

High-Efficiency Fertilisers in China

中國高效肥



Environmental, Social and Governance Report 2019 環境、社會及管治報告



China XLX Fertiliser Ltd.
中國心連心化肥有限公司*

(Incorporated in Singapore with limited liability)

(於新加坡註冊成立之有限公司)

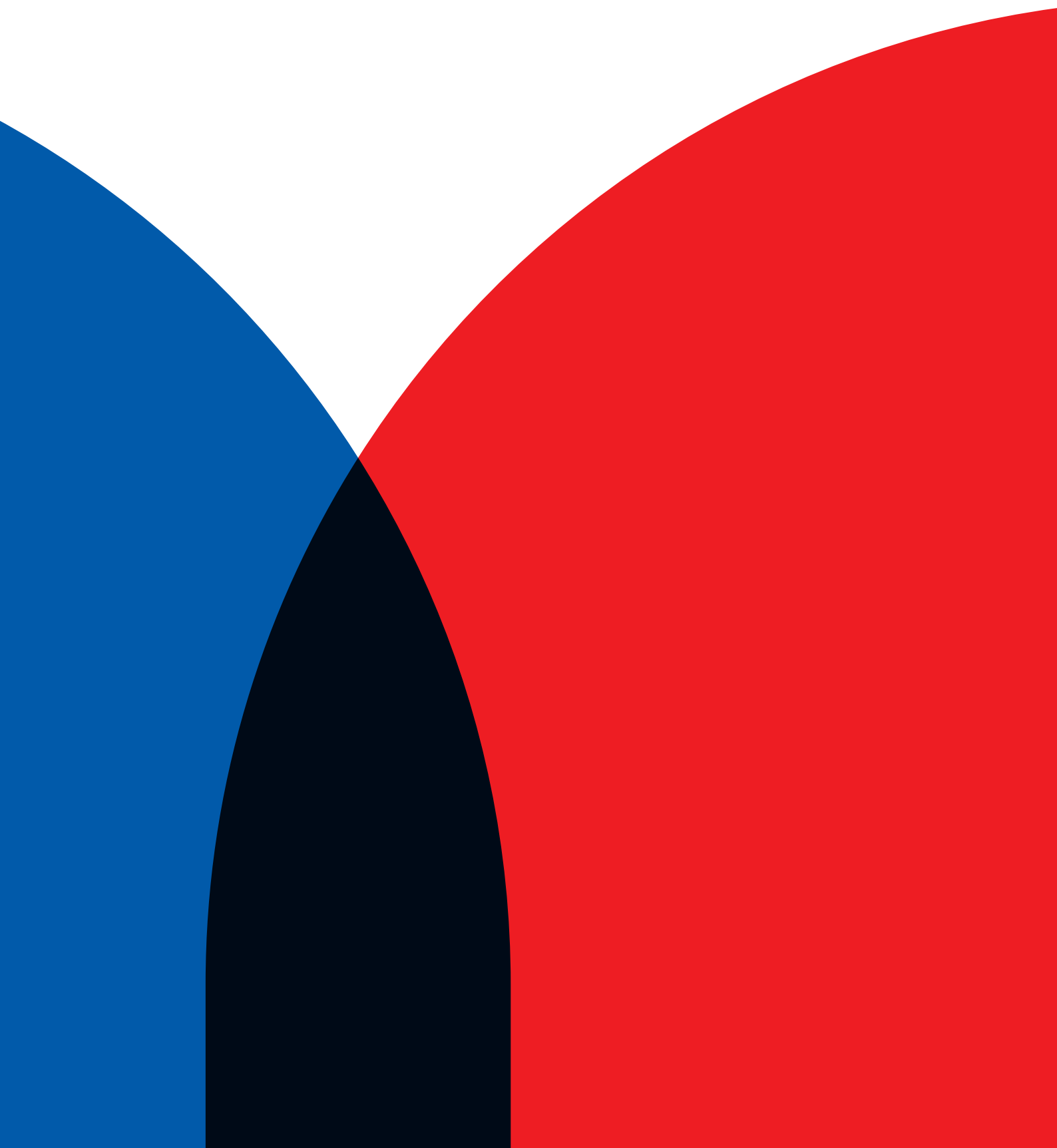
Stock Code 股份代號: 1866

* For identification purpose only 僅供識別

CHINA XLX CULTURE 中國心連心文化

We attribute our achievements and breakthroughs to our dedicated team at China XLX. The team is committed to uphold the vision with integrity, discipline and strong commitment.

我們所有的成績與突破，都歸功於誠信為本、紀律嚴明、專注投入、放眼未來和充滿快樂的中國心連心團隊。



CHINA XLX DEVELOPMENT STRATEGY:

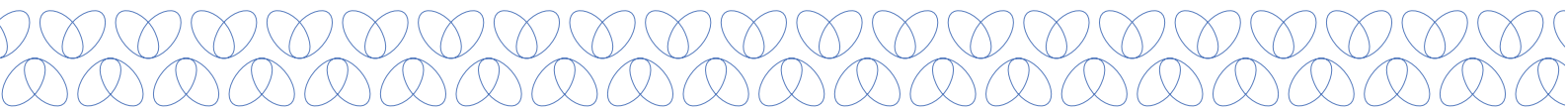
"Adhere to Produce Good Fertiliser". Explore and appropriate develop new energy and new chemical materials. Adhere to the competitive strategy of combination of "combination of low cost and differentiation" with the focus on fertiliser industry. Based on the fundamental conditions of "Henan, Xinjiang, Jiujiang" bases, become market-oriented, follow the development path with high standard, parks and bases with special features.

中國心連心發展戰略：

「堅持化肥、做好化肥」。探索並適度發展新能源及新材料化工品。堅持「低成本和差異化相結合」的競爭策略做好化肥主業。根據「河南、新疆、九江」基地基礎條件，以市場為導向，走高標準、園區化、基地特色化發展道路。

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ABOUT THE REPORT

XLX Group adopts a business philosophy of “Strengthen and expand the main business and create the maximum value of the whole value chain”, sticks to an enterprise spirit of “Studiousness, Dedication, Innovation, and Inclusiveness”, and regards benefiting the society as its historic responsibility. It strives to increase the income of farmers and efficiency for customers through continuous innovations in products and services. It adheres to the people-oriented concept, protects the lawful interests of employees, provides a smooth career development channel, and builds a fair and sound working environment to promote the growth of employees and XLX. It follows the philosophy of sustainable development and implements energy-saving and emission-reduction measures to achieve green operation. It actively participates in community development and public welfare activities and makes donations to fulfill its responsibility as an enterprise citizen.

RESPONSIBILITY OF GOVERNANCE

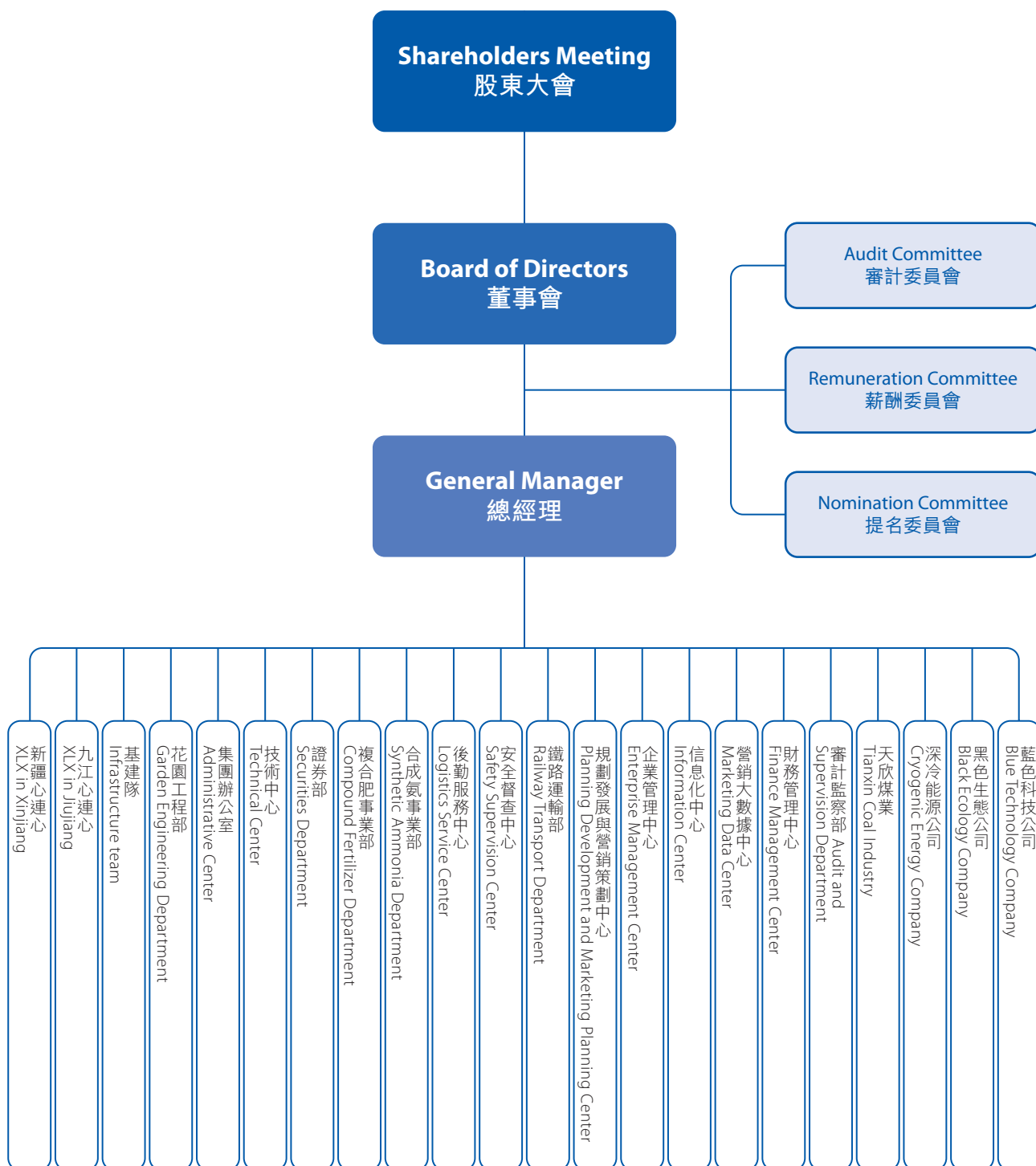
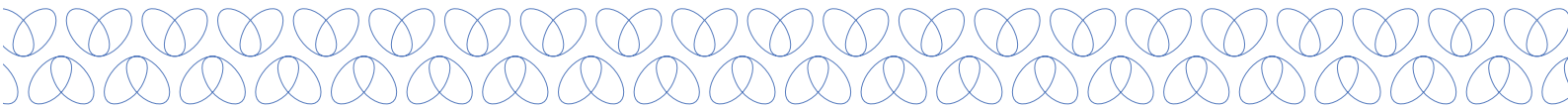
The Board of XLX gives a great support to fulfill the enterprise social responsibilities and bears all the responsibilities of XLX regarding the environment, society and governance, management strategy and reports. The Board is responsible for evaluating and measuring XLX’s risk on the environment, society and governance, to ensure that XLX has established an appropriate and effective environment, society and governance risk management system, and internal supervision system. The management team of XLX will confirm to the Board on whether the relevant systems are effective. XLX has established an ESG team, which consists of the principal of each department and a specially-assigned person who is in charge of managing and reporting ESG.

關於本報告

心連心集團以「做强做大主業，創造全價值鏈價值最大化」為經營理念，以「篤信好學，執事敬業；創新圖強，包容共好」為企業精神，以為社會造福為歷史責任，通過持續產品和服務創新，為農民增收，為客戶增效；堅持以人為本，保障員工合法權益，暢通職業發展通道，營造公平良好的工作環境，促進員工與企業共同成長；深化可持續發展理念，推動企業節能減排，引領綠色運營；積極參與社區建設，投身公益，行善樂捐，努力履行企業公民責任。

責任管治

心連心集團董事會支持心連心集團對履行企業社會責任所做的承諾，並對心連心集團的環境、社會及管治策略以及彙報承擔全部責任。董事會負責評估及釐定心連心集團有關環境、社會及管治的風險，並確保心連心集團設立合適及有效的環境、社會及管治風險管理和內部監控系統。心連心集團的管理層向董事會提供有關系統是否有效的確認。心連心集團成立了由集團核心部門組成的ESG報告工作組，由各部門負責人直接參與，並指定專人負責開展ESG管理和報告的工作。



COMMUNICATION WITH STAKEHOLDERS

Referencing the ESG guideline, and based on the degree of influence within XLX of stakeholders in the daily operations, this firm identified its key stakeholders, including shareholders, investors, employees, customers, suppliers, government, community, industry association and the chamber of commerce, and responded to the reasonable expectations and demands of stakeholders through the following ways.

利益相關者溝通

心連心集團參考ESG指引中所涵蓋的利益相關方，並根據集團利益相關者在日常運作中的相互影響程度，識別出關鍵利益相關者，包括股東及投資者、員工、客戶、供應商、政府、社區、行業協會及商會，通過以下多種方式回應利益相關方的合理期望和利益訴求。

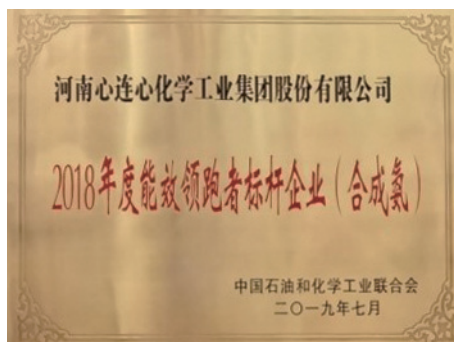


BRIEF INTRODUCTION OF THE REPORT

XLX has prepared "Environment, Social and Governance Report for 2019" according to "Environmental, Social and Governance Reporting Guide". The Report describes the concept and practice of sustainable development and social responsibility from environmental and social aspects, covering the period from 1 January 2019 to 31 December 2019. In accordance with the guidelines, XLX has disclosed the key performance indicators of the environmental aspects which cover the two major production bases located in Henan and Xinjiang.

報告簡介

根據《環境、社會及管治報告指引》要求，心連心集團編制了2019年的《環境、社會及管治報告》，覆蓋時間範圍為2019年1月1日至2019年12月31日，從環境和社會兩個範疇闡述心連心集團的可持續發展與社會責任理念和實踐。根據指引要求，心連心集團在報告中披露了環境範疇的關鍵績效指標，涵蓋心連心集團位於河南和新疆的兩大生產基地。



Ammonia Energy Consumption Leader 2018 Award
2018年能效领跑者标杆企业(合成氨)

A ENVIRONMENTAL

XLX has been stressing on environmental protection, energy-saving and emission-reduction and comprehensive utilization of resources. Bearing in mind the idea of green development, XLX has been increasing its environmental investment and persistently commencing works on technology innovation and facilities upgrades. In 2019, XLX continued to disclose environmental performance. Under the supervision of the Board, XLX systematically carried out environmental protection work. Its main themes of environmental work include green factories, energy consumption, water resources, the emission of greenhouse gases and harmful gases, disposal of garbage and hazards. XLX will continue to reduce the impact of business activities on the environment. From 2011 to 2019, it was awarded energy efficiency leader benchmarking enterprise (synthetic ammonia) for nine consecutive years, and the quality award of Henan provincial governor in 2014-2015. XLX was also granted the titles of "industry quality benchmarking enterprise implementing excellent performance management practice experience" in the national petrochemical industry, "green factory" and "national management system effective operation benchmarking enterprise".

A 環境範疇

心連心集團始終高度重視環境保護、循環經濟和資源的綜合利用，一直秉承綠色發展理念，不斷加大環保投入，持續開展技術創新、設施升級等工作。2019年心連心集團繼續披露環境績效，在董事會的監管下，心連心集團系統地開展環保工作，綠色工廠、能耗、水資源、溫室氣體和有害氣體的排放、垃圾和危害的處置，是心連心集團環境工作的主要主題，心連心集團將持續降低業務活動對環境的影響。2011至2019年連續9年榮獲能效领跑者标杆企業(合成氨)榮譽、獲得2014-2015年河南省省長質量獎，全國石化行業「實施卓越績效管理實踐經驗行業質量标杆企業」、「綠色工廠」、「全國管理體系有效運行标杆企業」等榮譽稱號。



ISO 14001 Environmental Management System Certificate
ISO 14001 環境管理體系認證證書

A1 EMISSIONS

XLX has been in compliance with laws and regulations strictly, such as Environmental Protection Law of the PRC, Water Pollution Prevention and Control Law of the PRC, Air Pollution Prevention and Control Law of the PRC, Solid Waste and Environmental Pollution and Solid Waste Prevention and Control Law of the PRC, and the Interim Provisions on Administration of the Discharge Permit. It has also acquired emission permit legally and formulated a series of regulations due to the actual demand, for instance, Environmental Protection Management Regulations, Environmental Protection Facility Operation and Management Regulations, Integrated Measures for the Management of Water Resources (for Trial Implementation), and Solid Waste Management Regulations. These rules and regulations aim to regulate and promote environmental protection, pollution prevention and control, energy-saving and emission reduction, which can gradually achieve the institutionalization of environmental protection as well as sustainability.

XLX improves its environmental management level by establishing an ISO 14001 environmental management system, and conducts annual external audits, and renews the relevant certificate upon passing external audits. In order to strengthen environmental management, XLX has incorporated its departments, plants and branches into its environment management network and set out the relevant environmental protection responsibility in view of their respective duties.

A1 排放物

心連心集團嚴格遵守《中華人民共和國環境保護法》、《中華人民共和國水污染防治法》、《中華人民共和國大氣污染防治法》、《中華人民共和國固體廢棄物污染環境防治法》和《排污許可證管理暫行規定》等法律法規的規定，依法獲取《排污許可證》，並結合心連心集團實際情況，制定了《環境保護管理規定》、《環保設施運行管理規定》、《水資源一體化管理辦法（試行）》、《固體廢物管理規定》等一系列制度文件，規範和推進心連心集團的環境保護、防治污染、節能減排工作，逐步推進環境保護制度化，助力可持續發展。

心連心集團通過建立 ISO 14001 環境管理體系來提高心連心集團環境管理水平，並每年進行一次外部審核，並按要求通過外部審核，換發證書。為加強環境管理，心連心集團將各部門、分廠和分公司納入了環境管理網絡，並根據各自職責規定了相應環保職責。

1) WASTEWATER DISCHARGE

For wastewater, XLX's sewage discharge has been in strict compliance with the national, ministry, local, district, and enterprise standards. All units of XLX have effective control over sewage production which has minimized the amount of sewage produced. In addition, XLX has built sewage treatment facilities and has ensured the normal operation of environmental protection facilities and wastewater discharge meeting standards. XLX directly discharges water through clean ditches or clean pipes only when the water quality meets the standard for external discharge. All departments have strengthened outfall management, installed standard metering facilities to conduct a regular comparison and mandatory inspections.

Since 2017, XLX has controlled the impact of wastewater discharge on groundwater and surface water in accordance with the indicators of $COD \leq 40mg/L$ and $NH_3-N \leq 4mg/L$, which had met the relevant standards. In 2019, by introducing technologies such as concentrated water reduction of total nitrogen, ceramic membrane ultrafiltration and gasification ash and slag drying, the total nitrogen of reclaimed water and concentrated water can be reduced to less than $5mg/L$, saving 480,000-576,000 tons of fresh water, reducing 480,000-576,000 tons of sewage discharge, and adding 480,000-576,000 tons of desalinated water to the circulating water system.

1) 廢水排放

廢水方面，心連心集團的污水排放嚴格遵守國家、部頒、地方、區域及企業標準。心連心集團各單位對產生污水的環節進行了有效控制，最大限度地減少了污水的產生，此外，心連心集團安裝了污水處理設施，並確保環保設施的正常運行和廢水穩定達標排放。心連心集團只有在水質符合公司外排水水質標準時才通過清水溝或清水管直接排水。心連心集團各單位加強排放口管理，安裝規範的計量設施，進行定期比對和強檢。

自2017年以來，心連心集團按照 $COD \leq 40mg/L$ 、 $NH_3-N \leq 4mg/L$ 的指標來控制廢水排放對地下水和地表水的影響，嚴於政府要求排放標準。2019年通過引入濃水降總氮、陶瓷膜超濾以及氣化灰渣烘乾等技術，實現中水濃水總氮降至 $5mg/L$ 以下，年節約新鮮水 48-57.6 萬噸，減少污水排放 48-57.6 萬噸，向循環水系統補充脫鹽水 48-57.6 萬噸。

2019 A1.1 Emissions of Waste Water and A1.2 Emissions of Waste Gas
2019年A1.1廢水與A1.2廢氣的排放量

| Emissions of waste water 廢水排放 | Emissions (Tons) 排放量 (噸) | Emissions of waste gas 廢氣排放 | Emissions (Tons) 排放量 (噸) |
|----------------------------------|-----------------------------|--------------------------------|-----------------------------|
| Volume of waste water 廢水量 | 3,808,772.06 | NO _x 氮氧化物 | 635.30 |
| COD 化學需氧量 | 109.01 | SO ₂ 二氧化硫 | 157.96 |
| NH3-N 氨氮 | 1.48 | Fume 煙塵 | 88.38 |
| Total phosphorus 總磷 | 0.67 | | |
| Total nitrogen 總氮 | 39.30 | | |

2) EXHAUST EMISSION

The exhaust emission of XLX should meet national, ministry, local, district, and corporate standards. In order to meet the emission standards for fume, SO₂ and NO_x, XLX has enforced the "Responsibility Scheme for Tower Director and Chimney Director" and all boilers of XLX are equipped with dust removal, desulfurization and denitration devices (脫硫、脫硝裝置), and online monitoring devices are installed at boiler outlets, which are operated by third-party companies, with monitoring data uploaded to monitoring platforms at provincial, city and county levels. XLX is also equipped with manual monitoring instruments to conduct monitoring as scheduled and is subject to quarterly monitoring and comparison by environmental protection authorities to ensure the authenticity and validity of online monitoring data.

In 2019, XLX conducted exhaust emissions under the standards of fume≤10mg/Nm³, SO₂≤35mg/Nm³ and NO_x≤50mg/Nm³.

In order to achieve the work goal of energy conservation and emission reduction, XLX in 2019 formulated the production control measures for autumn and winter and adjusted the production load, based on the actual operation. In addition, the first branch plant has ceased its production since September 2018, and thus the emission of nitrogen oxide, sulfur dioxide and soot were reduced by 395 tons in 2019 compared with that of 2018.

2) 廢氣排放

心連心集團廢氣排放須符合國家、部頒、地方、區域及企業標準。為實現煙塵、SO₂和NO_x達標排放，心連心集團實行「塔長、囱長責任制」，鍋爐全部配套安裝有除塵、脫硫、脫硝裝置，在鍋爐排放口安裝在綫監測裝置，並由第三方運營，在綫數據能夠上傳到國家、省、市、縣各級監控平臺。心連心集團內部配備相應手工監測儀器，按照計劃定期開展監測，並接受環保局的季度性監測比對，保證在綫監測數據的真實有效。

2019年心連心集團按照煙塵≤10mg/Nm³、SO₂≤35mg/Nm³、NO_x≤50mg/Nm³的指標達標排放。

2019年，心連心集團為了實現節能減排的工作目標，結合公司經營實際，制定秋冬防限產管控措施，調整生產負荷，此外，一分廠在2018年9月已經停產，因此，本年度氮氧化物、二氧化硫和煙塵的排放量比2018年減少395噸。

3) WASTE DISCHARGE

According to local standards, XLX classifies wastes into harmless waste and hazardous waste in order to deal with hazardous waste and recycle or dispose of the harmless waste accordingly, and reports to competent environmental protection authorities on the types, production, flow, storage, disposal and other relevant information of major industrial solid wastes under the requirements of the PRC's industrial solid waste declaration and registration system. It stores solid waste at a proper location or delivers them to qualified entities for incineration, compression, and other compliant treatments to reduce waste emissions. In addition, the first branch of XLX has been discontinued since September 2018, reducing the waste discharge by about 180,000 tons in 2019 compared with 2018.

3) 廢棄物排放

心連心集團按照地方標準對廢棄物進行分類管理，主要分為無害廢棄物和危險廢棄物，進而處理危險廢棄物和回收或售賣無害廢棄物，並根據國家工業固體廢物實行申報登記制度的要求，向環保主管部門提供主要工業固體廢物的種類、產生量、流向、貯存、處置等有關資料；對廢棄的固體廢物進行合理堆放，或轉移給有處理資質的單位進行焚燒、壓縮填埋等合規處置減少廢棄物排放。此外，心連心一分廠自2018年9月起已停產，2019年廢棄物排放比2018年下降約18萬噸。

Emissions and Intensity of A1.3 Hazardous Waste and A1.4 Harmless Waste in 2019
2019年A1.3有害廢棄物及A1.4無害廢棄物的排放量及密度

| Waste Discharge 廢棄物排放 | Emissions (Tons) 排放量 (噸) | Intensity (tons/million tons production) 排放密度 (噸/萬噸產品) |
|--------------------------|-----------------------------|--|
| Harmless Waste 無害廢棄物 | 164,279.85 | 414.74 |
| Hazardous Waste 有害廢棄物 | 908.95 | 2.29 |

4) GREENHOUSE GAS EMISSION

Since 2018, XLX has responded proactively to the "Carbon Emission Permit Trading" arranged by the Ministry of Ecological Environment of the PRC, orderly collected data on the emission of greenhouse gases and finished greenhouse gases report. In December 2019, XLX actively cooperated with the third party to complete the audit of carbon emission data. XLX's carbon dioxide capture demonstration project is one of the first batches of provincial low carbon demonstration projects. In 2019, XLX continuously increased investment in science and technology, speeded up research and development of new products, built up electronic CO projects whose annual capacity was 56000 bottles and awarded the title of "advanced unit of energy conservation and emission reduction"

4) 溫室氣體排放

自2018年以來，本集團積極響應生態環境部「碳排放權交易工作」的安排，有序開展溫室氣體排放數據收集和溫室氣體排放報告工作，並在12月份積極配合第三方機構完成碳排放數據審核。心連心集團二氧化碳捕集示範工程作為第一批省級低碳示範工程項目，2019年不斷加大科技投入，加快新產品研發，建成年產能56000瓶電子級CO項目，並榮獲「節能減排先進單位」。

As the major emission entities, Henan XLX Fertilizer Co., Ltd. and Xinjiang XLX Energy Chemicals Co., Ltd. receive annual inspection on carbon emission from a third-party verification institution authorized by the government. Since the inspection time is later than the publishing time of the annual report, the data of greenhouse gases emission in 2019 cannot be disclosed in this Environmental, Social and Governance Report. To ensure the accuracy of data, XLX herein discloses the data of greenhouse gas emission in 2018 which was verified by the investigation agency; the data of greenhouse gas emission in 2019 shall be disclosed in the 2020 Environmental, Social and Governance Report after verification.

According to ISO 14064 Greenhouse Gas Verification Standard, GHG emission category I refers to the greenhouse gas discharged directly by the organizations that can control the emission sources, such as the gas from combusting fossil fuel. GHG emission category II refers to indirect sources of energy emissions, such as the greenhouse gas emissions due to the purchase of electricity. The accounting items in this report includes fossil fuel combustion, emissions from industrial processes, carbon dioxide (CO₂) recovery, net electricity purchases, and indirect emissions from heat. Through communication with relevant personnel of the enterprise and personnel of the verification institution, it is confirmed that the greenhouse gas discharged by XLX is carbon dioxide (CO₂).

河南心連心集團化肥有限公司和新疆心連心集團能源化工有限公司作為重點排放單位，每年接受政府授權的第三方核查機構的碳排放數據核查。由於核查時間晚於年報發布時間，因此無法在本ESG報告中披露2019年的溫室氣體排放信息。為了保證數據的準確性，心連心集團在本報告中披露經第三方核查的2018年碳排放數據，2019年的碳排放數據通過核查後將在2020年的ESG報告中披露。

根據ISO 14064溫室氣體核查標準，溫室氣體排放種類一指直接溫室氣體排放，針對直接來自於組織所擁有及控制的排放源，如化石燃料燃燒的排放；溫室氣體排放種類二指能源間接排放源，如購入電力而造成間接之溫室氣體排放。本報告核算的範圍包括：化石燃料燃燒、工業生產過程的排放、二氧化碳回收利用量、淨購入電力、熱力產生的間接排放。通過與企業相關人員和核查機構人員溝通，確認企業溫室氣體排放種類為二氧化碳。

A1.2 Emission and Intensity of Greenhouse Gases in 2019
2019年A1.2溫室氣體排放量及密度

| Emission of Greenhouse Gases 溫室氣體排放 | Emission (tCO ₂ e) 排放量 (tCO ₂ e) | Total Emission (tCO ₂ e) 排放總量 (tCO ₂ e) | Emission Intensity (tCO ₂ e/Tons product) 排放密度 (tCO ₂ e／噸產品) |
|--|---|--|---|
| | | | |
| Direct Emission (Aspect 1) 直接排放 (範疇一) | 6,670,180.48 | 7,759,489.42 | 1.31 |
| Indirect Emission (Aspect 2) 能源間接排放 (範疇二) | 1,089,308.94 | | |

A2 USE OF RESOURCES

XLX strives to make full recycled use of resources in all aspects, and maximize energy and water saving. In order to comply with the relevant energy laws and regulations including the Energy Conservation Law of the People's Republic of China and the Management Measures for Energy Saving at Key Energy Consumption Entities, to strengthen energy management and to improve energy efficiency, XLX has developed regulations and rules including the XLX Group Energy Saving Management Regulations and the Integrated Measures for the Management of Water Resources (for Trial Implementation). It aims to adopt measures that are technically feasible, economically reasonable and in line with the requirements of environmental protection measures, to reduce the loss and waste at various aspects including acquisition, storage, processing, conversion, and consumption of energy and to use water and energy more effectively and reasonably.

1) ENERGY CONSERVATION

XLX established the "leading group for energy conservation and emission reduction" headed by the general manager, which strictly implements the responsibility system for energy conservation goals, instills the enterprise's strategy into the behavior of all employees through the performance management system for energy conservation goals, and ensures the realization of enterprise strategy with performance management, and creating the channel between strategy and performance realization. XLX has established an energy management system in accordance with GB23331, which is inspected and approved by an external organization.

A2 資源使用

心連心集團力求在各個環節充分循環利用資源，最大限度地節能節水。為貫徹《中華人民共和國節約能源法》和《重點用能單位節能管理辦法》等相關能源法律法規，加強心連心集團用能管理，提高能源利用效率，心連心集團根據實際情況制定了《心連心集團公司節約能源管理規定》及《水資源一體化管理辦法（試行）》等制度辦法，要求採取技術上可行、經濟上合理且符合環境保護要求的措施，減少能源購入、儲存、加工轉化和消費等各個環節的損失和浪費，更加有效合理地利用水和能源。

1) 節約能源

心連心集團建立由總經理掛帥的「節能工作領導小組」，嚴格落實節能目標責任制，通過節能目標績效管理體系將企業的戰略轉變為全體員工的行為，用績效管理來保障企業戰略的實現，打通從戰略到績效實現的通道。心連心依據GB23331建立了能源管理體系，並通過外部監督審核與認證。



Certificate of Energy Management System
能源管理體系認證證書

In order to improve the standardization, systematization, formalization and institutionalization of energy management, with the help of the opportunity of the state to create “excellent energy management cases”, XLX continuously optimizes the operation mode of energy management through a series of measures under the requirements of ISO50001 such as the performance management of energy conservation and consumption reduction, the promotion and application of new technologies for energy conservation and consumption reduction, technological innovation, management innovation, QC tackling key problems, the construction of industrial parks for circular economy, and the promotion and training of energy conservation, and awarded the title of “CEM-10 Energy Management Leadership Award” and “2018-2019 national excellent energy management case” at the 2019 international clean energy ministers’ meeting, greatly improving the competitiveness and influence of energy management.

XLX each year allocates special energy-saving funds to conduct calculated energy-saving technological transformation projects, to accelerate the elimination of old techniques, technologies and equipment with high energy consumption, and to encourage introduction of advanced foreign energy-saving technologies, developing, promoting and adopting new energy-saving technologies, new process, new equipment, and new materials. In 2019, 18 major energy-saving technical renovation projects were implemented, including the transformation of the superconducting waste boiler, optimization of four water cooling of low-pressure unit, reconstruction of synthetic circulating water turbine, and capacity expansion of gasifier. These implementations will save energy of 13,000 tons of standard coal per year.

為進一步提升公司能源管理工作標準化、系統化、規範化和制度化，借助國家創建「優秀能源管理案例」之機，按照ISO50001要求，公司通過節能降耗目標績效管理，節能降耗新技術推廣應用，技術創新、管理創新、QC攻關實施，循環經濟產業園區建設和節能宣傳、培訓等措施，不斷優化能源管理運行模式，榮獲了2019年國際清潔能源部長會議「CEM-10能源管理領導獎」、「2018-2019年全國優秀能源管理案例」等榮譽稱號，大大提升了公司能源管理競爭力和影響力。

本公司每年安排節能專項投入資金，有計劃、分重點地組織實施節能技術改造項目，加快淘汰高耗能的落後工藝、技術和設備，並鼓勵引進國外先進節能技術，開發、推廣、應用節能新技術、新工藝、新設備、新材料，2019年實施超導廢鍋改造、低壓機四段水冷優化改造、合成循環水水輪機改造和氣化爐擴容改造等較大節能技改項目18項，年節能量達到1.3萬噸標煤。



2018-2019 National Excellent Energy Management Case
2018-2019年全國優秀能源管理案例



CEM Insight Award for Leadership in Energy Management
CEM-10能源管理領導獎

All units of XLX strictly follow the national and industry standards for energy consumption limits, and the efficiency of power consumption equipment is measured regularly to ensure economical and reasonable power consumption at all units.

心連心集團各單位均嚴格執行國家和行業的能耗限額標準，並定期對耗電設備進行效率測定，確保各單位經濟合理用電。

A2.1 Energy Consumption and Intensity in 2019
2019年A2.1 能源消耗量及密度

| Type of Energy 能源類別 | Energy Consumption 能源消耗量 | Total Consumption (MWh) 能耗總量 (MWh) | Consumption Intensity (MWh/Tons Product) 能耗密度 (MWh／噸產品) |
|------------------------|-----------------------------|--|--|
| Fuel 燃料煤 | 1,332,014.93 Tons 噸 | 36,350,768.37 | 9.18 |
| Raw coals 原料煤 | 3,226,578.02 Tons 噸 | | |
| Natural gas 天然氣 | 77,081.26 萬立方米 | | |
| Diesel Fuel 柴油 | 424.94 Tons 噸 | | |
| Gasoline 汽油 | 480.00 Tons 噸 | | |
| Electricity 電 | 400,704.73 GWh 萬度 | | |

In order to standardize the purchasing behavior and save resources, XLX formulated the "Instruction of Woven Bag Purchasing", and conducted comprehensive statistics and management on the use of packaging materials, to standardize the use of packaging materials and reduce the waste of packaging materials.

為了規範採購行為，節約資源，心連心集團制定《編織袋採購作業指導書》，並對包裝材料的使用進行全面的統計和管理，規範包裝材料的使用，減少包裝材料的浪費。

A2.5 Consumption of packaging materials in 2019
2019年A2.5 包裝材料的用量及單位產品佔量

| Type of packaging materials 包裝材料類別 | Consumption(Tons) 消耗量 (噸) | Unit product share (tons/tons of products) 單位產品佔量 (噸／萬噸產品) |
|---------------------------------------|------------------------------|--|
| Woven bag 編織袋 | 3,404.11 | 8.59 |

2) SAVING WATER RESOURCES

XLX strengthens its water-saving management and rational use of water resources, in order to build a green energy-saving enterprise. XLX has set up an integrated water resource management committee, who is responsible for setting annual water-saving targets, indicators and incentive measures, and also accountable for information collection, technical reserve, project implementation, optimization and transformation, personnel training, research activities, supervision and inspection relating to water-saving management.

XLX monitors the water resource management at all plants, and according to its overall requirements, converting water resource cost from "management expense" to "production cost" and allocating the cost of each water consumption unit in order to stimulate them to play a subjective role, strengthening their enthusiasm to save water and improve water quality management and primary water use efficiency. In order to improve the recycling rate of water resources, the water reuse and urea process condensate have been adopted by XLX. As new product line was built, product assortment was adjusted, products were diversified, and vehicle urea and other projects were successively put into service, the water consumption in 2019 increased by 2.67 million tons compared with 2018.

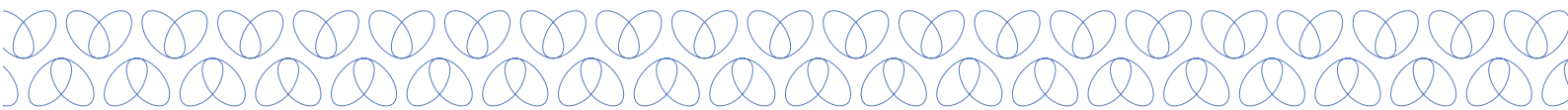
2) 節約水資源

心連心集團強化企業節水管理，合理利用水資源，創建綠色節約型企業，成立了水資源一體化管理委員會，負責制定心連心集團年度節水目標、指標及激勵措施和節水管理方面的信息收集、技術儲備、工程實施、優化改造、人員培養、攻關活動、監督檢查等工作。

心連心集團對各分廠的水資源管理情況進行監督管理，同時根據心連心集團的整體要求，適時將水資源費用由「管理費」向「生產成本」轉化，並分解至各個用水單位，以發揮各分廠主觀能動性，提高用水主體單位的節水積極性，達到提高水質管理水平和一次水利用率的目的。為了提高水資源的循環利用率，心連心集團採取了中水回用和尿素解析廢液處理回用技術等方法來提高用水效率。2019年隨著公司新建產品線、產品結構調整、產品多樣化以及車用尿素等項目陸續投運，水消耗量較2018年增加267萬噸。

A2.2 Consumption and Intensity of Water in 2019
2019年A2.2水的消耗量及密度

| Type of Water 水的類別 | Consumption of Water (Tons) 水消耗量(噸) | Intensity of Water Consumption (Tons/ Tons Product) 水耗強度(噸／噸產品) |
|-----------------------|--|---|
| Water 水 | 12,710,372.53 | 3.21 |



A3 ENVIRONMENT AND NATURAL RESOURCES

The major environmental and natural resources impact in XLX includes exhaust and wastewater discharge, water resources and energy consumption. Therefore, they pay much attention to the impacts of its operation on the environment and natural resources and design a targeted environmental management system and energy management system. Moreover, XLX has established relevant management rules including the Environmental Protection Management Regulations and the XLX Energy Saving Management Regulations to improve the management and reduce impacts on the environment and natural resources.

B SOCIAL

While striving to maximize profits, XLX also places a high value on human resources. As an enterprise with social responsibility, it also puts the “people-oriented” goal into practice, adheres to the principles of justice, fairness, equality, and has established a sound salary incentive system, welfare system, promotion system, and carried out a variety of staff activities.

B1 EMPLOYMENT

In accordance with laws and regulations including the Labor Law of the People's Republic of China and the Labor Contract Law of The People's Republic of China, the XLX Group Personnel and Labor Management Regulations has been developed to effectively ensure that employees enjoy their labor rights and perform their obligations under the law. XLX regards employees as its most valuable assets, implements a “people-oriented” principle in production and operation, staff training, labor security, compensation and benefits, and “five types of social insurance contributions and one housing fund contribution”, as well as, cares for the work, life, health, safety and career development of employees comprehensively and in multiple ways. It strives to build a harmonious and win-win labor relation to promote the common development of the firm and employees.

A3 環境及天然資源

心連心集團的主要環境及天然資源影響包括廢氣與廢水排放、水資源與能源資源消耗。心連心集團高度重視運營過程所造成的環境及天然資源影響，建立針對性的環境管理體系和能源管理體系，制定《環境保護管理規定》和《心連心集團公司節約能源管理規定》等相關管理規定來加強管理，減少環境及天然資源影響。

B 社會

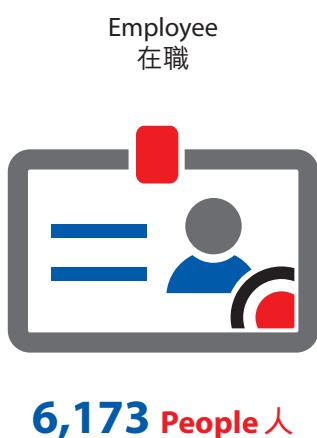
心連心集團在創造利潤的同時，也對人力資源高度重視。作為一個具有社會責任感的企業，心連心集團將「以人為本」的目標落到實處，堅持公正、公平、平等原則，建立了完善的薪酬激勵體系、福利制度、晉升制度，並開展了多樣化的員工活動。

B1 僱傭

心連心集團依據《中華人民共和國勞動法》和《中華人民共和國勞動合同法》等法律法規制定了《心連心集團公司人事、勞動管理規定》，以保障員工依法享有勞動權利和履行勞動義務。心連心集團視員工為公司最重要的財富，在生產經營、員工培訓、用工保障、薪酬福利、「五險一金」繳納等方面切實推行「以人為本」方針，全方位、多角度地關心員工的工作生活、健康安全與職業發展，努力構建和諧、雙贏的勞動關係，以促進公司與員工的共同發展。

1) PERSONNEL RECRUITMENT

XLX implements unified personnel planning and recruitment. It recruits talent through multiple methods including online recruitment, campus recruitment, special recruitment, and large job fairs, conducting comprehensive evaluation and selection of external candidates based on job requirements and standards.



1) 人員招聘

心連心集團實施統一的人員規劃及招聘選拔，通過網絡招聘、校園招聘、專場招聘、大型招聘會等多種方式選拔人才，並參照崗位任職要求和工作標準，公正、公平、平等地對外部應聘人員進行綜合能力評價篩選和錄用。

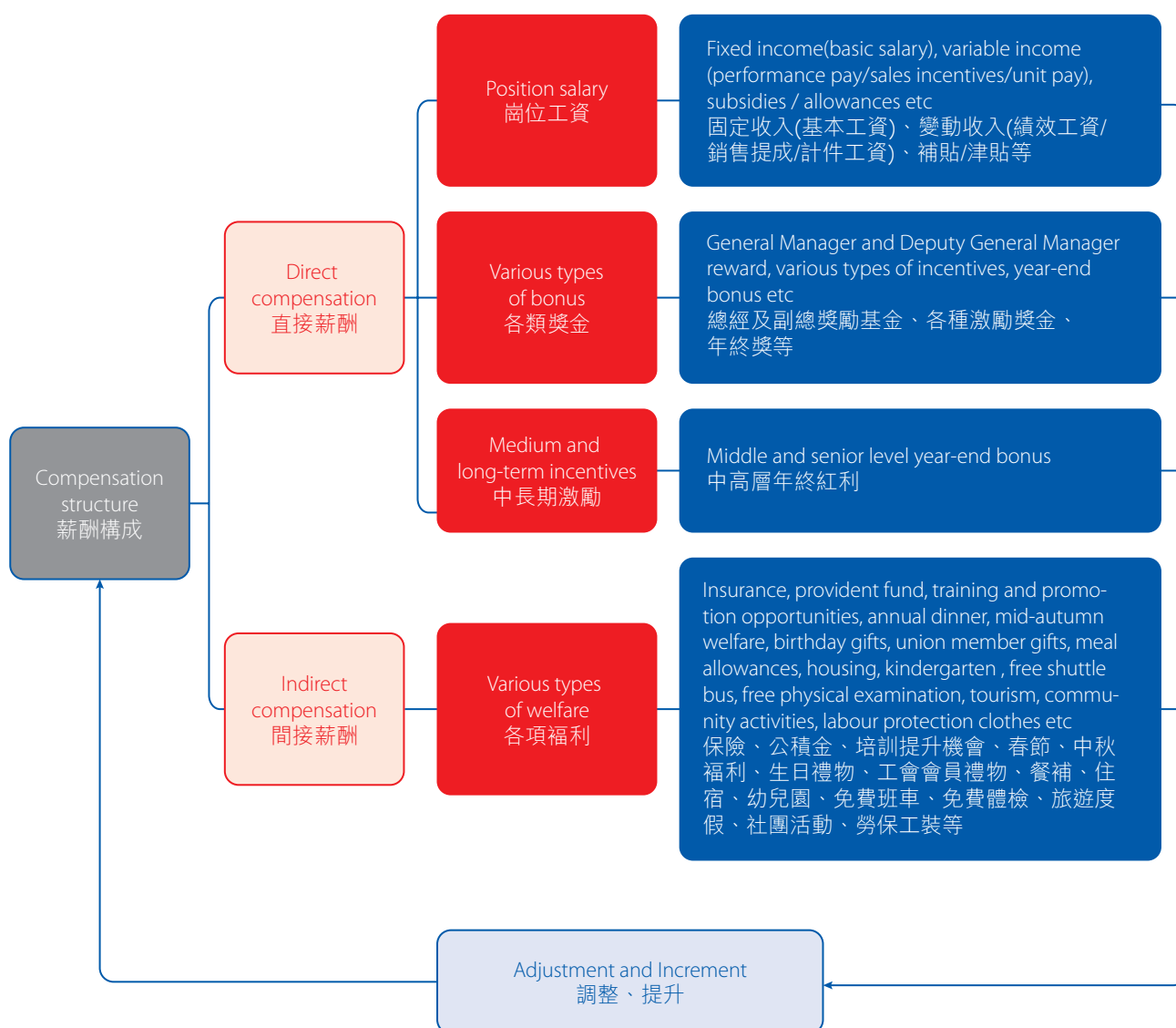
2) COMPENSATION AND WELFARE

XLX has set up a fair and equitable, multi-level, multi-type compensation incentive system, subject to annual adjustments, for the betterment of XLX and its employees as a whole.

2) 薪酬福利

心連心集團建立了公平公正、多層次、多類別的薪酬激勵體系，並且每年適時調整，促進了企業與員工共同進步。

公司薪酬福利體系 Compensation and Welfare System



In 2019, the “2019 Annual Salary Adjustment Plan of XLX Group” was adopted at the HR committee, the proportion of individual/unit payment was adjusted from 8% to 10%, and the subsidy for visiting relatives in other places was expanded, and thereby strengthened the incentive of compensation, realized the growth of employees and enterprises together, and continuously improved employee satisfaction.

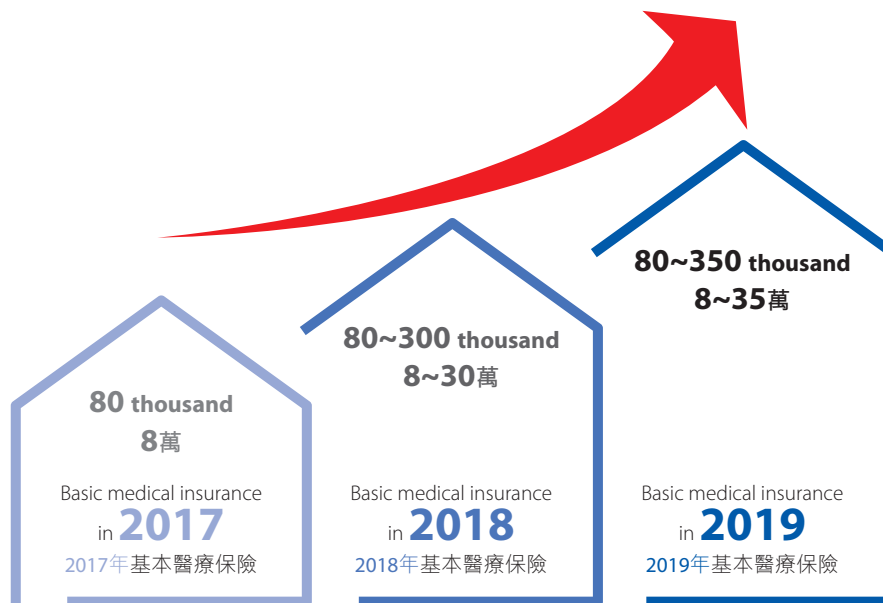
3) WELFARE

XLX provides endowment insurance, unemployment insurance, medical insurance, industrial injury insurance and maternity insurance contributions to employees on time. Moreover, gifts and shopping cards on holidays including the Spring Festival and the Mid-Autumn Festival are provided as festival welfare, and meal subsidies and accommodation are issued as daily welfare. In addition, XLX cooperates with large hospitals to offer regular free physical examinations to employees. In 2019, they continued to increase large amount of medical insurance benefits, and the maximum payment limit (hospitalization reimbursement limit) of basic medical insurance above RMB 80,000 increased from RMB 300,000 in 2018 to 350,000, which increases the reimbursement amount for serious diseases and improves care for employees.

2019年，人力資源委員會通過了《心連心集團公司2019年年度薪酬調整方案》，個人／單位繳費比例從8%調整為10%，擴大異地探親補貼，加強薪酬激勵性，實現員工與企業共成長，持續提升員工滿意度。

3) 福利方面

心連心集團按時為員工繳納養老保險、失業保險、醫療保險、工傷保險和生育保險；在春節、中秋等節日會發放禮品、購物卡等；定期與大型醫院合作，為員工提供免費體檢服務；發放餐補；提供住房。2019年公司繼續增加大額醫療保險福利，在基本醫療保險最高支付限額8萬元以上最高支付限額（住院報銷上限）由2018年的30萬增加到35萬，提高了大病報銷額度，提升了公司對員工的關愛度。



4) INCENTIVE MECHANISM

In order to promote and encourage innovations, XLX has established a diversified incentive mechanism, focusing on “low cost and differentiation”, setting up an instant incentive system with “monthly salary incentives + major business systems”, and set up a number of awards and titles such as management innovation award, technical innovation award, QC achievement award and so on. In 2019, XLX further optimized the target incentive system and performance strategic management system, improved the innovation management mechanism, and promoted the continuous standardization of the incentive mechanism from the aspects of formulating the annual large target incentive method, formulating the individual incentive method for key events and modifying and improving the performance management method.

5) PROMOTION AND DEVELOPMENT

The position system in XLX has established standard requirements for the name and rank of positions and their promotion paths, and also composed a series of assessment schemes, for example, the Measures for Selecting and Appointing Cadres at the Grassroots level. In order to further broaden the talent development platform, standardize the work of employee career development, preliminarily define the general standards of job qualifications at all levels, so that employees engaged in different jobs have equal career paths and opportunities, XLX started to implement the job qualification system and standard training, the preparation of job qualification standards, the construction of evaluation system and the implementation of Certification Evaluation from the end of 2018 List measures. In 2019, XLX completed the preparation of qualification standards for 25 positions in the first phase of safety and procurement.

6) CARE FOR EMPLOYEES' LIFE

- On the afternoon of 4 December 2019, the 6th “I love my family and I am grateful to have you” collective birthday was held in XLX. The employees and their parents, who received gifts from XLX, were invited to participate in this activity.
- On 26 August 2019, the 15th staff and workers’ sports meeting with the theme of “forge a new journey and create new brilliance” was held, in which there were more than 2089 people participated.

4) 激勵機制

為提倡和鼓勵創新，心連心集團建立了多元化的激勵機制，圍繞「低成本、差異化」，設置「月度薪酬激勵+各主要業務系統」的即時激勵體系，並設立了管理創新獎、技術創新獎、QC成果獎等諸多獎項，2019年心連心集團進一步優化目標激勵體系和績效戰略管理系統，完善創新管理機制，從制定年度大目標激勵辦法、關鍵事件制定單獨激勵辦法以及修改完善績效管理辦法等方面，促進激勵機制不斷規範。

5) 晉升與發展

心連心集團的職位體系對職級名稱和序列對應作了規範，並建立了《中基層幹部選拔任用辦法》等一系列考核評定辦法。為進一步拓寬人才發展平臺，規範員工職業發展工作，初步明確各職級任職資格通用標準，使從事不同的工作的員工均有平等的職業生涯路徑和機會，心連心集團從2018年底開始實施任職資格體系及標準培訓、任職資格標準編制、構建評價體系並實施認證評估等一系列舉措。2019年完成首期安全和採購職種共25個崗位任職資格標準編制。

6) 關愛員工生活

- 2019年12月4日下午，心連心集團公司第六屆「我愛我家·感恩有你」集體生日，活動邀請了生日的員工及父母共同參加，並為員工父母送上禮物。
- 2019年8月26日，心連心以「砥礪新征程 再創心輝煌」為主題，舉辦了第十五屆職工運動會，共計2,089餘人參加。



The 6th "I love my family and I am grateful to have you" collective birthday
第六届「我爱我家·感恩有你」集體生日活動



The 15th staff sports meeting
第十五屆職工運動會



Occupational Health and Safety
Management Systems Certificate
職業健康安全管理體系認證證書

- On 18, 20 and 24 September 2019, 545 retired staff representatives in total were organized to return to the company to celebrate the 50th anniversary of XLX's factory, with nearly 600 people participating.

- 2019年9月18、20、24日共組織三批合計545名退休職工代表重返公司參加心連心集團五十年廠慶活動，近600人參加。

B2 HEALTH AND SAFETY

To protect and improve the working environment, and safeguard the safety and occupational health of employees, XLX has been in strict compliance with laws and regulations including the Labor Law of the People's Republic of China, the Safe Production Law of the People's Republic of China, the Law of the People's Republic of China on Prevention and Control of Occupational Diseases, as well as its internal rules including the Occupational Health and Safety Management Procedures, and the Emergency Plan Management Rules. It has effectively implemented the OHSAS18001 occupational health and safety management system and continues to improve the working environment and working conditions for employees in multiple areas. At present, XLX has already obtained the Certificate of Occupation Health & Safety Management System.

With the expansion, XLX protects the production safety by continuous safety supervision and daily inspections, to eliminate potential accidents. Pay attention to the publicity and training of safety culture, issued the Safety Culture System Perfect Plan, the General Safety Requirement, to strengthen the safety awareness of employees. Organize the emergency rehearsal to improve the ability to deal with emergency safety accidents.

B2 健康與安全

為保護和改善工作環境、維護員工安全和職業健康，心連心集團嚴格落實《中華人民共和國勞動法》、《中華人民共和國安全生產法》、《中華人民共和國職業病防治法》等法律法規和內部《職業健康安全管理程序》、《公司應急預案管理規定》等規範性文件，並有效運行OHSAS18001職業健康安全管理體系，從各個方面不斷改善員工工作環境和勞動條件。目前，心連心集團已經獲得「職業健康安全管理體系認證證書」。

隨著公司規模的擴大，心連心集團通過持續的安全督查和日常檢查來保障公司的安全生產，排除事故隱患；重視安全文化教育，發布《安全文化體系完善方案》、《安全準則》等制度以及組織學習了大型事故警示教育，強化員工的安全意識；組織應急演練，不斷提升處理應急安全事故能力。

- In 2019, XLX carried out a coordinated emergency rehearsal in Xinxiang and Xinjiang factories, which took a total of 30 minutes, involving 233 participants, 161 evacuees, 11 observers and 8 evaluators.
- In 2019, in order to strengthen the safety awareness of construction personnel, XLX established VR virtual safety experience hall and various construction models.
- In June 2019, XLX launched the 16th safety month signing activity. During this period, XLX centered on the theme “enhancing safety practice skills, promoting safety and self-management”, and carried out 9 safety activities, such as “remote collaborative comprehensive emergency drill”, “equipment safety skills competition”, “safety knowledge contest”, “contractor safety evaluation”, “staff Tik Tok video rating” and so on, which helped employees to improve emergency response-ability and safety execution ability.
- 2019年，心連心公司開展了新鄉新疆兩地協同應急演練，演練總用時30分鐘，參演人數233人，疏散人員161人，觀摩人員11人，評價人員8人。
- 2019年，心連心集團為了加強施工人員安全意識，建立了VR虛擬安全體驗館和各類建築施工模型。
- 2019年6月，心連心集團開展第16屆安全月簽字活動。在此期間，心連心集團圍繞主題「提升安全實踐技能，推進安全自主管理」，開展「異地協同綜合應急演練」、「設備安全技能大賽」、「安全知識競賽」、「承包商安全評比」以及「員工抖音視頻評比」等9項安全活動，幫助員工提升應急能力、安全執行力等。



Emergency rehearsal
應急演練



VR virtual safety experience hall
VR虛擬安全體驗館



The 16th safety month signing activity
第16屆安全月簽字活動

B3 DEVELOPMENT AND TRAINING

XLX attaches great importance to talent training and has established an education mode with XLX characteristics. In 2019, XLX provided differentiated job skill training and general quality training for employees at different positions and levels, as well as, held academic classes together with colleges and universities and implemented a mentorship system, etc., increasing the knowledge and skills of existing employees to ensure their abilities to meet the development needs of XLX.

- On 9 August 2019, XLX conducted the training of interviewers' qualification certification for employees, taking the concept of "accurate talent selection, win in the future".

B3 發展及培訓

心連心集團重視人才培訓，並探索出了具有心連心集團特色的培訓模式，2019年對員工開展實施了差異化的崗位技能培訓、通用素質培訓與高校聯辦學歷班以及師帶徒等模式，提升員工的知識技能，確保能更好地適應心連心集團的快速發展。

- 2019年8月9日，心連心集團秉承著「精準選才，贏在未來」的理念，對員工進行了面試官資質認證培訓。



Training of interviewers' qualification certification for employees
面試官資質認證培訓



B4 LABOUR STANDARDS

XLX strictly complies with the Labor Law of the People's Republic of China and the Labor Contract Law of the People's Republic of China, and formulated the XLX Group Personnel and Labor Management Regulations to specify that the employees must be aged 18 or above, and there is no child labor or forced labor. It safeguards the legitimate rights and interests of employees, and strives to create a fair, democratic, competitive and merit-based employment mechanism.

B5 SUPPLY CHAIN MANAGEMENT

According to Procurement Management Procedures, Bidding Management Procedures, and Supplier Management Procedures, XLX selects suppliers who can meet its technical needs and product competition needs, to build a stable, honest and efficient supplier team. While learning from advanced upstream and downstream partners of supply chain, XLX also promotes its concept of safety and corporate social responsibility, and leads enterprises in the supply chain for continuous improvement to fulfill its social responsibilities in environmental protection, safety and health areas.

B6 PRODUCT RESPONSIBILITY

XLX has been in strict compliance with laws and regulations including the Law of the People's Republic of China on Product Quality, the Law of the People's Republic of China on the Protection of Consumer Rights and Interests, the Trademark Law of the People's Republic of China and the Patent Law of the People's Republic of China. By adhering to the corporate vision of "becoming the most respected enterprise in the chemical fertilizer industry" and its quality principle of "strict process control, analysis and comparison for improvement, leading technical innovations, and customer satisfaction first", XLX requires high product quality at all areas from product development to product delivery, and continues to seek innovations and breakthroughs in product enhancement and renovation, in the hope of providing more efficient, safer and more environmentally-friendly products.

B4 勞工準則

心連心集團嚴格遵守《中華人民共和國勞動法》和《中華人民共和國勞動合同法》等國家法律法規要求，制定了《心連心集團公司人事、勞動管理規定》，明確規定所僱傭人員年齡為18周歲及以上，不存在僱傭童工、強制勞動等情況，保障了員工的合法權益，努力打造一個公平、民主、競爭、擇優的選人用人機制。

B5 供應鏈管理

心連心集團依據《採購管理程序》、《招投標管理程序》、《供應商管理程序》，篩選出技術需要和滿足產品競爭需要的供應商，打造穩定、誠信、高效的供應商隊伍，在向先進的上下游供應鏈合作夥伴學習的同時，傳遞心連心集團的安全、企業社會責任理念，帶領供應鏈的企業持續改善，共同實現在環保、安全與健康領域的社會責任承諾。

B6 產品責任

心連心集團公司嚴格遵守《中華人民共和國產品質量法》、《中華人民共和國消費者權益保護法》、《中華人民共和國商標法》和《中華人民共和國專利法》等法律法規，秉承「成為最受尊重的化肥企業集團」的企業願景，以「嚴格過程控制，分析對比提高，科技創新領先，顧客滿意為準」質量方針，從產品開發到產品出廠的每個環節以高品質為要求以保障產品質量，在產品增效和改良的環節不斷創新突破，以期提供更高效、安全、環保的產品。

1) ENSURING PRODUCT QUALITY

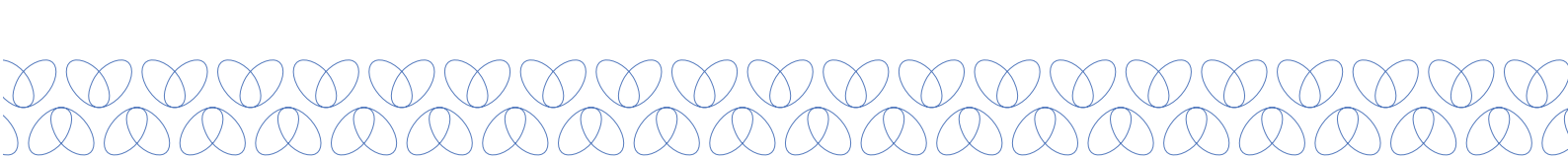
In addition, XLX has established a quality control system ISO9001, which was approved by a third party, formulated and strictly implemented internal systems including the Control Program of Product Realization, the Management Program of New Products, Maintenance Management Program for Public Relations, the Management Measures for Customer Satisfaction Survey, the Regulations on the Management of Product Formula and the Intellectual Property Management Procedures. It strives to improve customer satisfaction, continue to provide consumers with high-quality services and accurate product information, maintaining fair competition in the market, so as to fulfill the XLX's responsibility for consumers and the community.

1) 保障產品質量

為提升產品質量，心連心集團建立了ISO9001質量管理體系，並通過第三方的體系認證，制定並嚴格執行《產品實現控制程序》、《新產品開發管理程序》、《公共關係維護管理程序》、《顧客滿意度調查管理辦法》、《產品配方保密管理規定》、《知識產權管理程序》、《心連心集團公司化肥類產品質量事件處置程序（試行）》等內部制度程序，努力提升客戶滿意度，持續為消費者提供優質的服務和真實的產品信息，維護市場公平競爭，從而盡到公司對消費者和社會的責任。



ISO9001 Certificate of Quality Management System
ISO9001 質量管理體系認證證書



XLX holds quality analysis meetings regularly to improve quality awareness. At the same time, in line with the principle of “high efficiency, environmental protection and safety”, XLX has formulated the “New Product Introduction Acceptance Procedure” to strengthen the process inspection. XLX has a rigorous product evaluation system. Before the products leave the factory, they have to go through extensive experiments, such as indoor experiments, small area experiments, field demonstration experiments and so on, and carry out toxicology tests, soil evaluation tests and other projects, to ensure that every product is green, environmentally friendly and synergistic.

2) PROVIDING HIGH-QUALITY SERVICES

XLX always attaches great importance to service quality. Through years of accumulated experience, XLX constantly improves service quality, actively explores more diversified and efficient service modes, innovative products, product knowledge popularization and enhances customer satisfaction.

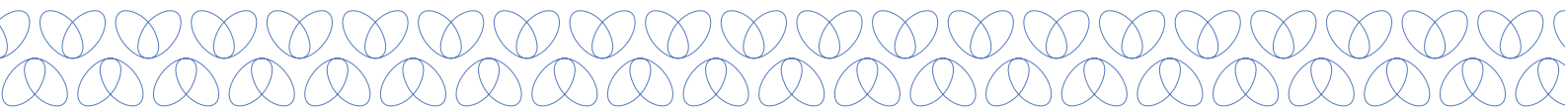
Innovative products and service to improve product quality. Since 2018, XLX has based on the basic principle of “low cost and differentiation”, developing product research and development around the market. And in 2019, there are 30 studies conducted for XLX, three of which have been promoted and listed. XLX has also established a first-class agricultural team to provide online agricultural guidance, build Shuangxin Fertilizer demonstration fields, provide services including scientific cultivation, soil fertilization, field management and agricultural technology guidance. In 2019, 3,000 demonstration fields were built, 2,000 observation meetings were held, and 800 samples were putted into practice.

心連心集團會定期召開質量分析會，提高質量意識，同時本著「高效、環保、安全」的原則，制定了《新產品引進驗收程序》，強化過程檢驗。心連心集團有一套嚴謹的產品評價體系。產品出廠前，要經過大量的試驗、從初開始的室內試驗、小區試驗、大田示範等肥效試驗，到開展毒理試驗、土壤評價試驗等項目，確保推出的每一個產品都是綠色、環保和增效的。

2) 提供優質服務

心連心集團始終高度重視服務質量，通過多年的積累的經驗不斷完善服務質量、積極探索更加多元高效的服務模式、創新產品、產品知識普及以及增強客戶滿意度。

創新產品和服務，提升產品品質：自2018年以來，心連心集團就以「低成本+差異化」為基本原則，圍繞市場開展產品研發，2019年心連心集團共開展研究30個產品，其中3個已經推廣上市。心連心集團打造一流的農業服務團隊，提供在線農化指導，建立雙心化肥示範田，提供科學種植，測土施肥，田間管理，農技指導等服務，2019年建設示範田3,000塊，召開觀摩會2,000場，落地肥效施展標本800個。



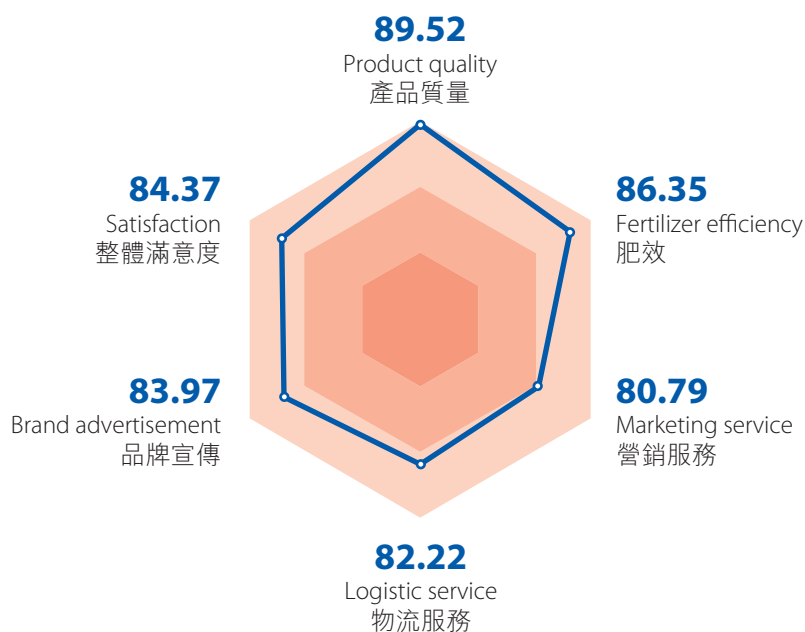
Popularization of product knowledge to build production technology experience exchange platform. XLX actively explores a more diversified and efficient service modes. It cooperates with Rural Taobao of Alibaba, China's largest e-commerce company, to develop Shuangxin Fertilizer to become the No. 1 fertilizer brand in the e-commerce business channel. In addition, XLX has developed customized soil testing and fertilizer allocating project with the assistance of "Internet+" by building XLX intelligent fertilizer allocating stations, making scientific analysis for the nutrient in the soil sample, customizing fertilizer formulation, unifying the purchasing and distribution of raw materials, to provide formula product for soil testing and comprehensive agriculture services for farmer including testing, allocating , producing, supplying and distributing.

Rapidly respond to quality issues, enhance customer satisfaction. Combined with big data, XLX established expert questions and answers session on its official WeChat account and gave classified answers to online and telephone queries on product quality. In 2019, XLX continued to carry out market demand survey and customer satisfaction evaluation in Southern Hebei, Shanxi, Shaanxi and Eastern Shandong on a regular basis. By optimizing the survey method, it enhanced the data analysis ability, and improved the scientificity and accuracy of customer satisfaction survey. The overall satisfaction score was 84.37 points, and the customer satisfaction was higher than 80 points, achieving basic customer satisfaction standard. At the same time of strengthening customer relationship management, we should start from the source, understand customer feedback from multiple perspectives, and take customer feedback as the work direction to improve customer satisfaction, forming a closed-loop management of customer relationship maintenance.

產品知識普及，搭建生產技術經驗交流平臺：與中國最大的電商公司阿裏巴巴農村淘寶合作後，全力打造村淘電商渠道化肥第一品牌雙心化肥。此外，心連心集團還借助「互聯網+」開展定制化的測土配肥項目，通過建立心連心集團測土配肥項目智能終端配肥站，對土壤樣本中的養分進行科學分析，定制肥料配方，實施原料統一採購和配送，為農戶提供測、配、產、供、銷一站式的測土配方產品和全方案農技服務。

快速響應質量問題，增強客戶滿意度：結合大數據，在心連心的微信公眾號建立專家問答，針對在線以及電話諮詢的產品質量問題進行分類解答，2019年，心連心集團持續定期開展對冀南、晉陝、魯東地區進行市場需求調研及顧客滿意度評價，通過優化調查方式，增強數據分析能力，提升客戶滿意度調查的科學性和準確性，整體滿意度評分為84.37分，顧客滿意度高於80分，達到客戶基本滿意度。在加強客戶關係管理的同時，從源頭出發，多角度瞭解客戶反饋，並將客戶反饋作為提升客戶滿意度的工作方向，形成客戶關係維護的閉環管理。

Evaluation of overall customer satisfaction in 2019
2019年整體顧客滿意度評測



B7 ANTI-CORRUPTION

XLX has always taken commercial corruption and misconduct as the focus of internal risk management and control, strengthened the correct business ethics guidance, insisted on improving the contract review, procurement and sales system process system, and made every effort to promote XLX's clean development

B7 反貪污

心連心集團始終將商業腐敗和不端行為作為內部風險管控的重點，強化正確的商業道德導向，堅持完善合同評審、採購和銷售制度流程體系，全力推動公司廉潔發展。



Member of China Enterprise Anti-fraud
 Alliance Association
 中國企業反舞弊聯盟成員單位



Advanced collective of enterprise anti-fraud from
 2015 to 2018
 2015—2018年度企業反舞弊工作先進集體

XLX leadership places great emphasis on corporate anti-fraud practice and has joined the China Enterprise Anti-fraud Alliance Association. For the middle-level and above managerial staff and cashier, procurement, sales, warehouse and other important positions involved in the management of money and goods, XLX carries out annual irregular professional ethics warning education for them, and establishes a good complaint reporting channel. In 2019, XLX was awarded the title of "advanced collective of enterprise anti-fraud from 2015 to 2018".

In order to further perfect the complaint reporting procedures and approaches, heighten sense of integrity of management and core post personnel, at the same time enhance the anti-fraud ability of internal audit staff and prevent the risk or loss which comes from position crime by warning education and training of professional morality. In 2019, XLX organized some activities, such as the legal education activity for party members, integrity and working agreement signing ceremony and other activities.

心連心集團領導層重視公司反舞弊建設，自2018年加入《中國企業反舞弊聯盟》協會以來。對中層以上管理人員及出納、採購、銷售、倉庫等涉及管錢管物重要崗位，每年不定期進行職業道德警示教育，並建立良好的投訴舉報通道。2019年，心連心集團被評為「2015-2018年度企業反舞弊工作先進集體」。

心連心集團為了進一步完善、宣貫投訴舉報程序及途徑，通過職業道德警示教育等培訓，提升公司管理層及管錢管物核心崗位人員廉潔意識，同時提高內審人員反舞弊審核能力，預防職務犯罪給公司帶來風險或損失，2019年組織了黨員幹部廉潔自律法制教育、廉潔從業協議簽訂儀式等活動。



Ceremony of signing incorruptible employment agreement
廉潔從業協議簽訂儀式



The legal education activity for party members
黨員幹部廉潔自律法制教育

B8 COMMUNITY INVESTMENT

XLX actively participates in environmental protection, education, culture, sports, science, health, community building, poverty alleviation, and other social welfare activities to devote love and create returns for the society.

1) SUPPORTING LOCAL AGRICULTURE

- On 25 May 2019, XLX participated in the activity called "Publicity week for reassuring rural investment of Henan Province in 2019" to answer the questions on agricultural investment for local farmers, and donated 2 tons of fertilizer to poor households in Xiaowangzhuang village, Dongtun Town, Yanjin County during the activity.

B8 社區投資

心連心集團積極參加環境保護、教育、文化、體育、科學、衛生、小區建設、扶貧濟困等社會公益活動，奉獻愛心，回饋社會。

1) 扶持產業

- 2019年5月25日，心連心集團參加「河南省2019年放心農資下鄉進村宣傳周」活動，為當地農民集中解答農資方面的諮詢，並在活動期間為延津縣東屯鎮小王莊村的貧困戶們捐贈了2噸化肥。



Publicity week for reassuring rural investment of Henan Province in 2019
參與「河南省2019年放心農資下鄉進村宣傳周」活動

2) SERVING THE COMMUNITY

- On 31 October 2019, XLX community carried out free clinic.
- On 8 January 2020, XLX's employees actively participated in the activity "Non-remunerated blood donation and love" in Xinxiang City, with 138 people donating 55,200cc of blood.



Free clinic
免費義診

2) 推動公共事業

- 2019年10月31日，心連心集團社區開展免費義診。
- 2020年1月8日，心連心集團員工積極參與新鄉市開展的「無償獻血 奉獻愛心」活動，共有138人獻血55,200cc。



Non-remunerated blood donation
無償獻血

3) CHARITY AND DONATIONS

- On 16 January 2020, XLX paid a visit to the aged people's home of Qi Li Ying and the long care apartment of Gang Tou Yi Nian Yuan in Xinxiang and donated 4 tons rice for them.

3) 愛心慈善

- 2020年1月16日，心連心集團去到新鄉縣七裏營敬老院、新鄉崗頭頤年園老年公寓，慰問老人，並捐助大米4噸。



Taking care of the elderly and donating rice
關愛老人，捐贈大米



China XLX Fertiliser Ltd.
中國心連心化肥有限公司*

(Incorporated in Singapore with limited liability)
(於新加坡註冊成立之有限公司)

Stock Code 股份代號：1866

* For identification purpose only 僅供識別

