

SHINSUN 祥生

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

(于开曼群岛注册成立的有限公司)
(incorporated in the Cayman Islands with limited liability)

股份代号 Stock Code : 02599

幸福生活运营商

2020

环境、社会及管治报告
Environmental, Social and
Governance Report



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PUBLISHED BY HKEX





关于本报告

ABOUT THIS REPORT

概览

本报告是祥生控股集团有限公司发布的首份《环境、社会及管治报告》(以下简称「ESG」报告), 面向公司各利益相关方, 重点披露本公司在经济、环境、社会及管治方面的管理、实践与绩效。

报告时间范围

本报告覆盖的周期为2020年1月1日至2020年12月31日(简称「报告期」、「本年度」、「2020年」), 为增强报告完整性, 部分内容适当向前追溯或向后延伸。

报告范围及边界

本报告覆盖祥生控股集团有限公司及其子公司(以下简称「本集团」、「祥生控股」或「我们」)。

编制依据

本报告编制参考香港联合交易所有限公司(以下简称「联交所」)上市规则附录二十七《环境、社会及管治报告指引》(「《ESG报告指引》」)进行编制。本报告披露内容符合《ESG报告指引》所载「不遵守就解释」的披露规定。

本报告按照识别和排列重要的利益相关方, 以及ESG相关重要议题、决定ESG报告的界限、收集相关材料和数据、根据资料编制报告和对报告中的资料进行检视等步骤进行厘定, 以确保报告内容的完整性、实质性、真实性和平衡性。

资料来源及可靠性保证

本报告披露的信息和数据来源于本集团统计报告和正式文件, 并通过相关部门审核。本集团承诺本报告不存在任何虚假记载或误导性陈述, 并对内容真实性、准确性和完整性负责。

OVERVIEW

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

PERIOD COVERED BY THE REPORT

The Report covers the period from 1 January 2020 to 31 December 2020 (hereinafter referred to as the “Reporting Period”, the “Year” or “2020”). To enhance the integrity of the Report, some of its contents cover period before or after the Reporting Period.

SCOPE AND COVERAGE OF THE REPORT

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

BASIS OF PREPARATION

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

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

SOURCES AND WARRANTY OF RELIABILITY

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



报告语言及形式

本报告以中英文编制。本报告以电子版形式供参阅并可在本公司官网及联交所网站(www.hkexnews.hk)下载。如想了解更多关于祥生控股的背景、业务发展和可持续发展理念，欢迎浏览祥生控股官方网站(<http://www.shinsunholdings.com>)。

确认及批准

董事会（「董事会」）已审阅及通过本报告，确认报告内容准确、完整。

LANGUAGES AND FORMATS

The Report is prepared in both Chinese and English. The Report is available in electronic version and can be downloaded from the Company's official website and the Stock Exchange website (www.hkexnews.hk). For more information regarding Shinsun Holdings' background, business development and philosophy of its sustainable development, please refer to the official website of Shinsun Holdings (<http://www.shinsunholdings.com>).

CONFIRMATION AND APPROVAL

The board of directors (the "Board") has reviewed and approved this Report and confirms that the information contained in the Report is accurate and complete.



主席致辞

CHAIRMAN'S STATEMENT

2020，风雨兼程。

这一年，新冠疫情肆虐，祥生控股化困境为动力，以坚定的决心与毅力，对内严格防控机制，加强信息报告管理，强化员工的防疫体系，全体一心，达成员工「零感染」的抗疫成果。对外，我们心系战「疫」一线，为各区域的医院、医护人员持续输送爱心捐款和抗疫物资，积极履行社会责任，与社会各界共克时艰。

2020，励精图治。

这一年，我们坚持质量为本，将创新精神注入品牌血液，在客户服务上精益求精。我们致力于多样性、标准化的产品开发路径，形成了覆盖全类型客户的产品体系及配套服务系统；我们不断完善知识产权体系，珍惜每一份创新成果；我们从客户利益出发，保障质量，优化沟通，提升营销水平与素养，为客户提供专业、高效的服务。

这一年，我们以绿色为优，在管理、设计、施工、营运过程中推动可持续发展。我们以环保法规为红线，深植绿色建筑设计理念，积极应对气候变化风险，将建筑安全性保障与节能环保融合；在施工、营运过程中，我们严格把控能源消耗，持续强化污染物管控，以环境友好型工程、绿色办公环境为目标，与集团上下共同打造节能低碳的「绿色祥生」。

这一年，我们以人为本，以幸福为任，打造温暖和谐的祥生大家庭。我们以校园招聘计划及超级伯乐计划等为载体，持续优化员工管理制度，致力于员工招聘及录用多元化；我们心系员工安全，全方位提供职业健康与安全保障；我们打通上下沟通渠道，丰富员工工业余生活，不断增强祥生人的幸福感与归属感。

DIFFICULTIES WE OVERCAME IN 2020.

This year has witnessed the outbreak of COVID-19. With firm determination and perseverance, Shinsun Holdings has turned difficulties into motivation to implement strict internal prevention and control mechanisms, reinforce information reporting management, and strengthen the pandemic prevention system for employees. "Zero infection" among employees was achieved with our united efforts. Externally, we have concerned with the frontline medical workers to fight against the "pandemic" through continuous donations and anti-pandemic supplies to hospitals and medical workers in various regions, actively fulfilled our social responsibilities, and overcame difficulties with the community.

VIGOROUS EFFORTS WE MADE IN 2020.

This year, we adhered to quality priority through injecting the spirit of innovation into the fabric of the brand, and continued to improve customer service. We have been committed to diversified and standardized product development paths, and have formed a product system and supporting service system covering all types of customers. We continued to improve the intellectual property system and valued every innovation achievement. We also guaranteed quality, optimized communication, improved marketing standards and quality from the perspective of customer benefits, so as to provide customers with professional and efficient services.

This year, we attached great importance to green operation through promoting sustainable development in the course of management, design, construction and operation. By sticking to the red line of environmental protection laws and regulations, we integrated the concept of green building design, actively responded to climate change risks, and integrated building safety guarantees with energy conservation and environmental protection. In the course of construction and operation, we strictly controlled energy consumption and continued to strengthen pollutant control. Aiming at environmentally-friendly projects and a green office environment, we have developed an energy-saving and low-carbon "Green Shinsun" through uniting all efforts of the Group.

This year, we adhered to people-oriented principle and took happiness as our responsibility to create a warm and harmonious Shinsun family. With campus recruitment plan and super talent scout plan (超级伯乐计划) as carriers, we continued to optimize the employee management system, and committed to the diversity of employee recruitment and employment. We cared about employees' safety and provided all-round occupational health and safety protection. We also opened up the communication channels, and enriched the spare time life of employees, so as to continuously enhance the sense of happiness and belonging of Shinsun staff.



这一年，我们以合作为重，与相关方共同打造和谐高效的产业链条。我们通过完善的供应商管理体系、严格的准入标准和考评制度，保障质量，保证廉洁；我们建立多条供应商沟通渠道，积极寻求战略合作，持续投身行业协作，推动房地产行业共同发展进步。

这一年，我们以温暖为心，深度践行「落其实者思其树，饮其流者怀其源」的信念，于慈善公益的道路上不懈前行。我们开展「四叶草计划」，统筹集团内外部优势资源，持续关注社会需要关爱与帮助的群体，践行企业公民责任。

未来，祥生控股也将继续贯彻「为幸福而生」的企业理念，以开放、创新的姿态践行集团可持续发展战略，为客户、员工、供应商等相关方创造更大的价值，在房地产行业的道路上走得更高、更远。

陈国祥
2021年6月30日

This year, we focused on cooperation and worked with related parties to develop a harmonious and efficient industrial chain. We guaranteed quality and ensured integrity through a comprehensive supplier management system, strict access standards and evaluation systems. We have established a number of supplier communication channels, actively sought strategic cooperation, and continued to engage in industry collaboration, with a view to promote the common development and progress of the real estate industry.

This year, we made our contribution for the community through deep practice of the belief that "The one who eats a fruit thinks about the tree; the one who drinks water thinks about the water source", and made unremitting progress on the road of charity. We launched the "Clover Plan" to coordinate internal and external advantageous resources of the Group, continued to pay attention to groups in need of care and assistance in society, and fulfilled our corporate citizenship responsibility.

In the future, Shinsun Holdings will also continue to implement the corporate philosophy of "Pursuing Happy Life", practice the sustainable development strategy of the Group with an open and innovative attitude, create greater value for customers, employees, suppliers and other related parties, and move higher and further on the road of the real estate industry.

Chen Guoxiang
30 June 2021



祥生，为幸福而生

SHINSUN, PURSUING HAPPY LIFE

祥生控股(集团)有限公司秉持着「幸福生活运营商」的定位与企业独特的幸福哲学，在逐步展开全国化战略布局的同时，也遵循「取之社会、回报社会」的准则，积极推进公益事业，向成为有影响力的、能够创造价值的幸福生活运营商不断努力。

Shinsun Holdings (Group) Co., Ltd. adheres to the positioning of a "happy life operator" and its unique happiness philosophy. While gradually expanding its national strategic layout, it also follows the principle of "taking from society and giving back to society", actively promotes public welfare undertakings and make continuous efforts to become an influential happy life operator that can create value.

关于我们

ABOUT US

祥生控股成立于1995年，总部位于上海且深耕于浙江省，是一家快速成长、规模宏大的综合房地产开发商，专注于优质住宅物业的开发。本集团作为中国地产的先行者，始终致力于成为有温度、有担当、健康可持续的品质标杆企业。于2020年11月18日在香港交易所主板挂牌上市(股票代码2599.HK)。

Established in 1995, headquartered in Shanghai and deeply rooted in Zhejiang Province, Shinsun Holdings is a fast-growing, large-scale, comprehensive real estate developer focusing on the development of quality residential properties. As a forerunner in the real estate industry in China, the Group has always been committed to becoming a warm, responsible, healthy and sustainable quality benchmark enterprise. It was listed on the main board of the Hong Kong Stock Exchange on 18 November 2020 (stock code: 2599.HK).



祥生控股发展历程
Development History of Shinsun Holdings



战略发展

祥生控股深耕地产25载，致力于保持区域内规模领先。在「1+1+X」战略引领下，本集团持续跟踪行业趋势，并结合企业自身发展情况，以浙江省为立足重心，以泛长三角区域为核心增长区域，潜力布局一些核心二线城市，及核心一线城市周边的二线城市，开展全国战略化布局，助力多业务条线快速落地。

截至2020年12月，祥生控股累计在全国已拥有近20万产业业主，拥有土地储备2332.77万方，业务遍及上海、浙江、江苏、安徽等省市。

Strategic Development

Shinsun Holdings has been deeply rooted in real estate for 25 years and committed to maintaining a leading position in terms of scale in the region. With the guidance of the "1+1+X" strategy, and through constant keeping abreast of the industrial trends and taking into account the development of the enterprise, the Group has potentially deployed some core second-tier cities and the second-tier cities surrounding the core first-tier cities by focusing on Zhejiang Province and taking the Pan-Yangtze River Delta as the core growth area, and developed a national strategic layout to help multiple business lines implemented at a fast pace.

As at December 2020, Shinsun Holdings has a total of nearly 200,000 property owners in the PRC, a land reserve of 23,327,700 square meters, and businesses in Shanghai, Zhejiang, Jiangsu, Anhui and other provinces and cities.

地产布局：1+1+X 深耕布局
Real estate layout: deepening layout of 1+1+X



祥生控股战略布局
Strategic Layout of Shinsun Holdings



祥生，为幸福而生

SHINSUN, PURSUING HAPPY LIFE

祥生控股亦聚焦于产品与服务的精细打磨，向品质与规模双优的发展目标不断努力。本集团顺应核心城市客户需求，以TOP系、云境系、府系、樾系四大产品系列服务全龄用户，并不断进行内部优化，从而打造具有影响力的产品与品牌，为客户带来全方位幸福生活体验。

报告期内，祥生控股进一步完善了品牌的标准化和体系化建设，具体演绎了「幸福无微不至」的品牌主题，并结合每个季度的品牌工作重点，形成了系列感更强、品牌内涵演绎更为丰富的品牌系列活动。

Shinsun Holdings also focuses on the refining and sharpening of products and services, and making continuous efforts towards the development goal of superior quality and scale. In response to the needs of customers in core cities, the Group serves all-age users with four product series, namely Top series (Top系), Cloud series (云境系), Mansion series (府系) and Arbor series (樾系), and continuously optimizes internally, so as to develop influential products and brands, and bring customers an all-round happy life experience.

During the Reporting Period, Shinsun Holdings further improved the standardization and system construction of the brand, elaborated the brand theme of “personalized happiness in every sense”, and combined with the focus of brand work in each quarter, forming a series of brand activities with stronger sense of series and more rich elaboration of brand connotation.

第一季度

The First Season

- 主题：幸福同行季
- 聚焦各利益相关者，以集团供应商大会、春季人才招聘及奋斗者基因企业文化等关键事件为切入点，关注行业口碑及雇主品牌形象塑造
- Theme: Happy Pursuing Season
- Focusing on various stakeholders and with key events such as the supplier conference, spring talent recruitment, and striver gene corporate culture of the Group as the starting point, the Group focused on industry reputation and employer's brand image building

第二季度

The Second Season

- 主题：幸福匠心季
- 推出针对府系的「百府中国」、云境系的「我的作品和我」系列内容策划及传播；亮相及交付多个标杆项目示范区，全面开放14个项目的工地
- Theme: Happy Ingenuity Season
- The Group launched the content planning and dissemination of “Shinsun China (百府中国)” targeting Mansion series (府系) and “My Works and me (我的作品和我)” targeting Cloud series (云境系); launched and delivered a number of benchmark project demonstration areas, and fully opened the construction sites of 14 projects

第三季度

The Third Season

- 主题：幸福公益季
- 响应政府号召，积极抗疫；升级四叶草计划；开展小飞象公益夏令营等具有特色项目的活动
- Theme: Happy Charity Season
- The Group responded to the government's call to actively fight the pandemic, upgraded the Clover Plan, and carried out activities with special projects such as Flying Elephant Charity Summer Camp (小飞象公益夏令营)

第四季度

The Fourth Season

- 主题：幸福生活季
- 以「幸福、心满意足」为核心，开展「幸福生活节」第二届主题活动
- Theme: Happy Life Season
- Focusing on “happiness and satisfaction (幸福、心满意足)”, the Group carried out the second theme activity of “Happy Life Festival (幸福生活节)”



企业文化

我们坚信房子是幸福生活的容器，社区是幸福生活的载体，服务则是对幸福生活的加成。本集团秉持「人本、诚信、共生、创新」核心价值观，以「市场导向、匠心质造、人才为先、合作共赢」作为经营之道，坚持「以人为本、奋斗为本」文化，为实现「为客户创造幸福生活、为员工提供成功平台、为伙伴搭建价值生态、为社会构建美好时代」的愿景而不断努力着。

Corporate Culture

We firmly believe that the house is the container of a happy life, the community is the carrier of a happy life, and the service is an addition to a happy life. The Group adheres to the core values of "people-oriented, honesty, coexist and innovation". With the management policy of "market-oriented, quality-made, talent-first and win-win cooperation", the Group adheres to the "people-oriented, hard-working as the way" culture, and is making continuous efforts to achieve the vision of "creating a happy life for customers, providing a success platform for employees, building a value ecology for partners and building a better era for society".

我们的愿景
Our vision

成为健康可持续的品质标杆企业
Becoming a healthy and sustainable
quality benchmark enterprise

我们的使命
Our mission

营造幸福生活
Creating a happy life



我们的核心价值
Our core value

人本、诚信、共生、创新
People-oriented, honesty, coexist
and innovation

我们的经营之道
Our management
policy

市场导向、匠心质造、
人才为先、合作共赢
Market-oriented,
quality-made, talent-first and
win-win cooperation



祥生，为幸福而生

SHINSUN, PURSUING HAPPY LIFE

社会认可

祥生控股自创立以来，始终坚持以匠心筑就幸福生活，同时积极履行社会公民责任，投身公益，获得了社会广泛的认可。报告期内，我们荣获多项大奖，印证了祥生控股的强大品牌增长势能和实力。

Social Recognition

Since its establishment, Shinsun Holdings has always insisted on creating a happy life with ingenuity, and actively fulfills its social citizen responsibilities and devotes itself to public welfare, which has been widely recognized by the society. During the Reporting Period, we won a number of awards, proving the strong brand growth momentum and development strength of Shinsun Holdings.



智通财经：第五届金港股
年度「最佳地产公司」

Zhitong Finance: The 5th Golden
HK Stock Annual "Best Real Estate
Company"

乐居财经：「2020中国十大地产年度
CEO」祥生控股集团行政总裁陈弘倪
Leju Finance: "2020 China's Top 10
Property CEOs of the Year" – Chen
Hongni, Chief Executive Officer of
Shinsun Holdings Group

肯耐珂萨·星跃奖：2020年
人才发展优秀企业
KNX•X Awards: Excellent Enterprise
for Talent Development

亿翰智库：2020年中国房企
超级产品力TOP23

EH Consulting: Top23 Super Product
Power of Real Estate Enterprises in
China in 2020

华夏时报：「2020年度 年度企业
社会责任先锋奖」
China Times: "2020 CSR Pioneer
Award for Corporate Social
Responsibility"

博志成·第二十届中国房地产人力资
本峰会：2019年度优秀学习型组织奖
Bonzer • The 20th China Real Estate
Human Capital Summit: 2019
Outstanding Learning Organization Award

《2020·第一财经中国房地产荣耀
榜》：2020年「年度成长潜力企业」
2020·Yi Magazine China Real
Estate Glory List: "Growth Potential
Enterprise of the Year" in 2020

华夏时报：「2020年度影响力
地产品牌」
China Times: "Influential Property
Brand of the 2020 Year"

和讯网：「2020年IPO新锐榜样」
Hexun.com: "IPO Emerging Role
Models 2020"



责任治理

企业管治架构

本集团严格遵照《中华人民共和国公司法》、《联交所证券上市规则》附录之十四条内企业管治守则及企业管治报告的原则等相关要求，以公平、独立、诚实、透明和负责任的态度，追求构建高水平的企业管治架构，以此保护投资人、顾客与其他各方利益相关者的正当权益，确保企业在高效、正确的道路上合规经营、行稳致远。

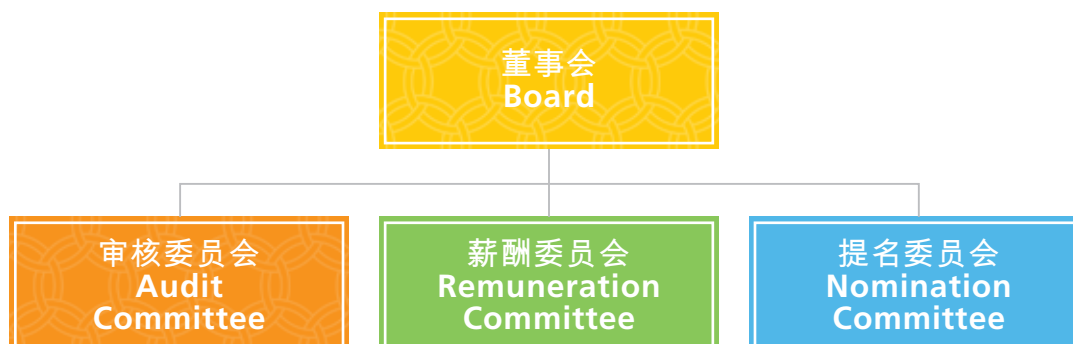
本集团董事会下设审核委员会、薪酬委员会以及提名委员会，委员会权责分明、各司其职，共同协助董事会进行管治监督工作。审核委员会负责审阅及监督本集团财务汇报程序、内部控制系统、风险管理及内部审计，并向董事会提供建议及意见；薪酬委员会负责制定及检讨本集团有关董事及高级管理层薪酬的政策及架构，设立制定有关薪酬政策的程序，厘定各董事及高级管理层成员的特定薪酬待遇条款，对绩效薪酬进行检讨及批准；提名委员会负责定期检讨董事会的架构、规模及组成，对董事会变动，以及物色、挑选提名董事人选作出推荐建议，对独立非执行董事独立性进行评估，就董事计划相关事宜作出推荐意见。我们亦十分重视董事会层面的多元化及可持续发展，董事会及高级管理层团队均由来自不同领域、经验丰富的高素质人才组成，其中女性董事会成员占比为14.3%。

RESPONSIBILITY GOVERNANCE

Corporate Governance Structure

The Group strictly complies with the relevant requirements of the Company Law of the People's Republic of China, the Corporate Governance Code contained in Appendix 14 to the Rules Governing the Listing of Securities on The Stock Exchange and the principles of Corporate Governance Report, and pursues the building of a high standards of corporate governance structure with fairness, independence, honesty, transparency and responsible attitude, so as to protect the legitimate rights and interests of investors, customers and other stakeholders, and ensure our compliance operation, stable and sustainable development in an efficient and right way.

The Board of the Group has an Audit Committee, a Remuneration Committee and a Nomination Committee with clearly stipulated powers and responsibilities, properly performed functions to jointly assist the Board in governance and supervision. The Audit Committee is responsible for reviewing and supervising the Group's financial reporting process, internal control system, risk management and internal audit, and providing advice and comments to the Board. The Remuneration Committee is responsible for establishing and reviewing the Group's policy and structure concerning remuneration of the Directors and senior management, establishing the procedure for developing policies concerning such remuneration, determining the terms of the specific remuneration package of each Director and senior management member, and reviewing and approving performance-based remuneration. The Nomination Committee is responsible for reviewing the structure, size and composition of our Board on a regular basis and making recommendations regarding changes to the Board and identifying, selecting individuals nominated for directorship, assessing the independence of the independent non-executive Directors, and making recommendations on relevant matters relating to the planning for the Directors. We also attach great importance to the diversification and sustainable development of the Board. The Board and the senior management team are composed of high-quality talents with extensive experience from different sectors, and 14.3% of the Board members are female.



祥生控股企业管治架构

Corporate Governance Structure of Shinsun Holdings

(更多内容请参考本集团2020年年报中企业管治报告)

(For more information, please refer to the Corporate Governance Report in 2020 Annual Report of the Group)



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内部风险管控

企业的可持续发展离不开健全的风险管控体系。我们通过搭建完善的风险管理架构，对公司运营过程中出现的各类风险进行识别及管控，建立有效的风险管控机制，帮助公司取得长远稳定的经营。

本集团建立了以董事会为核心，以各部门为直接执行终端的内部控制与风险管理机制。执行与落地过程中，由法务风控部和审计合规部牵头，以相关法律法规和既定的集团战略、内部政策为指引，通过风险的识别、评估、分析和应对，形成了内部风险控制的管理闭环。同时，我们定期对集团上下各层级人员进行风控相关培训和宣贯，将合规经营的风控意识植入员工的工作习惯中，形成良性健康的工作氛围。

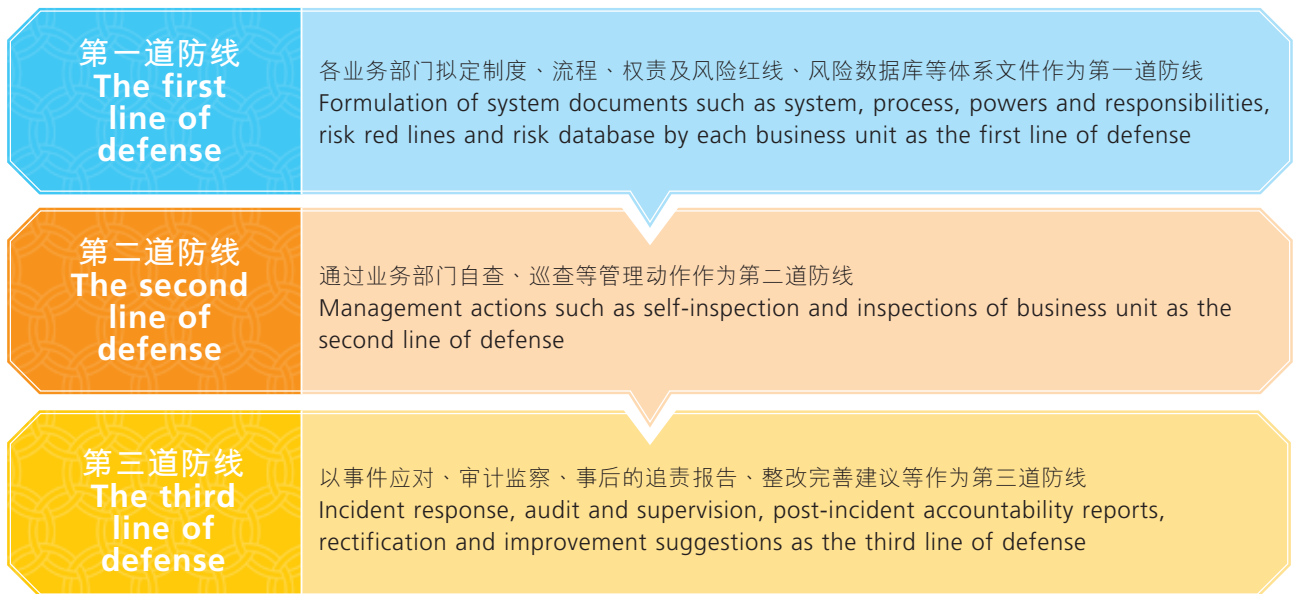
我们构建了以三道防线为主体的风险管控体系，从制定、检查、追责三个层级规定了风险管控的基本要求，通过完善的体系运行，保障公司的稳定经营。

Internal Risk Control

The sustainable development of an enterprise is inseparable from a sound risk control system. Through building a sound risk management structure, we identify and control various risks that arise in the course of the Company's operations, and establish an effective risk control mechanism to help the Company achieve long-term stable operations.

The Group has established an internal control and risk management mechanism focusing on the Board and with each department as the direct execution terminal. In the course of execution and implementation, led by the Legal Risk Control Department and the Audit and Compliance Department, guided by relevant laws and regulations and established group strategies and internal policies, and through risk identification, assessment, analysis and response, a management closed loop of internal risk control system has been formed. In addition, we carry out risk control-related training and promotion for staff at all levels of the Group on a regular basis, and integrate the risk control awareness of compliance operations into the working habits of employees, so as to form a positive and healthy working atmosphere.

We have built a risk control system focusing on three lines of defense, which stipulated the basic requirements of risk control from the three levels of formulation, inspection and accountability, and guaranteed the stable operation of the Company through the operation of an improved system.



风险管控体系
Risk Control System



报告期内，本集团开展了包括项目经营管理审计、各类专项审计、联合及专项调查、重要岗位及人员的任期管理审计在内的各项审计内容，并对审计过程中发现的风险点及时制定解决方案，针对经营管理漏洞、业务违规和失职情况，及时进行风险管控和查缺补漏，以保证降低运营过程中的各类风险。

此外，我们针对今年面临的特殊情况，开展了关于新冠疫情期间房地产调控政策风险识别，并制定了针对各条线的经营风险管控建议，增加全集团面对疫情的风险抵抗能力，保证良好运营。

为了从意识层面树立全体员工的风险管控意识，从知识层面夯实全体员工的风险管控能力，我们定期开展合规经验和风险控制相关主题的培训宣贯活动，推动全员风控与全流程风控模式。

During the Reporting Period, the Group carried out various audits including project operation management audits, various special audits, joint and special investigations, and the term of key positions and personnel management audits, and formulated solutions against the risk points identified in the course of audit in a timely manner. In response to operation management loopholes, non-compliance of business and failure to act, the Group carried out risk control and checked for deficiencies in a timely manner to ensure that various risks in the course of operation are reduced.

In addition, in view of the special circumstances experienced this year, we have carried out the risk identification of real estate control policies during the outbreak of COVID-19, and formulated operational risk control recommendations for each line to increase the risk resistance capacity of the whole group in the face of the pandemic and ensure good operations.

In order to establish the risk control awareness of all employees from the perspective of awareness and consolidate the risk control capabilities of all employees from the perspective of knowledge, we have carried out training and promotion activities on topics related to compliance experience and risk control on a regular basis to promote the risk control of all employees and the whole-process risk control model.

祥生控股浙北区域组织风控培训

Organization of risk control training in Northern Zhejiang Region of Shinsun Holdings

房地产销售阶段和交付阶段是房地产开发中法律风险高发阶段，是开发商需要全面、谨慎、妥善处理的重要事宜，也是开发商需要结合广告、预售、施工、交房、办证各环节通盘考虑的事宜。为避免在销售和交付阶段的不当承诺与非标动作带来业主投诉、行政处罚、群诉等法律风险，报告期内，浙北区域法务风控部组织了《法务视角下的销售与交付风控要点》法律培训，对房地产策划推广、销售准备、认购签约、合同履行、集中交付阶段的纠纷问题进行整理，梳理了规范的操作流程，不断加强业务人员在房地产销售和交付阶段法律常识及风控意识。

The sales stage and the delivery stage of real estate are the stages with high legal risks in real estate development, which are important matters that developers need to deal with in a comprehensive, cautious and proper manner, also matters that developers need to consider in all aspects of advertising, pre-sales, construction, house delivery and certification. In order to avoid legal risks such as property owners' complaints, administrative penalties and group complaints caused by improper commitments and non-standard actions in the sales and delivery stages, during the Reporting Period, the Legal Risk Control Department in Northern Zhejiang region organized legal training on Key Points of Sales and Delivery Risks Control from the Perspective of Legal Affairs, sorted disputes in the stages of real estate planning and promotion, sales preparation, subscription and signing of contract, contract fulfillment, and collective delivery, and sorted out the standardized operation process, so as to continuously strengthen the legal knowledge and risk control awareness of business personnel in the sales and delivery stages of real estate.





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祥生控股浙东区域开展经营合规风险管理宣贯
**Promotion and implementation of operation compliance risk management
in the Eastern Zhejiang Region of Shinsun Holdings**

祥生控股浙东区域法务部开展《行政合规风险管理操作指引》培训。向各条线员工进行经营合规风险管理的宣贯。其中针对经营合规的必要性、合规的管控目标及策略、风险量化评估、风险汇报程序等内容进行了详细解读，让经营合规理念深入每一名祥生员工内心。

The Administrative Compliance Risk Management Operation Guidelines training was carried out by legal department in the Eastern Zhejiang Region of Shinsun Holdings, which promoted the operation compliance risk management to employees of all lines. In particular, the necessity of operation compliance, compliance control goals and strategies, risk quantitative assessment, risk reporting procedures and other contents are explained in detail, realizing the philosophy of operation compliance among every Shinsun staff.





反贪腐

本集团始终坚守商业道德底线，严格遵守《中华人民共和国反不正当竞争法》、《中华人民共和国反洗钱法》、《关于禁止商业贿赂行为的暂行规定》等法律法规，制定了《审计管理制度》、《责任追究制度》、《责任追究细则》等制度，对员工可能存在的贪腐行为进行防范、识别、追责和处理。

检举举报是反贪腐工作管理的重要一环，我们开辟了多个举报渠道。与此同时，我们建立了完善的举报人保护机制，在对外官网「廉洁举报」窗口和内网系统的「廉洁之窗」窗口都明确了接受举报的阳光政策。我们承诺对举报者的个人信息及举报内容进行严格保密，并要求被调查单位和被举报人不得对举报人实行打击报复，一经发现，严肃处理。此外，举报人可以通过邮件、电话、信件等方式进行匿名举报。

为了积极响应廉洁建设号召，建设「讲诚信、讲道德」的商业运营环境，培育公正不阿、廉洁自律的企业文化，我们针对高管和员工各自开展了具有针对性的多场反贪培训与宣贯活动。

Anti-corruption

The Group has always adhered to the bottom line of business ethics, strictly abided by the Anti-unfair Competition Law of the People's Republic of China, the Anti-money Laundering Law of the People's Republic of China, Interim Provisions on the Prohibition of Commercial Bribery and other laws and regulations, and has formulated the Audit Management System, Accountability System, Accountability Articles and other systems, to prevent, identify, execute accountability and deal with the possible corruption among employees.

Whistle-blowing is an important part of anti-corruption management, and we have opened up a number of whistle-blowing channels. Meanwhile, we have established a sound whistleblower protection mechanism, and clarified the sunshine policy on receiving whistle-blowing on both the "integrity whistle-blowing" window on the external official website and the "integrity window" window on the internal network. We have undertaken to keep the personal information and content of the whistleblower strictly confidential, and required the investigatee and the person being reported not to retaliate against the whistleblower, and if such acts are found out, we will take serious actions thereon. In addition, the whistleblower can make an anonymous report via email, telephone, letter, etc.

In order to actively respond to the call for integrity building, build a business operation environment of "focusing on honesty and ethics", and develop a corporate culture of fairness, integrity and self-discipline, we have launched a number of targeted anti-corruption training and promotion activities for senior management and employees, respectively.



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高管廉洁培训

Integrity training for senior management

祥生控股每年在高管团建活动中均开展反腐培训。通过现场讲座、团队讨论等形式，对监察审计架构设置、工作程序、腐败风险点以及案件警示进行宣导。高管反腐培训每年平均参与人次达50人，有效地将廉洁意识在高管团队中进行宣贯。

Shinsun Holdings conducts anti-corruption training in team building activities of senior management on an annual basis. Through on-site lectures, team discussions and other forms, we promote the set-up of supervision and audit structure, work procedures, corruption risk points and case warnings. An average of 50 people participate in the anti-corruption training for senior management each year, effectively promoting the awareness of integrity among the senior management team.



报告期内，祥生控股组织的员工合规培训包括：

During the Reporting Period, the employee compliance training organized by Shinsun Holdings included:

针对新进员工开展反贪腐培训，约有120人次参加培训。

We conducted anti-corruption training for new employees, with approximately 120 people participated in the training.

在节日前夕，通过OA系统下发廉洁自律的工作提醒，如《关于加强春节期间廉洁自律工作的通知》、《关于加强中秋节期间廉洁自律工作的通知》等。

On the eve of the festival, we issued reminders of integrity and self-discipline through the OA system, such as Notice on Strengthening Integrity and Self-discipline Work during the Spring Festival, Notice on Strengthening Integrity and Self-discipline Work during the Mid-Autumn Festival, etc.

在OA系统中设置「廉洁之窗」，以「七大红线」为主题，倡导诚实守信，廉洁自律，反对以权谋私，弄虚作假，定期推送廉洁建设动态、警示教育案例等，提升全员反贪腐意识。

Through setting up an "Integrity Window" in the OA system, with the theme of "Seven Red Lines", we advocated honesty and trustworthiness, integrity and self-discipline, against employees seeking personal gains by abusing their powers, falsification, and published updates on integrity construction and warning education cases on a regular basis, so as to enhance the anti-corruption awareness of all employees.

巡查工作期间，与基层员工开展廉洁从业座谈会。

During the inspection work, we conducted a seminar on operation with integrity with grassroots employees.

此外，我们加入了「企业反舞弊联盟」和「闽西在沪房企审计监察联盟」，加强行业间反贪腐的专业力量与信息共享的能力。我们通过积极参与联盟活动，主动与同行沟通交流，共同打造廉洁文化。

In addition, we have joined the Enterprise Anti-Fraud Alliance and the Western Fujian Real Estate Enterprises Audit and Supervision Alliance in Shanghai to strengthen the professional anti-corruption capabilities and information sharing ability among industries. Through actively participating in alliance activities, we proactively communicated with peers to jointly create a culture of integrity.

报告期内，本集团未发生已审结的诉讼案件。

During the Reporting Period, there was no concluded litigation cases in the Group.



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ESG管理

本集团始终坚守可持续发展的核心价值理念，以实现稳健的可持续发展为目标，依靠相关制度推进ESG工作，做到商业机制与社会价值共生，力求科学化、规范化地，将ESG管治要素渗透到企业经营的各个领域。

本集团初步建立了自上而下的ESG工作机制，由董事会牵头，联合公司高级管理层及各相关部门组成了ESG工作小组，在日常生产生活中对企业管治、环境保护及社会责任履行相关决策进行落实和跟踪，并定期向董事会汇报，为实现企业可持续发展目标保驾护航。

利益相关方沟通

本集团的发展离不开各类利益相关方的支持。祥生控股一直秉承以人为本思想，用心打造优质的产品与服务，坚持用高于行业的标准来要求自己。同时，在完善的可持续发展管理体系下，本集团主动与利益相关方沟通，充分了解利益相关方的期望与诉求，识别与自身息息相关的可持续发展议题，听取各方声音，致力于实现多方共赢的可持续发展目标。

报告期内，我们调查并筛选出投资者／股东，员工，客户，供应商／合作伙伴，社区，公益组织，政府机构几大主要利益相关方。

ESG MANAGEMENT

The Group has always adhered to the core value concept of sustainable development, aimed to achieve stable and sustainable development, and relied on relevant systems to promote ESG work, achieving the coexist of business mechanisms and social values, and striving to integrate the elements of ESG governance into all areas of business operations in a scientific and standardized manner.

The Group has initially established a top-down ESG working mechanism, and formed an ESG working group leading by the Board, collaborating with the senior management of the Company and various relevant departments, which implemented and tracked decisions related to corporate governance, environmental protection and social responsibility fulfillment in daily production and life, and regularly reported to the Board to safeguard the realization of our sustainable development objectives.

Communication with Stakeholders

The development of the Group is inseparable from the support of various stakeholders. Shinsun Holdings has always been adhering to the people-oriented philosophy, devoting to developing high-quality products and services, and insisting on requiring itself with standards higher than the industry. Besides, with a sound sustainable development management system, the Group takes the initiative to communicate with stakeholders to fully understand their expectations and concerns, identifies sustainability issues that are closely related to it and collect feedback from all parties with the objective of achieving sustainable development and a multi-win outcome.

During the Reporting Period, we investigated and selected several major stakeholders of investors/shareholders, employees, customers, suppliers/partners, communities, non-profit organizations and government bodies.



利益相关方 STAKEHOLDER	关注议题 ISSUE OF CONCERN	沟通方式 WAYS OF COMMUNICATION
投资者／股东	合法合规经营 产品质量与安全	股东大会 业绩发布会 路演活动 投资研讨会 港交所及公司网站 电邮及微信公众号
Investors/shareholders	Operation in compliance with laws and regulations Product quality and safety	General meetings Conferences for disseminating business results Road show Investment seminar Websites of Hong Kong Stock Exchange and the Company Email and WeChat official account
员工	劳工权益保护 员工培训与发展机遇 薪酬福利 职业健康与安全	员工信箱 工会 员工满意度调研 各类员工活动
Employees	Labour rights protection Staff training and development opportunities Remuneration and welfare Occupational health and safety	Employees mailbox labour union Employee satisfaction survey Various employee activities
客户	产品质量与安全 客户服务与满意度 保障客户隐私及信息安全 负责任营销	市场调研 客户满意度调查 微信交流平台 主题活动
Customers	Product quality and safety Customer service and satisfaction Protecting customer privacy and information security Responsible marketing	Market research Customer satisfaction survey WeChat communication platform Theme activities
供应商／合作伙伴	职业健康与安全 产品质量与安全 供应链管理	日常交流 招采平台 现场考察 供应商大会
Suppliers/partners	Occupational health and safety Product quality and safety Supply chain management	Daily communication Bidding and procurement platform Site inspection Supplier conference



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利益相关方 STAKEHOLDER	关注议题 ISSUE OF CONCERN	沟通方式 WAYS OF COMMUNICATION
社区 Communities	促进本地经济发展 社区关爱 生物多样性 Promoting the development of local economy Community care Biodiversity	公益活动 社区活动 Philanthropic activities Community activities
公益组织 Non-profit organizations	社区关爱 公益慈善 Community care Charity and philanthropy	公益活动 合作活动 Philanthropic activities Cooperation activities
政府及监管机构 Government and regulatory bodies	合法合规经营 反腐败 促进本地经济发展 废弃物管理及污染防治 节约水资源 应对气候变化 节能减排 Operation in compliance with laws and regulations Anti-corruption Promoting the development of local economy Waste management and pollution prevention Saving water resources Response to climate change Energy conservation and emissions reduction	电话沟通 规范制定与执行交流 政府合作 Telephone communication Establishment of rules and exchanges on implementation Government cooperation



ESG重大性议题

报告期内，为更好回应各利益相关方的期望，本集团开展了重大性议题的识别工作。我们开展了媒体分析、行业对标以及10余场深度访谈，同时发放并收集了245份利益相关方调查问卷，以此收集、整理、分析及归纳主要利益相关方关切的议题。报告期内，本集团通过以下方法对重大性议题进行评估及分析：

ESG Material Issues

During the Reporting Period, the Group identified the material issues in order to better respond to the demands and expectations of stakeholders. We also conducted media analysis, industry benchmarking and over 10 in-depth interviews. Meanwhile, we distributed 245 stakeholder's questionnaires, which were collected for gathering, collating, analysing and summarizing what key stakeholders concern. During the Reporting Period, the Group assessed and analysed the material issues through the following approaches:



重大性评估过程
Materiality Assessment Processes

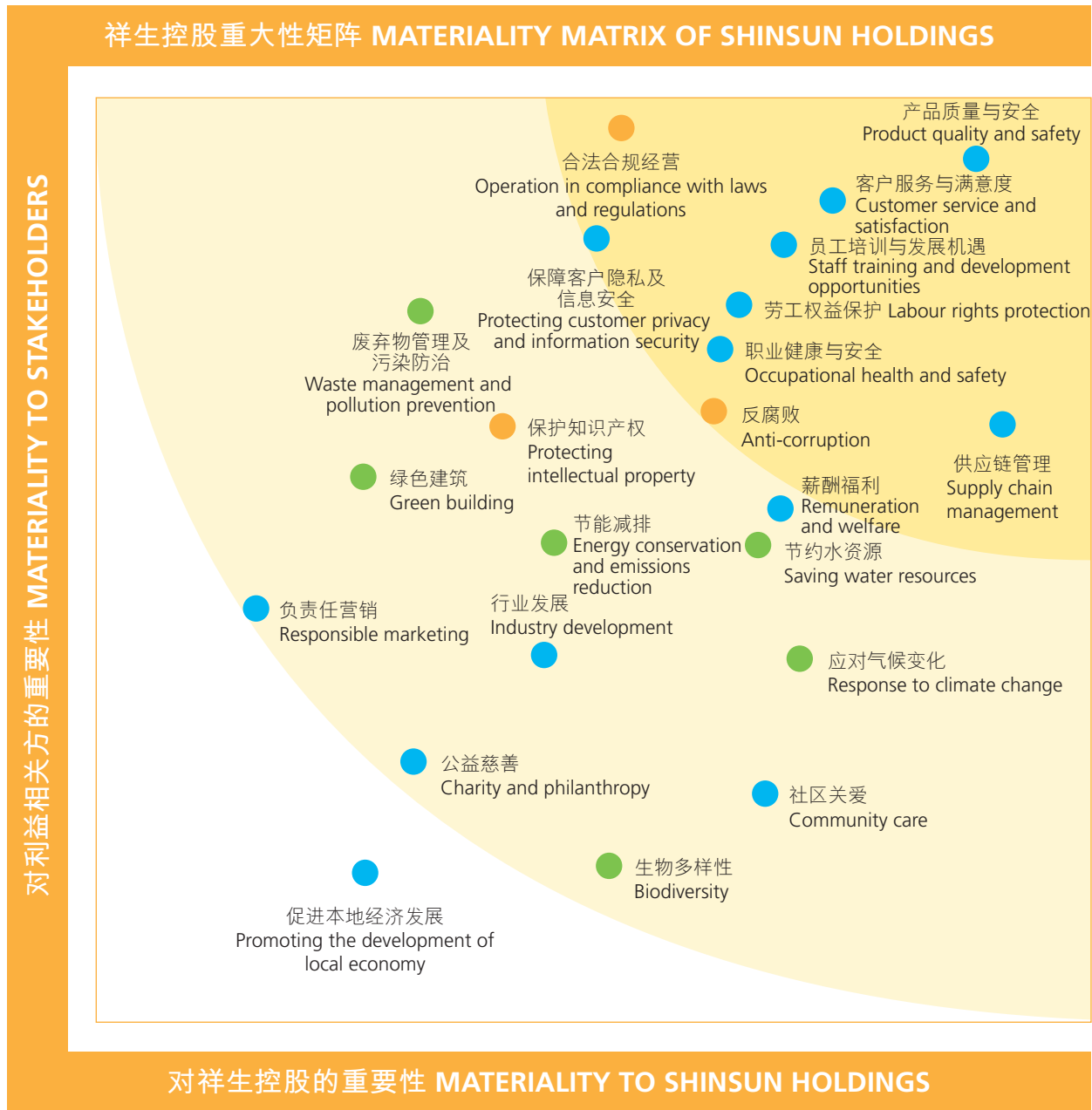


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SHINSUN, PURSUING HAPPY LIFE

我们通过以上评估过程识别出在环境、社会和管治层面的共计22项议题，为集团制定长远的ESG战略提供有力依据。其中9项高度重要的议题，12项中度重要的议题以及1项低度重要的议题。高度重要议题构成本报告内容的重点部分我们将会在本报告内详细阐述有关内容。

Through the aforesaid evaluation process, we have identified a total of 22 issues at the environmental, social and governance levels, providing a strong basis for the Group to formulate a long-term ESG strategy. In particular, 9 are highly material issues, 12 are moderately material issues and 1 is lowly material issue. Those highly material issues constitute the key parts of the contents of the Report, which are disclosed in details in the Report.



创造，以质量为本

CREATION, PRIORITIZING QUALITY



「产品的极致是人」，从产品研发到交付落地，祥生控股始终坚持一切从客户的需求出发。我们肩负「营造幸福生活」的企业使命，通过不断提升的产品质量和优质服务，致力于成为有温度、有担当、为全体客户打造健康可持续幸福生活的企业。

“We always uphold the people-oriented principal for products”, from research and development of products to delivery, Shinsun Holdings has always insisted on focusing on the needs of customers. We shoulder the corporate mission of “creating a happy life”, and through continuous improvement of product quality and high-quality services, we are committed to becoming a warm and responsible enterprise that creates a healthy, sustainable and happy life for all customers.

产品研发

RESEARCH AND DEVELOPMENT OF PRODUCTS

祥生控股将「创新」写入企业价值观，将创新精神注入品牌血液，通过不断开发项目，提升产品多样性，加强产业布局，不断迭代优化产品及服务，为客户带来全新体验。

Shinsun Holdings has incorporate “innovation” into its corporate values, and injected the spirit of innovation into the fabric of the brand. Through continuous development of projects, we have enhanced the diversity of products, and strengthened our industrial layout to iterate and optimize products and services, bringing customers a new experience.

在产品研发方面，我们始终推动标准化产品库的建设工作，通过标准化产品的研发、标化及投产，实现项目设计效率提升。报告期内，我们修订了21项集团级标准化制度，涵盖研发管理及项目设计管理两大类。同时鼓励各地区结合自身实际情况，以集团制度为基准，建立健全区域层面的区域层级制度。祥生控股目前已在产品设计研发全过程中达成明确权责、标准统一、动作规范、风险管控、评估返检的良性循环生态。

In terms of research and development of products, we have always promoted the construction of a standardized product library, and improved project design efficiency through the development, standardization and production of standardized products. During the Reporting Period, we revised 21 standardized systems at group level, covering two major categories, namely R&D management and project design management. In addition, we also encouraged all regions to establish and improve regional-level systems at regional level according to their own actual conditions and based on the system of the Group. Shinsun Holdings has reached a virtuous circle ecology of stipulated powers and responsibilities, unified standards, standard operations, risk control, and evaluation and re-inspection in the entire process of product design and development.



研发标准化制度体系
R&D Standardization System



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创新产品

祥生控股的产品核心以丰盛、健康、自由、快乐四大基因，贯穿于规划、建筑、园林、室内四大空间系统，打造当代都市生活的新坐标。我们关注舒适性与功能性两大属性，传承生活、精致工艺、精湛细节。

报告期内，我们进一步完善产品线，经过对产品的新一轮精研、沉淀和更迭，两条产品线府系、云境系焕新而来，建立了以地域、市场、客群、客户需求为基础，形成覆盖全类型客户的「SHINSUN-PRO」产品体系，并完成成果封装，形成「产品线&分档+建筑+景观+精装」全系成果。我们通过指导区域完成属地标准化工作，为产品落地、规模化推广助力。

Innovation of Products

The core of Shinsun Holdings' products is based on the four genes of abundance, health, freedom and happiness, which were integrated into the four spatial systems of planning, architecture, gardens and interiors, creating new coordinates for contemporary urban life. We pay attention to the two attributes of comfortableness and functionality, inheriting life, refined craftsmanship and exquisite details.

During the Reporting Period, we further improved the product line. After a new round of product improvement, precipitation and change, the two product lines, namely Mansion series (府系) and Cloud series (云境系), were renewed, and established "SHINSUN-PRO" product system covering all types of customers based on the region, market, customer base and customer needs, and completed the determination of results, forming a full range of "product line & grading + architecture + landscape + fine finishing" results. We guide the region to complete territorial standardization work, assisting in product launching and large-scale promotion.



符合欠发达地区客户接受度的
主打经济适用的「AO系」产品线
The lead affordable "AO" series
product line in line with the
acceptance of customers in
underdeveloped regions



针对刚需客户的「樾系」(A档)
"Arbor series (樾系)" (Grade A)
targeting customers with a rigid
demand



针对改善型客户的
「府系」(B档)产品线
"Mansion series (府系)" (Grade B)
product line targeting customers
with a need for improving



针对多改及品质型客户的
「云境」(C档)系产品线
"Cloud" series (云境系) (Grade C) product line targeting
customers with multiple housing needs and focusing on
quality



针对财富人群的「TOP」系产品线
"TOP" series (TOP系) product line targeting wealthy
people

祥生控股产品线
Product Line of Shinsun Holdings



本集团持续迭代产品配套体系，以打造更完美的产品居住体验。报告期内，我们的创新研发形成「聚能」景观系统，涵盖「礼仪系统」、「修心系统」、「活力系统」、「智能系统」、「生态系统」。目前升级后的五大系统中的四个系统已在多个项目进行落地，未来「智能系统」也将逐步落地，应用于更多的项目中。

The Group continues to iterate the product supporting system to create a more perfect product living experience. During the Reporting Period, our innovative research and development formed a "energy-gathering" landscape system, covering the "ritual system", "self-cultivation system", "vitality system", "intelligent system" and "ecosystem". Currently, four of the five upgraded systems have been implemented in multiple projects. In the future, the "intelligent system" will gradually be implemented and applied to more projects.

01 礼仪系统

01 Ritual System

仪式感的景观 — 生活的仪式感

Landscape with ritual sense – ritual sense of life

02 修心系统

02 Self-cultivation System

静态活动区 — 心灵的升华
Static activity area – sublimation of the soul

03 活力系统

03 Vitality System

动态活动区 — 体能的飞跃
Dynamic activity area – a leap in physical fitness

05 生态系统

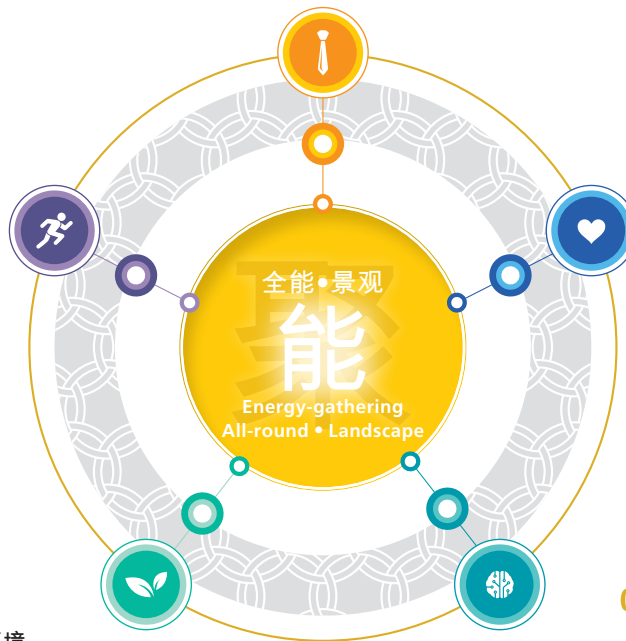
05 Ecosystem

生态社区景观 — 舒适自然的环境
Ecological community landscape – comfortable and natural environment

04 智能系统

04 Intelligent System

智慧化景观 — 便捷安全生活
Intelligent landscape – convenient and safe life





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山东邹城未来城入口礼仪系统
Entrance Ritual System in Zoucheng Future City,
Shandong (山东邹城未来城)



浙北区域杭州下沙项目活力系统
Vitality System of Hangzhou Xiasha Project in Northern
Zhejiang Region



杭州崇贤b8项目修心系统
Self-cultivation System of Chongxian b8 Project in
Hangzhou



宁波姜山项目生态系统
Ecosystem of Jiangshan Project in Ningbo



室外健身BOX智慧化景观系统
Outdoor Fitness BOX Intelligent Landscape System

五大系统
Five Systems



我们在进行产品研发过程中，不断推进新的技术应用。我们将BIM技术列为设计管理中的重点内容，通过其在设计过程中的良好应用，提高产品设计效率。我们通过编制BIM设计模板，来统一区域、事业部层面设计标准，指导项目推进BIM设计。通过设计标准化合同的制定及更新，从制度上规范管理动作、降低风险。

祥生控股自2017年起即进行了BIM设计试点，主要用于住宅、办公业态的地下车库及商业综合体项目等。通过BIM技术应用，可有效实现项目在成本、进度、质量三方面的科学化和精细化控制，减少在设计和施工过程中不必要的浪费，保证项目质量。同时，项目信息管理系统可协助管理项目信息和后期的运营管理。目前我们已在图纸三维化审核、管线综合及深化、辅助销售、辅助资源库整理等方面取得了良好的效益。

In the course of research and development of products, we continue to promote the application of new technology. We list BIM technology as a key content of design management, and improve product design efficiency through its good application in the design process. Through compiling BIM design samples, we unify design standards at the regional and business unit level, and guide the project to promote BIM design. Through the formulation and renewal of the design standardization contract, we have regulated the management actions and reduced the risks in terms of the system.

Shinsun Holdings has been carrying out pilot BIM design since 2017, which is mainly used in underground garages and commercial complex projects in residential and office buildings. Through the application of BIM technology, we can effectively realize the scientific and refined control of the project in terms of cost, schedule and quality, reduce unnecessary waste in the design and construction process, and ensure the quality of the project. Besides, the information management system of the project can assist in the management of project information and subsequent operation management. Currently, we have achieved good benefits in the aspects of three-dimensional review of drawings, pipeline integration and deepening, auxiliary sales, and auxiliary resource library arrangement.



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报告期内，通过优秀的设计能力和出色的产品展现，本集团旗下多个项目受到了来自业内外各个机构的认可。本集团产品力排名（亿翰）上升至第23名，较2019年上升33个位次；2条产品线双双获得亿翰及克而瑞年度前十奖项及其他业内知名奖项10余个。此外，报告期内，我们在产品设计方面获得了多个来自国内外的知名奖项：

During the Reporting Period, through excellent design capabilities and outstanding product display, a number of projects of the Group have been recognized by various institutions within and beyond the industry. The ranking of the Group's product strength (EH) rose to 23rd place, representing an increase of 33 places as compared to that of 2019. Both of the two product lines won the top ten awards of EH and CRIC and more than 10 other well-known awards in the industry. In addition, during the Reporting Period, we won a number of well-known awards from home and abroad in terms of product design:

祥生京杭府—售楼处
2020年意大利A'DESIGN AWARDS—银奖
Shinsun • Beijing – Hangzhou Mansion – Sales Office
2020 A'DESIGN AWARDS in Italy – Silver Award

祥生京杭府—售楼处
2020年德国设计大奖—winner
Shinsun • Beijing – Hangzhou Mansion – Sales Office
2020 German Design Award – Winner

祥生京杭府—售楼处
2020年金堂奖—年度杰出样板房/售楼处空间设计
Shinsun • Beijing – Hangzhou Mansion – Sales Office
2020 Jintang Prize – Outstanding Space Design of the Year for Show Flat & Sales Office

杭州富阳宸光悦项目—精装样板房
2020年第五届REARD地产设计大奖—居住类室内银奖
Hangzhou Fuyang Chenguangyue Project – Show flat with Exquisite Decoration
2020 The 5th REARD Global Design Award – Interior Silver Award for Residential Property



祥生诸暨江南里
2020年第五届REARD地产设计大奖
城市更新设计推荐榜－居住类室内
Shinsun Zhuji Jiangnanli (祥生诸暨江南里)
2020 The 5th REARD Global Design Award – Urban Renewal
Design Recommend List – Residential Property • Interior

祥生·蓝光白马郡－售楼处
国际室内设计大奖
Shinsun • Languang Baima County (蓝光白马郡) – Sales Office
2020 APR International Interior Design Awards

祥生诸暨云境花园－样板间
2020年金盘奖浙江上海区域－年度最佳豪宅空间
Zhuji Shinsun Cloud Garden (诸暨祥生云境花园) – Show Flat
2020 Kinpan Award in Zhejiang and Shanghai Region
-Best Luxury Residential Space of the Year

祥生南通云境－示范区
2020年PRO普罗奖－室内设计银奖
Nantong Shinsun Yunjing – Demonstration Area
2020 PRO+ Award – Silver Award for Interior Design

上海祥生中心
2020年第五届REARD地产设计大奖－居住类铜奖
Shanghai Shinsun Center
2020 The 5th REARD Global Design Award –
Bronze Award for Residential Property

祥生长金麟府－示范区
2020年PRO普罗奖－公共建筑、室内设计银奖
Shinsun Tianchang Jinlin Mansion (祥生长金麟府) –
Demonstration Area
2020 PRO+ Award – Silver Award for Public Buildings
and Interior Design



知识产权

在积极推进产品创新的同时，我们也不断提升对于创新成果的保护。本集团严格遵守《中华人民共和国知识产权法》，成立了商标管理小组。报告期内，我们进一步健全商标管理标准和流程，并配套制定了《拟申请注册商标申请表》、《拟申请注册商标审批要点》模板，在确保自己知识产权成果不受侵犯的同时，不侵犯他人知识产权，完善知识产权管理体系。

Intellectual Property

While actively promoting product innovation, we also continue to improve the protection of innovation results. The Group strictly abides by the Intellectual Property Law of the People's Republic of China and has established a trademark management team. During the Reporting Period, we further improved the trademark management standards and procedures, and formulated the ancillary samples of Application Form for the Proposed Application for Registration of Trademark and Key Points for Approval of the Proposed Application for Registration of Trademark to ensure that our intellectual property results are not infringed while not infringing on the intellectual property of others, and improve the intellectual property management system.



知识产权申请流程
Intellectual Property Application Process

祥生控股十分注重优秀设计作品的知识产权保护。报告期内，我们申请注册了天长金麟府售楼处外观专利，并取得了外观专利证书。同时，于2020年在香港申请了「祥生」商标并申请注册了域名。截至目前，本集团共拥有14个商标、2项专利和1个域名。通过知识产权与业务的紧密结合，企业价值得到了不断提升。

Shinsun Holdings attaches great importance to the protection of intellectual property of excellent design works. During the Reporting Period, we applied for the registration of exterior design patent of the sales office of Tianchang Jinlin Mansion and obtained the exterior design patent certificate. Besides, we applied for the "Shinsun" trademark in Hong Kong and applied for the registration of the domain name in 2020. Up to now, the Group has a total of 14 trademarks, 2 patents and 1 domain name. Through the close integration of intellectual property and business, our enterprise value has been continuously improved.

精益质量

精益的质量是祥生控股始终追求的目标。通过聚焦产品与服务的精细打磨，我们正向着品质与规模双优的发展目标执着向前，通过优质的产品和服务，为客户打造全方位幸福生活体验。

LEAN QUALITY

Lean quality is always the goal of Shinsun Holdings. Through focusing on the refining and sharpening of products and services, we are making continuous efforts towards the development goal of superior quality and scale. Through high-quality products and services, we will bring customers an all-round happy life experience.



项目质量

祥生控股在项目建设质量管理方面严格遵循《中华人民共和国建筑法》、《建设工程质量管理条例》、《建设工程施工现场管理规定》、《住宅建筑规范》、《建筑工程施工质量验收统一标准》等国家及地方法律法规、标准规范。为保证各项目能够严格落实国家相关法律法规的要求，保证项目建设质量，本集团制订了《工程巡检管理办法》、《第三方飞行巡检管理办法4.0版》以及各施工工艺的标准作业指引，搭建了完善的质量管理制度体系，涉及项目建设的全过程，涵盖内容全面、指导性强。并且，我们在工艺和区域适应性等方面对制度进行不断更新，以时刻统一施工标准及质量，对质量进行全面把控。

在项目立项及设计阶段，我们积极按照相关要求开展重大地质风险评估和第三方审图工作，并且对设计工艺提出了严格要求，坚决杜绝节省材料开支而精简重要设计结构做法，确保项目设计过程的质量管控。

Project Quality

In terms of quality management of project construction, Shinsun Holdings strictly follows the Construction Law of the People's Republic of China, the Regulations on the Quality Management of Construction Projects, the Construction Site Management Regulations for Construction Projects, the Construction Code for Residential Buildings, the Unified Standard for Construction Quality Acceptance of Building Engineering and other national and local laws and regulations, standards and norms. In order to ensure that stringent implementation of the requirements of relevant national laws and regulations by each project and ensure the quality of project construction, the Group has formulated the Management Measures of Engineering Inspection, the Third Party Flight Inspection Management Measures Version 4.0 and standard operation guidelines for various construction processes, and established a complete quality management system, involving the entire process of project construction, covering comprehensive content and with strong guidance. In addition, we constantly update the system in terms of technology and regional adaptability, so as to unify construction standards and quality at all times, and comprehensively control the quality.

In the project approval and design stage, we actively carried out major geological risk assessment and third-party drawing review work in accordance with relevant requirements, and put forward stringent requirements on the design process, resolutely prevented the simplification of important design structures due to savings material costs, so as to ensure the quality control of the project design process.

重大地质风险评估
Major geological risk assessment

建立投前阶段的重大地质风险评估制度，对场地内可能存在崩塌、滑坡、泥石流、地面沉降塌陷、地震裂隙带等特殊的地质灾害进行初步判断，以保障工程安全，并避免因地质隐患造成的工程质量问题。

We have established a major geological risk assessment system in the pre-investment stage to make preliminary judgments on special geological disasters such as collapses, landslides, mudslides, ground subsidence and collapse, and seismic fractured zones in the site, so as to ensure project safety and avoid project quality problems caused by hidden geological hazards.

禁止使用无梁楼盖
Prohibition of the use of beamless floor

无梁楼盖是一种造价比梁板式结构更低的技术，但实际工程实践中，往往因多种因素易造成各类工程事故。我们将为保障产品工程安全作为基本诉求，并不单纯追求成本极致优化，并在2020年度设计制度优化时，明确规定不允许在地下室顶板采用无梁楼盖。

Beamless floor is a technology with lower cost than beam-slab structure. However, in actual engineering practice, various engineering accidents are often caused by various factors. We will take ensuring of the safety of product engineering as the basic requirement, and do not purely pursue the ultimate cost optimization, and when it comes to system optimization in 2020, we have clearly stipulated that it is not allowed to use beamless floors on the ceiling of the basement.

投前及设计阶段质量风险管控
Quality Risk Control in Pre-investment and Design Stage



在施工过程的质量管理中，我们建立了质量管理网络，通过集团、区域、事业部三级管控，明确职责，将质量管理活动做到标准化、规范化、科学化。此外，通过制定覆盖事前、事中、事后的质量管理流程，来对项目建设过程中的质量进行全过程的把控。

In the quality management of the construction process, we have established a quality management network. Through the control on three-level of the Group, region and business unit, we have stipulated powers and responsibilities, and standardized, normalized and scientized quality management activities. In addition, a quality management process covering before, during and after the process has been developed to control the quality in the whole process of project construction.

事前 Before the process	事中 During the process	事后 After the process
<ul style="list-style-type: none"> 以启动会目标分解为原则编制工程合约策划书； 以交付日期倒排12个月为关键控制节点进行项目计划； 分别设定目标达成的管控动作和措施。 Preparation of the project contract plan based on the principle of decomposing the goals of the kick-off meeting; Implementation of project planning with 12 months back from the delivery date as the key control point; Setting the control actions and measures to achieve the goals respectively. 	<ul style="list-style-type: none"> 标准化执行落地返检； 第三方过程品质管控； 进度计划梳理； 交付风险识别与预警等。 Standardized implementation of lunching and re-inspection; Third-party process quality control; Sorting out the progress plan; Delivery of risk identification and early warning. 	<ul style="list-style-type: none"> 通过工程后评估、工程合约案例库、第三方交付评估等管控方式，总结管控过程的缺陷，返检管理体系不足，修订标准和工艺，提升管控效率。 Through post-project evaluation, project contract case library, third-party delivery evaluation and other control methods, we have summarized the defects in the control process, re-inspected the insufficiency of management system, and revised standards and processes to improve the control efficiency.

施工过程质量风险管控
Quality Risk Control in Construction Process

同时我们引进第三方专项飞检制度，加强过程质量监督，多线程交叉管理，确保工程质量。我们每季度开展针对「实测实量、质量风险、安全文明、管理行为、铝合金专项、红线管理」等内容的飞行检查。报告期内，我们增加了地下工程第三方专项飞检制度。对于检查中出现的问题，我们要求各地区公司10天内整改完毕并通过线上数字工程平台回复。报告期内，工程第三方飞检综合分86.34分，较2019年的86.03分实现了稳步提升。

Besides, we have introduced a third-party special unannounced inspection system, strengthened process quality supervision, and multi-threaded cross-management to ensure project quality. We carry out unannounced inspections on "quality inspection, quality risk, safety and civilization, management behavior, special events for aluminum alloy, red line management" and other contents on a quarterly basis. During the Reporting Period, we added a third-party special unannounced inspection system for underground projects. For the problems found in the inspection, we have required all regional companies to complete the rectification within 10 days and reply through the online digital project platform. During the Reporting Period, the comprehensive score of the third-party unannounced inspection of the project was 86.34 points, realizing a steady increase from 86.03 points in 2019.



此外，我们还细化了承接查验制度，确定了物业、营销、运营等部门参与项目的交付前的联合检查，明确了相关管理动作及管理流程。我们通过实施工地开放日等形式向业主展示施工过程及交付阶段的效果呈现，联动业主与工程质量管控，减少交付问题。

In addition, we have also refined the acceptance inspection system, determined the joint inspection before the property, marketing and operation departments participated in the delivery of the project, and clarified the relevant management actions and management processes. Through the implementation of the construction site open day and other forms, we show the effect of the construction process and the delivery stage to the property owner and connect the property owners with the project quality control, so as to reduce delivery problems.

我们也对施工过程中的第三方提出了质量管理的要求，在合同中对各供应商及参加单位的项目质量要求进行了明确。

We also put forward quality management requirements against third parties in the construction process, and clarified the project quality requirements against each supplier and participated units in the contract.



第三方质量管控文件
Third-party Quality Control Documents

在施工过程中，为严格把控原材料质量，我们严格按照合同约定品牌对施工方进行进场验收，并要求提供产品合格资料。重要材料执行集团集采，从源头控制质量。

In the course of construction, in order to strictly control the quality of raw materials, we carry out acceptance inspection on construction party in strict accordance with the brand agreed in the contract, and require to provide product qualification information. Centralized purchase of important materials is implemented by the Group to control the quality from the source.



质量培训

为了提高项目建设质量，更好地适应行业发展趋势，我们在集团、区域以及各项目都进行了不同层级的质量培训及宣贯，内容涉及公司的制度标准以及专业要求。

Quality Training

In order to improve the quality of project construction and better adapt to the development trend of the industry, we have carried out quality training and promotion at different levels in the Group, region and each project, which involves the system standards and professional requirements of the Company.

集团

- 制度：定期通过线上人本学堂对全集团的各项制度、指引以及办法进行详细的宣贯，切实保证贯彻落实新的制度标准。
- 专业：每月至少举行2场以上的其他相关部门的针对性培训活动，一方面强化不同专业的协作与互动，另一方面强调不同专业的共享。

The Group

- System: We regularly promote the various systems, guidelines and measures of the whole group through the online People-oriented Classroom, effectively ensuring the implementation of the new system standards.
- Profession: We hold at least 2 targeted training activities for other relevant departments on a monthly basis, which strengthened the collaboration and interaction of different professions on one hand, and we emphasized the sharing of different professions on the other hand.

区域 / 项目

- 制度：每周要求完成对相关制度、指引或结合项目自身情况自行进行培训交底，并每月进行上报。
- 专业：定期进行《工程交底工作指引》、《飞检体系4.0解读》、《安全文明专项培训》、《装饰装修专项培训》、《防渗漏专项培训》等专项培训及宣贯。

Region/Project

- System: We require to independently complete the training disclosure on relevant systems, guidelines or according to the project's own situation on a weekly basis, and report it on a monthly basis.
- Profession: We regularly conduct special training and promotion such as Work Guidelines for Project Disclosure, Interpretation of Unannounced Inspection System 4.0, Special Training for Safety and Civilization, Special Training for Decoration and Renovation and Special Training for Leakage Prevention.

通过精益的质量管理，本集团凭借稳健提升的产品品质与服务品质，荣膺「中国地产金砖奖—2020年度品质地产综合企业」，获得行业与市场的认可。同时，我们的多个项目也充分得到了社会及客户的肯定，荣获了质量标准化示范工程和标化工地的称号。

Through lean quality management, the Group won the "Golden Brick Award for Real Estate of China – 2020 Enterprise with Comprehensive Quality in Real Estate" by leveraging on its steadily improved product quality and service quality, which was recognized by the industry and the market. In addition, a number of our projects have been fully recognized by the society and customers, and won the titles of quality standardization demonstration projects and standardized construction sites.



竭诚服务

祥生控股持续从改善客户的需求出发提升服务，满足人们对健康、愉悦、安全、舒适生活的追求视为己任。我们贴合市场需求，不断提升服务质量，在住宅服务与商业服务方面双向发力，力争打造服务新标杆，以匠心筑就幸福生活。

住宅服务

我们从客户需求出发，打造每个人心目中的「城市栖息地」。我们通过将丰盛、健康、自由、快乐的生活状态融入于产品和服务中，延展全景全享、左邻右里、爱家健住的美好生活场景。为了匹配不同定位的产品线，满足客户多元化的产品及服务要求，我们针对不同产品线制定了不同的空间设置和服务内容。

服务提升

我们不断迭代产品服务，提升服务体验。报告期内，通过对城市家庭服务需求的洞察与探索，我们升级打造「幸福π」多维服务体系，涵盖幸福部落、幸福空间、幸福社群、幸福服务、幸福街区五大核心服务内容，致力于为客户提供全龄段、全周期的祥生式幸福生活体验。

SINCERE SERVICE

Shinsun Holdings continues to improve its services focusing on improving the needs of customers, and regards meeting people's pursuit of a healthy, joyful, safe and comfortable life as our own responsibility. We continuously improve service quality to meet the market demand, and make efforts in both residential and commercial services, striving to create a new benchmark for services, and create a happy life with ingenuity.

Residential Service

We create the "urban habitat" among people focusing on improving the needs of customers. Through integrating a abundance, health, freedom and happiness state into our products and services, we have extended the beautiful life scenarios of fully-enjoyed panoramic views, neighborhoods and healthy living. In order to match the product lines with different positioning and meet the diversified product and service requirements of customers, we have formulated different space settings and service offerings for different product lines.

Service Improvement

We improve the service experience through continuous iterating our products and services. During the Reporting Period, through insight and exploration of the service needs of urban families, we upgraded and built a "Happy π" five-dimensional service system, covering five core service contents: happiness tribe, happiness space, happiness community, happiness service and happiness neighborhood, and dedicated to providing customers with an all-age, all-cycle Shinsun-style happiness life experience.



「幸福π」多维服务体系
"Happy π" Five-dimensional Service System



为应对新冠疫情，祥生控股第一时间通过专题讲座、客户调研等方式，面向客户开展「疫情下的客户心声」调研，主要针对「居住配套」、「居住空间」、「社区服务」三大项展开。通过调研，我们针对景观、车行流线、社区大堂等关键区域进行了优化，在保证业主健康安全的同时，增加居住体验。

In response to the COVID-19 pandemic, Shinsun Holdings carried out a survey of "Customers' Voices under the Pandemic" for customers through special lectures, customer surveys and other methods in the first time, mainly focusing on the three major items, namely "ancillary residential facilities", "residential space" and "community services". Through survey, we have optimized key areas such as landscapes, traffic routes and community lobbies to increase the living experience while ensuring the health and safety of the property owners.

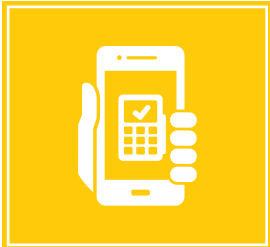


景观优化

- 增加小花园数量，在保证空间私密性的同时满足散步透气需求
- 设置宠物乐园与儿童乐园，并增加洗手点、消毒点
- 垃圾收集点增设口罩收集箱

Landscape optimization

- Increase the number of small gardens to meet the needs of walking and ventilation while ensuring the privacy of the space
- Set up pet paradise and children's playground, and increase hand washing and disinfection points
- Arrange additional mask collection boxes at garbage collection points



车行流线优化

- 增加车道消毒、车胎消毒
- 地下大堂智能手机开启识别

Traffic route optimization

- Arrange additional disinfection for lane and tire
- Smart phone recognition in the underground lobby



社区大堂优化

- 社区大堂加载无接触出入管理
- 外投内取得快递设施
- 设置外来人员等候区
- 物业服务测温登记

Community lobby optimization

- Loading contactless access management in community lobby
- Drop-off and pick-up facility
- Set up a waiting area for external personnel
- Temperature measurement and registration in property service



客户沟通

此外，为提升客户服务感受，我们开展了丰富的客户沟通活动，在为客户提供贴心服务的同时，为客户创造交流空间，提升客户居住乐趣。

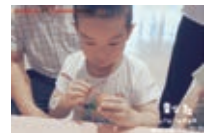


业主家宴
Family Banquet for Property Owners

金婚摄影
Golden Wedding Photography

邂逅糖画艺术
Meet Sugar Painting Art

手制诗意团扇
Hand-made Poetic Round Fan



线上年货节
Online New Year's Shopping Festival

友邻生日会
Friendly Neighborhood Birthday Party

遇见布上艺术
Meet Art on Cloth

小小匠人刻蛋雕
Egg Carving by A Little Craftsman

小飞象夏令营 — 「巡游大草原」

- 结合本年度疫情，杭州、诸暨、绍兴、丽水、抚州5城市销售中心，通过线上线下结合的方式，开展争霸赛、内蒙夏令营、销售中心礼品兑换等活动。直接参与业主4,088户，活动覆盖业主约9万户，加深业主品牌认知度。

Flying Elephant Summer Camp – “Prairie Cruise”

- In light of the pandemic this year, 5 sales centers in Hangzhou, Zhuji, Shaoxing, Lishui and Fuzhou carried out competitions, summer camps in Inner Mongolia, and gift exchanges in sales centers through online and offline methods, with 4,088 property owners directly participating, and the activities covered approximately 90,000 property owners, deepening the owners' brand recognition.

幸福生活节

- 以祥生服务、祥生家味、祥生年货、祥生友邻为2020年幸福生活节活动的四大模块，内容包括服务升级、金婚摄影、祥生家宴、年货节、友邻集市、友邻运动会、友邻游园会等活动。全集团共计22,988户业主参与，覆盖业主约12万户。

Happy Life Festival

- We take Shinsun Service, Shinsun Taste of Home (祥生家味), Shinsun New Year' Goods (祥生年货) and Shinsun Friendly Neighborhood (祥生友邻) as the four major modules of the activities of Happy Life Festival in 2020, the content of which includes service upgrades, golden wedding photography, Shinsun family banquet, New Year's shopping festival, friendly neighborhood bazaar, friendly neighborhood games, friendly neighborhood garden party and other activities, with a total of 22,988 property owners of the entire group participated, covering approximately 120,000 property owners.

业主社群

- 通过成立童学社，开展「邂逅糖画艺术」、「手制团扇」等活动，为小业主增加日常乐趣；
- 通过成立篮球社，举办区域篮球赛、集团总决赛等，丰富业主生活，加强业主间的沟通与交流。

Property Owner Community

- Through the establishment of children's society, we carried out activities such as “Meet Sugar Painting Art (邂逅糖画艺术)” and “Hand-made Round Fan (手制团扇)” to increase daily pleasures for junior property owners;
- Through the establishment of basketball clubs, regional basketball games and group finals to enrich the life of the property owners and strengthen communication and exchanges between the property owners.



客诉响应

我们始终注重客户的沟通与反馈，在客户服务的全生命周期进行实时监测及管控。本集团已建立系统性全周期风险管控体系，贯穿整个开发全周期，包括项目启动阶段、销售阶段、建设阶段、交付阶段等，形成集团、区域、事业部三级风险管控方式，制定53个节点标准执行动作、梳理常用工具清单、明确介入时间等。我们已集合《呼叫中心作业指引》、《基于客户触点的服务里程碑节点管理标准及操作指引1.0》、《「幸福服务官」操作指引1.0》、《「业主品质官」操作指引1.0》等制度及标准做法，汇编成《客关操作手册》并向各地区公司进行宣贯。通过标准化的服务，回归初心，使服务有心化、有形化、有型化。

我们通过细化对客户服务管理，解决对客户服务全流程中客户服务的痛点，减少项目客诉风险，提升客户对企业的正向感受。报告期内，我们积极开展自查活动，以保证服务的标准执行。其中，启动会风险排查19次、销售期检查59次、交付风险排查49次，覆盖本集团所有在建项目。

Response to Customer Complaints

We always pay attention to communication with customer and their feedback, and conduct real-time monitoring and control throughout the entire life cycle of customer service. The Group has established a systematic full-cycle risk control system that runs through the entire development cycle, including the project kick-off stage, sales stage, construction stage and delivery stage, forming a risk control method at three-level of the Group, region, and business unit, and formulating 53 nodes of standard execution actions, sorting out the list of commonly used tools and clarifying the intervention time. We have compiled the Customer Relationship Operation Manual in combination of systems and standard practices such as Call Center Operation Guidelines, Customer Contact-based Service Milestone Management Standards and Operation Guidelines 1.0, Operation Guideline of "Happy Service Officer" 1.0, and Operation Guidelines for "Property Owner Quality Officer" 1.0, and promoted it to companies in various region. Through standardized services, we will renew our commitment to the original aspirations and make our services more sincere, tangible and shaped.

Through refining customer service management, we solve the challenge of customer service in the whole process of customer service, so as to reduce the risk of customer complaints of the project, and improve customers' positive feelings towards the Company. During the Reporting Period, we actively carried out self-inspection activities to ensure the standard implementation of service, including 19 risk investigations at kick-off meeting, 59 inspections during the sales period and 49 investigations for delivery risks, covering all projects under construction of the Group.



我们积极接受客户的反馈，制定了《客户投诉作业指引》、《客户危机事件操作指引》、《祥生地产责任追究制度》等客诉反馈制度。同时，为了及时解决客户反馈及诉求，我们建立了从签约到交付，全周期、全覆盖的客户沟通反馈与响应机制。

We actively accept feedback from customers and have formulated customer complaint feedback systems such as the Customer Complaint Operation Guidelines, Operation Guidelines for Customer Crisis Events and Accountability System of Shinsun Property. In addition, in order to solve customer feedback and demands in a timely manner, we have established a full cycle and full coverage of customer communication feedback and response mechanism from signing to delivery.

业务端

Business end

400服务热线	每周一到周日8:00-20:00
400 service hotline	8:00-20:00 every Monday to Sunday
祥生会online幸福服务官(在线客服)	每周一到周日9:00-18:00
Shinsun Club online happiness service officers (online customer service)	9:00-18:00 every Monday to Sunday
业主「幸福聆听」报事系统	24小时可投诉反馈
Property owner's "Happy Listening" reporting system	Complaints and feedback are available on a 24-hour basis

对客端

Customer end

线上

Online

「祥生会」公众号

"Shinsun Club" official account

线下

Offline

所有销售中心均公示400服务热线

「祥生会」线上投诉指引

400 service hotline is posted at all sales centers

"Shinsun Club" online complaints guidelines



创造，以质量为本

CREATION, PRIORITIZING QUALITY

报告期内，我们还推出了「幸福服务官」和「业主品质官」，从集团和客户双重角度，为客户提供更加安心的服务：

During the Reporting Period, we also launched the “Happiness Service Officers” and “Property Owner Quality Officers” to provide customers with more reassuring services from the dual perspectives of the Group and customers:

幸福服务官 Happiness Service Officers

- 围绕客户全生命服务周期
- 签约后即一对一添加业主微信，针对客户高敏感的工程进度、投诉处理进度、日常建议咨询及时告知
- 全集团2个区域、1个城市公司、3个事业部、44个项目落地幸福服务官，祥生会online服务官上线，累计服务客户46,247户
- Focusing on the customer's full life service cycle
- After signing the contract, we will add the property owner's WeChat one to one, and timely inform the customer of highly sensitive project progress, complaint handling progress and daily recommendation and advice
- Happiness Service Officers have been implemented in 2 regions, 1 city company, 3 business units and 44 projects of the Group, the online service officers of Shinsun Club have been launched, serving a total of 46,247 customers

业主品质官 Property Owner Quality Officers

- 优质项目邀请业主共同议事，解决信任痛点
- 开盘后筛选VIP客户成为业主品质官，交付前邀请品质官参与施工现场活动，交付后参与社区共建活动
- 1个城市公司、2个事业部，共计9个项目落地，全年累计召开业主品质官会议28次，聘任业主品质官208名
- We invite property owners to discuss together for high-quality projects, so as to solve the challenge of trust
- After the opening, we select VIP customers to be property owners' quality officers, invite quality officer to participate in construction site activities before delivery, and participate in community joint construction activities after delivery
- A total of 9 projects were launched in 1 city company and 2 business units, a total of 28 property owner quality officer meetings were held throughout the year, and 208 property owner quality officers were engaged



为打通祥生控股业主之间的信息壁垒和交流隔阂，建立与业主的双向良性互动沟通系统。我们制定了「2157」客户投诉节点化标准管理流程，并依据《客户投诉作业指引》和《责任追究细则》等制度文件对客户投诉进行反馈和内部主追责，致力于为客户提供满意答复。

In order to get through the information barriers and communication gaps among the property owners of Shinsun Holdings, we have established a two-way benign interactive communication system with the property owners. We have formulated the "2157" nodes-based standard management process for customer complaint, and feedback customer complaints and internal accountability in accordance with the Customer Complaint Operation Guidelines (《客户投诉作业指引》) and Accountability Articles (《责任追究细则》) and other system documents, committing to providing customers with satisfactory replies.



「2157」节点进行标准化管理
"2157" Nodes for Standardized Management



创造，以质量为本

CREATION, PRIORITIZING QUALITY

业主满意度

报告期内，祥生控股对内围绕产品与服务、风险与品质，建立部门联动机制，为客户严控产品质量关；对外以客户满意为核心，创造与客户的链接，主动升级沟通渠道，解决痛点，形成品牌认同；同时形成集团内部的业主偏好数据库，全年主动5次业主研究，累计了解访问上万名业主对产品及服务需求偏好。

本集团委托中国指数研究院执行2020年全流程满意度调研，调研覆盖祥生控股销售期（准一、准二）、交付期、入住期（稳定期、老业主）业主，采用电话调研的方式，我们的总体满意度为82.8分。

商业服务

秉持「营造幸福生活」的企业理念，30余年的沉淀，祥生控股以发展的眼光关注市场，探究城市更新脉络与消费群体生活习惯。我们坚持「有创新、有品质、有情景、有温度」的商业经营理念，匹配不同的城市能级与功能需求，致力于为每个城市研创出更适合自身、更时尚有趣的优质商业项目。

Property Owner Satisfaction

During the Reporting Period, internally, Shinsun Holdings established a departmental linkage mechanism focusing on products and services, risks and quality, so as to strictly control product quality for customers. Externally, we created links with customers focusing on customer satisfaction, proactively upgraded communication channels, and resolved challenges, forming brand recognition. Besides, the Group's internal property owners' preference database was created, and proactive studies on property owners were conducted for five times throughout the year, accumulatively learning about and interviewing tens of thousands of property owners for their needs and preferences for products and services.

The Group has entrusted China Index Academy to carry out a full-process satisfaction survey in 2020, covering Shinsun Holdings' property owners at sales period (Prospective I and Prospective II), delivery period and occupancy period (stable period, existing property owners) by telephone surveys, with overall satisfaction score of 82.8 points.

Commercial Services

Adhering to the corporate philosophy of "creating a happy life" and more than 30 years of accumulation, Shinsun Holdings focuses on the market with a vision of development, and explores the urban renewal context and the living habits of consumer groups. We adhere to the business philosophy of "innovation, quality, scenario and warmth" to match the tier and functional needs of different cities, and are committed to developing high-quality commercial projects that are more suitable for each city, more fashionable and interesting.



商户服务

我们对商户的准入和日常经营提出了严格的管理要求。在新商户准入阶段和商户日常经营过程中，我们针对招牌、营业管理、清洁卫生、推广活动等制定了相关要求，以全面保障商业中心的责任化运行和全体商户的基本权益。同时，针对今年的疫情影响，我们为商户提供了多项帮扶举措，在保障顺利运营的同时，维护疫情稳定、市民健康。

Merchants Services

We put forward stringent management requirements for the access and daily operation of merchants. In the access stage of new merchants and in the daily operation process of merchants, we have formulated relevant requirements for signboards, business management, sanitation and promotion activities to fully protect the responsible operation of the commercial center and the basic rights and interests of all merchants. In addition, in response to the impact of the pandemic this year, we have provided a number of assistance measures for merchants to ensure smooth operations while maintaining the stability of the pandemic and the health of citizens.

免费给予困难商户广告支持，包括大屏幕、侧旗、吊幔、玻璃贴、软文推送等
We offered free advertising support to merchants in difficulty, including big screens, side flags, hanging curtains, glass stickers, soft sell advertising, etc.

疫情期间房租物业费的减免，减少商户疫情损失
We reduced the rental and property fees during the pandemic to reduce the losses incurred by the merchants due to the pandemic

配合商户进行单店活动宣传，各个楼层早会宣导单店活动，以及微信群、朋友圈进行宣传
We cooperated with merchants to promote activities on a per store basis through promoting activities on a per store basis at morning meetings on all floors, as well as WeChat groups and Moments

疫情期间建立祥生广场吃货群，方便消费者点餐
We established a foodie group in Shinsun Plaza during the pandemic to facilitate consumers to order

协助商户建立单个品牌会员群，通过不定期发放福利，稳定客户群体，提升店铺销售额
We assisted merchants in establishing a single brand membership group to stabilize the customer group through irregular distribution of benefits, so as to increase store sales

商户帮扶政策

Merchants Assistance Policy

为了不断改善我们对商户的服务，更好的实现商业中心的运营。报告期内，我们对商户开展了满意度调查。我们以抽样调查的方式进行随机调查50个商户，主要内容包括日常运营管理是否规范、公共设施设备是否满足使用、商场运营推广提升建议、商场各项手续办理情况满意度、商场的公共卫生满意情况等。调查结果显示，商户对商场的整体经营环境和运营管理比较认可，未来我们也将进一步提升一些经营中的细节问题。

In order to continuously improve our services to merchants and better realize the operation of the commercial center. During the Reporting Period, we conducted a satisfaction survey against merchants. We conducted random surveys of 50 merchants on a sample survey basis, which mainly includes whether the daily operation management is standardized, whether the public facilities and equipment are available, recommendations for promotion and improvement of shopping malls operation, the satisfaction of the various procedures of the shopping mall and the public hygiene satisfaction of the shopping mall. According to the survey results, merchants recognized the overall business environment and operation management of the shopping mall, and we will also further improve certain details of the operation in future.



创造，以质量为本

CREATION, PRIORITIZING QUALITY

消费者服务

在日常运营过程中，我们也十分关注消费者的感受及体验，通过开展多项活动，提升消费体验感和娱乐感，丰富消费生活。

Consumer Services

In the daily operation process, we also pay close attention to consumers' feelings and experiences. Through carrying out a number of activities, we have enhanced the sense of consumer experience and entertainment, and enriched consumer life.

顾客在广场消费积分可以兑换礼品、免费停车等
Customers' consumption points in the plaza can be redeemed for gifts, free parking, etc.

会员中心配备休息室及儿童免费游玩区，供顾客休息及小孩子游玩
The member center is equipped with a lounge and children's free play area for customers to rest and children to play

商场配备母婴室，供女性顾客给孩子哺乳
The shopping mall is equipped with baby care rooms for female customers to breastfeed their children

增加吸烟区
Increase of smoking area

不定期推出会员顾客优惠活动，美食免费体验等
Launch of promotions, free dining experience, etc. for member customers from time to time

消费者服务提升 Consumer Service Improvement

此外，在疫情期间，为了保障消费者安全，我们积极开展防疫工作，免费为商户及消费者发放口罩。同时，为了积极配合政府针对疫情的消费计划，我们与运营地政府联合推出两期消费券活动，给予消费者优惠。

In addition, during the pandemic, in order to protect consumer safety, we actively carried out pandemic prevention work and distributed masks to merchants and consumers for free. Besides, in order to actively cooperate with the government's consumption plan against the pandemic, we have jointly launched two consumer voucher campaigns with the government where we operate to give consumers preferential treatment.

我们积极开展消费者满意度调查，报告期内，我们于3月及8月分别开展了两次满意度问卷调查，同时收集消费者对于商场经营的改进建议，调查的内容包括：对项目外观及内场美陈美观度的评价、地下室停车位是否满足停车需求、场内目前的品牌能否满足消费、希望引进哪些新品牌等等。后续，我们也将根据消费者的建议，进一步提升商场的设施建设和软件配套。

We actively carry out consumer satisfaction surveys. During the Reporting Period, we conducted two satisfaction questionnaire surveys in March and August respectively, and also collected consumer suggestions for improvement of shopping mall operations. The contents of the survey included: the evaluation of the external design of the project and the beauty of the internal decoration, whether the basement parking spaces can meet the parking demand, whether the current brands in the shopping mall can meet the consumption, what new brands the customers would like to introduce, and so on. Subsequently, we will also further improve the construction of facilities and software supporting facilities in the shopping mall based on consumer suggestions.



报告期内，我们共接到消费者投诉60起，主要分为产品质量投诉和服务态度投诉两大类。报告期内，处理率100%。

During the Reporting Period, we received a total of 60 consumer complaints, which were mainly divided into two categories, namely product quality complaints and service attitude complaints. During the Reporting Period, the handling rate was 100%.

合规营销

COMPLIANCE MARKETING

我们坚持避免夸大宣传，并且不断加强客户隐私保护，保障合规营销。我们遵守《中华人民共和国广告法》、《中华人民共和国物权法》、《中华人民共和国消费者权益保护法》、《中华人民共和国个人信息保护法》等法律法规的规定，制定了《销售流程管理规范》、《营销价格优惠方案》、《营销系统佣金管理方法》等销售环节审批和管理规范，以全面合理管控销售过程。

We insist on avoiding exaggerated promotion, and continue to strengthen the protection of customer privacy to ensure compliance marketing. We have developed the Sales Process Management Standards, Marketing Price Preferential Plan, Marketing System Commission Management Methods and other sales approval and management standards in accordance with the Advertising Law of the People's Republic of China, the Property Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of the Rights and Interests of Consumers, the Personal Information Protection Law of the People's Republic of China and other laws and regulations, so as to control the sales process in a comprehensive and reasonable manner.

营销管理

Marketing Management

报告期内，我们进一步拓宽营销渠道，开展了多种线上线下的宣传推广活动，在全力推广产品的同时，打造品牌形象，梳理品牌价值。

During the Reporting Period, we further broadened our marketing channels through carrying out a variety of online and offline promotional campaigns. While making every effort to promote our products, we built a brand image and streamlined brand value.



创造，以质量为本

CREATION, PRIORITIZING QUALITY

为了保证营销活动的宣传合规、标准统一，我们通过成立营销物料审核小组和案场精装标准公示两种方式，管控在营销过程中的合规宣传，避免造成对消费者的误导。

In order to ensure compliance and united standards for marketing campaigns, we control the compliance promotion in the marketing process through establishing a marketing material review team and publicizing pre-delivery refined decoration standard, so as to avoid misleading consumers.



精装标准公示

- 为了防止虚假宣传，所有涉及项目内外部的不利因素内容，以及精装修产品的装修标准均进行了公示。

Publicizing of Refined Decoration Standard

- In order to prevent false promotion, we have publicized all the unfavorable factors inside and outside the project, as well as the decoration standards of refined decoration products.



专项审核小组

- 成立专项工作审核小组，由城市总、客服、法务共同策划并审核。

Special Review Team

- We established a special review team, which was jointly planned and reviewed by the general manager, customer service, and legal representatives in the city.

营销管控举措 Marketing Control Measures

针对营销活动，我们也开展了各类检查。报告期内，我们开展了集团抽查活动，并在地区公司每季度组织1次自查。从2020年二季度开始，我们还每月选取部分项目进行第三方神秘客户抽查。各类检查相互配合，促进合规营销。

We have also carried out various inspections against marketing campaigns. During the Reporting Period, we carried out random inspections of the Group and organized self-inspections in regional companies once a quarter. Since the second quarter of 2020, we have also selected part of projects for random inspections by third-party mystery customers on a monthly basis. Various inspections cooperated with each other to promote compliance marketing.

为了提升营销人员的合规意识，我们也针对营销流程和要求定期开展培训。报告期内，我们针对地区公司平台及项目营销进行培训，培训内容涵盖销售流程规范、销售红线、风险管理、负面案例分享等。因受疫情影响，培训均采用线上培训方式，培训覆盖地区公司平台、项目营销负责人、综合管理人员等。报告期内，我们分别于6月及8月组织了营销审批规范与营销管理规范的培训，全面提高了营销人员的专业素养和职业水平。

In order to enhance the compliance awareness of marketing personnel, we also conduct regular training on marketing processes and requirements. During the Reporting Period, we conducted training on regional company platforms and project marketing, the contents of which covered sales process standards, sales red lines, risk management, negative case sharing, etc. As affected by the pandemic, online training was used for training, covering regional company platforms, project marketing leaders and general management personnel. During the Reporting Period, we organized training on marketing approval standards and marketing management standards in June and August respectively, comprehensively improving the professional quality and professional level of marketing personnel.



客户隐私

在客户隐私保护方面，我们制定了《档案管理办法》、《责任追究细则》制度，设定客户信息及隐私为公司机密级档案，一旦发现将祥生会、400平台的管理密码和客户信息泄露、出卖公司以外人员等行为，导致客户投诉和负面影响的，我们将给予开除惩处。此外，客户服务业务通过线上系统进行运转，系统岗位一人一岗落位，并通过工号、密码进行强关联登录，通过减少线下台账使用，减少多个端口管控客户信息数据，降低客户投诉、维修等敏感信息泄露风险，保障信息安全。

Customer Privacy

In terms of protection of customer privacy, we have formulated systems such as the Management of Archives and Accountability Articles, and set customer information and privacy as confidential files of the Company. Once we found that the management password and customer information of Shinsun Club and 400 platform are leaked and sold to personnel outside the Company, resulting in customer complaints and negative impacts, we will punish it with dismissal. In addition, the customer service business is operated through the online system, and each post in the system is assigned by one person. The system can log in with strong correlation by staff ID and password. We reduce the use of offline standing book, and reduce the number of ports for controlling customer information and data, so as to reduce the leakage risks of customer complaints, maintenance and other sensitive information, and ensure information security.



环保，以绿色为优

ENVIRONMENTAL PROTECTION, PRIORITIZING GREEN

绿色发展是我们作为幸福生活运营商的重要目标之一，我们在运营与建设过程中坚持环境管理，在研发中加入绿色理念，在施工过程中推行环保举措，并不断完善与提升我们的环境管理水平，与社区和自然和谐共生。

绿色管理

祥生控股力求将绿色管理渗入到运营的各个环节中。我们严格遵守《中华人民共和国环境保护行政处罚办法》、《中华人民共和国固体废物污染环境防治法》、《中华人民共和国水污染防治法》、《绿色施工导则》、《中华人民共和国环境保护法》、《中华人民共和国环境影响评价法》、《中华人民共和国环境噪声污染防治法》等环境相关法律法规，持续规范我们的环境管理体系。报告期内，我们无因违反中国环境法律及法规而被处以重大罚款或遭受处罚。

绿色设计

本集团致力于「以人为本」的可持续发展方向，并积极与当地政府共同打造可持续发展城市，创造更好的人居环境。我们严格恪守当地法规和环保标准，将可持续的、绿色的、节能的建筑理念和社区理念植入新的项目中。我们在产品设计研发阶段秉承绿色建筑设计的理念，在建筑的全寿命周期内，我们通过九个方面最大限度节约资源，节能、节地、节水、节材、保护环境和减少污染，提供健康适用、高效使用，与自然和谐共生的建筑。

Green development is one of our important goals as a happy life operator. We adhere to environmental management in the course of operation and construction, integrate green concepts to research and development, implement environmental protection measures during construction, and continue to improve and enhance our environmental management standard, with a view to live in harmony with the community and nature.

GREEN MANAGEMENT

Shinsun Holdings strives to integrate green management into all aspects of operation. We strictly abide by the Measures of the People's Republic of China on Administrative Punishment of Environmental Protection, the Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution, the Law of the People's Republic of China on the Prevention and Control of Water Pollution, the Guidelines on Green Construction, the Environmental Protection Law of the People's Republic of China, the Law of the People's Republic of China on Environmental Impact of Assessment, the Law of the People's Republic of China on Environmental Noise Pollution, and other environmental related laws and regulations, continue to standardize our environmental management system. During the Reporting Period, we were not subject to major fines or penalties for violating the PRC environmental laws and regulations.

GREEN DESIGN

The Group is committed to the "people-oriented" sustainable development direction, and actively works with local governments to build sustainable cities and create a better living environment. We strictly abide by local regulations and environmental standards, and incorporate sustainable, green and energy-saving building concepts and community concepts into new projects. We adhere to the concept of green building design in the product design and development stage. During the full life cycle of the building, we save resources to the utmost extent through nine aspects, such as energy saving, land saving, water saving, material saving, environment protection and pollution reduction, provide buildings that are healthy, affordable, efficient in use, and live in harmony with nature.



节地 Land Saving

- 规划设计前期，严格控制地上建筑容积率；
- 推广开发地下空间，实现土地资源的立体使用；项目开发过程中，严格保护不文物、自然水系、湿地、基本农田、森林和其他保护区。
- In the early stage of planning and design, we strictly control the aboveground construction plot ratio;
- We promote the development of underground space and realize the three-dimensional use of land resources. In the process of project development, we strictly protect immovable historical relics, natural water systems, wetlands, basic farmland, forests and other protected areas.

节水 Water Saving

- 尽量利用非传统水源（如中水系统等）等；
- 采用雨水回用技术，实施雨水的资源化利用；
- 选择节水器具；室外绿化采用节水灌溉。
- We maximise the use non-traditional water sources (such as reclaimed water systems);
- We adopt rainwater reuse technology to implement rainwater resource utilization;
- We select water-saving appliances, and use water-saving irrigation for outdoor greening.

节能 Energy Saving

- 选择高效围护结构和高效机电系统；
- 选择节能照明，如以节能灯和LED灯为主要光源，公共区域照明设置自熄开关（感应开关），室外道路、景观照明设置平时、节日等多种控制模式等；
- 采用能耗监测与智能化控制系统，优化能源消耗；采用钢材、玻璃、自由分割轻质墙体均可再利用及循环利用。
- We select high-efficiency enclosure structure and high-efficiency electromechanical system;
- We select energy-saving lighting, such as energy-saving lamps and LED lamps as our main light sources, install auto shut off switches (sensor switches) for lighting in public areas, set outdoor roads and landscape lighting with various control modes such as at ordinary times and festivals;
- We use energy consumption monitoring and intelligent control systems to optimize energy consumption, and all of the steel, glass, and freely divided lightweight walls used can be reused and recycled.



减排

Emission Reduction

- 通过海绵城市设计，消减外排雨水峰值流量和径流总量，实施雨水的资源化利用。合理利用可再生能源，如选择太阳能（光伏）或空气源热泵系统。
- Through the sponge city design, we reduce the peak flow and total runoff of the outfall of rainwater, and implement the resource utilization of rainwater. We make rational use of the renewable energy, such as selecting solar (photovoltaic) or air source heat pump systems.

创新研发

Innovative Research and Development

- 探索研究高性能建材替代传统混凝土结构的可行性，目前已在宁波试点实施钢结构住宅建筑。
- We have explored and studied the feasibility of replacing traditional concrete structures with high-performance building materials, and have piloted the implementation of steel structure residential buildings in Ningbo currently.

规划及建筑设计

Planning and Architectural Design

- 通过合理布置建筑，优化室外的风环境、声环境、日照环境；建筑造型方面，在设计中体现简洁明快设计思路，减少装饰带来的浪费。建筑构造方面，通过采用优化后的标准设计节点，满足节材的要求。
- We optimize the outdoor wind environment, sound environment and sunshine environment by rational layout of buildings. In terms of architectural modeling, the design reflects neat and clear-cut design ideas to reduce the waste brought by decoration. In terms of building structure, we use the optimized standard design nodes to meet the requirements for material saving.

室内装修设计

Interior Decoration Design

- 大力推广住宅项目室内土建装修一体的全装交付标准，减少交付后小业主改造造成的资源及能耗浪费。
- We make great efforts to promote the full decoration delivery standard integrating interior civil work and furnishing of residential projects to reduce the waste of resources and energy consumption caused by renovation of little property owners after delivery.

采用装配式建筑体系

Adoption of Prefabricated Building System

- 将传统工地现场施工转为工厂预制+现场拼装方式，从而节约利用土地、减少噪音污染，减少CO₂、粉尘排放，降低能耗。
- We convert the traditional on-site construction to plant prefabrication + on-site assembly to save land, reduce noise pollution, reduce CO₂, dust emissions and reduce energy consumption.

集约化建造技术

Intensive Construction Technology

- 提高集约化建造技术，包括采用建筑外墙、外窗、外装饰层与保温一体化技术；室内装饰装修的整体卫浴、橱柜收纳技术推广等。
- We improve the intensive construction technology, including the use of building exterior walls, exterior windows, exterior decoration layer and thermal insulation integration technology, and promote the modular bathroom and cabinet technology for interior decoration and renovation.



报告期内，我们在多个项目中运用绿色设计理念，构建高品质可持续发展的绿色建筑。截至2020年12月31日，我们共有96个项目获得绿色建筑认证，绿色建筑总建筑面积15,716,630平方米。

During the Reporting Period, we adopted the green design concept in many projects to build high-quality and sustainable green buildings. As of 31 December 2020, a total of 96 projects have obtained green building certification, with a total GFA of green building of 15,716,630 square meters.

云境景轩通过绿建三星预评价

Cloud Jingxuan (云境景轩) passed the Three-Star Green Building Pre-evaluation

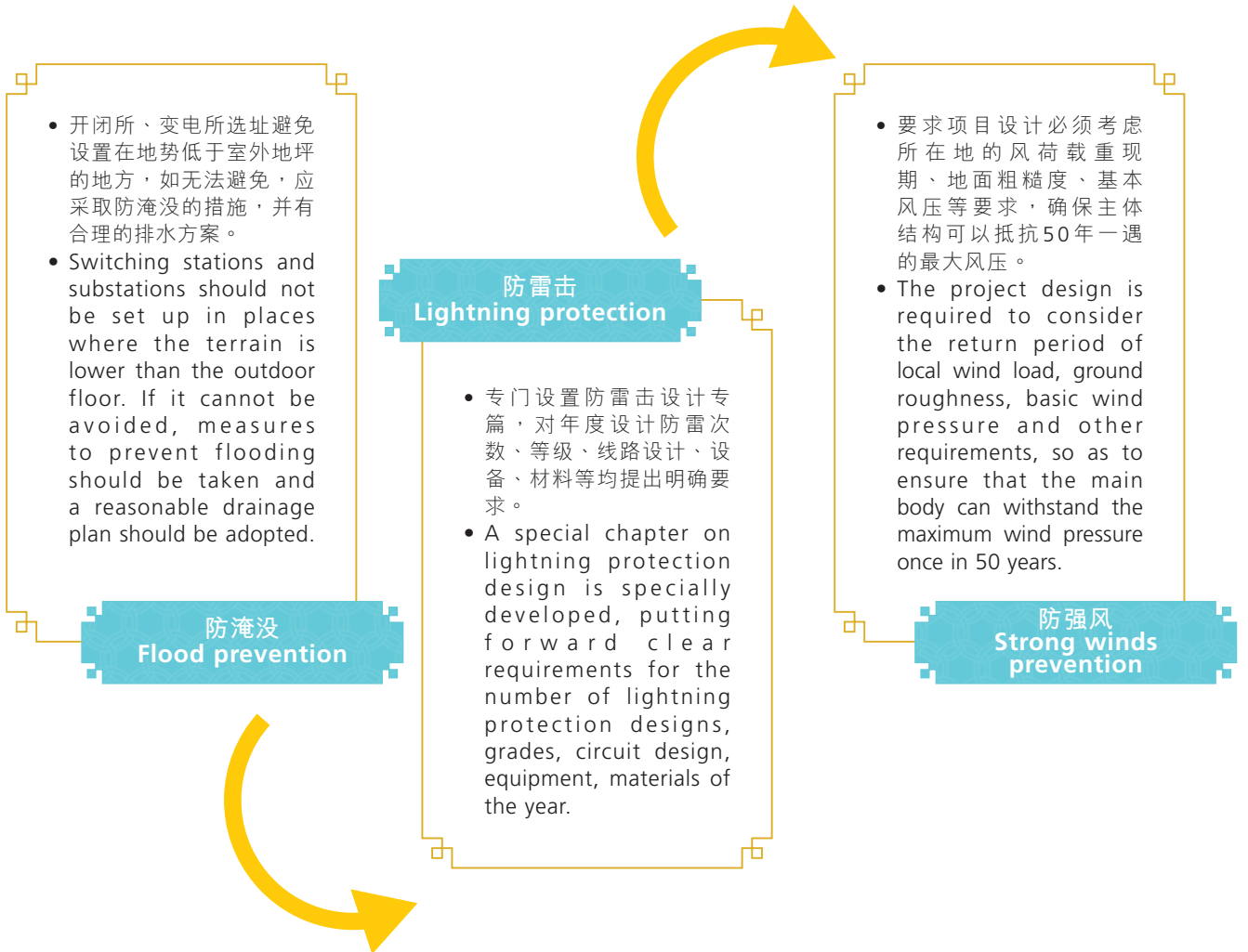
合肥事业部2020年开发的云境景轩项目通过绿建三星预评价。该项目在实施过程中针对安全耐久、健康舒适、生活便利、资源节约、环境宜居采取的技术措施主要有：项目建筑设计充分考虑自然采光和自然通风，采用建筑节能率大于65%的外围护结构系统；墙面合理开窗，有利自然通风；混凝土全部采用预拌混凝土，大量采用HRB400级高强度钢筋作为主筋；充分利用收集回用的雨水进行绿化灌溉、道路冲洗和地库冲洗；采用空气源热泵系统，高效节能无污染，绿色环保；采用先进的围护结构、外墙保温技术、非传统水资源利用技术以及可再生能源利用技术都具有较好的应用效果。

The Cloud Jingxuan (云境景轩) project developed by the Hefei business unit in 2020 passed the Three-Star Green Building Pre-evaluation. In the course of implementation of the project, the technical measures adopted for safety, durability, health and comfort, life convenience, resource conservation and livable environment mainly include: natural lighting and natural ventilation were fully considered in the architectural design of the project, and the surrounding protective structure system with a building energy-saving rate greater than 65%; reasonable windows on the wall were favorable for natural ventilation; all concrete was ready-mixed concrete, and a large number of HRB400 high-strength steel bars were used as the main reinforcement; make full use of rainwater collected and reused for green irrigation, road washing and basement washing; air source heat pump system of high efficiency, energy saving, pollution-free, green and environmental protection was adopted; the use of advanced enclosure structure, exterior wall thermal insulation technology, non-traditional water resource utilization technology and renewable energy utilization technology has good application effects.



作为一家深耕长三角区域的公司，气候变化风险是在设计环节高度关注的议题之一。我们高度重视气候因素对不同地域项目质量及安全的影响，如台风、防汛、防雷击等。我们实行100%第三方审图制度，在政府要求的必要图纸审查之外，我们出资聘请专业设计咨询顾问对所有操盘项目的施工图进行独立的第三方审查，以提高产品设计质量，在工程设计阶段保障安全。在图纸设计审查中，我们设有应对极端气候的审查条款，最大程度做到防淹没、防雷击、防强风，保障建筑在极端天气下的安全性。

As a company deeply rooted into the Yangtze River Delta region, climate change risk is one of the issues we attach great importance to in design process. We pay high attention to the impact of climate factors on the quality and safety of projects in different regions, such as typhoon, flood prevention, lightning protection, etc. We implement a 100% third-party drawing review system. In addition to the necessary drawing review required by the government, we invest in engaging professional design consultants to conduct independent third-party review of the construction drawings of all operated projects, so as to improve the quality of product design, and ensure safety at the project design stage. In the drawing design review, we have review terms in place to deal with extreme weather, so as to prevent flooding, lightning and strong winds to the greatest extent, and ensure the safety of the building in extreme weather.



应对气候变化的建筑设计
Architectural Design for Responding to Climate Change



此外，我们建立了方案评审会制度，根据项目所在地域的差异，有针对性的提出具体要求，如山地项目场地防洪设计、临湖临河项目防汛水位、驳岸设计等，并以评审会纪要形式进行落实。

绿色施工

祥生控股在贯彻绿色设计理念的基础上，也致力于最大程度地减少工程建设过程中对环境产生的影响。工程项目作为一线生产单位，要求承包商一致遵循节能环保层面的相关法律法规要求，认真执行环境影响评价，坚决贯彻建设项目环境保护「三同时」制度，严格控制污染物排放，全面开展环保监察工作。

In addition, we have established a program review meeting system to put forward specific requirements based on the differences in the region where the project is located, such as site flood prevention control design of mountain project, flood prevention water stage and bulkhead design of lakeside or riverside project, and implemented them in the form of review meeting minutes.

GREEN CONSTRUCTION

On the basis of implementing the concept of green design, Shinsun Holdings is also committed to minimizing the impact on the environment in the course of construction. As a front-line production unit, the construction project requires contractors to consistently follow the relevant laws and regulations on energy conservation and environmental protection, conscientiously implements environmental impact assessment, resolutely implement the “three simultaneities” system of environmental protection in construction projects, strictly controls pollutant discharge, and comprehensively carries out environmental protection supervision work.



环保，以绿色为优

ENVIRONMENTAL PROTECTION, PRIORITIZING GREEN

资源利用

在施工过程中有效利用资源是降低资源消耗、节能环保的举措之一。祥生控股严格控制施工过程中的资源消耗，在保障工程质量的前提下，通过设计创新、过程优化等实现资源最大化利用。

Use of Resource

Effective use of resources in the course of construction is one of the measures to reduce resource consumption, enhance energy conservation and environmental protection. Shinsun Holdings strictly controls the resources consumption in the course of construction, and maximizes the use of resources through design innovation and process optimization subject to ensuring the quality of the project.

铝合金模板利用

Utilization of aluminum alloy formwork

为加快施工进度，提高模板使用效率。浙东区域诸暨金辰府项目4栋25层的高层楼栋单体使用了铝合金模板。相较于木制模板，铝合金模板周转次数多，使用效率高，更加节能环保。此外，铝合金模板的使用也有效缩短了楼栋整体工期。

In order to speed up the construction progress and improve the efficiency of the use of formwork, aluminum alloy formwork was used in the four 25-story high-rise buildings of Zhujin Jinchen Mansion (诸暨金辰府) project in the eastern Zhejiang region. Compared with wooden formwork, aluminum alloy formwork has high turnover rate, high use efficiency, and is more energy-saving and environmentally friendly. In addition, the use of aluminum alloy formwork effectively shortens the overall construction period of the building.





废水管理

祥生控股严格按照当地的法律法规管理施工过程中的废水排放与处理，尽可能地降低废水排放，提高水资源利用率，避免湿作业和污水的产生。我们采取以下措施管理废水消耗与排放：

Wastewater Management

Shinsun Holdings strictly manages waste water discharge and treatment in the course of construction in accordance with local laws and regulations, so as to reduce waste water discharge as much as possible, improve water resource utilization, and avoid wet operations and sewage generation. We take the following measures to manage wastewater consumption and discharge:

将基坑及地下室降水直接用于施工用水，并设置三级沉淀池，将现场雨水收集沉淀后用于洒水防尘
Water from the foundation pit and basement is directly used for construction water, and a three-level sedimentation tanks is set up to collect and precipitate the on-site rainwater for watering and dust prevention

对出入车辆进行冲洗后，将冲洗水收集起来，用沉淀池处理后循环使用或排放
After washing the inbound and outbound vehicles, the washing water will be collected, treated in a sedimentation tank, and recycled for use or discharge

针对厨房和厕所废水，根据当地环保的要求设化粪池，严禁直接排放
For kitchen and toilet waste water, septic tank are set up according to local environmental protection requirements, and direct discharge is strictly prohibited

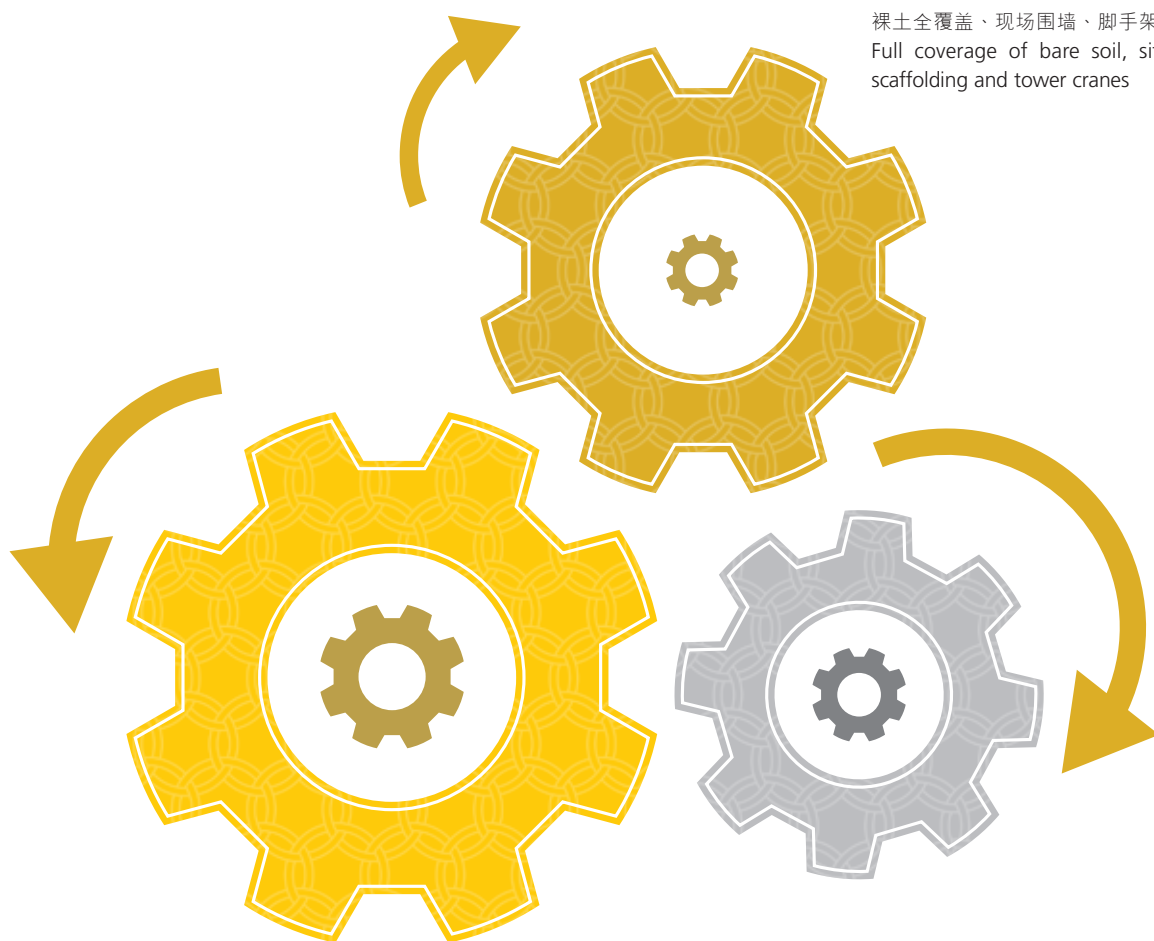


扬尘控制

祥生控股制定了针对各项环境指标的标准化要求，在施工过程中严格控制大气及扬尘污染。我们在现场道路及施工场地进行硬化处理，利用裸土全覆盖，现场围墙、脚手架、塔吊及喷淋进行防尘，并在现场设置专业PM2.5扬尘监控设备。

Dust Control

Shinsun Holdings has formulated standardized requirements for various environmental indicators, and strictly controlled air and dust pollution in the course of construction. We hardened the site roads and construction sites, used full coverage of bare soil, site fences, scaffolding, tower cranes and sprays to prevent dust, and set up professional PM2.5 dust monitoring equipment on site.



裸土全覆盖、现场围墙、脚手架、塔吊
Full coverage of bare soil, site fences, scaffolding and tower cranes

专业PM2.5扬尘监控设备
Professional PM2.5 dust monitoring equipment

喷淋除尘设施：为减少项目内部土方开挖、施工车辆来往引起的扬尘影响周边环境，我们在工地四周分别树立起了3米、5.5米、6米高的围挡，并在围挡上每5米布置一个喷淋头，减少扬尘对周边环境的影响。

Spray de-dusting facilities: In order to reduce the impact of dust on the surrounding environment caused by the excavation of the internal earthwork and the traffic of construction vehicles, we have erected fences with heights of 3 meters, 5.5 meters and 6 meters around the construction site, and arranged a spray header every 5 meters on the fence to reduce the impact of dust on the surrounding environment.



喷淋防尘
Spray De-dusting



脚手架覆网
Scaffold Coverings

废弃物管理

针对施工过程中的废弃物，祥生控股严格遵守《中华人民共和国固体废物污染环境防治法》等废弃物管理相关法律法规，进行常态化的合规管理，保障废弃物的安全存放、合规处置及回收利用，全面建立环境友好型建筑工地。

针对《国家危险废物名录》内规定的有害废弃物，我们将交由项目所在地政府相关部门运输收纳，我们在施工过程中严格规定不得乱扔乱埋建筑废弃物，并安排独立存放点，把有害废弃物托运到相应场地。

Waste Management

For the waste in the course of construction, Shinsun Holdings conducts normalized compliance management in strict compliance with the Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution and other laws and regulations related to waste management, so as to ensure the safe storage, compliant disposal and recycle of waste, comprehensively establish an environment-friendly construction site.

For the hazardous waste specified in the National Catalogue of Hazardous Wastes, we will deliver them to the relevant government departments where the project is located for transportation and collection. In the course of construction, we strictly stipulate that construction wastes should not be littered, and we have arranged independent storage points and delivery the hazardous wastes to the corresponding site.



环保，以绿色为优

ENVIRONMENTAL PROTECTION, PRIORITIZING GREEN

噪声管控

严格的噪声管控是施工项目中至关重要的环节，祥生控股严格按照要求监管施工过程中的噪音，施工时间，因特殊需要进行连续作业的，我们均提前申报夜间施工并按制度进行。同时，我们使用低噪的设备，并在声源处进行遮挡避免扰民。

极端天气应对

根据我们项目的所处地域的气候特点以及《国家防汛抗旱应急预案》、《建设部安全事故与自然灾害预防、接报与应急处置工作程序》、《浙江省建设系统抗台防汛应急预案》等法律法规，我们制定防台防汛的相关应急预案措施，保障我们的施工项目最大程度地规避气候重大风险。我们会在每年夏季台风或暴雨来临前，进行大规模安全检查，并在台风到达后停止施工，全面防控特殊天气带来的突发情况。

绿色营运

绿色低碳

祥生控股不仅在项目规划与建设时施行绿色低碳理念，也在日常运营中积极推动绿色办公，从日常做起，从每个员工做起，共同打造节能低碳的「绿色祥生」。我们积极宣传绿色理念，开展绿色环保相关培训与活动，报告期内，我们为了进一步节约能源、降低成本、增加效益、改善环境，发起了「节能环保，祥生向上」的绿色行动，提出了四个方面的节能环保倡议，提升员工的绿色环保意识。

Noise Control

Stringent noise control is a crucial part of the construction project. Shinsun Holdings strictly monitors the noise in the course of construction and the construction time according to the requirements. For continuous operations due to special needs, we will declare the night-time construction in advance and proceed according to the system. Besides, we use low-noise equipment and shield the sound source to avoid disturbing people.

Response to Extreme Weather

According to the climatic characteristics of the region where our project is located, as well as the National Emergency Plan for Flood Prevention and Drought Relief, Safety Accident and Natural Disaster Prevention, Reporting and Emergency Response Work Procedures of Ministry of Construction, Zhejiang Province Construction System to Fight Typhoon Flood Emergency Plan and other laws and regulations, we formulate relevant emergency plan measures for anti-typhoon and flood prevention to ensure that our construction projects can avoid major climate risks to the greatest extent. We will conduct large-scale safety inspections every summer before the arrival of typhoons or rainstorms, and stop construction after the arrival of the typhoons to fully prevent and control emergencies caused by special weather.

GREEN OPERATION

Green and Low-carbon

Shinsun Holdings not only implements the concept of green and low-carbon in project planning and construction, but also actively promotes green office in daily operations. We will jointly create an energy-saving and low-carbon "Green Shinsun" together with each employee through daily trifles. We actively promote the green concept and carry out trainings and activities related to green and environmental protection. During the Reporting Period, in order to further save energy, reduce costs, increase benefits and improve environment, we launched the green action of "Energy Conservation and Environmental Protection Help Shinsun to Make Progress", and proposed four aspects of energy conservation and environmental protection initiatives to enhance the green awareness of employees.



节能环保

Energy Conservation and Environmental Protection

- 办公室可充分利用自然光照明，在光线充足的情况下尽量避免开启室内照明灯。各部门员工下班后，除安全消防等外，其余办公室照明全部关闭。
- 减少电梯的使用，提倡大家上下班及办公期间短距离上下楼层不乘坐电梯，可以走楼梯上下楼。
- 控制室内空调温度，空调夏季控制不低于20度，冬季控制不高于25度，其余季节如无特殊情况尽量关闭。
- 当电脑暂停使用时应设为睡眠状态，并关闭显示器；不太常用的设备如扫描仪等平时不使用时应拔掉电源插头，下班前电脑、打印机、碎纸机、开水器等办公设备应关闭并切断电源，以减少待机能耗，保证安全。
- Use natural lighting as much as possible in office, and prevent turning on indoor lights as far as possible in case of natural daylight is sufficient. After the employees of all departments are off work, except for safety and fire protection, all other office lighting is turned off.
- Reduce the use of elevators, and encourage everyone to walk up and down the stairs instead of taking the elevator for short distances during work and office hours.
- Control the temperature of the indoor air conditioning, and the air conditioning is not lower than 20 degrees in summer and not higher than 25 degrees in winter. If there are no special circumstances, it should be closed as much as possible during the rest of the seasons.
- The computer shall be turned to sleep mode when it is not in use, and the display should be turned off; unplug the less commonly used equipment such as scanners when not in use at ordinary times, turn off and cut off the power supply of the computer, printer, paper shredder, water heater and other office equipment before getting off work to reduce standby energy consumption and ensure safety.

节约用水

Saving Water

- 节约水资源，养成随手关水龙头的习惯，避免水长流的情况发生。行政组经常检查公共场所（包括办公区域内）用水用电设备情况，发现损坏、故障的水电设备及时检修。
- 使用自带水杯代替瓶装矿泉水。同时将杯中剩余的水用于浇灌花草盆栽，避免浪费。
- Save water resources, develop the habit of turning off the tap readily, and avoid long flowing water. The administrative team often inspects the water and electricity equipment in public places (including the office area), and repairs the damaged or malfunctioning water and electricity equipment in a timely manner.
- Use your own cup instead of bottled mineral water. The water left in the cup is also used to water potted flowers and plants to avoid waste.



节约用纸 Saving Paper

- 节约办公用品，实行无纸化办公。部门间的文件传递，除需存档或会签的重要文件，尽可能在线上OA工作沟通进行审批，可减少纸张使用；打印纸应尽可能正反两面使用，PPT建议可四合一打印，非正式文件可采用单面废纸打印，以免浪费纸张。
- 尽量节约洗手间的擦手纸。
- 减少纸杯的使用，员工可使用自带水杯。
- Save office supplies and implement paperless office. For document delivery between departments, in addition to important documents that need to be archived or countersigned, online OA communication should be conducted for approval as much as possible to reduce paper use; printing paper should be used on both sides as much as possible, PPT should be suggested to be printed in form of four-in-one, informal documents can be printed with single-sided waste paper to avoid wasting paper.
- Try to save paper towels in the restroom.
- Reduce the use of paper cups, employees can use their own cups.

耗材、快递 Consumables and Express

- 将电脑打印默认设置为黑白打印，非必要情况下均采用黑白打印，同时打印文件前进行二次检查，避免打印错误产生浪费。
- 非紧急快递可优先选择陆路运输，而不是航空快递。
- The computer printing is set to black and white printing by default, and black and white printing shall be used unless it's necessary. Besides, double check the document before printing to avoid waste from printing mistakes.
- Give priority to land transportation for non-urgent express delivery instead of air express.



商户日常节能减排措施培训 Training on daily energy saving and emission reduction measures for merchants

2020年1月13日，我们在商业中心对所有的商户代表开展了有关日常节能减排措施的培训活动。主要从灯光照明、设施设备使用、办公用品使用、商品包装及垃圾处理等方面普及了节能减排的措施及方法，并开展了节能减排相关知识测试。

本次培训提升了商户在技能减排、绿色运营方面的意识，改善了一些日常运营中出现的高能耗、高污染及无端浪费的行为，帮助商户学习了许多技能减排、绿色运营的技巧。

On 13 January 2020, we carried out training activities on daily energy saving and emission reduction measures for all merchants representatives in commercial centers. The training mainly popularized energy saving and emission reduction measures and methods from the aspects of lighting, use of facilities and equipment, use of office supplies, product packaging and garbage disposal, and carried out knowledge tests related to energy saving and emission reduction.

This training has raised the awareness of merchants in terms of technical emission reduction and green operation, reduced some of the conducts of high energy consumption, high pollution and unreasonable waste in daily operations, and helped merchants to learn many skills in emission reduction and green operation.

废弃物处理

除了在工程建设过程中保障废弃物合规处理，我们在营运过程中同样关注废弃物管理。我们在公司与商业中心认真推行垃圾分类，进一步提高祥生的绿色环保水准。针对不可回收废弃物，我们依据与地方环保部门订立的协议，定期外运处理；针对可回收废弃物，我们定期组织集中售出；针对危险废弃物，我们严格记录，与相关方签订危废处置合同，集中收集后交由有资质单位进行处理；员工用餐中产生的剩余饭菜和泔脚作为生活垃圾按规定处理。

Waste Disposal

In addition to ensuring the compliance of waste disposal in the course of project construction, we also pay attention to waste management during our operation. We conscientiously implement waste sorting in the Company and commercial centers to further improve the green environmental protection standard of Shinsun. For non-recyclable waste, we regularly transport to designated sites for treatment in accordance with the agreement with the local environmental protection department. For recyclable waste, we regularly organize centralized sales. For hazardous waste, we strictly record and sign hazardous waste disposal contracts with related parties, and handed over to a qualified unit for treatment after centralized collection. The leftovers and slops produced by employees during meals are treated as household waste according to regulations.



垃圾分类宣传与标识
Waste Sorting Promotions and Signs



环保，以绿色为优

ENVIRONMENTAL PROTECTION, PRIORITIZING GREEN

报告期内，本集团环境数据绩效如下：

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

指标	Indicator	单位	Unit	商业及建造 ¹ Commercial and Construction ¹	办公 Office
直接能源消耗	Direct energy consumption				
汽油	Gasoline	升	litre	272,756	241,754
柴油	Diesel	吨	tonne	126	/
液化石油气	Liquefied petroleum gas	标准立方米	Nm ³	32,086	10,783
天然气	Natural gas	标准立方米	Nm ³	2,000	39,148
间接能源消耗	Indirect energy consumption				
外购电力	Electricity purchased	千瓦时	kWh	55,640,136	12,799,124
能源消耗	Energy consumption				
直接能源消耗	Direct energy consumption	吨标准煤	tonne of coal equivalent	604	301
间接能源消耗	Indirect energy consumption	吨标准煤	tonne of coal equivalent	6,838	1,573
综合能源消耗	Comprehensive energy consumption	吨标准煤	tonne of coal equivalent	7,442	1,874
温室气体排放	Greenhouse gas emission				
范围1：	Scope 1:				
直接温室气体排放量	Direct greenhouse gas emissions	吨二氧化碳当量	tonne of CO ₂ equivalent	1,226	618
范围2：	Scope 2:				
间接温室气体排放量	Indirect greenhouse gas emissions	吨二氧化碳当量	tonne of CO ₂ equivalent	39,524	9,088
水资源	Water resources				
总用水量	Total water consumption	吨	tonne	2,778,160	284,494
废水排放量	Wastewater discharge	吨	tonne	2,164,107	227,595
无害废弃物	Non-hazardous waste				
土方废料	Earthwork waste	吨	tonne	149,140	/
建筑垃圾	Building waste	吨	tonne	297,252	/
办公纸张	Office paper	吨	tonne	/	222
厨余垃圾	Kitchen waste	吨	tonne	4,869	/
其他一般废弃物	Other general waste	吨	tonne	32,541	285
无害废弃物总量	Total non-hazardous waste	吨	tonne	483,802	507
有害废弃物	Hazardous waste				
废硒鼓墨盒	Used toner cartridge	吨	tonne	/	1.99
废电池	Used batteries	吨	tonne	/	0.29
废日光灯或节能灯管	Used fluorescent lamps or power-saving fluorescent lamps	吨	tonne	/	0.40
废电子电器设备	Used electronic and electrical equipment	吨	tonne	/	1.34
其他	Others	吨	tonne	/	0.51
有害废弃物总量	Total hazardous waste	吨	tonne	/	4.51

(截至2020年12月31日)
(As of 31 December 2020)

¹ 涵盖本集团2020年120个在建项目及一个商业中心。

¹ Covering 120 projects under construction and a commercial center of the Group in 2020.



报告期内，本集团环境数据总量及密度如下： During the Reporting Period, the total volume and intensity of the environmental data of the Group are as follows:

指标	Indicator	单位	Unit	2020
综合能耗总量 ²	Total comprehensive energy consumption ²	吨标煤	tonne of coal equivalent	9,316.70
综合能耗密度	Comprehensive energy consumption intensity	吨标煤/万元人民币	tonne of coal equivalent/ RMB0'000	0.002
温室气体排放总量 ³	Total greenhouse gas emission ³	吨二氧化碳当量	tonne of CO ₂ equivalent	50,455.63
温室气体排放密度	Greenhouse gas emission intensity	吨二氧化碳当量/ 万元人民币	tonne of CO ₂ equivalent/RMB0'000	0.011
用水总量	Total water consumption	吨	tonne	3,062,654.30
用水密度	Water consumption intensity	吨/万元人民币	tonne/RMB0'000	0.66
废水总量	Total wastewater	吨	tonne	2,391,702.65
废水密度	Wastewater intensity	吨/万元人民币	tonne/RMB0'000	0.51
无害废弃物排放总量	Total non-hazardous waste discharge	吨	tonne	484,309
无害废弃物排放密度	Non-hazardous waste discharge intensity	吨/万元人民币	tonne/RMB0'000	0.10
有害废弃物排放总量	Total hazardous waste discharge	吨	tonne	4.22
有害废弃物排放密度	Hazardous waste discharge intensity	克/万元人民币	g/RMB0'000	0.91

(截至2020年12月31日)
(As of 31 December 2020)

² 综合能耗消耗量计算参照《综合能耗计算通则》(2018年7月征求意见稿)。

³ 温室气体排放量计算参照中华人民共和国国家发展和改革委员会发布的《工业其他行业企业温室气体排放核算方法与报告指南(试行)》。

² The calculation of comprehensive energy consumption was made with reference to the General Principles for Calculation of Comprehensive Energy Consumption (Draft for Comments in July 2018).

³ The calculation of the greenhouse gas emissions was made with reference to the Guidelines for Accounting and Reporting of Greenhouse Gas Emissions of Enterprises in Other Industries (Trial) issued by the National Development and Reform Commission of the People's Republic of China.



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PEOPLE-ORIENTED, WITH HAPPINESS AS OUR RESPONSIBILITY

祥生控股始终倡导「以人为本，以众心幸福为己任」的核心价值观，我们始终坚信人才是企业能够长期运行，实现可持续发展的根本动力。我们充分尊重每位员工的合法权益，不断完善晋升机制，鼓励员工进行多元化发展，为共同营造积极向上、温馨的工作氛围而努力，以此增强员工的认同感及归属感。

员工概况

权益保障

祥生控股严格遵守《中华人民共和国劳动法》、《中华人民共和国劳动合同法》、《中华人民共和国劳动争议调解仲裁法》等相关法律法规，制定了《人事运营管理手册》、《招聘管理制度》、《内部推荐管理办法》等一系列内部管理流程，并于报告期内优化了薪酬福利、晋升决策、考核雇佣等方面的管理制度，全面保障员工的合法权益。

此外，我们致力于打造多元化的工作环境，明确禁止使用童工和强迫劳动，积极维护女性权利，尊重员工在性别、年龄、种族、宗教信仰等方面的差异，反对任何形式的歧视和不平等竞争。截至2020年12月31日，本集团共有雇员3,488人，具体细分如下：

Shinsun Holdings always advocates the core value of “people-oriented, taking the happiness of all people as our responsibility”, and we always believe that talents are the fundamental driving force for the long-term operation and sustainable development of the enterprise. We fully respect the legitimate rights and interests of each employee, constantly improve the promotion mechanism, encourage employees to diversify their development, and work together to create a positive and warm working atmosphere, so as to enhance the sense of identity and belonging of employees.

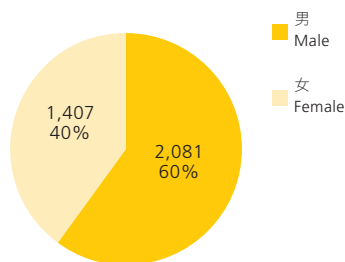
EMPLOYEE PROFILE

Protection of Rights and Interests

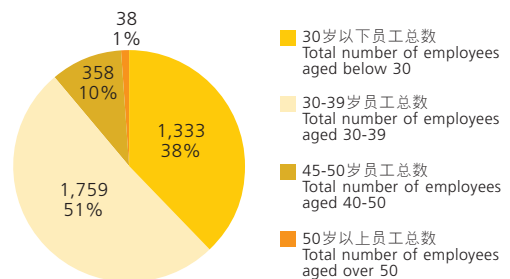
Shinsun Holdings strictly abides by the labour Law of the People’s Republic of China, the Labour Contract Law of the People’s Republic of China, the Law of the People’s Republic of China on Mediation and Arbitration of Labour Disputes and other relevant laws and regulations, and has formulated a series of internal management processes such as the Personnel Operation Management Manual, the Recruitment Management System and the Internal Recommendation Management Measures, and optimized the management systems for compensation and benefits, promotion decisions and assessment and employment during the Reporting Period to fully protect the legitimate rights and interests of employees.

In addition, we are committed to creating a diverse work environment, explicitly prohibiting the use of child labour and forced labour, actively defending women’s rights, respecting differences in employees’ gender, age, race and religious beliefs, and opposing any form of discrimination and unequal competition. As of 31 December 2020, the Group had 3,488 employees, broken down as follows:

按性别划分的雇员总数
Total number of employees by gender

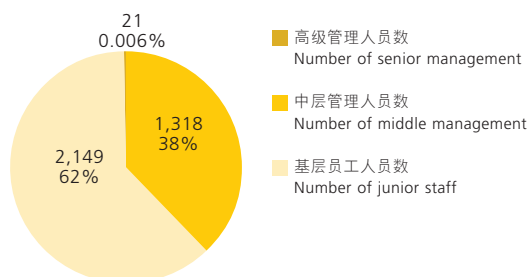


按年龄组别划分的雇员总数
Total number of employees by age group

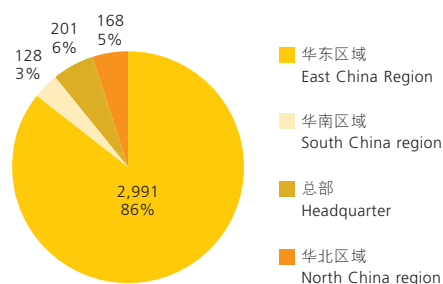




按职级划分的雇员人数 Number of employees by job level



按地区划分的雇员总数 Total number of employees by region



人才招聘

本集团始终坚持「以人为本」的价值观，制定并严格遵守《招聘管理制度》，通过建立科学、系统、规范的招聘体系来保障招聘工作的公开、公正、公平。我们的招聘渠道包括校园招聘和社会招聘。由于疫情原因，我们的校园招聘采用线上云宣讲的方式，该方式也获得了上万次的浏览量；社会招聘主要通过公众号以及官网的「招聘专栏」页面，进行人才的招聘。报告期内，我们开展了校园招聘计划，累计招聘校园应届大学生50余人，同时在正常招聘基础上出台了超级伯乐计划，强化内推机制，鼓励区域人员跨区域调动。

Talent Recruitment

The Group always adheres to the value of “people-oriented”, formulates and strictly abides by the Recruitment Management System, and ensures open, fair and equitable recruitment through the establishment of a scientific, systematic and standardized recruitment system. Our recruitment channels include campus recruitment and social recruitment. Due to the pandemic, our campus recruitment was conducted by online cloud presentation, which also received tens of thousands of views, social recruitment was mainly conducted through official account and the “recruitment column” page on the official website. During the Reporting Period, we launched a campus recruitment program, recruiting a total of more than 50 fresh graduates on campus. We also introduced a super talent scout program on the basis of normal recruitment to strengthen the internal promotion mechanism and encourage regional personnel to transfer across regions.

开展超级伯乐计划 Launching Super Talent Scout Program

报告期内，祥生控股，发布《超级伯乐计划操作指引》，针对集团内核心岗位需求，通过正向激励发动全体员工推荐候选人，从而搭建全集团招聘资源共享中心、提高人才与组织的匹配度，提高人才质量。

During the Reporting Period, Shinsun Holdings issued the “Operation Guidelines of Super Talent Scout Program” to encourage all employees to recommend candidates for core positions within the Group through positive incentives, so as to build a Group-wide recruitment resource sharing center, improve the match between talents and the organization, and enhance the quality of talents.



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社会认可

本集团的人力资源管理水平也获得了第三方人力资源机构的高度认可和表彰。报告期内，我们所获奖项有：

Social Recognition

The Group's level of human resources management has also been highly recognized by third-party human resources organizations. During the Reporting Period, we received the following awards:

肯耐珂萨·星跃奖：
2020年人才发展优秀企业
KNX-X Award: Excellent Enterprise
for Talent Development in 2020

博志成·第二十届中国房地产人力
资本峰会2019年度优秀学习型组织奖
BonZer-20th China Real Estate
Human Capital Summit 2019
Outstanding Learning
Organization Award

时代光华·2020年企业数字化
学习卓越实施贡献奖
Times Bright CreSuccess-2020
Enterprise Digital Learning
Excellence in Implementation
Contribution Award

前程无忧·2020人力资源
管理杰出奖
www.51job.com -
2020 HRM Excellence Award

易居·2020中国房地产企业
人力资本价值TOP100(排名19)
E-House- 2020 China Real Estate
Enterprises Human Capital Value
TOP 100 (Rank 19)

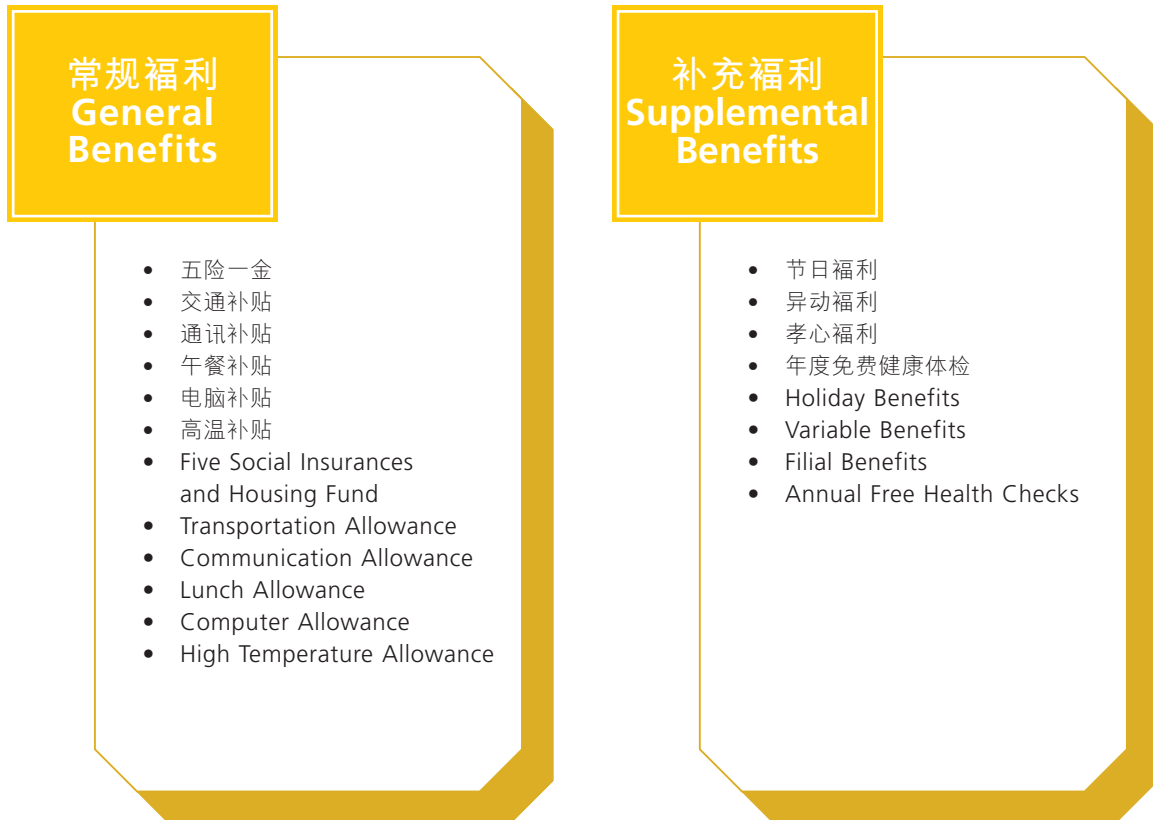


薪酬福利

祥生控股重视员工价值，坚持实施多层次激励政策，我们严格遵守《中华人民共和国劳动合同法》、《中华人民共和国最低工资规定》等雇员薪酬福利保障的相关法律法规，并依此结合集团情况制定了《全面薪酬管理制度》、《福利管理办法》、《考勤与休假管理办法》等一系列规范文件，努力为员工打造具有竞争优势的薪酬福利体系，持续吸引高质量人才的加入。我们在五险一金的法定福利之外，还设有交通补贴、通讯补贴、午餐补贴、电脑补贴、高温补贴、探亲补贴，以及节日福利、异动福利、给员工父母的孝心福利和年度免费健康体检等，最大限度的提升员工职场幸福感。

Compensation and Benefits

Shinsun Holdings attaches importance to the value of employees and insists on the implementation of multi-level incentive policies. We strictly comply with the Labour Contract Law of the People's Republic of China, the Provisions on Minimum Wage of the People's Republic of China and other relevant laws and regulations on employee compensation and benefits protection, and have formulated a series of standard documents such as the Comprehensive Compensation Management System, Benefit Management Measures, Attendance and Leave Management Measures, etc. in accordance with the Group's situation, and strive to create a competitive compensation and benefits system for our employees and continue to attract high quality talents to join us. In addition to the statutory benefits of five social insurances and housing fund, we also provide transportation allowance, communication allowance, lunch allowance, computer allowance, high temperature allowance, family visit allowance, as well as holiday benefits, variation benefits, filial benefits for employees' parents and annual free health checks, etc., to maximize the happiness of employees in the workplace.





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报告期内，我们升级绩效考核制度，提升考核工作精细化管理，出具管理岗位指标库，提升考核聚焦性。此外，我们还举办了为奋斗者加冕之年度评优活动。在高品质人才方面，我们建立完备的户政、人才补贴，推动跨职能、跨区域人员发展，实现重点员工的吸引和保留。

During the Reporting Period, we upgraded the performance appraisal system, improved the fine management of appraisal work, issued a management position index database, and enhanced the focus of appraisal. In addition, we held the annual evaluation activity of crowning the strivers with excellence. In terms of high-quality talent, we established a complete household policy and talent subsidy, promoted cross-functional and cross-regional personnel development, and achieved attraction and retention of key employees.

祥生控股开展「为奋斗者加冕」评优活动

Shinsun Holdings Launched the “Crowning for the Strugglers” Evaluation Activity

报告期内，我们举办「为奋斗者加冕」年度评优盛典，用象征褒奖与认可的荣誉，将肯定与鼓励送给为祥生未来而奋斗的员工，以此增强团队凝聚力，不断推动企业成长。在该活动中，浙东区域公司和地产集团总部—法务风控部获得集团级奖项—团队奖。

During the Reporting Period, we held the “Crowning for the Strugglers” annual award ceremony to give recognition and encouragement to the employees who are striving for the future of Shinsun with honors that symbolize praise and recognition, so as to strengthen team cohesion and continuously promote corporate growth. In the event, Zhejiang East Regional Company and the Legal and Risk Control Department of the Real Estate Group Headquarters won the Group-level award – Team Award.



人才发展

祥生控股将员工建设视作企业核心，不断开展培训活动并完善相关培训体系，制定科学的晋升机制，为扩大人才队伍打下坚实的基础。

培训体系

祥生控股致力于打造有竞争力的人才队伍，不断提高建设人才队伍的要求，为集团未来发展储能蓄力。报告期内，我们建设以能力标准为核心的为人才发展体系，通过不同职级所对应的不同的培养计划，帮助员工发现更大的挑战，让员工快速成长，鼓励员工进行多元化发展，壮大人才体系。

TALENT DEVELOPMENT

Shinsun Holdings regards staff building as the core of the Company, constantly carries out training activities and improves the relevant training system, and develops scientific promotion mechanisms to lay a solid foundation for expanding the talent team.

Training System

Shinsun Holdings is committed to building a competitive talent team and continuously improving the requirements for building a talent team to store energy and strength for the future development of the Group. During the Reporting Period, we built a talent development system with competency standards as the core, helping employees discover greater challenges through different training programs corresponding to different ranks, allowing them to grow quickly, encouraging them to diversify and growing the talent system.

SHINSUN 祥生

幸福生活运营商
Happy Life Operator

以能力标准为核心的人才发展体系

Talent development system with competence standards as the core





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PEOPLE-ORIENTED, WITH HAPPINESS AS OUR RESPONSIBILITY

本集团始终将人才培养作为公司发展的基石。我们制定并严格执行《内训师管理办法》(试行版)、《新员工培训管理办法》(试行版)以及《培训管理制度》(试行版)，上述制度通过规范培训管理制度和明确内训师的责任与义务，以帮助员工快速融入公司，持续为企业提供优秀人才并提高集团内部培训质量，进而促进企业战略目标的实现。于报告期内，我们重点打造条线联动、区域集团联动，分层级、聚焦后备梯队的「生(管培生)力(条线精英)军(强军计划后备事业部总培养)」培训体系，以此建立「人人宜学，人人以师」的文化环境，倡导以文化引领发展，抓关键人才认证培养，宽进严出，力促持续提升企业的内部造血功能。

The Group always regards talent training as the cornerstone of our development. We have formulated and strictly implemented the Management Measures for Internal Trainers (Trial Version), Management Measures for New Employee Training (Trial Version) and Training and Management System (Trial Version). The above systems help employees integrate into the Company quickly, provide excellent talents for the Company continuously and improve the quality of internal training of the Group by regulating the training management system and clarifying the responsibilities and obligations of internal trainers, so as to facilitate the achievement of the strategic goals of the Company. During the Reporting Period, we focused on building a training system of "New Trainee (management trainee), Key Force (business elite), Reserve Team (General Training of the Reserve Division under the Strong Team Program)" by linkage of its business lines and linkage of regional groups and focusing on the reserve forces at different levels, so as to establish a cultural environment of "everyone can learn and everyone can be a teacher", advocating the culture-led development and implementing the certification and training for key talents under the standard of elastic admission and stringent cultivation to actively promote the continuous improvement of the internal talent development system of the Company.

以在线学习，新员工培训体系为支撑覆盖全员
Cover the whole staff with online learning and new employee training system as support

扩展员工内训师培训、直播微课堂等通用管理素养提升培训
Expand internal trainer training for employees, live micro-classes and other general management quality improvement training

各条线、区域事业部等自主开展基础性条线应知应会培训、专业提升培训，以衔接总部人才培养
Each line and regional business division independently carry out basic line knowledge training and professional upgrading training to connect with headquarters talent training

经过人才盘点，各条线/区域/事业部等输出优秀学员参加集团级关键中高层管理岗位后备人才培养项目
After the talent review, each line/region/business division exports outstanding students to participate in key middle and senior management positions reserve talent training program at group level

「生力军」培训体系
"New Trainee, Key Force, Reserve Team" Training System



我们在不断完善培训体系的同时，创建多个培训项目，并稳步开展人才培训工作，促进人才整体素质的提高。报告期内，祥生控股将人本学堂(e-Learning在线学习平台)进行线上推广，人本学堂学院年度登录率为86.83%，人均30.19学时。

为了持续为企业提供优秀人才，进而促进企业战略目标的实现，祥生控股围绕人才发展整体目标，打造学习型组织，设立人本学堂。人本学堂不断探索认证培养模式，送课到区域、事业部，支持一线培训工作，推动各条线自主培训构建学习型组织。报告期内，人本学堂主办年度培训人次7,400人次，与2019年相比增长98%；培训场次78场，与2019年年相比增长59%，其中线上及混合式培训场次占比56%。

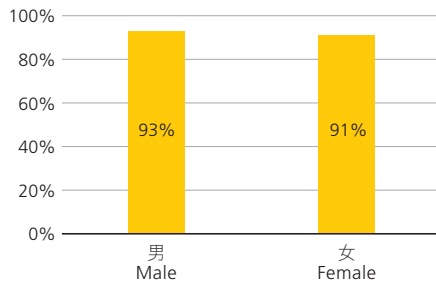
报告期内，本集团的具体的培训数据如下图：

We created several training programs while continuously improving our training system, and steadily carried out talent training to promote the overall quality of our talents. During the Reporting Period, Shinsun Holdings promoted People-oriented Classroom (e-Learning online learning platform) online, and the annual login rate of People-oriented Classroom was 86.83%, with 30.19 hours per capita.

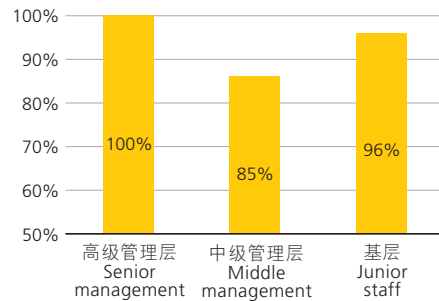
In order to continue to provide excellent talents for the enterprise and thus promote the realization of the strategic goals of the enterprise, Shinsun Holdings has built a learning organization around the overall goal of talent development and established the People-oriented Classroom. The People-oriented Classroom has been exploring the certification and training models, giving classes at the regional and business unit levels to support the front-line training and thus promote independent training of each business line to build becoming a learning organisation. During the Reporting Period, the People-oriented Classroom hosted annual training sessions, representing an increase of 98% compared with 2019; 78 training sessions for 7,400 persons, representing an increase of 59% compared with 2019, of which online and hybrid training sessions accounted for 56%.

The specific training data of the Group during the Reporting Period are as follows:

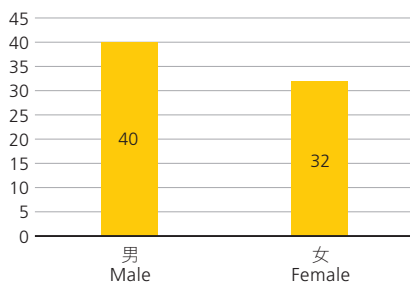
按性别划分的受训员工占比
Percentage of trained employees by gender



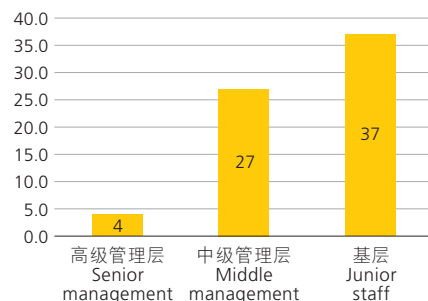
按职级划分的受训员工占比
Percentage of trained employees by job level



按性别划分的员工平均培训时数
Average number of training hours for employees by gender



按职级划分的员工平均培训时数
Average number of training hours for employees by job level





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报告期内，我们开展了「模范生」管培生项目、强军计划、内训师双百计划等多个培训项目，以此强化企业内部人才队伍的建设，推动企业发展。

During the Reporting Period, we carried out various training programs, such as the management trainee programme of “exemplary trainee”, the strong talent program and the double-hundred program for internal trainers, in order to strengthen the construction of the internal talent team and promote the development of the Company.

「模范生」管培生项目

Management Trainee Programme of “Exemplary Trainee”

报告期内，祥生控股将管培生项目品牌升级为「模范生」。该项目采用集中培训、三师带教、在岗培养、轮岗锻炼、班级自治自主学习等形式，以集团管控、区域落实，职能条线专业带教三级共管培养模式，共同把控培养合格率。报告期内，「模范生」项目共计招生53人，并按计划开展了2次集训、在岗培养以及带教和轮岗，建立了动态的超模人才储备池。

During the Reporting Period, Shinsun Holdings upgraded the brand name of the management trainee programme of “exemplary trainee”. The programme is in the forms of centralized training, three teachers with one student, on-the-job training, rotational training and self-governed class and self-directed learning, etc. The training mode is three-level co-management with group control, regional implementation and professional teaching based on functional lines to jointly control the training pass rate. During the Reporting Period, a total of 53 students were enrolled in the “exemplary trainee” programme, and 2 training sessions, on-the-job trainings, teaching and rotational trainings were carried out as planned to establish a dynamic pool of supermodel talents.





强军计划 Strong Team Plan

事业部总作为企业「上接战略，下接业务」的核心关键人群，直接影响组织的发展与集团战略目标的达成，为打造能够持续带领团队大胜仗的核心人才队伍，围绕「生力军」人才培养体系，发掘后备事业部总高潜人员，为集团发展储备力量，我们启动了「强军计划」培养项目。培养课程共安排了4大主题培训，涵盖各模块业务知识、综合管理知识等，项目培养事业部总57人，通过培训，17名后备学员按照计划进行挂职锻炼。

As the core key personnel who are at the core of the Company's strategy and business development, the business unit directly affect the development of the organization and the achievement of the Group's strategic goals. In order to build a core team of talents who can continuously lead the team to win the competition, we have launched the "Strong Team Plan" training programme around the "New Force" talent training system, to discover the staff with high potentials of the reserve business unit and to reserve strength for the development of the Group. The training courses were divided into 4 major themes, covering business knowledge and comprehensive management knowledge of each module. A total of 57 employees from the business unit participated in the training programme. Through the training, 17 reserve trainees have carried out on-the-job training according to the plan.





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内训师双百计划 Double-Hundred Plan (双百计划) for Internal Trainers

为充分激活内部生长，打造内部讲师队伍，我们专项开展「双百计划」(三年百门课程、百人讲师)。自2019年至2020年，由各条线、区域、事业部推荐和员工自主报名，通过3期每期3个月周期的课程开发培训、授课技巧培训以及授课演练评审，共培养认证讲师78人，认证课程107门。

In order to fully activate the internal growth and build an internal trainer team, we have launched the "Double-Hundred Plan" (i.e. to develop 100 training courses and build a team of 100 internal trainers in three years). From 2019 to 2020, a total of 78 certified trainers have been trained and 107 certified courses have been opened through three 3-month cycles of course development training, lecture skills training and lecture rehearsal reviews for employees recommended by each line, region and business unit and employees voluntarily applied.



铸力行动条线培训、事业部PM认证培训以及新员工培训

Advanced Plan – Focus on Line Training, PM Certification Training for the Business Unit and Training for New Employees

本集团注重人才培养，打造多个培训活动，夯实人才基础。为持续赋能一线，输送人才，人本学堂联合业务条线共同推动工程合约、运营管理「鹰系列」五级培训，通过区域事业部学委赋能，拉通专业间和区域间学习交流和应知应会日常学习，条线全集团开展千余场次培训，将业务工作和培训学习有机结合；通过事业部财务、人力等条线PM认证培养为事业部输送基层储备管理人才60余人。「铸力行动」针对集团总部、区域及一线等培训对象，从专业技能提升、条线制度宣贯、业务问题交流等方面打造学习、管理一体化的业务交融平台。

此外，本集团在所有新员工入职时均组织入职指导和融入训练，实现新员工100%覆盖。培训中，相关部门组织互动交流，答疑解惑，帮助新进员工更好地融入企业。

The Group focuses on talent cultivation and creates several training activities to solidify the talent base. In order to continue to empower and provide talents for the front line, the People-oriented Classroom jointly promotes the five-level trainings of “Eagle Program” on project contract and operation management with the business lines, and through the empowerment of regional divisional school committee, it facilitates inter-professional and inter-regional learning exchanges and daily learning of knowledge and skills, and carries out thousands of training sessions in the Group, organically combining business work with training and learning. Through the training of PM certification in finance, human resources and other lines of business, more than 60 grass roots reserve management talents were delivered to the business unit. The “Advanced Plan” is aimed at the Group’s headquarter-level, regional and front-line training targets, creating a comprehensive business integration platform for learning and management from professional skills enhancement, line system promotion and exchange of opinions on business issues.

In addition, the Group organizes onboarding orientation and integration training for all new employees at the time of their induction, achieving 100% coverage for new employees. During the training, relevant departments organize interactive exchanges and answer questions to help new employees better integrate into the Company.



晋升机制

祥生控股制定并实施了《人才发展管理制度》、《人才发展手册》等相关制度文件，加强管理序列岗位管控，根据不同组织形态设置管理岗职级上限，拉宽职级序列宽度，给予更多灵活空间，将以管理岗职位名称调整为以「岗位角色」命名的模式，提升对于管理责任的重视。我们不断推出挂职锻炼等轮岗形式，推动跨职能横向发展，同时梳理各条线职业发展路径，匹配培养计划，拓宽员工职业发展通道。

报告期内，我们基于地区发展均衡性差异将职级体系进行优化，优化后的职级体系整体呈「阶梯状」分布。在职级等级方面我们也做出相应的优化，拉开各职级之间的差距。在整个体系中我们将职级分为管理序列和专业序列，并将各序列中的各级组织岗位设立了封顶规则，防止出现权利垄断情况发生。

本集团秉持着「优先内部选拔、文化是底线、业绩是分水岭」的原则，将人才梯队统一进行管理，均衡集团人才水平。员工在完成基础培养后，其中经过人才盘点，成绩优秀的进入进阶培养，完成进阶培养需进行认证考核，考核通过可安排岗位历练以及竞聘。

Promotion Mechanism

Shinsun Holdings has formulated and implemented the Management System for Talent Development, Talent Development Manual and other related system documents to strengthen the control of management positions, set the upper limit of ranks of management positions according to different organizational forms, increase the types of job ranks to give more flexible space for employees. The naming mode of the job title was adjusted from the name of the management position to the "job role" to enhance the importance of management responsibilities. We continue to promote cross-functional horizontal development by introducing job rotation such as on-the-job training, while sorting out career development paths in each line and matching training programs to broaden career development channels for employees.

During the Reporting Period, we optimized the ranking system based on the difference of regional development balance, and the optimized ranking system has an overall "ladder-like" distribution. We also made corresponding optimization in the job ranks to open up the gap between the ranks. In the whole system, we divide the ranks into management sequence and professional sequence, and set up the capping rules for each sequence of organizational positions to prevent the monopoly of power.

The Group upholds the principle of "taking the internal talent selection as priority based on the cultural and performance", and manages the talent ladder in a unified manner to balance the talent level of the Group. After completing the basic training, employees who have passed the talent inventory and have excellent performance will enter the advanced training, and will be subject to the certification assessment, after completing the advanced training. And job training and competitive recruitment will be arranged for employees who have passed the certification assessment.



健康与安全

安全管理

祥生控股认为保障工程的安全是运营过程中的首要任务。我们贯彻执行「安全第一，预防为主，综合治理」的安全生产方针，承诺遵守《中华人民共和国安全生产法》、《中华人民共和国消防法》、《建筑施工安全检查标准》、《施工企业安全生产评价标准》、《建筑工程安全生产管理条例》等法律法规，不断完善工程安全管理体系，发布《安全文明标准化管理作业指引》、《安全管理实施细则》、《安全红线管理制度》等制度，并落实至各项目管理实施中。我们要求区域公司成立由公司安全生产领导小组、区域公司工程管理部以及事业部项目公司构成的安全管理三级组织体系，规范项目建设全过程的安全管理行为，致力于做到安全生产无事故。

为了全面管控工程项目的全流程安全，我们提出了针对事前、事中及事后不同的管控流程，进一步提升祥生控股的工程项目的安全管理能力。

在项目开工前，我们针对施工单位的安全技术提出要求并执行审批制度，严格审核施工单位是否符合我们的安全要求，确保施工单位在通过审批后开工。

HEALTH AND SAFETY

Safety Management

Shinsun Holdings believes that the safety of the projects is the primary task in the operating process. We carry out the production safety policy of "safety-foremost with prevention-oriented and comprehensive treatment" and commit ourselves to abide by the laws and regulations such as the Production Safety Law of the People's Republic of China, the Fire Protection Law of the People's Republic of China, the Standard for Safety Inspection of Building Construction, the Safety Evaluation Standard for Construction Enterprises and the Regulations on the Production Safety of Construction Projects. We continuously improve the project safety management system, issue the Operation Guidelines for Standardized Safety and Civilization Management, the Implementation Rules for Safety Management, the Safety Red Line Management System and other systems, and implement them into all projects. We require regional companies to set up a three-tier organization system of safety management consisting of the Company's leading group of safety production, the project management department of regional companies and divisional project companies to standardize the safety management behavior in the whole process of project construction and devote ourselves to achieving accident-free safety production.

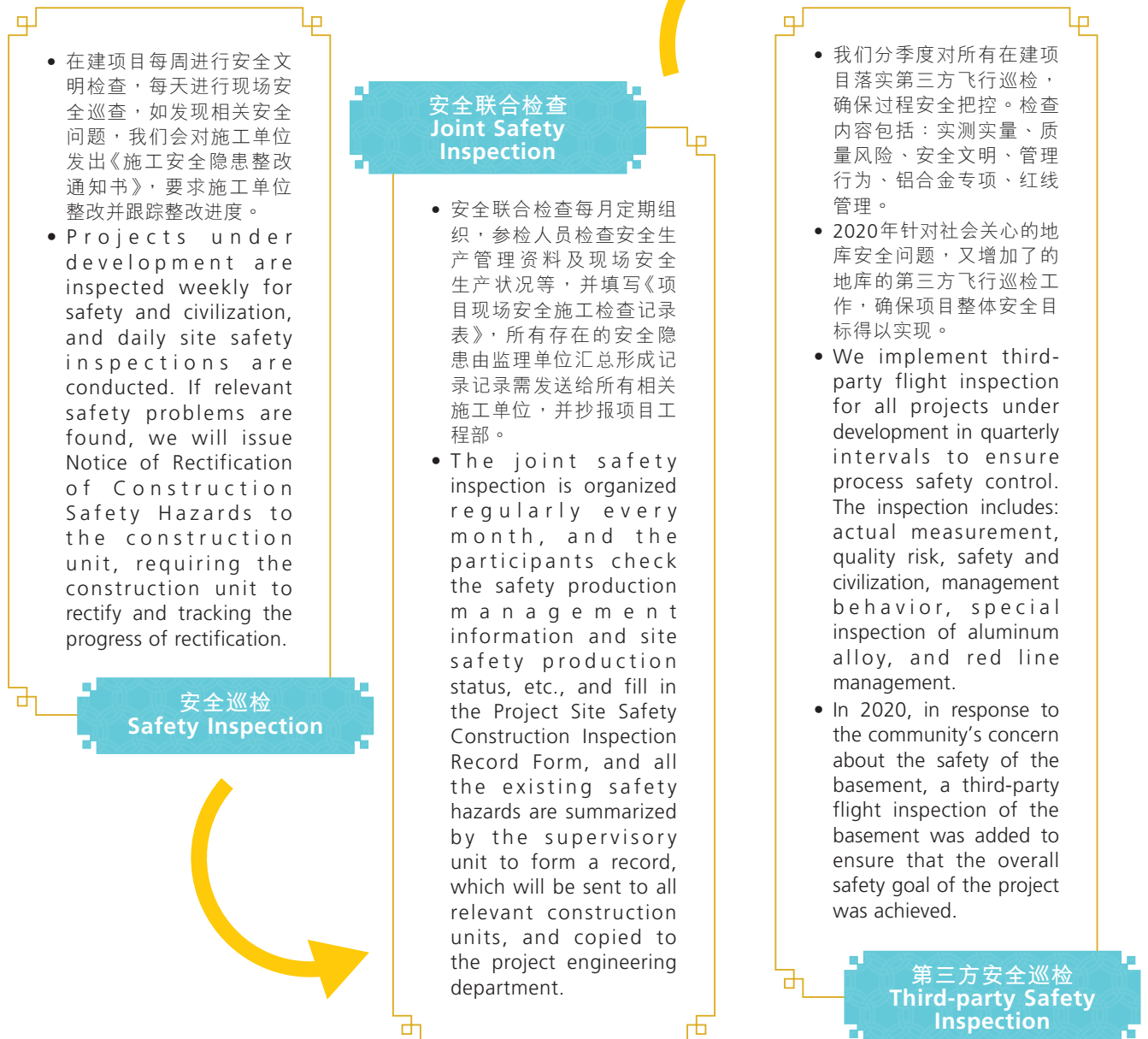
In order to comprehensively control the safety throughout the process of project construction, we have proposed different control processes before, during and after the relevant events to further enhance the safety management capability of Shinsun Holdings' projects.

Before the commencement of the projects, we put forward the requirements and implement the approval system for the safety technology of the construction unit, strictly examine whether the construction unit meets our safety requirements, and ensure that the construction unit starts work after passing the approval.



在施工过程中，我们定期开展安全巡检，安全联合检查、第三方安全巡检等安全检查，全面排查项目中的各种安全隐患。同时，我们有针对性地开展培训，通过过程管控使项目施工过程中贯彻事故零容忍的管理理念。我们编制应急响应方案，组建应急救援专项小组，配备应急物资，定期组织应急救援演练，以更好的面对与处理紧急事故。

During the process of construction, we carry out regular safety inspections, joint safety inspections, third-party safety inspections and other safety inspections to comprehensively investigate various safety hazards in the project. At the same time, we carry out targeted training and implement the management concept of zero tolerance for accidents in the project construction process through process control. We prepare emergency response plans, set up special teams for emergency rescue, equip emergency materials and organize regular emergency rescue drills to better face and deal with emergency accidents.





消防应急演练 Fire Emergency Drill

为提高项目全体人员消防意识以及处理火情的反应速度，各地区项目部组织监理单位、总包单位以及各分包单位定期进行消防演练。在演练过程中，各方参建人员积极配合演练工作，不断提升灭火器等消防器材使用熟练度，持续加强应急响应能力。

In order to improve the awareness of all project personnel in firefighting and the response speed in dealing with fire situations, the project departments in each region organize regular fire drills for supervisory units, general contracting units and all subcontracting units. During the drills, all the participants actively cooperated, continuously improved the proficiency of using fire extinguishers and other firefighting equipment, and continuously strengthened the emergency response capability.

我们建立事故管理制度，按照政府相关制度的规定，对可能发生的事故逐级上报、处理、建立工伤事故档案，并根据事故原因制定改善措施，持续改进安全工作。我们的安全工作也得到了社会的认可，2020年，祥生控股浙东区域绍兴柯桥雅园凭借对项目现场优秀的管理以及施工单位的大力配合，荣获2019年度浙江省建筑安全文明施工标准化工地。

We have established an accident management system to report possible accidents at each level, deal with them and establish workplace accident files in accordance with the provisions of the relevant government system, and develop improvement measures based on the causes of accidents to continuously improve safety work. Our safety work has also been recognized by the society. In 2020, Shaoxing Keqiao Garden of Shinsun Holdings in Zhejiang East Region was awarded the Safe and Civilised Construction Demonstration Sites in Zhejiang Province in 2019 by virtue of its excellent management of the project site and the great cooperation of the construction unit.



人本，以幸福为任

PEOPLE-ORIENTED, WITH HAPPINESS AS OUR RESPONSIBILITY

祥生控股不仅注重施工中的安全管理，我们也关注在运营过程中的安全管理。我们定期在商业中心组织安全宣贯活动与应急演练，提高员工的安全意识与应急能力。同时，我们对商业中心的设备进行定期检测与维保，全面保障运营安全。报告期内，本集团商业中心组织各类应急演练50余次，包括消防演练、跑漏水突发事件演练、燃气管道泄露应急演练、恐怖暴力事件应急演练等，并进行安全宣贯培训48次，共计参与人次55,000余人。

Shinsun Holdings not only focuses on safety management during the construction, but we also pay attention to safety management during operation. We regularly organize safety promotion activities and emergency drills in the commercial center to improve the safety awareness and emergency response capability of our staff. At the same time, we conduct regular testing and maintenance of the equipment in our commercial centers to fully ensure operational safety. During the Reporting Period, our commercial centers organized more than 50 emergency drills of various types, including fire drills, water leakage emergency drills, gas pipeline leakage emergency drills and terrorist violence emergency drills, etc. We also conducted 48 safety awareness training sessions with a total of more than 55,000 participants.



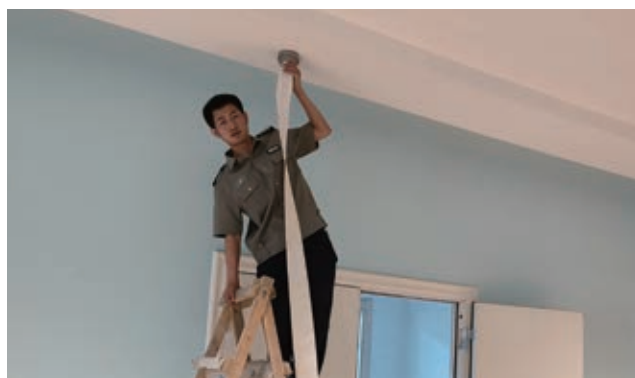
燃气泄漏演练
Gas Leakage Drill



消防演练
Fire Drill



恐怖事件演练
Terrorist Incident Drill



跑漏水事件演练
Water Leakage Drill



职业健康

祥生控股坚信保障员工的职业健康是企业运营的第一要素。我们严格依照《中华人民共和国职业病防治法》、《职业健康检查管理办法》等法律法规，将职业健康管理要求融入《安全文明标准化作业指引》、《安全管理实施细则》、《安全红线管理制度》等相应的指引及办法中，严格规避项目过程中在职业病危害方面的不利影响，落实员工的职业健康保障。我们持续加强职业病危害宣传，实时订制并散发职业病危害因素告知卡，提高员工职业病危害防护意识。同时，我们制定不同的措施以减少施工人员在项目中面临的职业病危害因素，如高温、噪音、照明不足等。

Occupational Health

Shinsun Holdings firmly believes that safeguarding the occupational health of employees is the first element of enterprise operation. We strictly follow the laws and regulations such as the Occupational Disease Prevention and Control Law of the People's Republic of China and the Administrative Measures for Occupational Health Inspection, and integrate the requirements of occupational health management into the corresponding guidelines and measures such as the Operation Guidelines for Standardized Safety and Civilization Management, the Implementation Rules for Safety Management, the Safety Red Line Management System to strictly avoid the adverse effects of occupational disease hazards in the project process and implement the occupational health protection for employees. We continue to strengthen the publicity of occupational disease hazards, and make and distribute occupational disease hazard notification cards in real time to raise employees' awareness of occupational disease hazard protection. At the same time, we develop different measures to reduce the occupational disease hazards faced by construction workers in the project, such as high temperature, noise, insufficient lighting, etc.

照明不足 Insufficient Lighting

- 提供足够照明设施
- Provide adequate lighting facilities



高温 High Temperature

- 设有茶水间，高温期间免费提供降暑解暑物资
- Pantries are provided with free heat relief materials during the high temperature
- 合理制定劳动休息时间
- Rationalization of labour rest time
- 高温作业人员的上岗前体检
- Physical examination for high-temperature workers before commencing work

噪音 Noise

- 采用较小噪音的施工机械
- Use of less noisy construction machinery
- 发放劳保用品
- Distribution of labour protection supplies



疫情保障

2020年，新冠疫情突然爆发，祥生控股严格执行疫情防控管理机制，以坚定的决心与所有员工站在一起，共同抗击疫情。为了保障每一名员工的健康，本集团在疫情暴发之初成立了抗击疫情领导小组，统筹安排各方面的工作。同时建立疫情通报机制，将每个地方疫情发展状况及时汇报，从而采取有针对性的应对措施。因疫情重灾区无法返回工作岗位的员工，我们对其施行居家办公政策。防疫期间，我们坚持「非必须，不差旅」的原则，在必须外出的情况下，我们要求提交差旅申请，经公司领导审批通过后，方可外出。我们通过采取视频会议／电话会议等形式，最大限度减少集中开会。

此外，我们还加强疫情信息报告管理，各级组织按照「日报告」、「零报告」和「第一时间报告」制度，每日组织对员工进行体温检测，并于下午16时前向集团组织人力中心报告当天防控工作情况。同时，本集团为各级组织员工提供充足的防疫物资，在办公楼入口、茶水间、卫生间均配备消毒酒精，确保安全复工。为了进一步提高员工的防疫知识和防护意识，我们组织开展了全员防疫知识竞赛，通过微信公众号普及防疫重点措施，强化员工的防疫体系，做到全面安全复工复产。报告期内，通过公司上下疫情防控政策的严格执行与落实，我们达成了员工「零感染」的抗疫成果。

Pandemic Protection

In 2020, there was a sudden outbreak of the COVID-19 pandemic, and Shinsun Holdings strictly implemented the pandemic prevention and control management mechanism and stood with all employees with firm determination to fight the pandemic together. In order to protect the health of every employee, the Group set up a leading group to combat the pandemic at the beginning of the outbreak to coordinate and arrange all aspects of work. At the same time, an pandemic notification mechanism was established to report the development of the pandemic in each place in a timely manner, so that targeted countermeasures could be taken. For those employees who could not return to work due to the pandemic, we implemented a work-from-home policy. During the pandemic prevention period, we insist on the principle of "no travel unless necessary", and when we have to travel, we require the submission of travel applications and approval by the Company's leaders before travelling. We minimize the number of centralized meetings by adopting video conferencing/teleconferencing.

In addition, we also strengthen the management of pandemic information reporting, and organizations at all levels follow the "daily report", "zero report" and "timely report" systems to organize daily temperature measuring of employees and report to the Group's Human Resources Center by 4:00 p.m. In addition, we report to the Group's Human Resources Center by 4:00 p.m. on the status of prevention and control work every day. At the same time, the Group provides sufficient anti-pandemic materials for employees at all levels of the organization and equips disinfectant alcohol at the entrance of office buildings, pantries and bathrooms to ensure safe return to work. In order to further improve employees' knowledge of pandemic prevention and protection awareness, we organized a knowledge contest on pandemic prevention for all employees, popularized key measures of pandemic prevention through WeChat official account, and strengthened employees' pandemic prevention system to achieve a safe return to work and production in a comprehensive manner. During the Reporting Period, through the strict implementation of pandemic prevention and control policies across the Company, we achieved the anti-pandemic result of "zero infection" among employees.



为了保障施工中项目的人员安全，我们制定疫情期间人员控制方案，春节期间对施工单位工人制定留工地奖励，对外地施工人员实行专车接回措施。我们要求全员进行测温并口罩佩戴，对在建项目工人进行建档，配合当地政府进行各项疫情管控动作。

员工关怀

祥生控股积极营造温馨、和谐、平等、关怀的工作氛围，关注员工身心健康，打造有效的沟通渠道，创建丰富多彩的业余活动，保障员工生活和工作得到平衡，提升员工归属感。

In order to ensure the safety of personnel in projects under construction, we developed a personnel control program during the pandemic, set incentives for workers of construction units to stay on site during the Spring Festival, and implemented special bus pick-up measures for non-local construction workers. We require all staff to wear masks and measure their body temperature, build files for workers in projects under development, and cooperate with local governments to carry out various pandemic control actions.

EMPLOYEE CARE

Shinsun Holdings creates a comfortable, harmonious, fair and caring environment actively and pays attention to employees' mental and physical health. It also establishes effective communication channels and various leisure activities and guarantees the balance between life and work for employees so as to enhance their sense of belongings.



员工沟通

我们注重倾听来自基层的声音，始终保持沟通渠道的畅通，同时积极主动完善沟通体系，确保第一时间给予反馈。报告期内，我们通过举办职工代表大会、设立总裁信箱、建立投诉举报渠道等多种沟通渠道，鼓励更多员工积极发声，以实际行动参与企业的经营发展。

Communication with Employees

We attach the importance of listening to the voice from grass roots and always keep clear communication channels and improve communication system positively to make sure the first response. During the Reporting Period, we encourage our employees to raise their voices and take real actions to take part in the Company's operation and development through various communication channels, such as holding employees' congress, setting up complaint box and whistle-blowing box.

<p>阳光政策 Sunshine policy</p>	<ul style="list-style-type: none"> • 举报保密 • 实名必查 • 举报奖励 • Keep the identities of whistle-blowers • Real-name authentication • Reporting incentives
<p>受理范围 Purview</p>	<ul style="list-style-type: none"> • 受理对祥生集团所属各单位及员工营私舞弊、弄虚作假、不作为、乱作为等违反职业道德准则行为的投诉和举报 • Receive complaints and reporting of violations of code of professional ethics by companies and employees of Shinsun Group, the violations including jobbery, falsification, omission and casual performance.
<p>举报责任 Reporting Duty</p>	<ul style="list-style-type: none"> • 举报人应遵守国家法律法规，不得损害他人合法权益 • 举报内容应当客观公正，不得捏造、歪曲事实，不得陷害他人 • Whistle-blowers should obey national laws and regulations, and not damage legitimate interest of others • The content of report should be justice and fair, and can't be used to fabricate or distort facts nor frame others.
<p>举报方式 Way of Reporting</p>	<ul style="list-style-type: none"> • 信箱、邮箱 • 电话 • 在线举报 • Letter box, mail box • Telephone • Online whistle-blowing

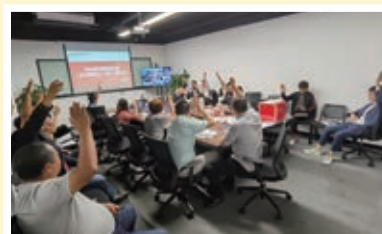
投诉举报渠道
Channels of Complaints and Reporting



举办职工代表大会 Holding Workers and Employees' Congress

报告期内，本集团积极举办职工代表大会，以公平公正的方式进行公开表决，通过该会构建和谐稳定的劳动关系，激发员工动力。

During the Reporting Period, the Group actively organized employees' congress to conduct public voting in a fair and open manner, through which harmonious and stable labour relations were built and staff motivation was stimulated.





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员工活动

祥生控股致力于打造幸福企业，为了使员工身心得到放松，丰富员工的业余生活，提升员工幸福感。报告期内，我们开展包括文体俱乐部、节日活动、员工生日会、秀出女神「饭」等丰富多彩的活动。

Staff Activities

Shinsun Holdings is committed to building a happy enterprise. In order to relax our staff, enrich their spare time and enhance their sense of well-being. We conducted a variety of activities during the Reporting Period, including cultural and sports clubs, festive activities, staff birthday parties and show their culinary.

篮球联赛 Basketball league

报告期内，我们举办大型员工篮球联赛。作为祥生控股的标志性活动，篮球联赛由区域总裁带队参加。每届篮球赛祥生人都充分发挥了团结向上、勇于拼搏的精神，彰显祥生的精神内核。我们秉持「无篮球，不热血」的活动宗旨，肆意挥洒汗水，凝聚更多力量，拼搏与喜悦将交汇于绚烂的篮球赛中，展现出祥生「向上的力量」。该活动也从根本上提高了团队协作能力，丰富集团员工活动形式，为员工的健康保驾护航。

During the Reporting Period, we held a large scale staff basketball league. As a symbolic event of Shinsun Holdings, the basketball league was led by the regional presidents. Each basketball tournament has brought out the spirit of unity and hard work of the Shinsun, highlighting the spiritual core of Shinsun. We uphold the purpose of "no basketball, no blood", sweating freely, gathering more strength, struggling and joy will converge in a gorgeous basketball game, showing the "power of upward mobility" of Shinsun. The activity also fundamentally improves the teamwork ability, enriches the group's staff activities and protects the health of the staff.





节日活动及员工生日会 Festival activities and employees' birthday party

本集团每年都会在应景的节日活动(六一儿童节、圣诞节、万圣节、中秋节等)，通过发放小礼物、写下祝福心愿等方式以鼓励员工，增强员工幸福感，调动员工积极性。我们每月为员工举办员工生日会，在生日当天为祥生人送上最温暖的祝福与陪伴。

Every year, the Group organizes events on special festivals, such as Children's Day, Christmas, Halloween, and Mid-Autumn Festival, to encourage staff, enhance their happiness and motivate them by giving them small gifts and writing down their wishes. We organize monthly birthday parties for our staff, sending the warmest wishes and companionship to Shinsun people on their birthday.





人本，以幸福为任

PEOPLE-ORIENTED, WITH HAPPINESS AS OUR RESPONSIBILITY

举办秀出女神「饭」活动 Holding Culinary Competition for Female Staff

2020年3月8日，在专属于女神的特别日子里，本集团特别筹划秀出女神「饭」线上厨艺大赛，邀请祥生各位女神们来一场厨艺的较量，用充满爱与心意的自制美食，谱下温情美满的家的序曲，迎接2020年美好的春天。为了避免防疫期间人群聚集，我们采用线上方式开展此次活动，让女神们各自施展精湛的厨艺。

一直以来，我们秉承着「营造幸福生活」企业使命，带领着千家万户追求幸福、创造幸福、收获幸福。我们希望通过此类活动为每一个热爱生活的祥生人提供「幸福的能量剂」，助力人们抵达幸福终点。

On 8 March 2020, a special day for women, the Group has organized an online cooking competition to invite all the female staff of Shinsun to compete in a cooking competition, using home-made food full of love and care to write the prelude to a warm and beautiful home and welcome the beautiful spring of 2020. In order to avoid mass gatherings during the pandemic prevention period, we conducted the online event, allowing the female employees to show their culinary skills.

We have always been committed to our corporate mission of “creating a happy life”, leading thousands of families to pursue happiness, create happiness and harvest happiness. We hope that through such activities, we can provide “happiness energies” to every person of Shinsun who loves life and help them reach the end of happiness.

共进，以合作为重

GROWING TOGETHER, FOCUSING ON COOPERATION



祥生控股紧抓市场导向，推崇合作共赢的经营之道。本集团致力于与政府、同行企业及供应商等相关方构建互利共赢的合作关系，并在拓展合作领域的同时，加强供应商的管理和交流，从而打造高效的产业链条，为行业及社会创造更大的价值。

Shinsun Holdings keeps a close eye on market orientation and promotes a win-win business approach through cooperation. The Group is committed to building mutually beneficial and win-win partnerships with relevant parties such as the government, fellow enterprises and suppliers, and to strengthening supplier management and communication while expanding the areas of cooperation, thereby creating an efficient industrial chain and creating greater value for the industry and society.

供应商管理

SUPPLIER MANAGEMENT

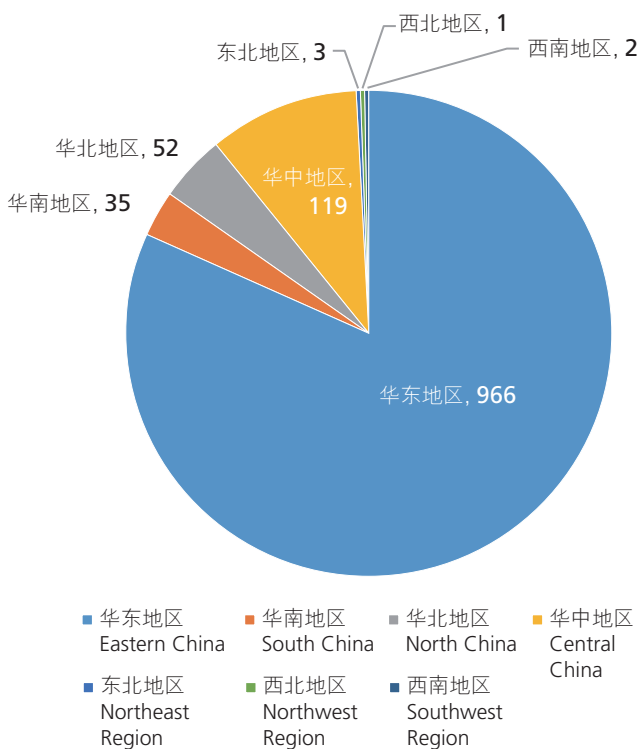
祥生控股遵循分级管控的理念，将高质量的供应链体系作为提供优质产品与贴心服务的重要前提。本集团根据多年行业实践积累并借鉴其他标杆房地产企业经验，编制《招标采购管理制度》并严格执行，并且建立了完善的供应商分级管理制度，明确了供应商的准入标准及考核评级制度，从而提高企业供应商整体水平。

Shinsun Holdings follows the concept of hierarchical control and regards a high-quality supply chain system as an important prerequisite for providing quality products and attentive services. The Group has complied and strictly implemented the Tendering and Procurement Management System based on years of industry practice and the experience from other benchmark real estate companies, and has established a comprehensive supplier grading and management system, with clear entry criteria and assessment and grading systems for suppliers, thereby improving the overall standard of corporate suppliers.

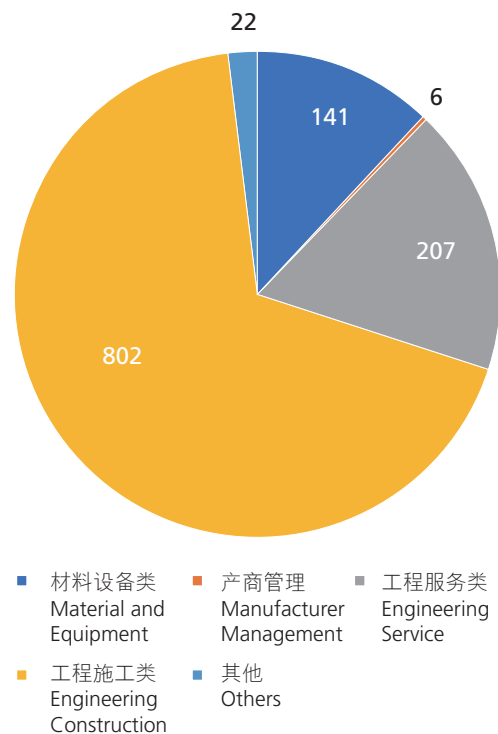
截至2020年12月31日，祥生控股供应商总数为1,178家。按地区及采购类型划分详情如下：

As of 31 December 2020, the total number of suppliers of Shinsun Holdings was 1,178. Details of the breakdown by region and type of procurement are as follows:

按地区划分的供应商分布
Suppliers by region



按采购类型划分的供应商分布
Suppliers by type of procurement





供应商管理体系

本集团始终保持开放的心态，不断完善供应商管理体系。我们通过制定最低入库标准、界定合同内容、考量供应商在履约过程中对于劳务支付及时性等标准，建立更稳定、质量更高的供方库。

此外，本集团还从入围、资信、合约三个角度筛选供应商，对供应商最低入库标准、环保要求、资信及安全管理架构、劳工权益等方面进行考察，从而对新供应商的资质要求加以规范，持续加强对新供应商的准入管理。

Supplier Management

The Group keeps an open mind and continues to improve its supplier management system. We have established a more stable and higher quality supplier pool by setting minimum entry criteria, defining the content of contracts and considering the timeliness of payment for labour services during the performance process.

In addition, the Group also selects suppliers from three perspectives: final listing, creditworthiness and contract, and examines the minimum entry criteria, environmental protection requirements, creditworthiness and safety management structure, and labour interest of suppliers, so as to standardize the qualification requirements for new suppliers and continuously strengthen the management of the entry of new suppliers.



供应商关于环保含权、劳工法则的准入要求
Access requirements for suppliers regarding environmental rights and labour laws



针对已经入库的供应商，我们根据引入阶段、管理权责，以及增加竞争角度，将供应商分为不同类别、级别并加以管理。

We classify and manage our suppliers into different categories and levels according to their stage of introduction, management rights and responsibilities, and from the perspective of increasing competition.

分类分级依据 Evidence of categories and levels	分类 Category	要求 / 说明 Requirements / Description
引入阶段以及管理权责 Stage of introduction and management rights and responsibilities	集采供方 Centralized procurement suppliers	通过集中招标明确单位、产品及服务以及对应的价格，签订框架协议，在一定时间内可直接委托； Define units, products and services and the corresponding prices through a centralized tender, sign a framework agreement and can be directly trusted within a certain period of time;
增加竞争角度 Increase competition	集团四大类供方 four major suppliers of the Group	对重点的招标项设立；要求项目招标必须引入至少一家此库内单位 Setting up important bidding projects and requiring projects bidden to introduce at least one entity in the pool
	非集采考察合格供方 Non-centralized procurement qualified suppliers	把招标业务中单位考察工作前置，储备资源 Take entities' investigation as the priority in the bidding business and storage resources
根据供方具体情况划分 By specific cases of suppliers	S/A、B、C、D S/A, B, C, D	从成本、投标保证金、履约保证金、入围投标资格区别给与政策 Carry out policies according to the difference among cost, tender bonds, performance guarantee, final-listing bidding qualification

此外，本集团从项目开发经营的角度出发，遵从供方所属行业的特性，设立全国性、区域性的供方资源，建立长久合作关系，增加供方粘性，助力项目开发建设。

In addition, from the perspective of project development and operation, the Group complies with the characteristics of the industry to which the suppliers belong to, sets up national and regional supplier resources to establish long-term cooperative relationships, increases the stickiness of the suppliers, and helps project development and construction.



共进，以合作为重

GROWING TOGETHER, FOCUSING ON COOPERATION

报告期内，祥生控股实现了供应商管理、招标采购管理的无纸化，并逐步进入线上招采大数据分析阶段，利用大数据分析发现业务流程中的问题并及时解决，同时对供应商管理流程进行了优化，从而为创造阳光透明的招采环境提供了有力的支持。

During the Reporting Period, Shinsun Holdings achieved paperless supplier management and bidding process management, and gradually entered the stage of online procurement big data analysis, using big data analysis to identify problems in business processes and solve them in a timely manner, while optimising the supplier management process, thus providing strong support to create a transparent recruitment environment.

2020 供应商管理优化

对成本和招采系统的联动部分进行了系统开发，打破了成本招采之间的信息不对称，便于两个部门进行业务联动和管理。

对供方履约评估进行了开发，实现了供方履约数据上线，便于一线经营单元及时、准确的进行履约评估。

进一步优化线上招标功能，除邀请招标通过线上开展业务，也单独开发了续标回标的线上回标功能，进一步减少线下招标人为操作的风险。

从智能化的角度，提升系统助力业务管控点，对业务异常进行智能化的提示。

2020 Supplier Management Optimisation

System development for the linkage of cost and procurement systems breaks the information asymmetry between cost and procurement, facilitating business linkage and management between the two departments

Supplier performance evaluation was developed to bring supplier performance data online, facilitating timely and accurate performance evaluation by front-line operating units.

The online bidding function was further optimised. In addition to inviting bids to conduct business online, an online bid return function for renewal bids was also developed separately to further reduce the risk of offline bidders operating artificially.

From an intelligent perspective, the system was enhanced to help business control points and provide intelligent alerts on business abnormalities.

为确保供应质量，在进行分级管理的同时，本集团还针对入库供应商开展考核评级。祥生控股设有交付评估和半年度定级评估，供应商需交付集团重点工作，本集团将根据具体评估结果，对供应商采取适当的奖惩措施。

To ensure the quality of supply, besides from grading management, the Group also conducts assessments and ratings for entering suppliers. Shinsun Holdings has a delivery assessment and semi-annual grading assessment, where suppliers are required to deliver the Group's key work and the Group will take appropriate incentives and penalties for the suppliers based on the specific assessment results.

半年度评级主要是针对工程、物业、问卷权重等指标，生成A、B、C、D四级评分。本集团规定，连续两年获得A等级评分的供应商可以升级为S级，并享受相应的激励政策。

The semi-annual rating is mainly for indicators such as engineering, property and questionnaire weighting, generating four grades of A, B, C, and D ratings. The Group stipulates that suppliers who have obtained A-grade ratings for two consecutive years can be upgraded to S-grade and enjoy the corresponding incentives.



交付评估主要针对单项目，采用一票否决制，即供应商如在在项交付评估中有不合格项目，本集团有权力拒绝该供应商在该区域甚至领域内的合作。

The delivery assessment is mainly for single projects and a one-vote veto system is adopted, that is, if a supplier has unqualified items in the delivery assessment, the Group has the right to refuse the supplier's cooperation in the region or even in the field.

同时，在投标过程中，本集团除了在合同条款中规定优先支付农民工工资外，还将施工单位是否及时支付工资作为依据，对供应商的投标进行把控。而劳工管理作为本集团供应商考核制度中重要的一环，如供应商在交付评估中存在劳工权益纠纷，或出现事故影响劳工健康和安全的状况，将直接影响供应商考核评级。

At the same time, during the bidding process, the Group uses the timely payment of wages by the construction unit as a basis for controlling the suppliers' bids, besides priority payment of farmers' wages stipulated in the contract terms. As for labour management, which is an important part of the Group's supplier assessment system, if there are disputes over labour rights in the delivery assessment of suppliers, or if there are accidents affecting labour health and safety, the supplier assessment rating will be directly affected.

供应商廉洁管理

Supplier Integrity Management

祥生控股倡导阳光招采，致力于建设公开透明的采购体系。本集团严格遵守相关法律法规，要求所有合作供应商签署《廉洁经营承诺书》、《廉政管理协议》、《阳光招采倡议书》，并在采购的不同阶段提出廉洁要求，进一步规范供应链的商业道德。报告期内，供应商签署廉洁协议的比率为100%。

Shinsun Holdings advocates sunshine procurement and is committed to building an open and transparent procurement system. The Group strictly complies with relevant laws and regulations and requires all its partner suppliers to sign the Integrity Management Undertaking, Integrity Management Agreement and Sunshine Procurement Initiative, and puts forward integrity requirements at different stages of procurement to further regulate the business ethics of the supply chain. During the Reporting Period, the rate of suppliers signing integrity agreements reached 100%.





共进，以合作为重

GROWING TOGETHER, FOCUSING ON COOPERATION

供应商沟通

企业的稳健发展离不开与供应商的良好合作关系。我们通过日常沟通、集中约谈及举办供应商大会等交流活动，积极与供应商建立良好的沟通机制。每年我们开展专项及年度供方集中沟通，并在年底则根据全年合作工程中的履约问题进行全面回顾，包括不限于项目合作建议，产品选型升级，成本优化建议等内容。

报告期内，我们与安徽荣鼎建设有限公司、上海精艺建筑装饰有限公司、通力电梯有限公司、科勒(中国)投资有限公司、杭州老板电器股份有限公司等供应商共同探索互惠互利的共赢之道，并发布《2020年度优秀供应商名录》，以感谢与本集团共同成长、携手共进的供应商们。

Supplier Communication

A good relationship with suppliers is essential to the sound development of our business. We actively establish a good communication mechanism with our suppliers through daily communication, centralized interviews and supplier conferences. Each year, we conduct special and annual supplier communication, and at the end of the year, we conduct a comprehensive review based on the performance issues during the year, including, but not limited to, suggestions on project cooperation, product selection and upgrading, cost optimization, etc.

During the Reporting Period, we worked with suppliers such as Anhui Rongding Construction Co., Ltd. (安徽荣鼎建设有限公司), Shanghai Jing Yi Construction & Decoration Co., Ltd. (上海精艺建筑装饰有限公司), Kone Elevator Co., Ltd., Kohler (China) Investment Co., Ltd. and Hangzhou Robam Appliances Co., Ltd. to explore mutually beneficial win-win solutions, and published the 2020 Excellent Supplier List in order to thank the suppliers who have grown together with the Group and progressed hand in hand.

本集团浙北区域2019年供应商座谈会暨优质供方颁奖会

2019 North of Zhejiang Regional Supplier Forum and Awards Banquet for Excellent Supplier of the Group

为全面总结及表彰2019年优质供应商，确立2020年工作目标，浙北区域公司于2020年5月邀请区域27家优质供应商，组织召开「浙北区域2019年供应商座谈会暨优质供方颁奖会」。

In order to comprehensively summarise and commend the quality suppliers in 2019 and establish the work target in 2020, the Company in north region of Zhejiang invited 27 quality suppliers in May 2020 and organized the "2019 Supplier Seminar and Excellent Supplier Award Banquet in north region of Zhejiang".





报告期内，祥生控股还开展「绿链行动」，在采购过程中积极推广绿色生态理念，推动房地产上下游企业、机构、第三方合作伙伴的积极联动与融合。

During the Reporting Period, Shinsun Holdings also launched the “Green Chain Initiative” to actively promote the concept of green ecology in the procurement process and promote the active linkage and integration of upstream and downstream of real estate enterprises, organisations and third-party partners.

绿链行动 Green Chain Initiative

2020年9月，祥生控股携手腾讯公益「99公益日」与阿拉善SEE基金会共同支持绿色供应链项目，与众多企业一起共同参与到「中国房地产行业绿色供应链行动」中。该行动倡导在采购过程中，推广绿色生态理念，充分考虑环境保护、资源节约、安全健康、循环低碳和回收促进，优先采购和使用节能、节水、节材、健康等有利于生态环境保护的原材料、产品和服务。

祥生控股作为致力于「营造幸福生活」的责任房地产企业，多年来一直积极参与守护地球家园的行动，并通过倡导绿色采购与「配捐」的形式，为环保公益贡献力量。

In September 2020, Shinsun Holdings joined Tencent Public Welfare’s “99 Public Welfare Day” and the Alaska SEE Foundation to support the Green Supply Chain Project, and participated in the “Green Supply Chain Initiative for China’s Real Estate Industry” together with many other enterprises. The initiative advocates the promotion of green ecological concepts in the procurement process, giving full consideration to environmental protection, resource conservation, safety and health, recycling and low-carbon and recycling promotion, and giving priority to the procurement and use of raw materials, products and services that are conducive to ecological and environmental protection, such as energy saving, water saving, material saving and health.

As a responsible real estate enterprise committed to “creating a happy life”, Shinsun Holdings has been actively involved in safeguarding the Earth for many years and has contributed to environmental protection and public welfare by advocating green procurement and “matching donation”.



未来，祥生控股也将持续与「绿链行动」深度结合，以中国房地产企业的社会责任与使命感，坚持从源头做起，关注成本，关注环境责任，倡导绿色健康的人居生活，与更多的开发商、供应商、第三方机构一起，积极推动环境公益事业发展。

In the future, Shinsun Holdings will continue to integrate with the “Green Chain Initiative” and, with the social responsibility and sense of mission of Chinese real estate enterprises, insist on starting from the source, paying attention to costs and environmental responsibility, advocating a green and healthy living life, and actively promoting the development of environmental public welfare together with more developers, suppliers and third-party organizations.



共进，以合作为重

GROWING TOGETHER, FOCUSING ON COOPERATION

行业共建

祥生控股作为中国地产的先行者，我们积极参与行业活动，追踪行业动态发展，持续加强外部合作与沟通交流，共同推动行业及产业链的可持续发展。

战略合作

祥生控股在推进全国战略化布局的同时，秉持「以人为本」的可持续发展方向，与多个深耕城市的当地政府建立了良好的项目合作关系。本集团将可持续、绿色节能的建筑理念和社区理念植入新项目中，积极与当地政府共同打造可持续发展城市，创造更好的人居环境。

报告期内，本集团与浙江省旅游投资集团有限公司、浙江省交通投资集团有限公司等大型国企持续保持着长期且良好的合作关系。

INDUSTRY CO-BUILDING

As a pioneer in the real estate industry in the PRC, we actively participate in industry activities, track the dynamic development of the industry, continuously strengthen external cooperation and communication, and jointly promote the sustainable development of the industry and industry chain.

Strategic Cooperation

While advancing its strategic layout nationwide, Shinsun Holdings has established good project cooperation relationship with local governments in several deeply-rooted cities while upholding the direction of "people-oriented" sustainable development. The Group has embedded the sustainable, green and energy-saving concepts of buildings and communities into its new projects, and has been actively cooperated with local governments to build sustainable cities and create a better living environment.

During the Reporting Period, the Group continued to maintain long-term and good cooperation relationship with several large state-owned enterprises such as Zhejiang Tourism Investment Group Co., Ltd. and Zhejiang Communication Investment Group Co., Ltd..



2020战略合作 Strategic Cooperation in 2020

在美丽乡村、乡村振兴战略的指引下，祥生控股和浙江省旅游投资集团有限公司在多个乡村振兴型项目上开展深度合作，探索高水平实现强村富民目标之路，提升当地居民的幸福感，积极推进现代农业、中央厨房、农旅、文旅、康养、教育等三产融合，并为当地农民创造更多的工作机会，为农旅、文旅、康养产业发展提供自己的力量。

Under the guidance of beautiful countryside and rural revitalization strategy, Shinsun Holdings cooperates deeply with Zhejiang Tourism Investment Group Co., Ltd. in several rural revitalization projects to explore the way to achieve the goal of strengthening villages and enriching people at a high level, and to enhance the happiness of local residents. We actively promote the integration of three industries, such as modern agriculture, central kitchen, agricultural tourism, cultural tourism, health preserving and education, and create more jobs for local farmers. We will also provide our own strength for the development of agricultural tourism, cultural tourism and health preserving industry.

行业参与

祥生控股凭借着其完善的产业链，通过分享在房地产行业建设、服务、创新等方面的策略与实践经验，充分参与进行业协作及标准制定中，助力提升行业整体水平。

报告期内，祥生控股参与了中国房地产业协会、浙江省房地产业协会、中城联盟等行业协会；加入了「企业反舞弊联盟」及「闽系在沪房企审计监察联盟」并成为成员单位；协助修订了《住宅建筑工程品质质量话评估标准》这一房地产行业标准，彰显出祥生控股作为大企业的责任担当。

Industry Participation

With its well-established industry chain, Shinsun Holdings fully participates in industry collaboration and standard setting by sharing its strategies and practical experience in construction, services and innovation in the real estate industry, which helps to improve the overall level of the industry.

During the Reporting Period, Shinsun Holdings participated in several industry associations such as China Real Estate Association, Zhejiang Real Estate Association and Zhongcheng Alliance; joined and became a member of "Corporate Anti-Fraud Alliance" and "Audit and Supervision Alliance for Real Estate Enterprises in Shanghai domiciled in Fujian"; assisted in the revision the standard of real estate industry in the Quality Assessment Standard for Residential Construction Project, which demonstrate the responsibility of Shinsun Holdings as a large-scale enterprise.



社区，以温暖为心

COMMUNITY BUILDING WITH WARMTH AS THE FOCUS

祥生控股以「落其实者思其树，饮其流者怀其源」为信念，在企业发展过程中，不忘肩负社会责任，遵循「取之社会、汇报社会」的准则，积极投身社会公益事业，在帮困助学、赈灾捐助、绿化扶贫等方面持续献力。

With the belief of “one should think of the tree when eating its fruit; and thinking of the source when drinking its water”, Shinsun Holdings has never forgotten its social responsibility in the process of its development, and has followed the guideline of “taking from the society and using for the society”, actively participated in social welfare undertakings, and made continuous contribution to the society by helping students from needy families, donating for disaster relief, greening and poverty alleviation.

2019年，祥生控股发起成立浙江省祥生公益基金会，以希望之叶、付出之叶、爱心之叶、健康之叶汇成的祥生公益品牌「四叶草计划」同步启动。截至2020年12月31日，祥生控股员工志愿者队伍人数421人，公益项目11个，捐赠图书802本，在扶贫、助学、助孤、助残、赈灾等公益领域捐赠善款累计超过3亿元人民币。

In 2019, Shinsun Holdings initiated the establishment of Zhejiang Shinsun Foundation, and simultaneously launched the “Clover Plan” made up of leaf of hope, leaf of giving, leaf of love and leaf of health as a charity brand of Shinsun Holdings. As of December 31, 2020, there were 421 volunteers, 11 charity projects, 802 books and over RMB300 million donated in the public welfare fields of poverty alleviation, education, orphanage, the disabled, and disaster relief.

「四叶草计划」

“THE CLOVER PLAN”

2020年，祥生控股公益品牌体系建设换新升级。本集团自有公益品牌「四叶草计划」的四大子IP—四叶草计划•健康基金、童梦基金、助学基金、共享基金聚焦精准公益互动，积极践行社会责任，通过关注社会需要关爱与帮助的群体，使更多人感受到了来自祥生控股「爱的支持」和「幸福生活的力量」，让幸福和温暖走进千万家。

In 2020, the construction of the charity brand system of Shinsun Holdings was upgraded. The four sub-IPs of a self-owned charity brand of the Group, the Clover Plan. The Health Fund, the Children’s Dream Fund, the Education Fund and the Sharing Fund under the Clover Plan focus on precise charity interaction, actively practice social responsibility, and bring happiness and warmth to millions of families through making more people feel the “love support” and “power of happy life” from Shinsun Holdings by focusing on the groups in need of care and help from the society.

「四叶草计划」，旨在通过统筹祥生控股内外部优势资源，携手专业及机构，与员工、业主及合作伙伴结成志愿者同盟，通过健康医疗、大病救助、生态扶贫等方式实现公益互助，进一步关爱乡村贫困儿童的健康成长，助力乡村振兴。

The Clover Plan aims to coordinate the internal and external strengths and resources of Shinsun Holdings, join hands with professional organizations and institutions, form volunteer alliances with employees, property owners and partners, and realize mutual assistance of charity through health care, serious disease relief, ecological poverty alleviation to further care for the healthy growth of children from poor rural areas and help rural revitalization.



「四叶草计划」体系
The System for the Clover Plan



健康基金

健康基金始终致力于聚集健康医疗、大病救助，为更多需要帮助的个人和家庭带去爱与关怀。自新冠肺炎疫情爆发以来，本集团浙东、浙北等区域通过「四叶草计划·健康基金」系列公益活动，驰援战「疫」一线，为各区域的医院、医护人员送去爱心捐款和抗疫物资，为环卫工人、交警等劳动者送去温暖关怀。祥生控股积极履行社会责任，第一时间通过捐款、捐赠物资、减免相关物业租金等全面化、多元化的形式，尽己所能为抗击疫情贡献力量，以实际行动与社会各界并肩，共克时艰。

为抗击疫情，截至2020年12月31日，祥生控股已累计捐赠口罩35,500件、其他小镇农产品500余份，抗疫救助所投入资金超1,200万元，用于支援湖北、内蒙、江西、山东、江苏等地区与开展抗疫公益活动。

The Health Fund

The Health Fund has always been focusing on health care and serious disease relief to bring love and care to more individuals and families in need of help. Since the COVID-19 outbreak, the Group has helped the anti-epidemic front line through a series of public welfare activities of the Health Fund under the Clover Plan in eastern and northern Zhejiang, and sent donations and anti-epidemic materials to hospitals and medical personnel in each region, and sent warm care to workers such as sanitation workers, traffic police. Shinsun Holdings has been actively fulfilled its social responsibility and contributed to the combat against the epidemic in a comprehensive and diversified manner in the manners of donations, supplies and property rent reductions, and took practical actions to overcome the difficulties together with all sectors of the society.

As of December 31, 2020, Shinsun Holdings has donated 35,500 masks and over 500 parcels of agricultural product, and has invested more than RMB12 million to support Hubei, Inner Mongolia, Jiangxi, Shandong, Jiangsu and other regions and carry out charity activities in relation to the anti-epidemic activities.

同心战疫，慰问传递爱与希望

Fighting against the Epidemic together and Expressing Sympathy to Deliver Love and Hope

疫情期间，祥生控股多个项目进行防疫包的发放，并向武汉市慈善总会、邹城市慈善总会、呼和浩特市红十字会、仙桃市红十字会、遂昌县慈善总会等慈善组织进行捐赠，用于抗击疫情。通过浙江省祥生公益基金会，祥生控股捐赠总计近1,000万元人民币用于抗击疫情，其中500万元用于设立防范新冠疫情专项基金。

本集团遂昌项目向遂昌县慈善总会捐赠80万元设立祥生和泰圆梦基金，用于抗击疫情和济困、救孤等各项社会公益事业。2020年3月9日，浙江省祥生公益基金会一行赶赴泰兴市人民医院，探望日夜奋战的医护人员，并捐赠20万元的医疗器械专项款，用于缓解医院设备压力，帮助医护人员更完善地开展救治工作。

During the COVID-19 outbreak, Shinsun Holdings carried out the distribution of epidemic prevention kits in several projects and made donations to charitable organizations such as Charity Federation of Wuhan, Charity Federation of Zoucheng, Red Cross Society of Hohhot, Red Cross Society of Xiantao and Charity Federation of Suichang County to fight against the epidemic. Through the Shinsun Foundation of Zhejiang, Shinsun Holdings donated about RMB10 million in total to combat the epidemic, of which RMB5 million was used to set up a special fund for the prevention of the COVID-19.

We, through our Suichang project, donated RMB800,000 to the Charity Federation of Suichang County to set up the Shinsun Hetai Dream Fund for various social welfare causes such as fighting against the epidemic and helping the poor and orphans. On March 9, 2020, a group of staff of Zhejiang Shinsun Foundation rushed to the People's Hospital of Taixing to visit the medical staff who had been fighting with the epidemic day and night, and donated the special money for medical equipment of RMB200,000 to relieve the pressure of equipment in the hospital and help medical staff to carry out rescue and treatment work more perfectly.



捐款现场
Donation site



捐款现场
Donation site



社区，以温暖为心

COMMUNITY BUILDING WITH WARMTH AS THE FOCUS

同心战疫，慰问传递爱与希望

Fighting against the Epidemic together and Expressing Sympathy to Deliver Love and Hope

2020年3月13日，祥生控股「四叶草计划」爱心小分队，向天长市第一人民医院、天长街道办事处的一线「抗疫」人员送上油米等必备物资。3月30日，浙北与浙东区域的工作人员一同前往浙江大学第二附属医院，为医护人员献上5.5吨来自祥生春风十里小镇的有机大米。4月8日，祥生控股将慰问物资送往相关单位，向始终坚守疫情防控一线、全力守护广大人民群众生命安全的医务人员及基层干部表示感谢。4月10日，浙北区域特别准备了春风十里小镇特色农产品，捐赠给乌镇第三人民医院的医务工作者以表心意。4月14日，浙北区域芜湖项目公司温暖接力，精心准备了祥生小镇绿色农产品和牛奶水果礼盒，为南陵县医院和南陵县中医院的医疗工作者送去问候……

On 13 March 2020, love team of the Clover Plan of Shinsun Holdings sent essential materials such as oil and rice to the staff who worked on the “anti-epidemic” front-line in the First People’s Hospital and Street Office of Tianchang City. On 30 March, the staff of northern and Eastern regions of Zhejiang went to the Second Affiliated Hospital of Zhejiang University together and donated 5.5 tons of organic rice from Shinsun Spring Breeze Town to the medical staff. On 8 April, Shinsun Holdings sent the sympathy materials to the relevant organizations to express its gratitude to the medical staff and cadres at the basic level of management who had always been on the front line of epidemic prevention and control and guarded the lives of the general public. On 10 April, the northern region of Zhejiang prepared the special agricultural products from Spring Breeze Town and donated them to the medical staff of the Third People’s Hospital in Wuzhen as a token of appreciation. On 14 April, the Wuhu project company of the northern region of Zhejiang prepared green agricultural products and gift boxes of milk and fruit for the medical staff of the Hospital of Nanling County and the Hospital of Traditional Chinese Medicine of Nanling County……



报告期内，本集团的抗疫举动也受到了多方的认可：

During the Reporting Period, the anti-epidemic initiatives of the Group were also recognized by various parties of society.



「新冠肺炎疫情防控捐赠突出贡献」奖
Award for “Outstanding Contribution to the Prevention and Control of the COVID-19”



「慈心为人 善举济世」荣誉证书
Certificate of Honor for “Compassion for the People and Good Deeds for the World”



童梦基金

童梦基金作为「四叶草计划」的重要组成部分与具体实践，主要关注于5-12岁儿童成长课外实践。祥生控股通过开展小飞象「公益」夏令营，不仅为需要帮助的儿童群体提供了二十余天的温暖陪伴与暑期学习实践平台，更是在2020年升级创新，以多样化的形式和实际行动呵护了童年的纯真与梦想，向社会传递着祥生式的幸福哲学。2020年7-8月，小飞象「公益」夏令营已连续两年为累计400名困境家庭子女与随迁子女提供为期20天的暑假学习平台与精准帮扶服务。

The Children's Dream Fund

As an important part and concrete practice of the "Clover Plan", the Children's Dream Fund focuses on extra-curricular practices for children aged 5 to 12 years old. Through the Dumbo "Charity" Summer Camp, Shinsun Holdings not only offered over 20 days of warm companionship and provided a summer learning and practice platform for children in need of help, but also upgraded and innovated in 2020 to take care of the innocence and dreams of childhood in diversified forms and with practical actions, thus conveying the philosophy of happiness of Shinsun style to the society. From July to August 2020, the Dumbo "Charity" Summer Camp has provided a 20-day summer learning platform and targeted supporting services for a total of 400 children from needy families as well as children of migrant workers for two consecutive years.

小飞象「公益」夏令营课外实践

Extra-curricular Practice of the Dumbo "Charity" Summer Camp

除了常规的课业辅导及课外实践，2020祥生小飞象「公益」夏令营更在国学诗词课的基础上特别开设诗歌课堂和西瓜电影节，旨在让孩子们通过多元化的表达方式能够勇敢、快乐地表达自我，倾诉内心所知所感，用一场场充满爱的电影载着小营员们开启一次又一次的梦幻光影之旅。「梦想夏日，诗集采风」作为本届公益夏令营的全新亮点之一，带领孩子们从学诗、写诗到「玩」诗的升级。

In addition to the regular in-class tutoring and extra-curricular practices, the 2020 Dumbo "Charity" Summer Camp also offered poetry classes and a watermelon film festival based on the Chinese poetry classes, aiming to let the children express themselves bravely and happily through diversified means of expression, and talked about what they had perceived. These films were full of love and carried the young campers to start a dreamy light journey. As one of the new attractions of this year's summer camp, the children will be guided to learning and writing poetry to "playing" with poetry under the theme of "a dreamy summer with poetry collection and picking".





社区，以温暖为心

COMMUNITY BUILDING WITH WARMTH AS THE FOCUS

「一千零一个愿望」公益圆梦活动

“One Thousand and One Wishes” Charity Dream Fulfillment Campaign

在2020年六一儿童节到来之际，祥生控股四叶草计划·童梦基金「一千零一个愿望」公益圆梦活动，走进浙江省诸暨市6所学校，为可爱的孩子们带去了一份温暖有爱的儿童节礼物。本集团通过祥生公益基金会联合诸暨慈善总会为同学们准备了文具礼盒覆盖6所学校近3,000名学生。

On the occasion of the Children’s Day of 2020, the “One Thousand and One Wishes” Charity Dream Fulfillment Campaign contributed by the Children’s Dream Fund under the Clover Plan of Shinsun Holdings entered into six schools in Zhuji City, Zhejiang Province, bringing a warm and loving Children’s Day gift to the lovely children. Through Shinsun Charity Foundation and Charity Federation of Zhuji, the Group prepared stationery gift boxes for nearly 3,000 students from six schools.



助学基金

助学基金关注全年龄段的困难家庭助学。我们通过浙江省祥生公益基金会联合诸暨市慈善总会祥生圆梦基金共同推出「助学帮扶」活动，针对民政系统在册的约700余名诸暨市困境家庭儿童给予每人每年3,000元的助学资金，每年累计捐赠约220万元人民币。此外，针对即将入学的诸暨市大学新生，我们同样给予每人一次性发放5,000元助学补助，每年累计捐赠20余万元人民币。

The Education Fund

The Education Fund focuses on helping students of all ages from needy families. Through Zhejiang Shinsun Charity Foundation and the Shinsun Dream Fund of Charity Federation of Zhuji, we have launched the “Education Support” campaign, which provided RMB3,000 per child per year to about 700 children from needy families in Zhuji who are registered in the civil affairs system, with a total annual donation of about RMB2.2 million. In addition, we also provided a one-time grant of RMB5,000 to each of the upcoming college students in Zhuji, with a total annual donation of over RMB200,000.



2020年9-11月，祥生控股积极关注云南、西藏、贵州等地的困境家庭子女的上学问题，目前已结合当地资源落地近10场公益活动，为助力困境家庭子女上学贡献一份力量，彰显大企业责任。

From September to November 2020, Shinsun Holdings kept itself informed with the schooling of children from needy families in Yunnan, Tibet and Guizhou actively, and has combined local resources to organize nearly 10 public welfare activities to help these children from needy families to go to school, which demonstrating the responsibility a large-scale enterprise.

2020祥生控股及中国社区扶贫联盟藏区青苗牵手计划
2020 Shinsun Holdings & China Community Poverty Alleviation Alliance
Hand-holding Program for Children in Tibet

2020年5月，祥生控股通过四叶草计划•助学基金远赴4,728公里之外的西藏开启藏区青苗牵手计划，我们希望通过本次爱心慰问走访活动，充分了解藏区贫困家庭以及孩子们的真实生活情况，并以此作为爱心扶助的基础，让孩子们在健康成长的道路上，更加顺利地追求梦想和幸福。

本集团通过深入调查实地调研青稞基地现状，认领12亩青稞地，建立藏区长期可持续性的帮扶链条助力藏区发展，牵手孩童成长，让希望声声不息。

In May 2020, through the Education Fund under the Clover Plan, Shinsun Holdings went to Tibet at 4,728 kilometers away to start the Hand-holding Program for Children in Tibet. We hoped to fully understand the real living situation of the needy families and children's life in Tibet through this sympathy visit with love, and took it as the basis of support of love, so that the children could pursue their dreams and happiness more smoothly on the path of healthy growth.

Through in-depth investigation and field research for the status of highland barley base, the Group adopted 12 acres of barley land, established a long-term sustainable supporting chain in Tibetan areas to help its development, thus accompanying the growth of children and to making the hope last forever.





社区，以温暖为心

COMMUNITY BUILDING WITH WARMTH AS THE FOCUS

2020四叶草计划·助学基金小镇行活动（中小学场） The 2020 Clover Plan • Town Tour funded by the Education Fund (for Primary and Secondary School)

2020年9月，在公益组织的带领下，40余名困境家庭子女来到诸暨祥生春风十里小镇，我们为他们准备了《点亮一盏灯》讲座、《少年强则国强》音乐课、户外诗集采风、书签手工课、阳光少年大师说等丰富的活动内容，让他们在奔跑和欢笑中领略自然风光，领悟生活中的点滴美好，拓展同学们的视野，引导他们树立正确的人生观和价值观，助力他们实现人生目标。

In September 2020, over 40 children from needy families came to Zhuji Shinsun Spring Breeze Town under the leadership of a public welfare organization. We prepared for them a rich content of activities, such as "Lighting a Light" lecture, "A Strong Youth for a Strong Nation" music class, outdoor poetry collection and picking, bookmark craft class and talk of master of aspiring youth, so that they could enjoy the natural scenery and appreciate the beauty of life in running and laughing, which can expand students' horizons, guide them to establish correct outlook and values of life, and help them to achieve their goals in life.



与新华书店跨界公益 Cross-border Charity by Xinhua Bookstore

2020年9月9日，祥生控股联合新华书店将「祥生幸福书单」的爱心书籍带到了遂昌，捐赠给遂昌金竹小学三所校区的留守儿童。在捐助现场，祥生控股和泰圆梦公益基金捐助价值15万元公益物资，用于帮助学校建设和困难学生帮扶。

On 9 September 2020, Shinsun Holdings, together with Xinhua Bookstore, brought books on the "Happy Book List of Shinsun" to Suichang and donated them to these left-behind children from three campuses of Jinzhu Primary School of Suichang. At the donation site, Shinsun Holdings and Hetai Dream Fund donated public welfare materials wealth of RMB150,000 to help school construction and students from needy families.





共享基金

共享基金聚焦困难业主帮扶与互助。2020年，我们开展公益采购暖心回馈业主及客户。

支援扶贫

三十余年来，祥生控股秉承「幸福生活运营商」的战略定位，坚持「为幸福而生」的品牌理念，积极参与和社区、政府机构等联合举办的各项活动，响应国家精准扶贫，开展社会组织合作，发挥企业优势回馈社会，解决社会问题，携手各方实现共同成长。

报告期内，本集团积极响应上海市政府和诸暨市政府的对口扶贫行动，向云南省落后地区进行200万元的捐赠用于造桥修路，捐赠50万用于贵州贫困山区的文体用品采购。同时我们积极参加街道组织的城市论坛活动，推动商务区企业间的沟通交流，通过成功案例分享、圆桌讨论、非正式交流等形式，与其他企业共同探讨衍生更多可实施、可复制、可推广的社区共治模式。

The Shared Fund

The Shared Fund focuses on helping and supporting property owners in fund difficulty. In 2020, we carried out procurement in public welfare form and gave the purchased goods back to our property owners and customers.

SUPPORTING POVERTY ALLEVIATION WORK

For over 30 years, Shinsun Holdings has been adhering to the strategic positioning of "happy life operator", insisting on the brand concept of "born for happiness", actively participating in various activities jointly organized by communities and the government, responding to the national targeted poverty alleviation policy and carrying out cooperation with social organizations. In addition, the Company insisted on giving back to the society, solving social problems and achieving common growth together with all parties.

During the Reporting Period, the Group actively responded to the counterpart poverty alleviation initiatives of the Government of Shanghai Municipal and Zhuji Municipal and donated RMB2 million to the backward areas of Yunnan Province for the construction of bridges and roads, and donated RMB500,000 to the poor mountainous areas of Guizhou to purchase cultural and sports goods. We also actively participated in the urban forums organized by the subdistrict office to promote communication among enterprises in the business district, and discussed with other enterprises to find more implementable, replicable and popularized models of community co-governance through successful case sharing, roundtable discussions and informal exchanges.



社区，以温暖为心

COMMUNITY BUILDING WITH WARMTH AS THE FOCUS

助力扶贫，践行公益

Contributing to poverty alleviation policy and practicing public welfare undertakings

在2019年—2020年期间，祥生控股连续两年支持安徽省南陵县「扶贫日」活动；连续为多个浙江省结对扶贫村建设贡献绵薄之力；积极参与央视新春扶贫计划，走进重庆市曾经的重点贫困县奉节县进行公益采购。此外，祥生控股还向上海市对口支援的两个扶贫项目捐赠200万元，用于云南省文山州富宁县谷拉乡龙色深度贫困村龙万至龙后村组道路建设项目与西畴县鸡街乡中寨村委会花石头桥项目。其中，「祥生路」改扩建道路全长3,000米，项目的建成不仅使项目村产业发展条件、交通运输条件有所改善，对增加群众的收入水平，促进农业增产创造了基础条件，还将带动附近村组500多名群众的交通及物资运输的发展，为项目深度贫困行政村建档立卡贫困户31户124人脱贫打下良好的基础。

During the period of 2019 to 2020, Shinsun Holdings supported the activity in the theme of “Poverty Alleviation Day” in Nanling County, Anhui Province for two consecutive years; continuously contributed to the construction of several paired villages in Zhejiang; actively participated in CCTV’s New Year Poverty Alleviation Program and went to Fengjie County, a former key poverty-stricken county in Chongqing and carried out procurement in public welfare form. In addition, Shinsun Holdings also donated RMB2 million for two poverty alleviation projects supported by Shanghai, which was used for the road construction project between Longwan village to Longhou village, both were deeply impoverished villages of Longse, Gula Township, Funing County, Wenshan Prefecture, Yunnan Province, and the Colorful Stone Bridge Project under the management of Zhongzhai Village Committee, Jijie Township, Xichu County. The extended road for original “Shinsun Road” is 3,000 meters long. The completion of these projects will not only improve the industrial development conditions and transportation conditions of the project villages, but also will increase the income level of the villagers and create a beneficial condition for the increase of output of agricultural production, and it will also accelerate the development of traffic and material transportation for more than 500 villagers nearby, which lays a good foundation for 31 households and 124 villagers on the record of the poverty-stricken households from deeply impoverished administrative villages to get out of poverty.





祥生控股携手央视，一同倾听甜蜜心声

Shinsun Holdings joining hands with a CCTV program to listen to the sweet voice from heart

2020年1月，未来更好地传递品牌正能量，祥生控股通过浙江省祥生公益基金会联合诸暨市慈善总会祥生圆梦基金，携手央视新春扶贫计划，走进重庆市曾经的贫困县奉节县进行公益采购，并计划将采购的产品使用于线上平台与线下区域开展各类公益活动，以实际行动践行公益扶贫事业，传递甜蜜的公益力量。此次爱心扶贫行动不仅为了积极响应央视号召参与帮助更多贫困地区脱贫，更将这份来自奉节的甜蜜在新春到来之际传递给更多人。

In January 2020, to better convey the positive energy of our brand in the future, Shinsun Holdings, through Zhejiang Shinsun Charity Foundation and Shinsun Dream Fund of Charity Federation of Zhuji, joined hands with CCTV's New Year Poverty Alleviation Program to went to Fengjie County, a former key poverty-stricken county in Chongqing and carried out procurement in public welfare form, and planned to use the purchased products in various public welfare activities carried out on the online platform or offline sites to practice public welfare poverty alleviation with practical actions and convey the happy power of public welfare. This love poverty alleviation action is not only an action to actively respond to the CCTV call to participate in helping more less- developed areas out of poverty, but also an action to pass the happiness from Fengjie to more people on the occasion of the New Year.

服务社区

祥生控股将始终致力于回馈社区，在学校建设、保障性住房、旧城区改造等方面持续贡献力量。

在湖北仙桃，本集团目前已建成仙桃市第二小学并投入教学，建筑面积达12,155平方米。同时，在安徽、浙江、山东三个省份，本集团现有8所学校正在建设中。

在上海、杭州、合肥等地，本集团云境名邸、京杭府、上海祥生中心、星合映、合肥祥生云境等在内的10个项目共提供总计331,141平方米建筑面积的租赁住房。同时，在温州、嘉兴等地，本集团旗下的项目还提供了总计9,305平方米建筑面积的人才房。

本集团位于上海的祥生中心项目，作为上海虹口内环内城市更新项目，自2003年开始动迁工作，并于2019年9月完成动迁。该项目总建筑面积逾28万方，于2020年9月动工，目前在基础施工阶段，未来将建成集高端住宅，5A办公，高端商业配套为一体全新城市综合体项目。

SERVING THE COMMUNITY

Shinsun Holdings will always be committed to giving back to communities by make continuous contribution to the construction of schools, subsidized housing and renovation of old urban areas.

In Xiantao, Hubei Province, the Group has already completed the second elementary school of Xiantao(with a GFA of 12,155 square meters) and put it into operation. Meanwhile, the Group currently has eight schools under construction in Anhui, Zhejiang and Shandong.

In cities such as Shanghai, Hangzhou and Hefei, 10 projects of the Group, including Yunjing Mansion, Jinghang Mansion, Shanghai Shinsun Center, Xingheyang and Hefei Shinsun Yunjing, provided a total GFA of 331,141 square meters of rental housing. In cities such as Wenzhou and Jiaxing, the projects of the Group also provided a total GFA of 9,305 square meters of social security housing.

The Shinsun Center Project of the Group in Shanghai, an urban renewal project within the inner ring of Hongkou in Shanghai, was commenced in 2003 and the relocation work was completed in September 2019. The project, with a total GFA of over 280,000 square meters, has started construction in September 2020 and was currently in the basic construction stage and will be built into a new urban complex project integrating high-end residential, 5A office and high-end commercial facilities.



附录一：法律法规及内部政策清单

APPENDIX I: LIST OF LAWS AND REGULATIONS AND INTERNAL POLICIES

适用的主要外部法律法规

Applicable major external laws and regulations

- 1 《中华人民共和国公司法》
Company Law of the People's Republic of China
- 2 《中华人民共和国反不正当竞争法》
Anti-unfair Competition Law of the People's Republic of China
- 3 《中华人民共和国反洗钱法》
Anti-money Laundering Law of the People's Republic of China
- 4 《关于禁止商业贿赂行为的暂行规定》
Interim Provisions on the Prohibition of Commercial Bribery
- 5 《中华人民共和国知识产权法》
Intellectual Property Law of the People's Republic of China
- 6 《中华人民共和国建筑法》
Construction Law of the People's Republic of China
- 7 《建设工程质量管理条例》
Regulations on the Quality Management of Construction Projects
- 8 《建设工程施工现场管理规定》
Construction Site Management Regulations for Construction Projects
- 9 《住宅建筑规范》
Construction Code for Residential Buildings
- 10 《建筑工程施工质量验收统一标准》
Unified Standard for Constructional Quality Acceptance of Building Engineering
- 11 《中华人民共和国广告法》
Advertising Law of the People's Republic of China
- 12 《中华人民共和国物权法》
Property Law of the People's Republic of China
- 13 《中华人民共和国消费者权益保护法》
Law of the People's Republic of China on the Protection of the Rights and Interests of Consumers
- 14 《中华人民共和国个人信息保护法》
Personal Information Protection Law of the People's Republic of China
- 15 《中华人民共和国环境保护行政处罚办法》
Measures of the People's Republic of China on Administrative Punishment of Environmental Protection
- 16 《中华人民共和国固体废物污染环境防治法》
Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution
- 17 《中华人民共和国水污染防治法》
Law of the People's Republic of China on the Prevention and Control of Water Pollution
- 18 《绿色施工导则》
Guidelines on Green Construction



APPENDIX I: LIST OF LAWS AND REGULATIONS AND INTERNAL POLICIES

- 19 《中华人民共和国环境保护法》
Environmental Protection Law of the People's Republic of China
- 20 《中华人民共和国环境影响评价法》
Law of the People's Republic of China on Environmental Impact of Assessment
- 21 《中华人民共和国环境噪声污染防治法》
Law of the People's Republic of China on Environmental Noise Pollution
- 22 《国家危险废物名录》
National Catalogue of Hazardous Wastes
- 23 《国家防汛抗旱应急预案》
National Emergency Plan for Flood Prevention and Drought Relief
- 24 《建设部安全事故与自然灾害预防、接报与应急处置工作程序》
Safety Accident and Natural Disaster Prevention, Reporting and Emergency Response Work Procedures of Ministry of Construction
- 25 《浙江省建设系统抗台防汛应急预案》
Zhejiang Province Construction System to Fight Typhoon Flood Emergency Plan
- 26 《中华人民共和国劳动法》
Labour Law of the People's Republic of China
- 27 《中华人民共和国劳动合同法》
Labour Contract Law of the People's Republic of China
- 28 《中华人民共和国劳动争议调解仲裁法》
Law of the People's Republic of China on Mediation and Arbitration of Labour Disputes
- 29 《中华人民共和国最低工资规定》
Provisions on Minimum Wage of the People's Republic of China
- 30 《中华人民共和国安全生产法》
Production Safety Law of the People's Republic of China
- 31 《中华人民共和国消防法》
Fire Prevention Law of the People's Republic of China
- 32 《建筑施工安全检查标准》
Standard for Safety Inspection of Building Construction
- 33 《施工企业安全生产评价标准》
Safety Evaluation Standard for Construction Enterprises
- 34 《建筑工程安全生产管理条例》
Regulations on the Production Safety of Construction Projects
- 35 《中华人民共和国职业病防治法》
The Occupational Disease Prevention and Control Law of the People's Republic of China
- 36 《职业健康检查管理办法》
Administrative Measures for Occupational Health Inspection
- 37 《中华人民共和国招标投标法》
Bidding Law of the People's Republic of China



附录一：法律法规及内部政策清单

APPENDIX I: LIST OF LAWS AND REGULATIONS AND INTERNAL POLICIES

内部政策

Internal Policies

- 1 《审计管理制度》
Audit Management System
- 2 《责任追究制度》
Accountability System
- 3 《责任追究细则》
Accountability Articles
- 4 《拟申请注册商标审批要点》
Points for Approval of Proposed Application for Registered Trademarks
- 5 《工程巡检管理办法》
Management Measures of Engineering Inspection
- 6 《第三方飞行巡检管理办法4.0版》
Third Party Flight Inspection Management Measures Version 4.0
- 7 《呼叫中心作业指引》
Call Center Operation Guidelines
- 8 《基于客户触点的服务里程碑节点管理标准及操作指引1.0》
Customer Contact-based Service Milestone Management Standards and Operation Guidelines 1.0
- 9 《「幸福服务官」操作指引1.0》
Operation Guideline of "Happy Service Officer" 1.0
- 10 《「业主品质官」操作指引1.0》
Operation Guidelines for "Property Owner Quality Officer" 1.0
- 11 《客关操作手册》
Customer Relationship Operation Manual
- 12 《客户投诉作业指引》
Customer Complaint Operation Guidelines
- 13 《客户危机事件操作指引》
Operation Guidelines for Customer Crisis Events
- 14 《祥生地产责任追究制度》
Accountability System of Shinsun Property
- 15 《销售流程管理规范》
Sales Process Management Standards
- 16 《营销系统佣金管理方法》
Marketing System Commission Management Method



APPENDIX I: LIST OF LAWS AND REGULATIONS AND INTERNAL POLICIES

- 17 《档案管理办法》
Management of Archives
- 18 《人事运营管理手册》
Personnel Operation Management Manual
- 19 《招聘管理制度》
Recruitment Management System
- 20 《内部推荐管理办法》
Internal Recommendation Management Method
- 21 《超级伯乐计划操作指引》
Operation Guidelines of Super Talent Scout Program
- 22 《全面薪酬管理制度》
Comprehensive Compensation Management System
- 23 《福利管理办法》
Welfare Management System
- 24 《考勤与休假管理办法》
Attendance and Leave Management System
- 25 《内训师管理办法》(试行版)
Management Measures for Internal Trainers of Shinsun Business School (Trial Version)
- 26 《新员工培训管理办法》(试行版)
Management Measures for New Employee Training of Shinsun Business School (Trial Version)
- 27 《培训管理制度》(试行版)
Training Management System (Trial Version)
- 28 《人才发展管理制度》
Talent Development Management System
- 29 《人才发展手册》
Talent Development Manual
- 30 《安全文明标准化管理作业指引》
Operation Guidelines for Standardized Safety and Civilization Management
- 31 《安全管理实施细则》
Implementation Rules for Safety Management
- 32 《安全红线管理制度》
Safety Red Line Management System
- 33 《廉政管理协议》
Integrity Management Agreement



附录二：香港联交所《环境、社会及管治报告指引》内容索引

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

环境、社会及管治范畴与一般披露及关键绩效指标(KPI)		所在章节	
Environmental, Social and Governance Areas, General Disclosures and KPIs		In Chapter	
环境			
Environmental			
A1 : 排放物 A1: Emissions	一般披露 General Disclosure Information on	有关废气及温室气体排放、向水及土地的排污、有害及无害废弃物的产生等的： (a) 政策；及 (b) 遵守对发行人有重大影响的法律及规例的数据。 (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	环保，以绿色为优 – 绿色施工 Environmental Protection, Prioritizing Green – Green Construction
	A1.1	排放物种类及相关排放数据 The types of emissions and respective emissions data	环保，以绿色为优 Environmental Protection, Prioritizing Green
	A1.2	温室气体总排放量（以吨计算）及（如适用）密度（如以每产量单位、每项设施计算）。 Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	环保，以绿色为优 Environmental Protection, Prioritizing Green
	A1.3	所产生有害废弃物总量及密度 Total hazardous waste produced and, where appropriate, intensity	环保，以绿色为优 Environmental Protection, Prioritizing Green
	A1.4	所产生无害废弃物总量及密度 Total non-hazardous waste produced and, where appropriate, intensity	环保，以绿色为优 Environmental Protection, Prioritizing Green
	A1.5	描述减低排放量的措施及所得成果。 Description of measures to mitigate emissions and results achieved	环保，以绿色为优 – 绿色施工 Environmental Protection, Prioritizing Green – Green Construction
	A1.6	描述处理有害及无害废弃物的方法、减低产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	环保，以绿色为优 – 绿色施工、绿色运营 Environmental Protection, Prioritizing Green – Green Construction, Green Operation



环境、社会及管治范畴与一般披露及关键绩效指标(KPI)		所在章节	
Environmental, Social and Governance Areas, General Disclosures and KPIs		In Chapter	
环境			
Environmental			
A2 : 资源使用 A2: Use of Resources	一般披露	有效使用资源(包括能源,水及其他原材料)的政策。	环保,以绿色为优 – 绿色施工、绿色运营
	General Disclosure	Policies on the efficient use of resources, including energy, water, and other raw materials.	Environmental Protection, Prioritizing Green – Green Construction, Green Operation
	A2.1	按类型划分的直接及/或间接能源(如电,气或油)总耗量及密度	环保,以绿色为优
		Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total and intensity	Environmental Protection, Prioritizing Green
	A2.2	总耗水量及密度	环保,以绿色为优
		Water consumption in total and intensity	Environmental Protection, Prioritizing Green
A3 : 环境及 天然资源 A3: The Environment and Natural Resources	一般披露	减低发行人对环境及天然资源造成重大影响的政策。	环保,以绿色为优
	General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources	Environmental Protection, Prioritizing Green
	A3.1	描述业务活动对环境及天然资源的重大影响及已采取管理有关影响的行动	环保,以绿色为优
	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	Environmental Protection, Prioritizing Green	
A2.5	制成品所用包装材料的总量(以吨计算)及(如适用)每生产单位占量。	本集团业务不涉及包装材料的使用	
	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	The Group's business does not involve the use of packaging materials	
A2.4	描述求取适用水源上可有任何问题,以及提升用水效益计划及所得成果。	环保,以绿色为优 – 绿色施工	
	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved	Environmental Protection, Prioritizing Green – Green Construction	
A2.3	描述能源使用效益计划及所得成果。	环保,以绿色为优	
	Description of energy use efficiency initiatives and results achieved	Environmental Protection, Prioritizing Green	



附录二：香港联交所《环境、社会及管治报告指引》内容索引

APPENDIX II: THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING
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环境、社会及管治范畴与一般披露及关键绩效指标(KPI)		所在章节	
Environmental, Social and Governance Areas, General Disclosures and KPIs		In Chapter	
社会			
Social			
B1 : 雇佣 B1: Employment	一般披露	有关薪酬及解雇，招聘及晋升，工作时数，假期，平等机会，多元化，反歧视以及其他待遇及福利的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例的资料。	人本，以幸福为任一员工概况
	General Disclosure Information on	(a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment, and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	People-oriented, with Happiness as Our Responsibility – Employee Profile
	B1.1	按性别、雇佣类型、年龄组别及地区划分的雇员总数	人本，以幸福为任一员工概况
	B1.1	Total workforce by gender, employment type, age group and geographical region	People-oriented, with Happiness as Our Responsibility – Employee Profile
	B1.2	按性别、年龄组别及地区划分的雇员流失比率	人本，以幸福为任一员工概况
B1.2	Employee turnover rate by gender, age group and geographical region	People-oriented, with Happiness as Our Responsibility – Employee Profile	



环境、社会及管治范畴与一般披露及关键绩效指标(KPI)		所在章节	
Environmental, Social and Governance Areas, General Disclosures and KPIs		In Chapter	
社会			
Social			
B2 : 健康与安全 B2: Health and Safety	一般披露	有关提供安全工作环境及保障雇员避免职业性危害的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例的资料。	人本，以幸福为任－健康与安全
	General Disclosure Information on	(a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	People-oriented, with Happiness as Our Responsibility – Health and Safety
	B2.1	因工作关系而死亡的人数和比率	人本，以幸福为任－健康与安全
	B2.1	Number and rate of work-related fatalities	People-oriented, with Happiness as Our Responsibility – Health and Safety
	B2.2	因工伤损失工作日数	人本，以幸福为任－健康与安全
	B2.2	Lost days due to work injury	People-oriented, with Happiness as Our Responsibility – Health and Safety
B2.3	描述所采纳的职业健康与安全措施，以及相关执行及监察方法	人本，以幸福为任－健康与安全	
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored	People-oriented, with Happiness as Our Responsibility – Health and Safety	



附录二：香港联交所《环境、社会及管治报告指引》内容索引

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环境、社会及管治范畴与一般披露及关键绩效指标(KPI)		所在章节	
Environmental, Social and Governance Areas, General Disclosures and KPIs		In Chapter	
社会			
Social			
B3： 发展及培训 B3: Development and Training	一般披露	有关提升雇员履行工作职责的知识及技能的政策。描述培训活动	人本，以幸福为任－人才发展
	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	People-oriented, with Happiness as Our Responsibility – Talent Development
	B3.1	按性别及雇员类别划分的受训雇员百分比	人本，以幸福为任－人才发展
	B3.1	The percentage of employees trained by gender and employee category	People-oriented, with Happiness as Our Responsibility – Talent Development
B4： 劳工准则 B4: Labour Standards	一般披露	有关防治童工或强制劳工的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例的资料。	人本，以幸福为任－员工概况
	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	People-oriented, with Happiness as Our Responsibility – Employee Profile
	B4.1	描述检讨招聘惯例的措施以避免童工及强制劳工	人本，以幸福为任－员工概况
	B4.1	Description of measures to review employment practices to avoid child and forced labour	People-oriented, with Happiness as Our Responsibility – Employee Profile
B4.2	B4.2	描述在发现违规情况时消除有关情况所采取的步骤	人本，以幸福为任－员工概况
	B4.2	Description of steps taken to eliminate such practices when discovered	People-oriented, with Happiness as Our Responsibility – Employee Profile



环境、社会及管治范畴与一般披露及关键绩效指标(KPI)		所在章节	
Environmental, Social and Governance Areas, General Disclosures and KPIs		In Chapter	
社会			
Social			
B5： 供应链管理 B5: Supply Chain Management	一般披露	管理供应链的环境及社会风险政策。	共进，以合作为重－供应商管理
	General Disclosure	Policies on managing environmental and social risks of the supply chain.	Growth Together, Focusing on Cooperation – Supplier Management
	B5.1	按地区划分的供应商数目	共进，以合作为重－供应商管理
	B5.1	Number of suppliers by geographical region	Growth Together, Focusing on Cooperation – Supplier Management
	B5.2	描述有关聘用供应商的惯例，向其执行有关惯例的供应商数目、以及有关惯例的执行及监察方法	共进，以合作为重－供应商管理
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored	Growth Together, Focusing on Cooperation – Supplier Management



附录二：香港联交所《环境、社会及管治报告指引》内容索引

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

环境、社会及管治范畴与一般披露及关键绩效指标(KPI)		所在章节	
Environmental, Social and Governance Areas, General Disclosures and KPIs		In Chapter	
社会			
Social			
B6： 产品责任 B6: Product Responsibility	一般披露	有关所提供产品和服务的健康与安全，广告，标签及私隐事宜以及补救方法的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例的资料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	创造，以质量为本 Creation, Prioritizing Quality
	B6.1	已售或已运送产品总数中因安全与健康理由而须回收的百分比	本公司不涉及产品回收
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	The Company does not involve any recall of the product
	B6.2	接获关于产品及服务的投诉数目以及应对方法	创造，以质量为本－竭诚服务
	B6.2	Number of products and service related complaints received and how they are dealt with	Creation, Prioritizing Quality – Sincere Services
	B6.3	描述与维护及保障知识产权有关的惯例	创造，以质量为本－产品研发
	B6.3	Description of practices relating to observing and protecting intellectual property rights	Creation, Prioritizing Quality – Research and Development of Products
	B6.4	描述质量检定过程及产品回收程序	创造，以质量为本－精益质量
	B6.4	Description of quality assurance process and recall procedures	Creation, Prioritizing Quality – Lean Quality
	B6.5	描述消费者资料保障及私隐政策，以及相关执行及监察方法	创造，以质量为本－竭诚服务
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored	Creation, Prioritizing Quality – Sincere Services	



环境、社会及管治范畴与一般披露及关键绩效指标(KPI)		所在章节	
Environmental, Social and Governance Areas, General Disclosures and KPIs		In Chapter	
社会			
Social			
B7： 反贪污 B7: Anti- corruption	一般披露	有关防治贿赂，勒索，欺诈及洗黑钱的： (a) 政策；及 (b) 遵守对发行人有重大影响的相关法律及规例的资料。	祥生，为幸福而生－责任治理
	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Shinsun, Pursuing Happy Life – Responsible Governance
	B7.1	于汇报期内对发行人或其雇员提出并已审结的贪污诉讼案件的数目及诉讼结果	祥生，为幸福而生－责任治理
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases	Shinsun, Pursuing Happy Life – Responsible Governance
	B7.2	描述防范措施及举报程序，以及相关执行及监察方法	祥生，为幸福而生－责任治理
	B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	Shinsun, Pursuing Happy Life – Responsible Governance
B8： 社区投资 B8: Community Investment	一般披露	有关以社区参与来了解营运所在社区需要和确保其业务活动会考虑社区利益的政策。	社区，以温暖为心
	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Community Building with Warmth as The Focus
	B8.1	专注贡献范畴	社区，以温暖为心
	B8.1	Focus areas of contribution	Community Building with Warmth as The Focus
B8.2	在专注范畴所动用资源	社区，以温暖为心	
B8.2	Resources contributed to the focus area	Community Building with Warmth as The Focus	

SHINSUN 祥生