group redesigned and renovated the building into a high-quality public cultural space open to teachers and students, integrating public reading space, leisure and social area, cultural salon and other functions.

A sunken courtyard is set at the entrance of Xianglin Book Garden, which forms a resting and exchange area with height differences between steps. On the first floor of the Book Garden is a reading and communication space decorated with floor-to-ceiling windows, where light meals such as coffee and tea are served to meet the needs of readers. The second floor features a quiet and leisurely space that receives plenty of sunlight, where teachers and students can spend their leisure time in a relaxed and pleasant manner. The renovated Book Garden transforms into a well-spaced and soul-touching campus public area with high quality, providing an excellent school activity venue for teachers and students of East China Normal University, which fully stimulates vitality on campus.





專題：抗擊疫情，旭輝人在行動

Feature: Combating Epidemic, CIFI in Action

新型冠狀病毒感染的肺炎疫情牽動著全國人民的心，集團積極響應國家號召，整合資源優勢，支持一線，加強社區防疫工作，打贏這場沒有硝煙、守衛人民群眾生命安全的戰爭。

一、援助醫療一線

當疫情爆發，集團第一時間行動起來，於2020年1月26日宣佈成立抗擊武漢肺炎專項基金，支援款項人民幣2,000萬元，採購馳援武漢的醫療物資和補助醫護工作者們。面對前線物資緊缺的狀況，集團集合上下各級員工不分晝夜地在全國範圍尋找及協調防護服、口罩、護目鏡等醫療物資，及時送達，馳援一線，助力打贏疫情防控戰。

- 1月28日，旭輝抗擊肺炎專項基金增援武漢首批物資，1,488箱共計74.4萬雙醫用手套，分別到達武漢協和醫院、武漢市第三醫院、武漢市第九醫院、武漢市漢口醫院。
- 1月30日，旭輝抗擊肺炎專項基金增援第三批物資，首批10萬雙醫用手套送達上海東方醫院。
- 1月31日，第二批物資，65萬雙醫用手套分別送達武漢中南醫院、漢陽醫院、荊門第一醫院和荊門紅十字會。另有旭輝集團捐贈第九醫院的960個護目鏡，武漢事業部捐贈國家醫療隊的240雙護士手術拖鞋，捐贈協和醫院的12個輪椅、500個醫用口罩均已送達目的地。6,000隻醫用口罩送達武漢市第三醫院。

The pneumonia epidemic caused by the novel coronavirus became a great concern of people across China. The Group actively responded to the national call, integrated our advantages in resources, supported the frontline, strengthened the epidemic prevention work in communities, and on this battlefield without any gun smoke fuming, we embraced victory in safeguarding the lives of the people.

I. SUPPORTING FRONTLINE MEDICS

When the epidemic broke out, the Group took immediate actions, on 26 January 2020, it announced the establishment of a special fund to combat the pneumonia in Wuhan, with a supporting fund of RMB20 million to purchase medical supplies and subsidise medical staff in Wuhan. Facing the shortage of frontline supplies, the Group gathered employees at all levels to seek and coordinate protective clothing, masks, goggles and other medical supplies throughout the country day and night, and delivered them in a timely manner, contributing to the success in epidemic prevention and control by providing prompt support to the frontline.

- On 28 January, the CIFI Special Fund for Fighting Pneumonia donated and delivered the first batch of supplies to Wuhan, comprising a total of 744,000 pairs of medical gloves in 1,488 boxes, to Wuhan Union Hospital, Wuhan Third Hospital, Wuhan Ninth Hospital and Wuhan Hankou Hospital.
- On 30 January, the CIFI Special Fund for Fighting Pneumonia donated and delivered the third batch of supplies, of which 100,000 pairs of medical gloves were first delivered to Shanghai East Hospital.
- On 31 January, 650,000 pairs of medical gloves in the second batch of supplies were delivered to Zhongnan Hospital, Hanyang Hospital, Jingmen No. 1 Hospital and Jingmen Red Cross Society in Wuhan. CIFI also donated 960 goggles to the Ninth Hospital. In addition, Wuhan business division donated 240 pairs of nursing surgical slippers to National Medical Team and 12 wheelchairs and 500 medical face masks to Union Hospital, which were all successfully delivered. 6,000 medical face masks were delivered to Wuhan Third Hospital.



專題：抗擊疫情，旭輝人在行動

Feature: Combating Epidemic, CIFI in Action

一、援助醫療一線 (續)

- 2月7日，旭輝集團第三批捐助物資抵達武漢。2台有創呼吸機、5台除顫儀，50台輸液泵、100台注射泵、50萬雙醫用手套、8,920副護目鏡以及2,000隻N95口罩運抵武漢，並送到包括協和醫院在內的一線醫生手上。
- 2月10日，第三批物資的450箱共計22.5萬雙醫用手套送至復旦大學附屬兒科醫院、上海醫藥大學附屬曙光醫院、上海同濟醫院三家醫院。
- 2月10日，旭輝捐助武漢會展中心方艙醫院病人，華美鼓形盆2,000個、愛之佳整理箱2,000個、醫用短袖洗手衣套等生活物資共計6,000件。
- 2月28日，旭輝集團第四批捐助物資34,000件醫用隔離衣。其中20,000件醫用隔離服抵達湖北省武漢市，並由武漢事業部防疫指揮小組與志願者送達武展方艙醫院、洪山體育館方艙醫院、武漢市第三醫院、武漢市第八醫院、武漢市中心醫院、亞心總醫院等醫院，以及武漢部分轄區防疫指揮部及周邊4個地市縣。其中14,000件隔離服於2月29日抵達上海。旭輝公益志願者和黨員志願者將物資送往復旦大學上海醫學院、華山醫院、中山醫院等醫療單位，並陸續發至相關防疫、高校等單位以及志願者。

I. SUPPORTING FRONTLINE MEDICS (Continued)

- On 7 February, the third batch of supplies donated by CIFI Group arrived in Wuhan. 2 invasive ventilators, 5 defibrillators, 50 infusion pumps, 100 injection pumps, 500,000 pairs of medical gloves, 8,920 goggles and 2,000 N95 face masks arrived in Wuhan, and were delivered to frontline doctors including those in Union Hospital.
- On 10 February, 450 boxes with a total of 225,000 pairs of medical gloves in the third batch of supplies were delivered to The Children's Hospital of Fudan University, Shuguang Hospital of Shanghai University of Traditional Chinese Medicine and Shanghai Tongji Hospital.
- On 10 February, CIFI donated a total of 6,000 life supplies, including 2,000 Huamei basins, 2,000 AiZhiJia storage boxes and medical short-sleeves hand covers, to the patients in the Fangcang Hospital in Wuhan International Convention Center.
- On 28 February, CIFI Group donated the fourth batch of supplies with 34,000 medical isolation suits. 20,000 medical isolation suits were delivered to Wuhan, Hubei province, which were then passed to the Fangcang Hospital in Wuhan International Convention Center, Fangcang Hospital in Hongshan Stadium, Wuhan Third Hospital, Wuhan Eighth Hospital, Central Hospital of Wuhan, Wuhan Asia Heart Hospital and the epidemic prevention command department of certain districts of Wuhan and four surrounding cities and counties by the epidemic prevention command team and volunteers of our Wuhan business division. 14,000 isolation suits arrived in Shanghai on 29 February. CIFI volunteers and the Party volunteers delivered the supplies to medical units including Shanghai Medical College of Fudan University, Huashan Hospital and Zhongshan Hospital, and to relevant units of epidemic prevention, and universities, as well as volunteers.

專題：抗擊疫情，旭輝人在行動
Feature: Combating Epidemic, CIFI in Action



武漢協和醫院醫生正在搬運送達物資
Doctors of Wuhan Union Hospital handling supplies upon their delivery



上海復旦大學附屬中山醫院收到捐贈物資
Donated supplies delivered to Zhongshan Hospital affiliated to Fudan University



集團捐贈的第四批物資運送至武漢
The fourth batch of supplies donated by the Group arrived in Wuhan



集團捐贈第三批醫療物資抵達武漢
The third batch of medical supplies donated by the Group arrived in Wuhan



專題：抗擊疫情，旭輝人在行動 Feature: Combating Epidemic, CIFI in Action

二、守衛社區平安

自戰「疫」打響，集團第一時間向各地業主科普新型冠狀病毒及防禦措施，開展「地毯式」公區消毒工作，小區出入口處由專人把守，對出入業主進行體溫測量，部分社區還提供食材套餐送上門的服務，為所有業主築起防護「圍牆」。

為保證全體租客的安全健康，集團旗下旭輝領寓對所有異地返程租客實行健康登記，返程到達後逐一體溫檢測。針對部分地區租客自行自我隔離的，租客日常生活物資通過網絡採購後送至門店，由管家幫忙送到房間門外，保障租客日常生活不受阻。對於因封城無法及時返回的武漢門店租客，以及其他城市門店中不能及時返回的湖北籍租客，給予2月份房屋租金減半，或租期順延15天的政策，幫助租客安心抗疫。

II. SAFEGUARDING COMMUNITY PEACE

The Group, in the first place, disseminated the knowledge about novel coronavirus and defensive measures to the local owners, carried out thorough disinfection in public area, arranged guards at entrances and exits of the communities, measured the body temperatures of owners entering or exiting the communities, and even provided food ingredients packages door-to-door service in some communities, in order to build a “shield” to protect all owners.

To ensure the safety and health of all tenants, CIFI Lingyu, a subsidiary of the Group, implemented health declaration for all tenants returning from other places. Temperature check for each of them was required upon their return. Tenants under voluntary home confinement in certain areas can purchase their daily necessities through the Internet for delivery to the physical stores, which would then be delivered to their doorsteps by housekeepers. This service secured the normal daily life of tenants. For tenants at our Wuhan physical store who could not return to the stores in time due to the lockdown, as well as Hubei tenants who could not return to the stores in other cities in time, the Group adopted the policy that provided a 50% apartment rental discount for February, or a lease term extension of 15 days to ease tenants' worries while combating the epidemic.



合肥|鉅悅·廬州府實拍圖
Hefei | Real shot of CIFI Park Mansion Luzhou



杭州|綠地旭輝城實拍圖
Hangzhou | Real shot of Greenland CIFI Glorious City

專題：抗擊疫情，旭輝人在行動

Feature: Combating Epidemic, CIFI in Action

三、共度商業難關

因疫情的衝擊，各類商戶面臨不小的考驗。集團積極加入租金減免的行列中，與商戶共同進退，守望相助，對全體商戶1月25日至2月9日期間的租金試行減半政策，以緩解商戶經營壓力。與此同時，快速落實了防控措施，保障購物環境的安全、安心。

為保障客戶和工作人員的健康，集團各銷售中心制定了詳細的《售場防疫物品配置標準》，並提前儲備了防疫和消毒用品；在部分條件允許的地區，還為到訪客戶單獨提供特殊顏色的口罩，以便於與工作人員區分，保證針對客戶的服務質量，也有利於現場的人員管理。



四、守護辦公健康

集團高度關注員工生命健康安全，制定了科學規範的防疫措施，通過健康追蹤、遠程辦公、安排假期、錯峰上班、訂制午餐、工位安排、班車通勤等幾個方面進行復工部署，並確保辦公場所的安全準備、口罩、消毒液等物資的保障到位，同時集團定期對辦公環境進行消毒、進出入測量體溫，確保全員安全健康穩定、有序地開展復工復產工作。

III. WEATHERING DIFFICULTIES WITH BUSINESSES

Due to the impact of the epidemic, all merchants faced major challenges. The Group actively followed the trend and reduced rental to support merchants and partner up with them under these difficulties. The Group implemented a pilot policy featuring a 50% reduction in rental for all merchants from 25 January to 9 February to ease their operation pressure. At the same time, the prevention and control measures were implemented quickly to ensure the safety and security of the shopping environment.

In order to safeguard the health of customers and staff, each sales centre of the Group has formulated detailed “Allocation Standard of Epidemic Prevention Supplies on Sales Sites”, and has reserved epidemic prevention and disinfection supplies in advance. Where conditions permit, masks in special colours are provided to visiting customers, so as to distinguish them from staff, and ensure our service quality to customers, as well as facilitate personnel management on site.



IV. PROTECTING HEALTH IN OFFICE

The Group attaches great importance to the health and safety of its employees, and has formulated scientific and standardised epidemic prevention measures. Through health tracking, telecommuting, arranging holidays, avoiding rush hours, customised lunch, position arrangements, shuttle bus transport and other aspects, the Group deploys for work resumption, and ensures appropriate safety precautions and sufficient supply of materials such as masks and disinfectants are available at workplace. At the same time, the Group regularly disinfects the office environment and measures the temperature of staff entering and exiting the office to ensure all staff resumes work safely and healthily, while carrying out their tasks stably and orderly.



附錄I 2019年ESG關鍵績效指標

Appendix I 2019 ESG Key Performance Indicators

環境關鍵績效表

ENVIRONMENTAL KEY PERFORMANCE FORM

關鍵績效指標 Key Performance Indicators	單位 Unit	行政辦公 Administration	在建工程 Construction in Progress	商業運營 Commercial Operation
A1.1 排放物 Emissions				
二氧化硫 Sulphur dioxide	千克 Kg	5.51	—	—
氮氧化物 Nitrogen oxides	千克 Kg	790.59	—	119.22
顆粒物 Particulates	千克 Kg	71.59	—	—
廢水排放總量 Total waste water discharge	噸 Tonnes	—	405,145.99	—
循環用水量 Recycled water consumption	噸 Tonnes	—	70,124.54	—
A1.2 溫室氣體排放 Greenhouse Gas Emissions				
溫室氣體排放(範圍一) Greenhouse gas emissions (Scope 1)	噸二氧化碳當量 Tonnes CO ₂ e	1,098.43	—	297.88
溫室氣體排放(範圍二) Greenhouse gas emissions (Scope 2)	噸二氧化碳當量 Tonnes CO ₂ e	3,391.89	23,556.33	11,214.82
溫室氣體總排放(範圍一、二) Total greenhouse gas emissions (Scope 1, 2)	噸二氧化碳當量 Tonnes CO ₂ e	4,490.33	23,556.33	11,512.71
溫室氣體排放強度 Greenhouse gas emission intensity	噸二氧化碳當量／平方 米建築面積 Tonnes CO ₂ e/sq.m GFA	0.06	0.001	0.01
A1.3 有害廢棄物 Hazardous Wastes				
廢棄墨盒／硒鼓 Waste cartridges/toner cartridges	噸 Tonnes	2.33	—	—
廢棄電池 Waste batteries	噸 Tonnes	2.17	—	—
廢棄燈管 Waste tubes	噸 Tonnes	2.04	—	0.01
廢電子產品 Waste electronic products	噸 Tonnes	0.09	—	—

附錄I 2019年ESG關鍵績效指標
Appendix I 2019 ESG Key Performance Indicators

關鍵績效指標 Key Performance Indicators	單位 Unit	行政辦公 Administration	在建工程 Construction in Progress	商業運營 Commercial Operation
A1.4 無害廢棄物 Non-hazardous Wastes				
生活垃圾 Domestic wastes	噸 Tonnes	117.35	—	516.70
金屬廢棄物 Metal scraps	噸 Tonnes	—	5,564.60	—
土方 Earthworks	噸 Tonnes	—	3,088,915.84	—
混凝土 Concrete	噸 Tonnes	—	166,678.34	—
磚塊 Bricks	噸 Tonnes	—	32,037.79	—
木材 Wood	噸 Tonnes	—	11,597.85	—
A2.1 資源使用 Use of Resources				
總能耗量 Total energy consumption	千瓦時 kWh	7,668,829.87	26,297,503.05	15,202,202.27
直接能耗量 Direct energy consumption	千瓦時 kWh	3,678,734.83	—	1,471,399.67
間接能耗量 Indirect energy consumption	千瓦時 kWh	3,990,095.04	26,297,503.05	13,730,802.61
能耗強度 Energy intensity	千瓦時／平方米 建築面積 kWh/sq.m GFA	109.29	1.19	18.80
用電量 Electricity consumption	千瓦時 kWh	3,990,091.85	26,297,482.01	13,730,791.62
汽油使用量 Petrol consumption	升 Litres	363,941.73	—	—
柴油使用量 Diesel consumption	升 Litres	9,820.72	—	—
天然氣使用量 Natural gas consumption	立方米 m ³	35,581.00	—	149,027.53
液化石油氣使用量 Liquefied petroleum gas consumption	千克 Kg	5,232.00	—	—
A2.2 用水量 Water Consumption				
用水量 Water consumption	立方米 m ³	47,656.77	1,584,235.07	263,674.19
用水強度 Water intensity	立方米／平方米 建築面積 m ³ /sq.m GFA	0.68	0.07	0.33



附錄I 2019年ESG關鍵績效指標

Appendix I 2019 ESG Key Performance Indicators

環境數據與系數說明

- 1) 行政辦公環境數據收集的範圍覆蓋集團總部及下屬23個區域、事業部、城市公司的行政辦公區域；在建工程環境數據收集的範圍覆蓋集團下屬19個區域、事業部共131個在建項目（年報並表範圍內的項目）；商業運營環境數據收集的範圍覆蓋集團下屬6個在營商業項目。
- 2) 溫室氣體排放（範圍一）主要來自車輛以及員工食堂的一次能源消耗，溫室氣體排放（範圍二）產生於外購電力消耗，數據來源為相關費用的繳費單以及行政統計台賬。電力的溫室氣體排放系數參考國家生態環保部發佈的《2017年度中國區域電網基準線排放因子》，其他能源排放系數參考香港聯交所《環境關鍵績效指標彙報指引》。
- 3) 2019年集團消耗的能源類型包括公務車輛燃油、員工食堂燃料及外購電力，數據來源為相關費用的繳費單以及行政統計台賬；能耗系數參考國際能源署提供的轉換因子以及國家《GB2589-2008T綜合能耗計算通則》。
- 4) 集團用水量主要為市政管網供水，數據來源為水費繳費單、財務報銷記錄以及行政台賬記錄。

ENVIRONMENTAL DATA AND FACTOR DESCRIPTION

- 1) The scope of the environment data collection of administrative office covers the headquarter of the Group and the administrative office areas of 23 subordinate regions, business divisions and urban companies; the scope of the environmental data collection of projects under construction covers 131 projects under construction (projects within the consolidation scope of our annual report) of 19 subordinate regions and business divisions; the scope of the environment data collection of business operation covers 6 operating business projects under the Group.
- 2) Greenhouse gas emissions (scope I) are mainly derived from primary energy consumption of vehicles and staff canteens. Greenhouse gas emissions (scope II) are generated from the consumption of purchased electricity, the data sources of which are the bills of relevant expenses and the administrative statistics accounts. The greenhouse gas emission factors in relation to electricity are referenced from the "Baseline Emission Factors for Regional Power Grids in China 2017" (《2017年度中國區域電網基準線排放因子》) issued by the Ministry of Ecology and Environment of the PRC, while other energy emission factors are referenced from the "Reporting Guidelines for Environmental Key Performance Indicators" (《環境關鍵績效指標彙報指引》) of the Hong Kong Stock Exchange.
- 3) The types of energy consumed by the Group in 2019 include fuel for official vehicles, fuel for staff canteens and purchased power, the data sources of which are the bills of relevant expenses and the administrative statistics accounts. The energy consumption factors are referenced from the conversion factors provided by the International Energy Agency and "GB2589-2008T General Principles for Calculation of Comprehensive Energy Consumption" (《GB2589-2008T 綜合能耗計算通則》) of the PRC.
- 4) The Group's water consumption was mainly supplied by the municipal network water supply, the data sources of which are water bills, financial reimbursement records and administrative account records.

附錄I 2019年ESG關鍵績效指標
Appendix I 2019 ESG Key Performance Indicators

社會關鍵績效表⁶

SOCIAL KEY PERFORMANCE FORM⁶

關鍵績效指標		2019年	
Key Performance Indicators		2019	
B1.1 按性別、僱傭類型、職級、年齡組別及地區劃分的僱員總數 ⁷			
Total workforce by gender, employment type, rank, age group and geographical region ⁷			
		員工人數(人)	
		Number of employees	佔比(%)
			Proportion (%)
按性別劃分	男 Male	4,763	54.90%
By gender	女 Female	3,912	45.10%
按僱傭類型劃分	全職		
By employment type	Full time	8,675	100.00%
按職級劃分	高管 Executives	45	0.52%
By rank	中高層 Middle and senior management	1,740	20.06%
	普通員工 General staff	6,890	79.42%
按年齡組別劃分	30周歲以下 Below 30	4,334	49.96%
By age group	31–40周歲 31-40	3,745	43.17%
	41–50周歲 41-50	500	5.76%
	50周歲以上 Above 50	96	1.11%
按戶籍／國籍劃分	中國大陸 Mainland China	8,651	99.72%
By household registration/nationality	港澳台地區 Hong Kong, Macau and Taiwan	7	0.08%
	海外 Overseas	17	0.20%
員工總人數 Total number of employees		8,675	

⁶ 為響應聯交所新規「將所有社會關鍵績效指標的披露責任提升至「不遵守就解釋」」，集團2019年新增社會關鍵績效指標。

⁷ 員工人數統計為全口徑範圍，包含集團的房地產開發及其延伸的相關業務，但不含物業管理平台永升生活服務的人員。

⁶ In response to the new rules of the Stock Exchange of “Upgrade the disclosure obligation of all social KPIs to ‘comply or explain’”, the Group included social key performance indicators in 2019.

⁷ The number of employees are counted on the full coverage basis, which includes real estate development business and other peripheral businesses of the Group, but excluding the headcounts from property management arm Ever Sunshine Lifestyle Services.



附錄I 2019年ESG關鍵績效指標

Appendix I 2019 ESG Key Performance Indicators

社會關鍵績效表⁶(續)

SOCIAL KEY PERFORMANCE FORM⁶ (Continued)

關鍵績效指標		2019年	
Key Performance Indicators		2019	
B1.2 按性別、年齡組別及地區劃分的僱員流失比率			
Employee turnover rate by gender, age group and geographical region			
		流失員工人數 (人)	
		Number of employees lost	流失率 Turnover rate
按性別劃分	男 Male	1,105	23.20%
By gender	女 Female	1,527	39.03%
按年齡組別劃分	30周歲以下 Below 30	1,314	30.32%
By age group	31–40周歲 31-40	1,212	32.36%
	41–50周歲 41-50	102	20.40%
	50周歲以上 Above 50	4	4.17%
按戶籍／國籍劃分	中國大陸 Mainland China	2,629	30.39%
By household registration/nationality	港澳台地區 Hong Kong, Macau and Taiwan	0	0.00%
	海外 Overseas	3	17.65%
B2 健康與安全 Health and Safety			
因工死亡的人數 Number of work-related fatalities			0
因工受傷的人數 Number of work-related injuries			4
因工傷損失的工作日數 Lost days due to work injuries			29
安全生產事故數 Number of accidents related to production safety			0

附錄I 2019年ESG關鍵績效指標
Appendix I 2019 ESG Key Performance Indicators

社會關鍵績效表⁶(續)

SOCIAL KEY PERFORMANCE FORM⁶ (Continued)

關鍵績效指標		2019年	
Key Performance Indicators		2019	
B3	按性別、職級劃分的受訓僱員百分比及受訓平均時數 ⁸ The percentage of employees trained and average training hours by gender and rank ⁸		
		受訓僱員百分比 (%) Percentage of employees trained (%)	人均受訓時數 (小時) Training hours per employee (hour)
按性別劃分 By gender	男 Male	93.08%	32.11
	女 Female	94.40%	17.76
按職級劃分 By rank	高管 Executives	70.00%	5.24
	中高層 Middle and senior management	95.05%	47.64
	普通員工 General staff	93.42%	19.67
B5	供應商 Supplier		
	供應商總數(家) Total number of suppliers (entity)		2,755
	被執行有關政策(特指環保、社會政策)的供應商數量(家) Number of suppliers where relevant policies (especially environmental protection and social policies) are being implemented (entity)		2,425
	簽訂《廉潔協議書》供應商數量(家) Number of suppliers signing “Integrity Agreement” (entity)		2,755
B6	客戶服務 Customer service		
	投訴接獲數量(次) Number of complaints received (times)		4,508
	投訴處理數量(次) Number of complaints handled (times)		4,508
	因安全健康理由而須回收的產品百分比(%) Percentage of products subject to recalls for safety and health reasons (%)		0
B7	反貪腐受訓僱員百分比與培訓次數 Percentage of employees trained in anti-corruption and times of training		
		受訓僱員百分比 (%) Percentage of employees trained (%)	培訓次數 (次) Times of training (times)
按職級劃分 By rank	董事 Directors	100%	15
	高管 Executives	100%	15
	中高層與普通員工 Middle and senior management and general staff	100%	3

⁸ B3按性別及僱員類型劃分的受訓僱員百分比及受訓平均時數數據範圍為地產板塊線上培訓數據。

⁸ The scope of data in relation to the percentage of employees trained and average training hours by gender and employment category in B3 represents the online training data for the real estate sector.



附錄II《環境、社會及管治報告指引》內容索引

Appendix II Content Index under “Environmental, Social and Governance Reporting Guide”

ESG指標 ESG indicators		披露情況 Disclosure	對應章節 Corresponding chapter
A1 一般披露 General Disclosure	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的政策及遵守對發行人有重大影響的相關法律及規例的資料。 Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	已披露 Disclosed	綠色環保 和諧生態 Environmental Protection for Harmonious Ecology
A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	已披露 Disclosed	附錄I Appendix I
A1.2	溫室氣體總排放量及(如適用)密度。 Greenhouse gas emissions in total and, where appropriate, intensity.	已披露 Disclosed	附錄I Appendix I
A1.3	所產生有害廢棄物總量及(如適用)密度。 Total hazardous waste produced and, where appropriate, intensity.	已披露 Disclosed	附錄I Appendix I
A1.4	所產生無害廢棄物總量及(如適用)密度。 Total non-hazardous waste produced and, where appropriate, intensity.	已披露 Disclosed	附錄I Appendix I
A1.5	描述減低排放量的措施及所得成果。 Description of measures to mitigate emissions and results achieved.	已披露 Disclosed	綠色環保 和諧生態 Environmental Protection for Harmonious Ecology
A1.6	描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果。 Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	已披露 Disclosed	綠色環保 和諧生態 Environmental Protection for Harmonious Ecology



附錄II《環境、社會及管治報告指引》內容索引

Appendix II Content Index under “Environmental, Social and Governance Reporting Guide”

ESG指標 ESG indicators		披露情況 Disclosure	對應章節 Corresponding chapter
A2 一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策。 Policies on the efficient use of resources, including energy, water and other raw materials.	已披露 Disclosed	綠色環保 和諧生態 Environmental Protection for Harmonious Ecology
A2.1	直接或間接能源總耗量及密度。 Direct or indirect energy consumption in total and intensity.	已披露 Disclosed	附錄I Appendix I
A2.2	總耗水量及密度。 Water consumption in total and intensity.	已披露 Disclosed	附錄I Appendix I
A2.3	描述能源使用效益計劃及所得成果。 Description of energy use efficiency initiatives and results achieved.	已披露 Disclosed	綠色環保 和諧生態 Environmental Protection for Harmonious Ecology
A2.4	描述求取適用水源上可有任何問題，以及提升用水效益計劃及所得成果。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	已披露 Disclosed	綠色環保 和諧生態 Environmental Protection for Harmonious Ecology
A2.5	製成品所用包裝材料的總量及每生產單位估量。 Total packaging material used for finished products and with reference to per unit produced.	不適用 Not applicable	集團主營產品與服務不涉 及包裝材料的使用 The Group's principal products and services do not involve the use of packaging materials
A3 一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	已披露 Disclosed	綠色環保 和諧生態 Environmental Protection for Harmonious Ecology
A3.1	描述業務活動對環境及天然資源的重大資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	已披露 Disclosed	綠色環保 和諧生態 Environmental Protection for Harmonious Ecology



附錄II《環境、社會及管治報告指引》內容索引

Appendix II Content Index under “Environmental, Social and Governance Reporting Guide”

ESG指標 ESG indicators		披露情況 Disclosure	對應章節 Corresponding chapter
B1 一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的政策及遵守對發行人有重大影響的相關法律及規例的資料。 Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	已披露 Disclosed	成就英才 共築夢想 Cultivating Talents and Realising Aspirations Together
B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type, age group and geographical region.	已披露 Disclosed	成就英才 共築夢想 Cultivating Talents and Realising Aspirations Together
B1.2	按性別、年齡組別、地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	已披露 Disclosed	附錄I Appendix I
B2 一般披露 General Disclosure	有關提供安全工作環境以及保障僱員避免職業性危害的政策及遵守對發行人有重大影響的相關法律及規例的資料。 Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	已披露 Disclosed	精工品質 以心建家 Building Quality Homes with Ingenuity 成就英才 共築夢想 Cultivating Talents and Realising Aspirations Together
B2.1	因工作關係而死亡的人數及比率。 Number and rate of work-related fatalities.	已披露 Disclosed	附錄I Appendix I
B2.2	因工傷損失工作日數。 Lost days due to work injury.	已披露 Disclosed	附錄I Appendix I
B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	已披露 Disclosed	精工品質 以心建家 Building Quality Homes with Ingenuity 成就英才 共築夢想 Cultivating Talents and Realising Aspirations Together



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ESG指標 ESG indicators		披露情況 Disclosure	對應章節 Corresponding chapter
B3 一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	已披露 Disclosed	成就英才 共築夢想 Cultivating Talents and Realising Aspirations Together
B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	已披露 Disclosed	附錄I Appendix I
B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	已披露 Disclosed	附錄I Appendix I
B4 一般披露 General Disclosure	有關防止童工或強制勞工的政策及遵守對發行人有重大影響的相關法律及規例的資料。 Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child or forced labour.	已披露 Disclosed	成就英才 共築夢想 Cultivating Talents and Realising Aspirations Together
B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	已披露 Disclosed	成就英才 共築夢想 Cultivating Talents and Realising Aspirations Together
B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	已披露 Disclosed	成就英才 共築夢想 Cultivating Talents and Realising Aspirations Together



附錄II《環境、社會及管治報告指引》內容索引

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ESG指標 ESG indicators		披露情況 Disclosure	對應章節 Corresponding chapter
B5 一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	已披露 Disclosed	攜手夥伴 致力共贏 Pursuing Win-win Cooperation with Partners
B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	未披露 Undisclosed	—
B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	已披露 Disclosed	攜手夥伴 致力共贏 Pursuing Win-win Cooperation with Partners
B6 一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的政策及遵守對發行人有重大影響的相關法律及規例的資料。 Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	已披露 Disclosed	精工品質 以心建家 Building Quality Homes with Ingenuity 悅心服務 溫度社區 Wholehearted Service, Warm Communities
B6.1	已售或已運送總數中因安全健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	已披露 Disclosed	附錄I Appendix I
B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	已披露 Disclosed	悅心服務 溫度社區 Wholehearted Service, Warm Communities
B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	已披露 Disclosed	倡廉善治 誠信運營 Integrity, Proper Governance and Compliance Operation
B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	已披露 Disclosed	精工品質 以心建家 Building Quality Homes with Ingenuity
B6.5	描述消費者數據保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	已披露 Disclosed	悅心服務 溫度社區 Wholehearted Service, Warm Communities

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Appendix II Content Index under “Environmental, Social and Governance Reporting Guide”

ESG指標 ESG indicators		披露情況 Disclosure	對應章節 Corresponding chapter
B7 一般披露 General Disclosure	有關防止賄賂、勒索、欺詐及洗黑錢的政策及遵守對發行人有重大影響的相關法律及規例的資料。 Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	已披露 Disclosed	倡廉善治 誠信運營 Integrity, Proper Governance and Compliance Operation
B7.1	於彙報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	未披露 Undisclosed	—
B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	已披露 Disclosed	倡廉善治 誠信運營 Integrity, Proper Governance and Compliance Operation
B8 一般披露 General Disclosure	有關以社區參與來了解營運所在社區需要和確保其業務活動考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	已披露 Disclosed	公益慈善 大愛利他 Altruism through Philanthropy
B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	已披露 Disclosed	公益慈善 大愛利他 Altruism through Philanthropy
B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus areas.	已披露 Disclosed	公益慈善 大愛利他 Altruism through Philanthropy



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