

# Wynca新安 2018年 可持续发展报告

浙江新安化工集团股份有限公司

Zhejiang Xinan Chemical Industrial Group Co., Ltd.  
Sustainable Development Report of 2018

**浙江新安化工集团股份有限公司**  
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# Contents 目录

前言 Foreword	
<b>01 关于新安</b> About Wynca Group 董事长致辞 Message from Chairman 公司概况 Profile 管理报告 Management Report	01
<b>02 战略与治理</b> Strategies and Governance 企业愿景 Business Prospect 战略规划 Strategic Planning 公司治理 Corporate Governance	11
<b>03 责任与文化</b> Responsibilities and Culture 企业文化 Company Culture 社会责任管理 Management of Social Responsibility 回报股东 Giving Back to Shareholders 信息披露 Information Disclosure 投资者关系 Investor Relation 债权人利益保护 Protection of the Interests of Creditors	23
<b>04 环境保护 绿色发展</b> Environmental Protection, Eco-friendly Development 践行绿色使命, 发展循环经济 Practicing green mission and developing circular economy 落实节能减排, 践行环境保护 Carrying out energy saving and emission reduction and protecting environment 强化安全管理, 保障企业经营 Reinforcing safety management and safeguarding business operation	27
<b>05 尊重人才 共同成长</b> Respecting Staff Members and Growing Together 优化薪酬体系, 保障员工合法权益 Optimizing compensation system and protecting the lawful rights and interests of staff 严格职业管理, 保障员工安全健康 Strengthening occupational management and protecting safety and health of staff 完善培训制度, 提升员工岗位技能 Optimizing training system and improving the occupational skills of staff 营造良好氛围, 丰富员工业余生活 Creating good atmosphere and diversifying the after-work activities of staff	31
<b>06 客户为先 共同发展</b> Customer First and Developing Together 供应链一体化管理, 提升供应质量 Integrated supply chain management to improve supply quality 提供优质产品服务, 与客户共赢发展 Providing quality products and service and achieving win win with customers 重视产品质量安全, 保障消费者权益 Emphasizing product quality and safety and protecting the rights and interests of consumers	37
<b>07 服务社会 共同进步</b> Serving Society and Making Progress Together 主导制定行业标准 Taking the lead in making industrial standards 科技创新体系建设 Construction of the technology innovation system	41
<b>08 社会认可 慈善同行</b> Recognized by Society by Involving in Philanthropy 精准扶贫、回馈社会 Targeted poverty alleviation and giving back to society	45
<b>09 展望</b> Outlook	49
<b>10 信息反馈表</b> Information Feedback	51

SUSTAINABLE  
DEVELOPMENT  
REPORT  
OF 2018

## FOREWORD

### 前言

本报告是浙江新安化工集团股份有限公司（简称“新安集团”）发布的第一份可持续发展报告。往年通过社会责任报告形式进行披露。

This report is the first sustainable development report released by Zhejiang Xinan Chemical Industrial Group Co., Ltd. (hereinafter Wynca Group). Wynca Group published social responsibility report in the past.

- 01 报告时间范围 I. Time Range of the Report**  
2018年1月1日—12月31日 January 1, 2018- December 31, 2018
- 02 报告发布周期 II. Release Schedule of the Report**  
本报告为年度报告 The Report is a yearly report.
- 03 报告范围 III. Coverage of the Report**  
新安集团总部及所属成员企业 The headquarters and the member companies of Xian Group
- 03 编制依据 IV. Basis for Preparing the Report**  
本报告参照了中国国家标准GB/T 36001-2015《社会责任报告编写指南》The Report refers to China's State Standard GB/T 36001-2015 Guidance to the Preparation of Social Responsibility Report.
- 04 数据来源 V. Source of Data**  
报告中使用的各项数据均来自新安集团正式文件和统计报告。All data used in the Report are from official documents and statistic reports of Wynca Group.
- 05 称谓说明 VI. Term of Address**  
“浙江新安化工集团股份有限公司”在本报告中可以使用“新安集团”简称,也可以用“我们”表示。“Zhejiang Xinan Chemical Industrial Group Co., Ltd.” may be shortened to “Wynca Group” or “we”.
- 06 报告获取 VII. Access to the Report**  
您可以登陆新安集团官网 [www.wynca.com](http://www.wynca.com) 在线浏览或下载。  
You may browse or download the Report from our official website [www.wynca.com](http://www.wynca.com).

# MESSAGE FROM CHAIRMAN

## 董事长致辞

当今，是一个最好的时代，也是一个剧变的时代，新常态、新形式、新技术正在重构一个波澜壮阔的中国发展新格局。我们将以“开放、共生、共享、连接”的理念，悉听社会各界对新安集团在权益保护、绿色发展、转型升级、质量安全等热点议题的要求和期望，全面推动新安可持续发展的管理、践行和融合。

It is the best of the times. It is the time of changes. New normal, new form and new technology are restructuring the magnificent new pattern of China's development. We will listen to the demands and expectations from all walks of life on hot topics such as rights and interests protection, eco-friendly development, upgrading and transformation, quality and safety by following the ideas of opening up, mutualism, sharing and connecting and promote the management, practice and integration of the sustainable development of Wynca Group from all aspects.

过去的一年，我们吹响了“致力于成为时代企业”的号角，以“起步就是冲刺、开局就是决战”的决心，戮力同心，上下同欲，全面拉开转型升级和高质量发展的大幕。

过去的一年，30万吨有机硅氯资源综合利用项目破土动工、10万吨金属硅布局云南盐津、8000吨高档气相二氧化硅项目联姻德国赢创，这是“12345”战略的完美落地。

过去的一年，我们技术创新取得阶段性进步，全球化进程明显加快，数字化建设成绩斐然，在三大核心能力建设上，我们实现了质的飞跃，更加坚定了我们奋追时代步伐的信念。

过去的一年，我们以独特的魅力吸引有志之士走进工厂、走进实验室、走向市场、走向世界，我们在打造高素质团队上有了立体式行动，关注人才、优化机制，为厚植“人才森林”提供了沃土。

过去的一年，我们更加注重社会责任管理，“客户为先、贡献为本、艰苦奋斗、同创共享”的经典案例比比皆是，创新思维与反思文化蔚然成风，时代企业的素质已然形成。



CHAIRMAN  
董事长

这既是新安五十多年丰厚底蕴的厚积薄发，更是新一代新安人创新求变、转型升级的力证，为改革开放40周年交出了一份满意的答卷，巩固了社会公众对新安转型升级和高质量发展的信心。

我们将切实树立“客户为先”的经营理念，持续不断为客户创造更多价值，敢于亮剑、善于竞争，着力打好市场攻坚战，确保经营业绩平稳增长。我们将保持战略定力，强化“12345”战略落地，快速打造全产业链和三大核心竞争力，为集团可持续发展提供保障。我们将打造卓越运营体系，实现管理职能集约化、生产控制智能化、智能服务品牌化，确保安全、平稳、绿色运行。我们要增强文化自信，大力实施文化落地和机制建设，激活组织，赋能一线，激发全体员工的创造力。我们将创新思维，开放合作，广泛吸纳社会各类优质资源合作发展，搭建共创共赢共发展的生态圈。

未来已来，我们奋进，前行步伐将更加坚定；不负时代，我们创造，新安将更加灿烂。我们将认真地聆听来自社会各界的意见，深植绿色发展基因，践行绿色发展理念，为人类提供更加健康、安全、环保的产品以及更加优质高效的增值服务，努力成为客户满意、股东信任、员工幸福、受人尊敬的时代企业。

In the past year, we sounded the trumpet for being the enterprise of our times and worked together to start business upgrading and transformation and high-quality development with firm determination.

In the past year, we started the construction of the 300,000-ton organic silicon chloride comprehensive utilization project, established the 100,000-ton silicon metal project in Yanjin, Yunnan and cooperated with Evonik in the 8,000-ton fumed silica project. All of these were the actualization of the “12345 strategy”.

In the past year, we made progress in technology innovation. The process of globalization was accelerating. We also achieved great results in digitalization. In building our three core capabilities, we made a qualitative leap, which further strengthened our belief.

In the past year, we attracted people with aspirations to our factories and labs, to work on marketing and go to the world. We took various actions to build a competent team. We focused on competent people and optimized our HR system to lay a sound foundation for attracting more competent people.

In the past year, we paid more attention to social responsibility management. We witnessed many cases of customer first, making contributions, working hard and cooperating and sharing. Innovative thinking and reflection are common. We have developed the quality needed by an enterprise of our times.

These achievements are not only the results of our more than fifty years of accumulation, but moreover an evidence of the innovation and transformation of the people of Wynca Group. We have presented a satisfying answer to the 40th anniversary of China's reform and opening up and solidified the confidence of society of the transformation, upgrading and high-quality development of Wynca Group.

We will firmly establish the business idea of customer first and constantly create more value for customers. We will focus on marketing to ensure the stable growth of business performance. We will be determined to carry out the 12345 strategy, build a whole industry chain and three core competitive strengths to provide guarantee for our sustainable development. We will build an excellent operation system to realize intensive management functions, intelligent production control, and intelligent service brand to ensure safe, stable and eco-friendly operation. We will improve cultural confidence, practice our culture and form our mechanism to activate our organization, energize our frontline staff and inspire the creativity of all staff members. We will be creative, share and cooperate to build a sharing and win-win ecosystem.

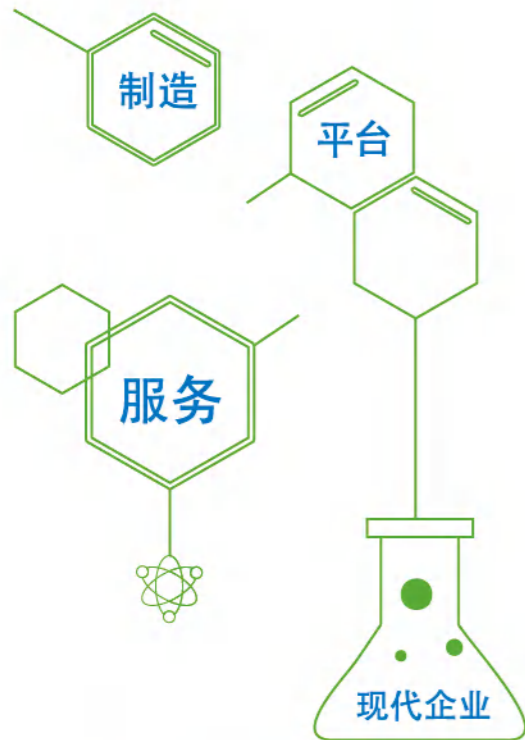
Future is coming. We are advancing forward firmly and will build a bright future for Wynca Group. We will listen to the opinions from all circles of society, practice the idea of green development and provide healthier, safer and more environmental-friendly products and more high-quality and effective value-added service. We will work hard to be an enterprise that our customers are satisfied, our shareholders trust, our employees are happy and is respected by society.



图片为：总部新安大厦

## PROFILE

### 公司概况



#### 浙江新安化工集团股份有限公司

ZHEJIANG XINAN CHEMICAL INDUSTRIAL GROUP CO., LTD.

新安集团创建于1965年，地处浙江省建德市，2001年9月上市，属中国化工500强，全球农化销售20强企业，正通过绿色化、智能化、终端化、平台化、全球化的战略实施，向“制造+平台+服务”的现代企业转型。

Founded in 1965, Wynca Group is located in Jiande, Zhejiang. We went public in September 2001. We are one of the top 500 chemical enterprises in China and one of the top 20 agrochemical sale enterprises in the world. We are transforming to a modern service enterprise integrating manufacturing, platform and service by carrying out the green, intelligent, end market, platform and globalization strategies.

企业主营作物保护、有机硅材料两个产业。作物保护开发形成了以草甘膦原药及剂型产品为主导，杀虫剂、杀菌剂等多品种同步发展的产品群，同时以“农飞客”为平台，切入航空植保领域，提供作物保护解决方案，打造农业综合服务生态圈；有机硅材料围绕单体合成，搭建从硅矿冶炼、硅粉加工、单体合成、下游制品加工的完整产业链，形成硅橡胶、硅油、硅树脂、硅烷偶联剂四大系列产品，广泛应用于生物科技、航空航天、医疗卫生、建筑材料、电子电气、新能源等多个领域，畅销于全球100多个国家和地区，成为拥有全产业链优势的有机硅企业。

新安集团建有完善的创新体系，是国家创新型企业、国家高新技术企业、全国知识产权示范企业，拥有国家认定的企业技术中心、博士后科研工作站、省级企业研究院和全国模范院士工作站。我们始终坚持以“绿色化学创造美好生活”的发展使命，利用氯元素、磷元素、硅元素的循环先进技术，成为行业内循环经济模式的先行者，坚持通过发展循环经济、走资源节约型、环境友好型的发展道路，更好地服务社会、造福人类。

未来的新安，将秉承“客户为先、贡献为本、艰苦奋斗、同创共享”的核心价值观，在创造价值的同时，幸福员工，成就客户，回馈社会，致力于成为时代的企业，创造时代的精彩。

Our two main businesses are crop protection and organosilicon materials. In the crop protection area, we have product lines with glyphosate TC and preparations being the main products and covering pesticides and bactericides. Meanwhile, we run business in the aviation plant protection area, provide crop protection solutions and create an agricultural comprehensive service ecosystem via the Nongfeike platform. In the organosilicon material area, centering monomer synthesis, we have built a complete industrial chain covering silicon ore smelting, silicon powder processing, monomer synthesis to processing of downstream products. The four major product lines cover silicone rubber, silicone oil, silicon resin and silane coupling agent, which are widely used in biotechnology, aerospace, medical and healthcare, construction material, electronic and electric and new energy areas and sold well in more than 100 countries and regions. We are an organosilicone company that has global industrial chain strength.

Wynca Group has a complete innovation system. We are a national innovation enterprise, national hi-tech enterprise, and national intellectual property model enterprise. We have a state certified enterprise technology center, a post-doctoral workstation, provincial-level business research institution and a national model academician workstation. We have been persisting in the development idea of green chemical creating beautiful life. We are a leader of circular economy mode in the industry by using the advanced circulation technology of chlorine, phosphorus and silicon. We provide better service to society and benefit human beings by developing circular economy, saving energy and being environmental friendly.

In the future, we will keep following the core value of customer first, contribution-based, hardworking, creating and sharing together, making our staff happy, creating value for customers and giving back to society. We will be committed to being an enterprise of our times and create excellence of our times.

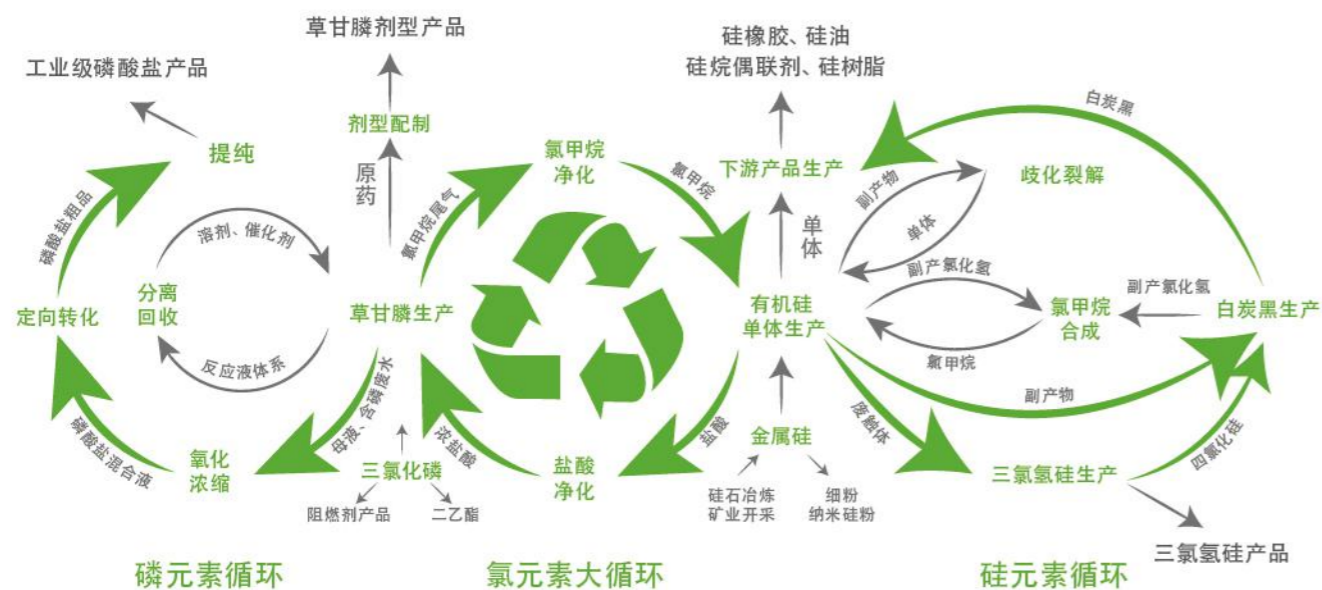


图片为：习近平新安视察  
Picture: Xi Jinping visits Wynca Group

# MANAGEMENT REPORT

## 管理层报告

习近平总书记在担任浙江省委书记期间，曾先后两次视察新安集团，对集团的有机硅和草甘膦两大产业的循环经济模式给予高度肯定，他说“新安这个做的好，真正实现了变废为宝，这就是循环经济的具体表现，了不起！”



一体 | ONE BODY 做精做强基础产业 OPTIMIZING AND STRENGTHENING BASIC INDUSTRY

# THE DEVELOPMENT OF CIRCULAR ECONOMY

## 循环经济之路

循环经济没有终点……  
Cleaner production continuing the practice of circular economy...



### 3/ 21世纪的“草甘膦-有机硅”循环发展

The development of circular economy

- 氯甲烷的回收利用
- 废液的回收利用



### 2/ 20世纪90年代草甘膦的清洁生产

cleaner production

- 溶剂回收
- 催化剂回收
- 工业盐回收



### 1/ 20世纪70年代黄磷生产的变废为宝

changing waste material into things of value

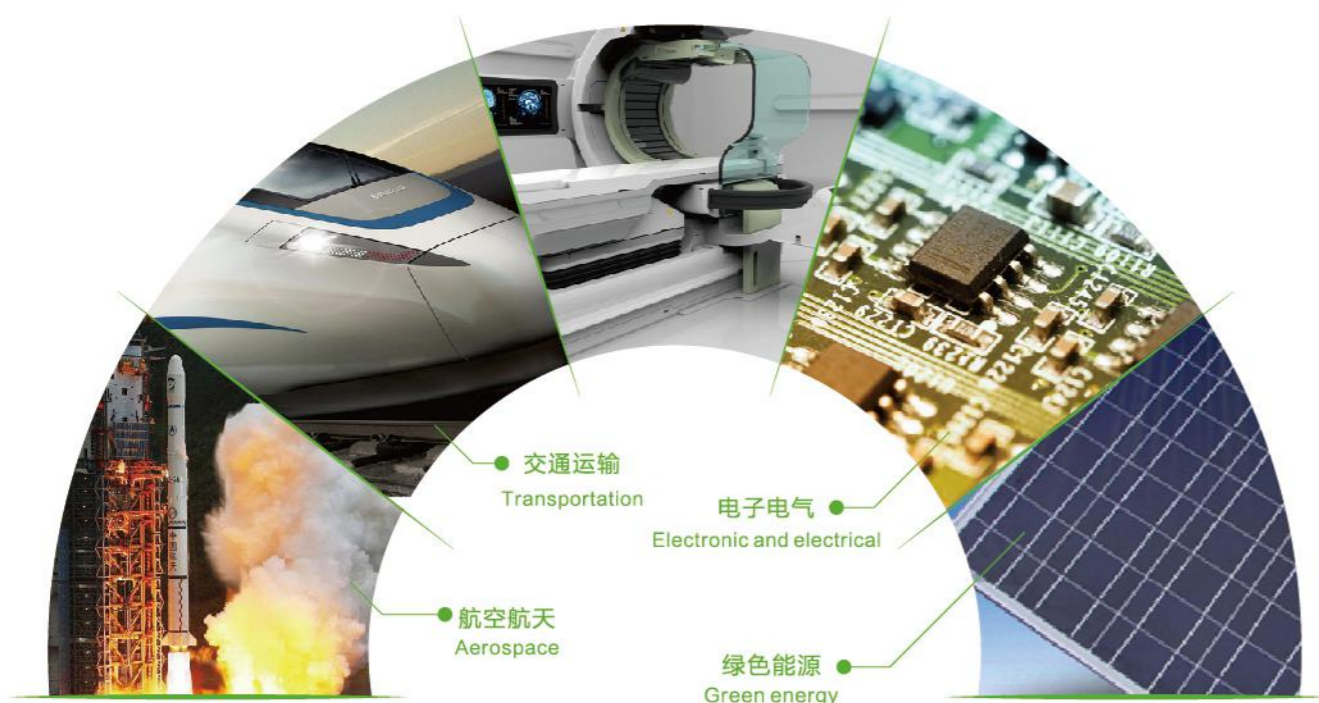
- 尾气制甲酸
- 炉渣制水泥
- 磷泥制磷肥

## 坚持绿色化发展

### ECO-FRIENDLY DEVELOPMENT

牢记习近平总书记对新安绿色循环经济的叮嘱，以发展绿色循环经济为己任，坚守“不讓一滴污水下江”的承诺，生动实践“两山理论”，持续发展“氯磷硅”循环经济模式，提升副产有效利用率，实现源头的减量化治理。

We will keep President Xi's instruction to us on the eco-friendly circular economy in mind. We will set eco-friendly circular economy as our mission and keep the promise of not discharging one drop of wastewater into the river. We will keep the environment clean and maintain our chlorine, phosphorus and silicon circular economy mode. We will improve the utilization of side products and reduce waste from the beginning.



**坚持终端化发展**  
**PROVIDING PRODUCTS AND SERVICE TO END CUSTOMERS**

坚定终端化发展的战略定力，向服务和解决方案转型，成为华为、佳能、国家电网、迪卡侬等战略性新兴产业及高端制造业的服务商；农化终端产品除草解决方案初步成型，不断丰富草甘膦、草铵膦系列产品，以及水稻、玉米作物的系列除草解决方案。

We will persist in the strategy of providing products and service to end customers and transform to a service and solution provider. We have become a service provider for companies in the strategic emerging industry and high-end manufacturing industry such as Huawei, Canon, State Grid, Decathlon, etc. Weed control solution, our agrochemical product for end customers, has taken into shape. We have extended glyphosate and glufosinate-ammonium series products as well as the series weed control solutions for rice and corn.

**坚持智能化发展**  
**INTELLIGENT DEVELOPMENT**

将“数字新安”作为一号工程，挖掘数据价值，释放场景效益，在智能制造、数字经营、智慧农业等领域实现突破。SAP项目成功上线，奠定1+18的信息化系统格局，决策和运行效率进一步提升。

Intelligent development: Digital Wynca is our No.1 engineering project. We will explore the value of data, release the value of scenario and make breakthrough in smart manufacturing, digitalized operation and smart agriculture. Our SAP project has put online successfully. It has laid the 1+18 information system structure. The decision making and operation efficiency will be improved further.



**坚持平台化发展**  
**Platform-based development**

加快推进模式转型，向着“制造+服务+平台”转型。积极探索农业+互联网场景应用，与巴斯夫、陶氏、安道麦、先正达等跨国公司建立合作关系。与大连理工大学、山东大学等知名院校共建有机硅技术研发合作平台，推进在氟硅、有机硅终端领域的前瞻性技术研究，为未来发展储备技术和信心。



We will promote business mode transformation to be a manufacturing+ service+ platform enterprise. We will actively explore agriculture+ Internet scenario application and create partnership with BASF, Dow Chemistry, Adama, Syngenta, etc. We have co-built organosilicone technology R&D cooperative platform with Dalian University of Technology, Shandong University, etc. to promote prospective technology research in the fluorosilicon and organosilicone end market areas and reserve technology and confidence for the development in the future.

坚持全球化发展  
GLOBALIZED DEVELOPMENT

坚守“本土、本业、本色”的理念，稳步推进全球化布局，开发澳洲、东南亚、中美洲、东欧等新兴市场。有机硅与行业标杆客户圣戈班、鲁道夫、赢创建立合作关系。深耕非洲市场，将加纳视为非洲的生产中心、投资中心、运营中心。



图片为：新安美国

We steadily promote business globalization and develop Australian, South-east Asian, Central American and East European market. We have established partnership with Saint-Gobain, Rudolf and Evonik in the organosilicone area. We run business deeply in Africa and put our African manufacturing center, investment center and operation center in Ghana.

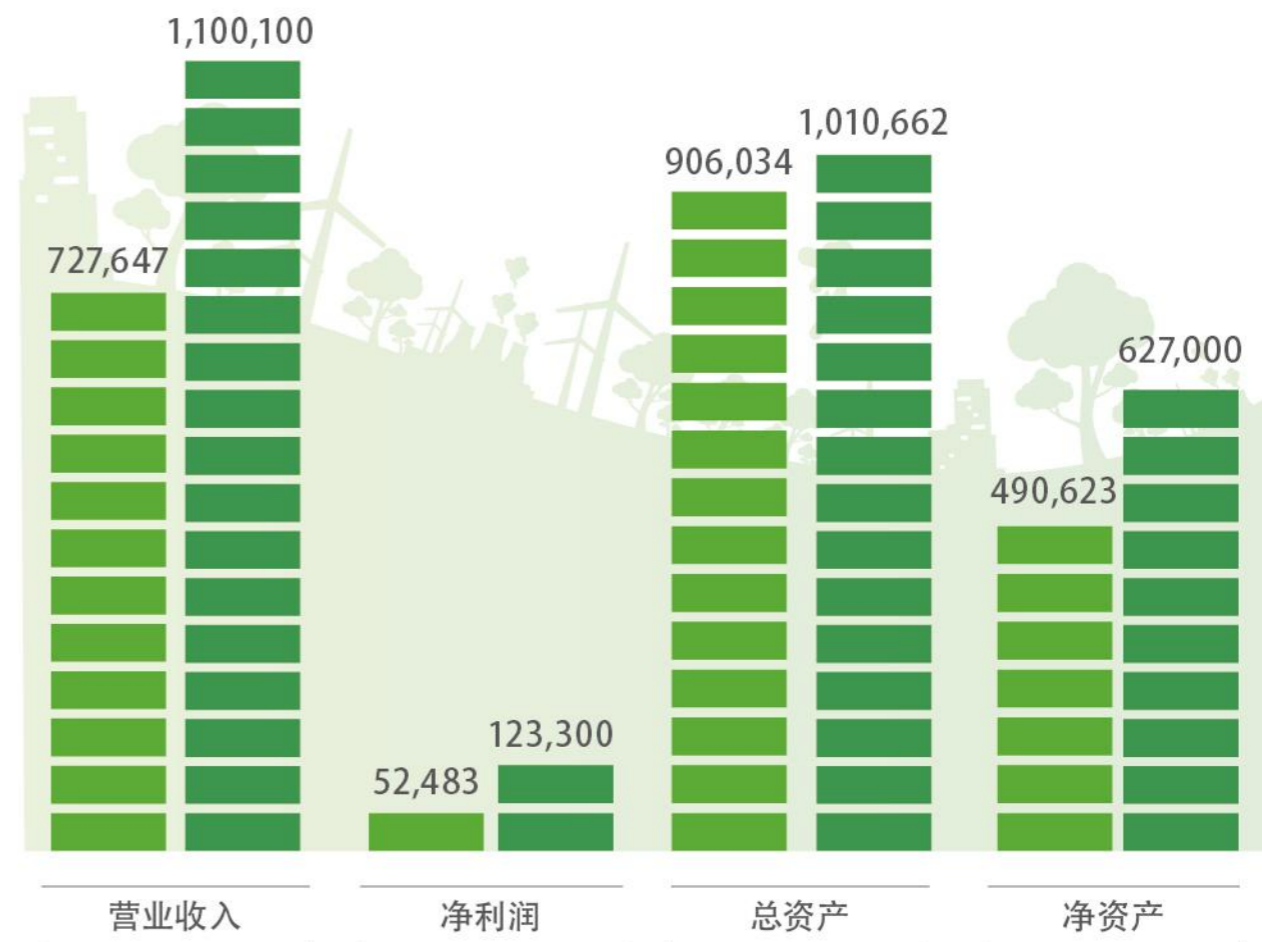


图片为：新安加纳



农化海外市场占比

2017 2018  
单位：万元



2018年，新安集团实现营业收入110亿元，同比增长51.19%，实现利润总额12.33亿元，同比增长131.52%，上缴税收4.37亿元，同比增长142%；总资产规模达101.07亿元。荣获中国化工500强、中国氟硅行业30周年领军企业、中国化工行业上市公司百强，中国石油和化工民营企业百强第48位、改革开放四十年企业文化建设标杆组织等荣誉。

Wynca Group realized operating income of CNY11 billion in 2018, increasing by 51.19% compared with that of 2017, realized total profit of CNY 1.233 billion, increasing by 131.52% compared with that of 2017, and paid taxes of CNY 437million, increasing by 142% compared with that of 2017. The total asset was CNY 10.107 billion. We received honors including one of the top 500 in China's chemical industry, leading company in China's fluorosilicone industry for 30 years, one of the top 100 listed companies in China's chemical industry, the 48th in the top 100 companies in China's non-state-owned oil and chemical companies, and model organization for company cultural construction in the forty years of opening up and reform.



# BUSINESS PROSPECT

## 企业愿景

### 01 新安使命：绿色化学创造美好生活 Mission of Wynca Group: Green chemical creates beautiful life

在保护好环境的前提下，通过持续的技术创新和业务创新，以绿色化学推动产业水平提升，在硅基新材料和作物保护领域为全球客户创造卓有成效的价值，提供更多更好的产品与服务，帮助人类提升生活质量，创造更多精彩。

Under the premise of protecting environment, we will improve industrial capability with green chemical by constant technology innovation and business innovation, create value for customers around the world in the silicon-based new materials and crop protection areas, provide more and better products and service and help people improve quality of life.

### 02 新安愿景：成为硅基新材料和作物保护领域的全球领先者 Business Prospect: to be a worldwide leader in the silicon-based new material and crop protection areas

新安作为行业内循环经济模式的先行者，持续推进硅基新材料与绿色农药两大产业的良性互动与协调发展，并着力于硅基新材料终端应用延伸和作物保护服务一体化建设，力争成为国际市场上硅基新材料和作物保护领域的全球领先者。

As the leader in the circular economy mode in the industry, we keep promoting positive interaction and balanced development of silicon-based new materials and green agrochemical industries. We are devoted in the integration of the end customer application of silicon-based new materials and crop protection service and strive to be a worldwide leader in the international silicon-based new materials and crop protection market.

# STRATEGIC PLANNING

## 战略规划

发展目标  
Development goal

2022年，集团年营业收入达到180亿元。转型升级和高质量发展取得阶段性成果，绿色化、智能化、终端化、平台化、全球化的战略推进取得实质性的成效。

We are targeted to realize operating income of CNY 18 billion by 2022. By then, we will achieve periodical result in business transformation and upgrading and high-quality development. We will see substantial achievements in green, intelligent, end market, platform and globalized development.

“12345”  
发展战略  
12345 development strategy

全力实施“一体两翼”发展模式，培育“技术创新、数字化经营、全球化经营”三个核心能力，推行“文化、模式、组织、机制”四大转型，向“绿色化、终端化、智能化、平台化、全球化”五个方向发展，引领中国硅基新材料和作物保护领域的发展，为成为全球领先者奠定坚实基础。

we will focus on basic industry and the end market of organosilicone products and the agricultural service area, develop three core abilities, i.e., technology innovation, digitalized operation and globalized operation. We will promote culture, organization, mode and mechanism transformation and target for green, intelligence, end market, platform and globalized development. We will lead the development of China's silicon-based new materials and crop protection industries and lay the foundation for being a global leader.





# INDUSTRIAL SETUP

## 产业布局



- 农化  
产业
- 有机硅  
产业
- 无机硅  
产业
- 磷基  
产业

### 农化产业



江南化工厂      宁夏新安      马目制造中心

### 有机硅产业



江南有机硅厂      开化合成      新安迈图

### 无机硅产业



崇耀科技      硅酮密封胶厂      新安天玉

### 磷基产业



黑河元泰      云南永隆      开化元通      四川禧龙



泰州瑞世特      泰兴兴安      嘉兴泛成

#### 做精/Optimizing

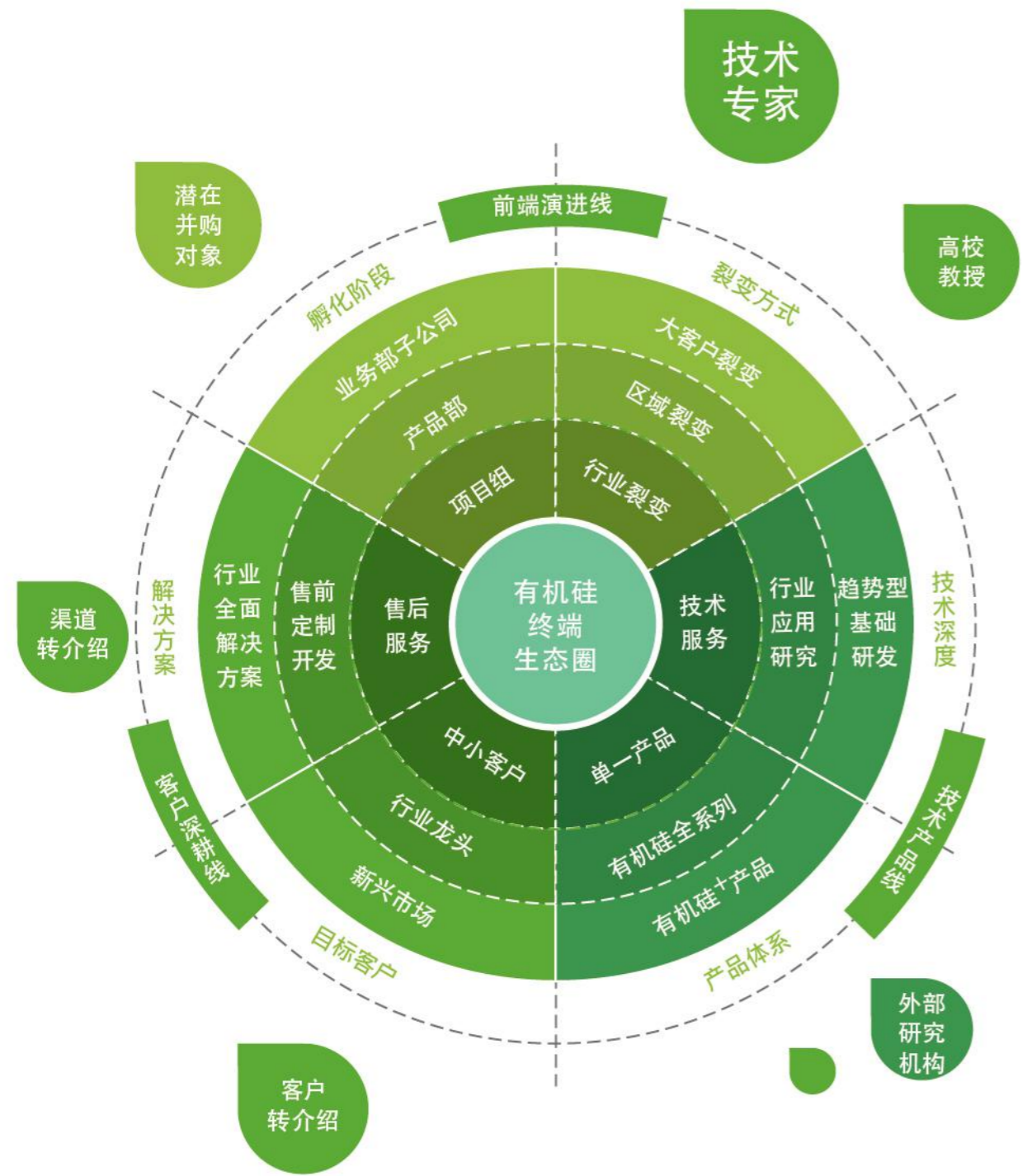
持续完善循环经济新模式，利用新一代信息技术，提高生产效率；持续技术创新、管理创新，提高生产水平，降低生产成本。

keeping optimizing the new circular economy mode, using the new-generation information technology to improve production efficiency; constant technology innovation and management innovation to improve productivity and lower production cost.

#### 做强/Strengthening

有机硅单体产能冲刺全球行业前列，各项技经指标全球领先；工业硅适度布局，保障自供能力，冶炼成本居行业领先地位。农化原药丰富产品种类，打造绿色制剂中心，扩大终端制剂产能。

making the production capability of organosilicon monomer in the forefront of the industry and various technical and financial indicators in the leading position around the world; making arrangement for industrial silicon moderately, ensuring the capability for supplying industrial silicon to member companies of Wynca Group and lowering the smelting cost to the level of the advanced companies in the industry; producing a wide range of agrochemical TC, building a green preparation center and expanding the production capability for preparations for the end market.



SUSTAINABLE DEVELOPMENT REPORT OF 2018

两翼 | TWO WINGS

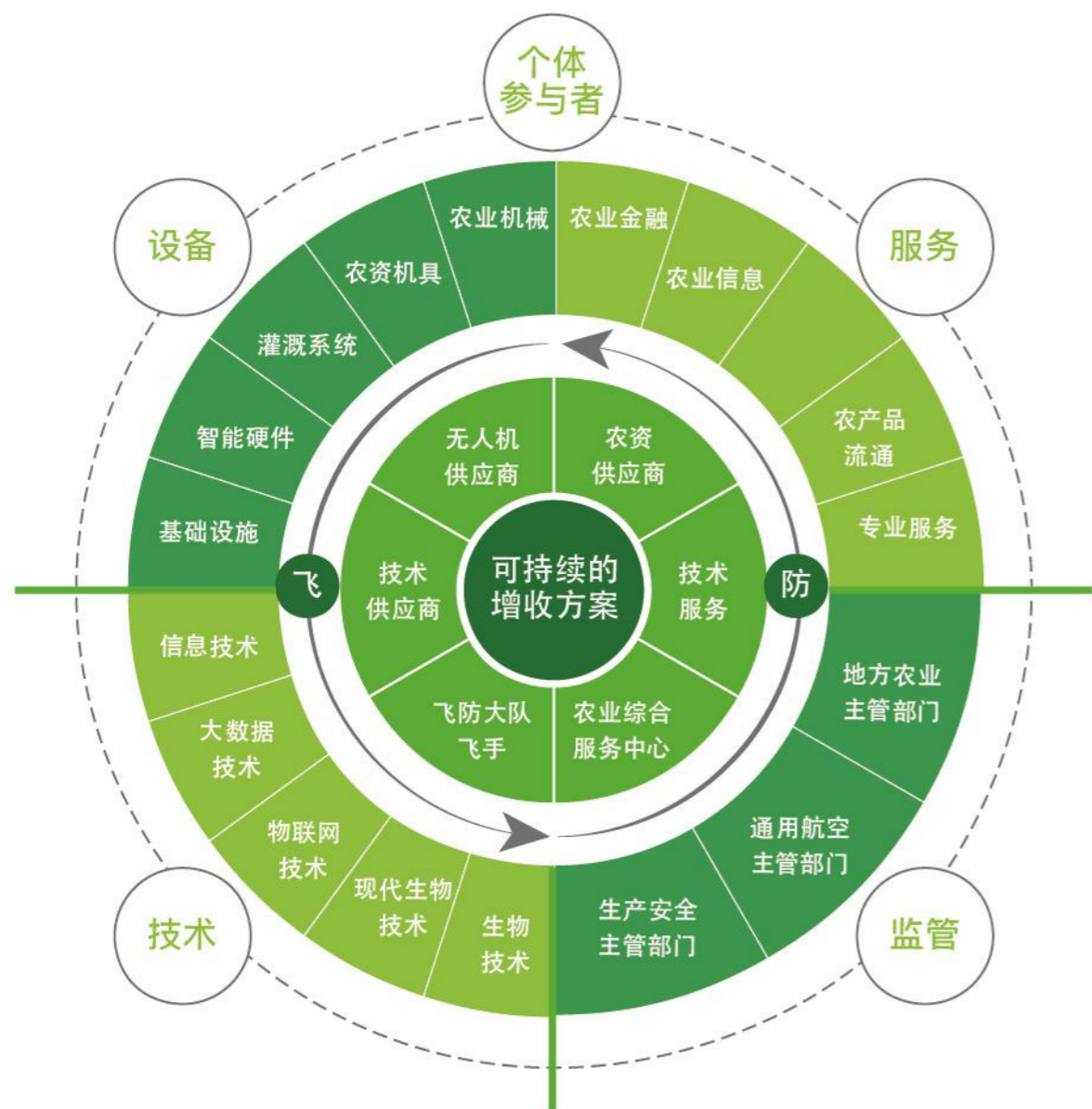
发力有机硅终端，深耕农业服务领域  
working hard on organosilicone end market and going deep in agricultural service area

有机硅终端/End market of organosilicone products

聚焦电力通信、新能源、工业涂覆、个人护理等重点细分领域，形成“趋势性引领研发、丰富的高性能产品、立体式销售力量、快速响应的服务、贯通上下游产业链”五大致胜要素，构建新安有机硅终端生态圈。

focusing on important market segments such as electric power, communication, new energy, industrial coating, personal care, etc., forming five elements for success, i.e., tendency-oriented R&D, various high-performance products, three-dimensional sales force, fast-response service, and an unimpeded industrial chain from upstream to downstream, and creating an organosilicone end market eco-system of Wynca Group.





农业服务/Agricultural service

构建一张具有新安特色的农服平台网络，打通线上和线下两条路径，培育“资源整合、平台运营、植保解决方案构建”三项关键能力，形成“种子种苗、农药特种肥料、农机服务（飞防）、农业金融、农业大数据”五项主业，逐步成长为生态枢纽的构建者。

creating an agricultural service platform network with Wynca characteristics, opening up online and offline routes, developing three key abilities as resource integration, platform operation and plant protection solution, forming five main businesses as seeds and seedlings, pesticides and special fertilizers, agricultural machinery service (aircraft pest control), agricultural finance, agricultural big data, and gradually growing to a builder of eco-hub.



N个链路/A number of routes

在磷基新材、金融、生产服务……等方面突破，成为新的增长极。

we will make breakthroughs in financial industry, Phosphorus-based new material, production service and so on and make them new profit generators.

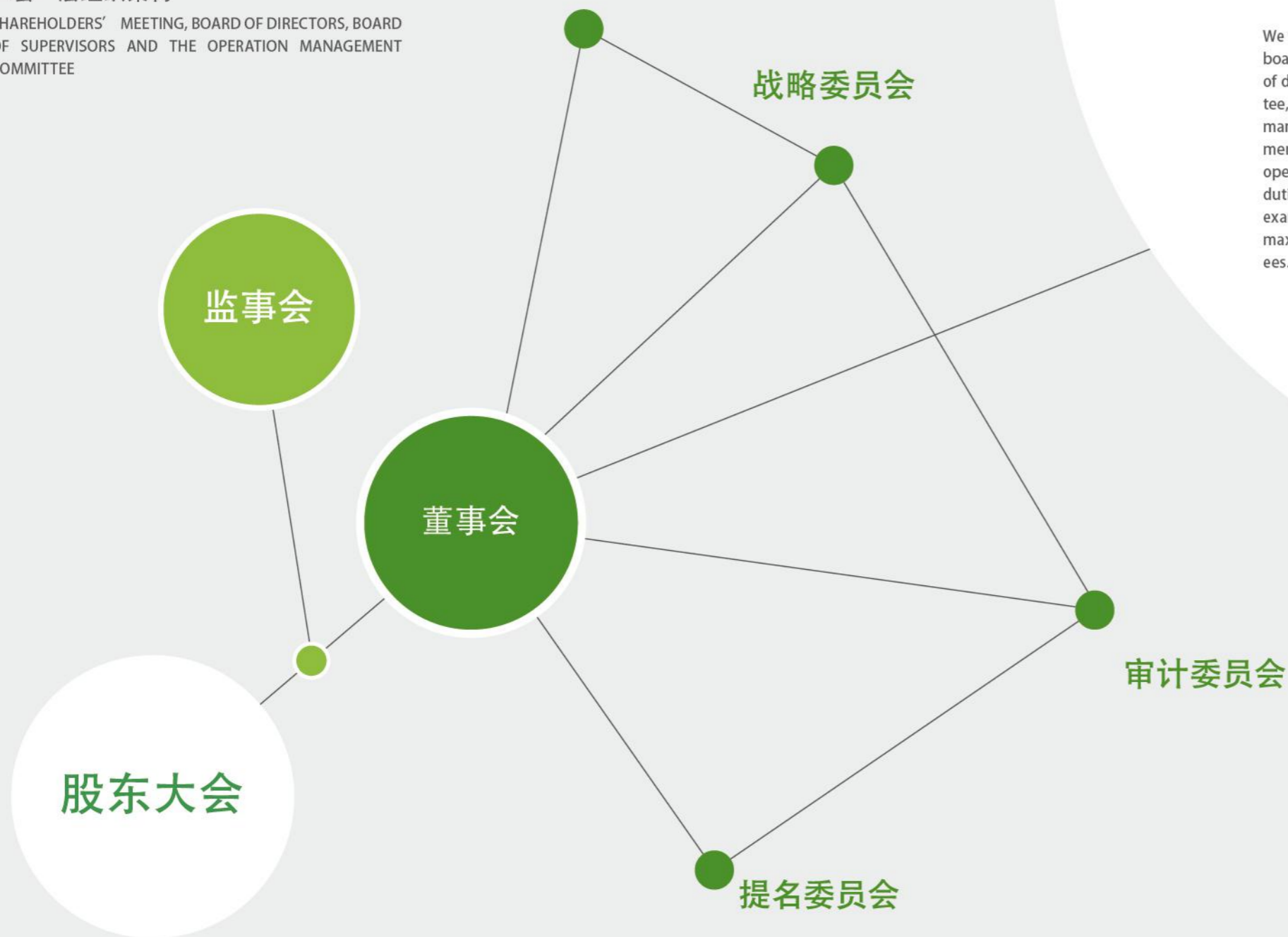


# CORPORATE GOVERNANCE

## 公司治理

三会一层组织架构

SHAREHOLDERS' MEETING, BOARD OF DIRECTORS, BOARD OF SUPERVISORS AND THE OPERATION MANAGEMENT COMMITTEE

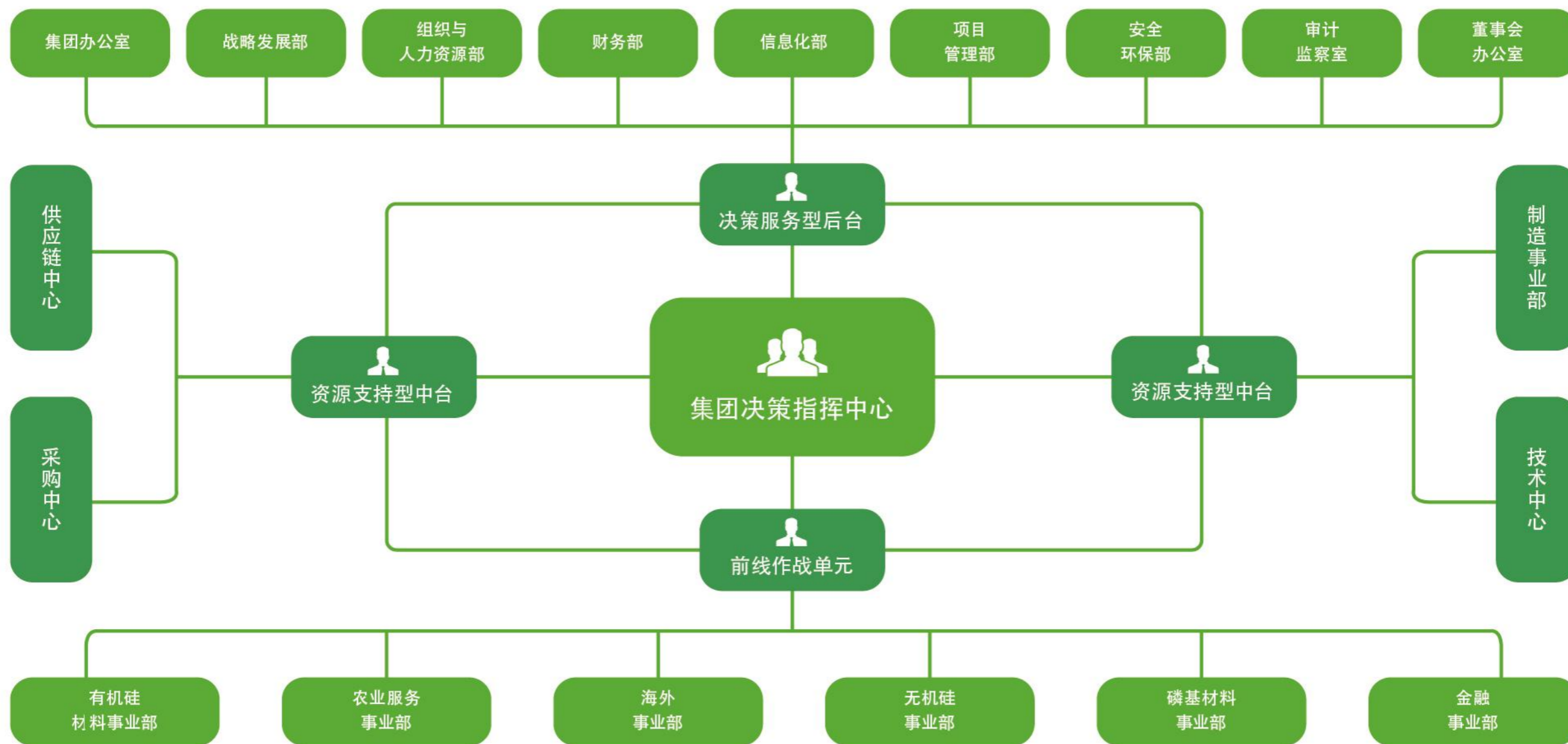


不断完善治理结构，优化由股东大会、董事会、监事会和经营管理委员会组成的“三会一层”治理架构。董事会下设战略委员会、审计委员会、提名委员会、薪酬与考核委员会四个专业委员会。经营管理委员会积极实施公司发展战略，认真执行董事会各项决议，扎实有效地组织开展各项经营管理活动。监事会认真履行法律赋予的监督职能，依法列席董事会会议，检查审核公司财务状况，维护公司资产的完整性、股东利益的最大化和职工权益的合法性。

We will keep optimizing governance structure that is made up of the shareholders' meeting, the board of directors, the board of supervisors and the operation management committee. The board of directors has four specialized committees, namely, the strategy committee, the audit committee, the nomination committee and the compensation and assessment committee. The operation management committee actively carries out the development strategies of the company, implements the various resolutions of the board of directors, and organizes and engages in various operation management activities effectively. The board of supervisors performs the supervising duties granted by laws, attends the meetings of the board of directors as non-voting members, examines the finance of the company, maintains the integrity of the assets of the company, the maximization of the interests of shareholders and the legality of the rights and interests of employees.

审计监察室履行监督职能，通过专项审计、效能监察等手段，针对经营活动进行内部审计，通过审查业务效率和效果以及财务报表的准确性等，确保公司资产的保全及企业责任的履行。此外，定期接受第三方会计师事务所的审计。

The audit and supervision department exercises the supervising function. By means of specialized audit and performance supervision, it conducts internal audits on operation activities. By auditing business efficiency and results as well as the accuracy of financial statements, it ensures the integrity of the assets of the company and the fulfillment of the business responsibilities. In addition, Wynca Group accepts the audit of a third-party CPAs on a regular basis.



组织架构

Organization Structure



坚持战略导向和问题导向，努力向战略导向型、客户为中心的业务驱动型、扁平化的组织运行体系转变，建立以集团决策指挥中心为中枢核心，决策服务型后台、资源支持型中台、前线作战单元协同联动的组织形态，通过赋能一线、授权一线，释放和激发组织活力。

SUSTAINABLE DEVELOPMENT REPORT OF 2018

We will keep being strategy-oriented and problem-solving-oriented and gradually transform to a business-driven flat organizational operation system that is strategy-oriented and customer-centered. A organizational structure that centers on the decision-making and commanding center of Wynca Group and that the decision-making service backstage, resource support mid-stage and frontier units are linked and worked together will be built. By giving power to the frontline, we will release and activate the vitality of the organization.

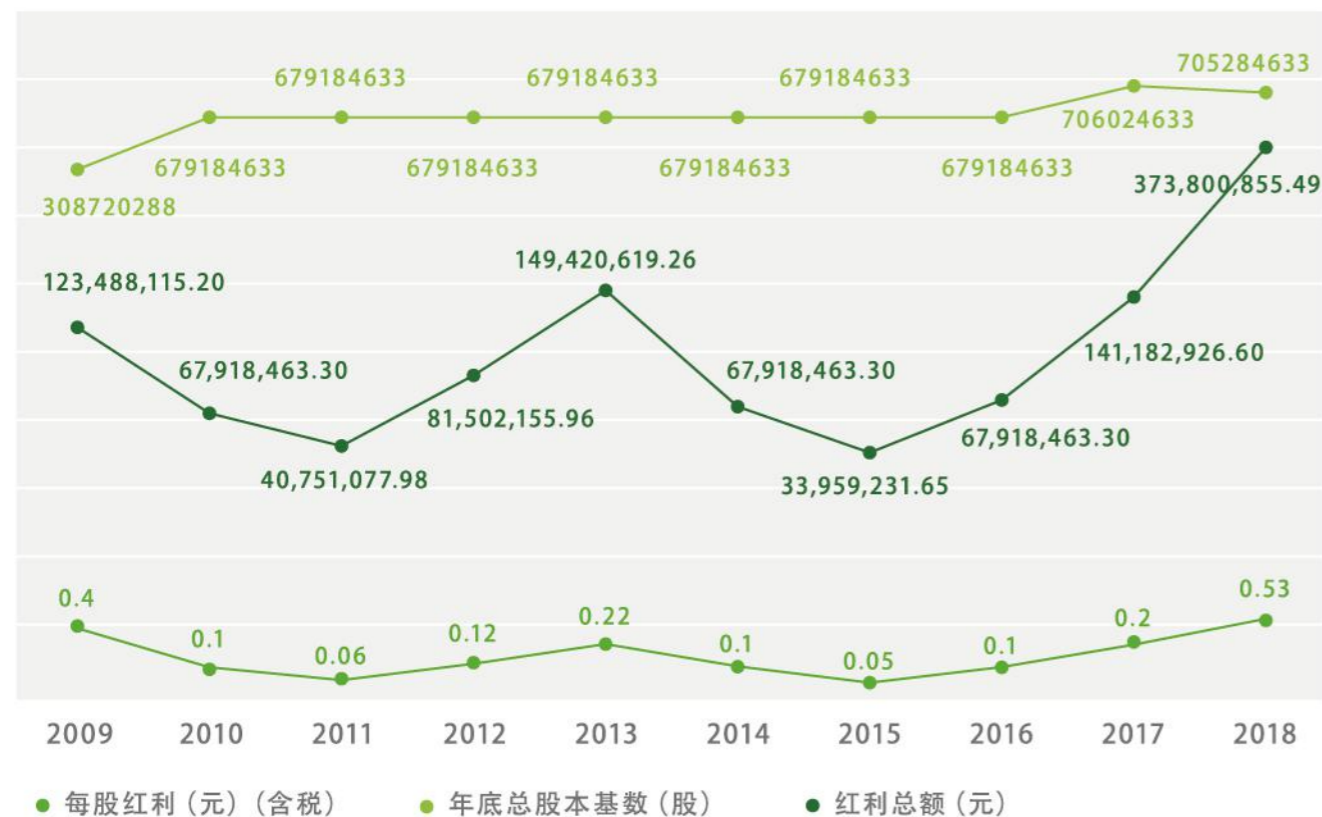
# COMPANY CULTURE

## 企业文化



## 每年分红 (分红总额及每股分红) 合计: 1,147,860,372.04

单位: 元/每股 币种: 人民币



# MANAGEMENT OF SOCIAL RESPONSIBILITY

## 社会责任管理

### 回报股东

重视股东的合理回报, 积极构建与股东的和谐关系。注重现金分红, 积极回报广大投资者, 与投资者共同分享企业发展成果。集团自2001年上市以来, 每年向股东实施利润分配, 18年来累计向股东派发现金红利19.82亿元。

### GIVING BACK TO SHAREHOLDERS

We pay attention to giving back reasonable return to shareholders. We actively create harmonious relation with shareholders. We attach importance to distributing cash dividend to give back to investors so that we can share the business development achievements with investors. Since our IPO in 2001, we distributed profit to shareholders every year. We have distributed a total cash dividend of CNY 1.982 billion to shareholders in 18 years.

## 信息披露

### INFORMATION DISCLOSURE:

建有《新安股份信息披露事务管理制度》, 连续多年通过“2A+”以上信用等级评定。按时召开股东大会, 积极主动解答投资者的各类问题, 让投资者放心。2018年, 共召开股东大会2次; 共召开董事会14次, 其中现场会议1次, 通讯表决13次; 召开监事会10次; 披露定期报告4份, 编制和披露临时公告81篇。

We have made Wynca Group Information Disclosure Affairs Management Rules. Wynca Group has been rated credit AA+ for years in a row. We hold shareholders' meeting on time and actively answer various questions of the investors to make them assured. We held two shareholders' meeting and 14 meetings of the board of directors in 2018, including 1 on-site meeting and 13 meetings in which voting was conducted by telecommunication means. We held 10 meetings of the board of supervisors, released 4 regular reports, prepared and released 81 provisional announcements.

## 投资者关系

### INVESTOR RELATION

积极参加行业策略会、投资者见面会, 组织投资者接待日等活动, 与投资者就公司战略、产业布局、行业情况、生产经营等进行面对面沟通, 树立集团在资本市场良好的企业形象。

We actively attend strategy meetings of the industry, have investor reception days and hold meetings with investors to talk face to face with investors about the strategies of Wynca Group, industrial setup, industry reality, production and business operation and create a good company image of Wynca Group in the capital market.



## 保护债权人利益

### PROTECTING THE INTERESTS OF CREDITORS

加强全面风险管理, 不断优化集团的债务结构和期限结构, 并通过完善预算管理、资金管理等措施规避财务风险, 充分保护债权人的合法权益。

We will enhance total risk management and keep optimizing the debt structure and debt term structure. We will avoid financial risk by optimizing budget management and capital management to protect the legal rights and interests of creditors.



# ENVIRONMENTAL PROTECTION ECO-FRIENDLY DEVELOPMENT

## 环境保护 绿色发展

秉承“绿色化学创造美好生活”使命，不断完善和提升环境管理工作，以绿色环保行动响应国家“建设美丽中国”倡议。

Following the idea of green chemical creating beautiful life, we keep optimizing and improving environment management and respond to the call of “building a beautiful China” with our environmental protection activities.

2010年和2018年前后两次与杜邦公司合作，环保管理水平大幅提升，未发生重大环保恶性事故。被评为全国资源综合利用先进企业、全国化工环保先进企业、石化行业绿色工厂、浙江省绿色企业、浙江省环境保护先进集体、浙江省诚信示范企业、浙江省工业循环经济示范企业。

We cooperated with DuPont twice in 2010 and 2018 respectively through which our environmental protection ability increased significantly. We have never had any serious environmental protection accident. Wynca Group has received honors of comprehensive resource utilization model company in China, model company for environmental protection in the chemical industry in China, green factory in the petrochemical industry, green enterprise of Zhejiang, model corporation for environmental protection of Zhejiang, model company for integrity of Zhejiang, and model company for industrial circular economy of Zhejiang.

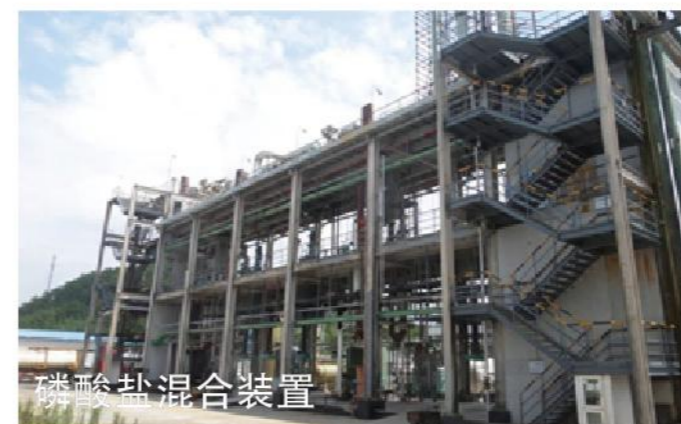
# 01

## 践行绿色使命 推动循环经济

Practicing green mission and developing circular economy

在保护好环境的前提下，通过持续的技术创新和业务创新，以绿色化学推动产业水平提升，在硅基新材料和作物保护领域为全球客户创造卓有成效的价值，提供更多更好的产品与服务，帮助人类提升生活质量，创造更多精神。

We persist in the environmental protection idea of “circular economy, environmental-friendly development” and keep promoting the technology upgrading of our main business. We have enhanced technology development for the reduction and recycling of side products and wastes. We have been developing circular economy mode by making use of chlorine, phosphorus and silicon completely to change from waste treatment from the end into comprehensive and effective use of resources throughout the process. In the coordinative production of organophosphorous - organosilicone, the effective and comprehensive utilization of chlorine, silicon and phosphorus received first prize for technology progress in China’s petrochemical industry. (Pictures: national second prize for technology progress, first prize for technology progress in China’s petrochemical industry).





单位：吨标准煤/吨



## 02

### 落实节能减排 践行环境保护

Carrying out energy saving and emission reduction and protecting environment

开发有效解决复杂多变的有机硅下游产品生产过程中产生废水的关键技术，为有机硅行业提供有机硅类废水处理的可行性方案。2018年集团单位产品综合能耗同比下降4.8%。

投资6000余万元建设燃煤电厂超低排放改造项目，烟尘、二氧化硫和氮氧化物排放浓度分别比《火电厂大气污染物排放标准》(GB13223-2011)中规定的排放限值下降75%、30%和50%，为蓝天保卫战作出巨大贡献。

We have developed key technology to reduce wastewater generated from the production process of the downstream products of organosilicone and provide solutions to organosilicone wastewater treatment for the organosilicone industry. The general energy consumption per product decreased by 4.8% in 2018 compared with that in the previous year.

We invested in more than CNY 60 million for the ultralow emission project of a coal-fueled power plant. By doing so, the soot, sulfur dioxide and nitrogen oxide emission concentration has decreased by 75%, 30% and 50% compared with the emission limit specified by Air Pollutant Emission Standards for Thermal Power Plants (GB13223-2011), making great contribution to protecting our environment.

## 03

### 强化安全管理 保障企业经营

Reinforcing safety management and safeguarding business operation

实施以总裁负责制和二级工厂(部门)、子公司总经理负责制的网格化的安全、环保、职业卫生管理网络体系；设立集团、事业部、工厂或子公司三级SHE(安全、环保、职业卫生)管理制度和体系。定期组织安全事故的演练，提高应急响应能力，确保万无一失。

We adopt a management network system in which the president and the general managers of the second-level factories (departments) and subsidiaries take responsibility for safety, environmental protection and occupational health. We have a three-level SHE (safety, health and environment) management system making up of the headquarters, the business departments and the factories or subsidiaries. We run safety accident drills on a regular basis to improve emergency response ability and make sure nothing goes wrong.





## RESPECTING STAFF MEMBERS AND GROWING TOGETHER

### 尊重人才 共同成长

我们视员工为企业生存发展的宝贵资源，始终坚持“品德至上、绩效为先”的用人理念，营造“新安是家庭、新安是学校、新安是舞台、新安是沃土”的组织氛围，不断改善员工的工作环境、工作条件，为员工创造、提供广阔的发展平台和施展个人才华的机会。

We view our staff precious resources for our business development. We have been following the HR idea of morality uppermost and performance first and try to create an organizational atmosphere that Wynca Group is our school, Wynca Group is our home, Wynca Group is our stage and Wynca Group is fertile soil for growth. We keep improving the working environment and working condition for employees and provide a broad platform for career development and various opportunities to demonstrate their capabilities.



**优化薪酬体系  
保障员工合法权益**

Optimizing compensation system and protecting the lawful rights and interests of staff

建有完善的人力资源管理体系，保障员工在招聘、薪酬、福利、晋升、休假、离职等各方面的合法权益，反对任何形式的歧视、使用童工或强制劳工。出台“幸福员工 奋斗导航”激励分配优化机制，打破相对平均主义。增设总经理奖励金，助推团队个性化管理提升。2018年员工收入平均增长13%，有效地激发了全体员工的积极性和创造性。

We have a complete HR management system to ensure the legal rights and interests of employees in recruitment, compensation, benefits, promotion, leave and resignation. We oppose discrimination, using child labor or force labor in any form. We have established the incentive mechanism to break the relative equalitarianism. We have GM prize to promote personalized team management. The income of employees increased by 13% in 2018, which effectively promoted the initiative and creativity of all staff members.

**严格职业管理  
保障员工安全健康**

Strengthening occupational management and protecting safety and health of staff

严格推行职业健康管理体系，强化员工的岗前、岗中、离岗的职业健康管理，定期组织员工进行职业健康体检。基于杜邦安全管理体系22要素，建成高标准职业健康防护体系，倡导“我要安全”的安全本质岗建设，确保实现“零伤害”。2018年未发现职业病。

We adopt occupational health management system to reinforce the pre-work, in-work and post-leaving occupational health management for employees. We provide occupational health examination for employees on a regular basis. We have created a high-standard occupational health protection system based on the 22 elements of the DuPont safety management system. We advocate the idea of "I want to be safe" to ensure "zero harm". No occupational disease case occurred in 2018.

- 幸福员工奋斗导航 -



-总薪酬包预算-  
固定部分按销售收入的一定比例计提，激励部分按经营性利润的一定比例计提





### 完善培训制度 提升员工岗位技能

Optimizing training system and improving the occupational skills of staff

“宝蓝”聚焦管理者引导技术提升，“天蓝”聚焦管理教练技术培训，“海蓝”聚焦后备人才的蜕变。同时，聚焦技术创新与成果转化、SHE审核专家培养、营销队伍赋能，强化专业管理人员培养。以集团职业技能竞赛、工匠基地建设为载体，以赛促训，推进工匠型人才队伍建设。

Sapphire Blue focuses on guiding skill improvement of the managerial staff. Sky Blue focuses on developing management and training skills. Ocean Blue focuses on talent reserve. Meanwhile, they focus on technology innovation and research result commercialization, training for SHE examination experts, and empowering marketing team to reinforce training for professional managerial staff. By holding occupational skill contest of Wynca Group and building the occupational skill training base, we promote training with contests to build a competent team.

### 营造良好氛围 丰富员工业余生活

Creating good atmosphere and diversifying the after-work activities of staff

利用文化年和体育年活动载体，创新活动内容，融入文化理念，吸引员工参与。企业工会创建了“职工书屋”、职工俱乐部和图书室，不断丰富员工的文化生活，从而增强员工的凝聚力和向心力。

We have introduced in new activities and poured in cultural ideas through the Cultural Year and the Sports Year to attract staff to participate in. The labor union built a staff library, a staff club and a reading room to enrich the cultural life of the staff so as to improve coherence.



# CUSTOMER FIRST AND DEVELOPING TOGETHER

## 客户为先 共同发展

我们始终坚持“客户为先”，一切以客户为中心，将客户需求作为一切价值创造的起点和终点，将诚实守信作为企业发展之基，与供应商和客户建立共生共荣的战略合作伙伴关系。

We have been persisting in the idea of customer first. All we do is customer centered. We set customer demand as the starting point and ending point for all value creation. We view honesty and trustworthiness as the foundation for business development. We have established mutual strategic partnership with our suppliers and customers.



VI. CUSTOMER FIRST AND DEVELOPING TOGETHER



### 供应链一体化管理 提升供应质量 INTEGRATED SUPPLY CHAIN MANAGEMENT TO IMPROVE SUPPLY QUALITY

注重供应链一体化建设，不断完善采购流程与机制，建立公平、公正的评估体系，为供应商创造良好的竞争环境；推行公开招标和阳光采购，杜绝暗箱操作、商业贿赂

We attach importance to construction of integrated supply chain and keep optimizing the procurement process and mechanism to establish an equal and fair assessment system and create a good competition environment for suppliers. We adopt open bidding

和不正当交易情形，带动合作伙伴向优秀企业公民看齐并积极践行。

and procurement system to avoid under-the-table dealing, commercial bribery and illicit transaction and work with our partners together to be outstanding corporate citizens.

## 提供优质产品服务 与客户共赢发展

PROVIDING QUALITY PRODUCTS AND SERVICE AND ACHIEVING WIN WIN WITH CUSTOMERS

我们致力于为客户提供安全优质的产品和服务，不断了解客户、行业的痛点和难点，切实整合资源提供解决方案，持续完善一体化、一站式服务体系建设。

We are committed to providing safe and high-quality products and service to customers. We try to understand our customers and the problems and difficulties of the industry in order to integrate resources and provide solutions. We keep optimizing the integrated one-stop service system.



有机硅产业积极参与客户新产品开发和新技术应用，聚力打造电力通信、医疗健康、汽配、电子与新能源等细分行业解决方案。

In the organosilicone area, we actively participate in the new product development and new technology application of customers. We are devoted to working out solutions for electric power, communication, medical and healthcare, auto parts, electronic and new energy industries.

农业服务以“飞防”服务为抓手，积极吸纳种业、飞防、农药、化肥、农机及金融等各种优势资源，打造线上线下一体化的全国性农业服务网络 and 平台。

In the agricultural service area, we focus on aircraft pest control. We actively work with seed companies, aircraft pest control, pesticide, fertilizer, agricultural machinery and financial resources to create an online and offline integrated national agricultural service network and platform.



## 重视产品质量安全 保证消费者权益

EMPHASIZING PRODUCT QUALITY AND SAFETY AND PROTECTING THE RIGHTS AND INTERESTS OF CONSUMERS

我们传承金质奖章的精神，持续完善自身的质量管理体系，严格管控质量风险，落实质量管理措施，以期为公众提供可靠、安全的产品和服务。

产品供应以客户为先，建立异常订单响应机制，健全完善售后投诉流程，提高按时足量交付水平。及时处理客户售后投诉、样品需求，增强客户体验，提升服务水平。

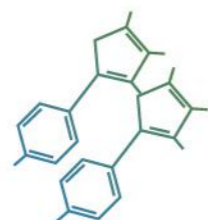
We carry on the spirit of the gold medal, keep optimizing our quality management system, control quality risk rigorously and carry out quality management approaches so as to provide reliable and safe products and service to the public. We put customer first in supplying products. We have an abnormal order response mechanism and after-sales complaint process to make delivery as per the delivery time and quantity specified by the order. We handle after-sales complaints and requests for samples in time to improve customer experience and service ability.

# SERVING SOCIETY AND MAKING PROGRESS TOGETHER

## 服务社会 共同进步

崇尚“竞合”理念，与同行企业在竞争中合作，在合作中竞争，为国内作物保护行业和有机硅行业的发展起到了积极的引领示范带动作用。

We advocate the idea of cooperative competition. We cooperate with our peers in competition and compete with them in cooperation, playing a as a leader and model for the development of the crop protection industry and the organosilicone industry in China.



### 主导制定行业标准 TAKING THE LEAD IN MAKING INDUSTRIAL STANDARDS

集团主导制定《工业用乙烯基三氯硅烷》《工业用甲基三甲氧基硅烷》《工业三氯氢硅》3项国家标准、《工业用三甲基一氯硅烷》行业标准、《苯基三氯硅烷》浙江制造标准发布实施。参与制定《含磷废液处理处置方法》行业标准和《十甲基环五硅氧烷》等5项团体发布实施。

Wynca Group took the lead to make three state standards, namely, Trichlorovinylsilane for Industrial Use, Methyltrimethoxysilane for Industrial Use and Trichlorosilane for Industrial Use, the industrial standard Trimethyl-chlorosilane for Industrial Use, and the manufacturing standard of Zhejiang Phenyl Trichlorosilane. Wynca Group participated in making the industrial standard Phosphorus-contained Waste Liquid Treatment Methods and other five standards including Decamethyl Cyclopentasiloxane.

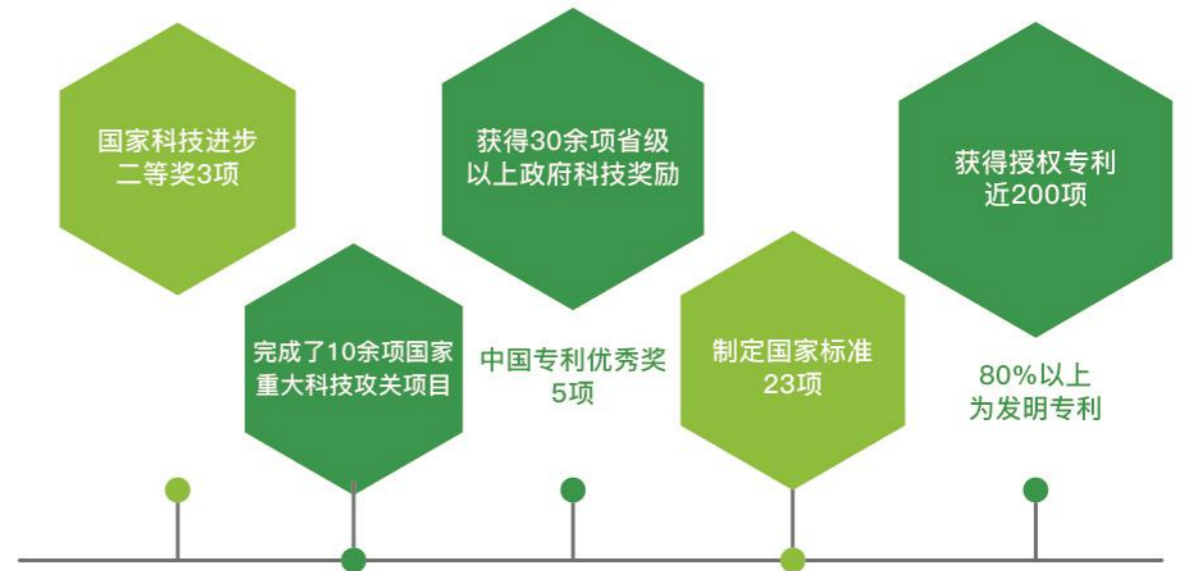
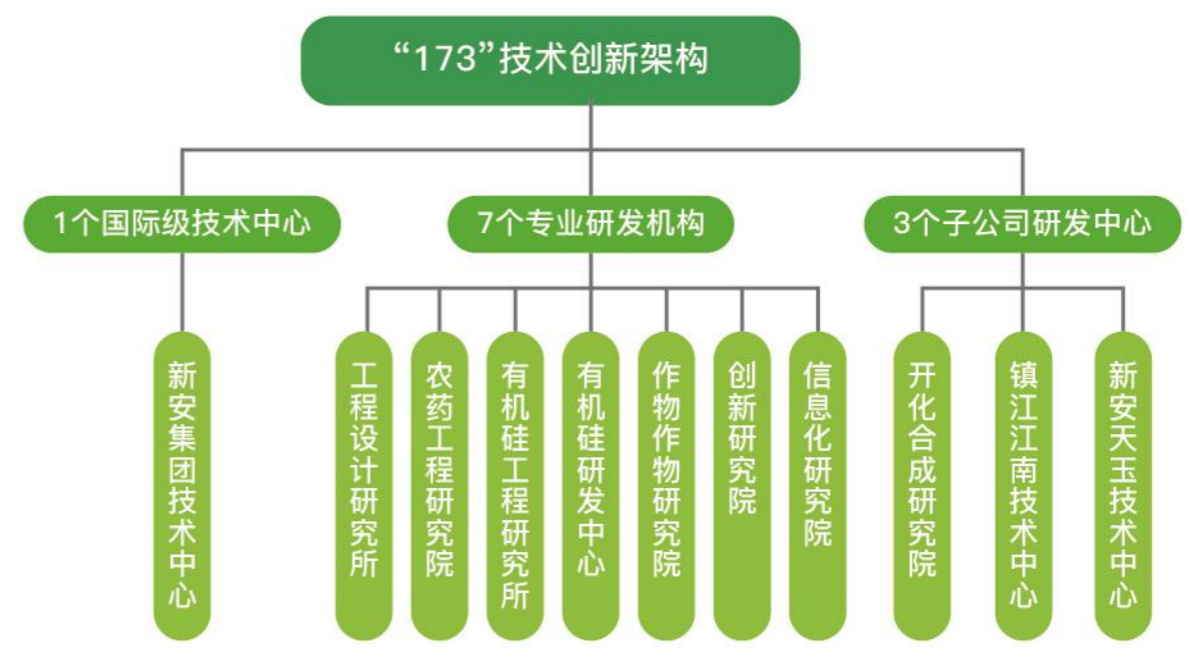


科技创新体系建设  
CONSTRUCTION OF THE TECHNOLOGY INNOVATION SYSTEM

院士工作站晋升为省级。现有国家百千万人才工程 1 人、享受国务院特殊津贴 4 人、151人才 14 人、131人才 42 人。2018年，申请专利24项，其中发明20项，获授权发明专利20项。与清华大学、华东理工大学、南开大学等知名院校在技术提升、上游原料供应安全、基础制造工艺技术提升、有机硅终端、农业综合服务等领域合作。



Our academician workstation has been promoted to a provincial-level one. At present, we have one expert from China's Recruitment Program of Global Experts, four people that receive the special allowance from the State Council, 14 people from the 151 Expert Plan, and 42 people from of the 131 Expert Plan. Wynca Group applied for 24 patents, including 20 invention patents, and acquired 20 authorized invention patents in 2018. We cooperate with famous universities including Tsinghua University, East China University of Science and Technology, Nankai University in technology improvement, upper stream raw material supply safety, improvement of basic manufacturing process, organosilicon products for end market and comprehensive agricultural service.







## RECOGNIZED BY SOCIETY BY INVOLVING IN PHILANTHROPY

### 社会认可 慈善同行

集团是中国石油和化学工业联合会常务理事单位、中国农药工业协会副会长单位、中国氟硅有机材料工业协会副理事长单位，在推进行业协调发展中作出了积极的贡献。

Wynca Group is an executive director of China Petroleum and Chemical Industry Association (CPCIF), Vice Chairman of China Crop Protection Industry Association, and a deputy executive director of China Fluorosilicon Organic Material Industry Association, making great contribution to the balanced development of the industry.

### 浙江新安化工集团股份有限公司 捐助新安安心卫生室

人民币 (大写) 贰仟万圆整

亿	仟	百	十	万	千	百	十	元	角	分
¥	2	0	0	0	0	0	0	0	0	0

100 所

**20.000.000** ¥



集团积极参与国家精准扶贫政策行动计划，捐赠2000万元，在贵州、云南等地建设100所新安·安心卫生室，提升贫困村的医疗服务水平。与云南、贵州等贫困地区的职业院校建立“定向培养”机制。提供农民在用药、育种、病虫害防治等方面知识和技能的免费培训。多次参与并成功处置杭州地区突发危险化学品事件。

We actively participate in the targeted poverty alleviation program and have donated CNY 20 million to build 100 Wynca Infirmarys in Guizhou and Yunnan to improve the medical service level in poor regions. We have established a mechanism with vocational schools in the poor regions in Yunnan and Guizhou to provide tailor-made programs for selected students. We also provide free training on agrochemical use, seed breeding and pest control for farmers. We have participated in and successfully handled an emergent hazardous chemical accident in Hangzhou.



RECOGNIZED BY SOCIETY  
BY INVOLVING IN PHILANTHROPY



关注化工行业的整体形象，通过举办科技活动周，充分发挥企业青少年教育基地的作用，向公众讲好化工故事，让杭州当地的中小学生利用生产的有机硅产品制作出丰富多彩、各式各样的作品，感受化学的魅力。

We pay attention to the overall image of the chemical industry. By hosting science and technology week, we make full use of our educational base for the youth to tell stories about chemicals to the public and allow primary and middle school students from Hangzhou to create various things with our organosilicone products and experience the charm of chemistry.



践行国家主席习近平在中非合作论坛北京峰会主旨讲话中提出“支持成立中国在非企业社会责任联盟”的倡议，坚持“本土、本业、本色”的发展理念，将旗下子公司加纳新安阳光打造成为集团在非洲的生产中心、投资中心、贸易中心，推动当地经济社会发展和就业解决。2018年，集团出资100多万元援建中加友好初级中学，帮助当地改善教育条件，提升教育水平。



Recognized by Society by Involving in Philanthropy

We respond to the call of President Xi for supporting the establishment of the social responsibility alliance of Chinese enterprises in Africa in his speech in the China-Africa Cooperation Forum Beijing Summit to build our subsidiary Ghana Wynca Sunshine to the production center, investment center and trade center of Wynca Group in Africa to promote the economic and social development and provide more jobs in Ghana. We invested over CNY 1 million in 2018 to build China-Africa Friendship Middle School to improve the education condition and education level of Ghana.



RECOGNIZED BY SOCIETY  
BY INVOLVING IN PHILANTHROPY

# OUTLOOK

## 展望

当前，是新安集团转型升级的关键时期，但是我们面临的环境形势错综复杂。我们始终相信，只要不断开拓创新，攻坚克难，推动“文化、模式、组织、机制”向着深水区变革，向着一个个既定的目标“冲锋”，就能一定实现转型升级和高质量发展。

ZHEJIANG XINAN CHEMICAL  
INDUSTRIAL GROUP CO., LTD.  
SUSTAINABLE DEVELOPMENT  
REPORT OF 2018

Wynca

Wynca Group is in a critical period for business transformation and upgrading. The environment we are in is complicated. But we always believe that we can fulfill business transformation and upgrading and achieve high-quality development as long as we keep exploration and innovation, overcome difficulties, promote reform and advance towards our goals.

## ! INFORMATION FEEDBACK

### ✍ 信息反馈表



1. 您是通过什么方式获得的《新安集团可持续发展报告 2018》？

事务拜访  展览展示  业务交流  网站下载  公司发送  其他

1. How do you access to the Sustainable Report of 2018 of Wynca Group?

business visit  exhibitions and shows  business communication  downloaded from our website  sent by Wynca Group  others

2. 在社会责任信息披露方面，您最为关注哪方面的议题？（可多选）

战略与治理  责任与文化  环境保护，绿色发展  尊重人才，共同成长  客户为先，共同发展  服务社会，共同进步

2. Which topic do you pay most attention to in social responsibility information disclosure? (multiple choices allowed)

strategies and governance  responsibilities and culture  environmental protection, environmental-friendly development  respecting capable people and growing together  customer first and mutual development  serving society and making progress together

理由：

Reasons:

3. 您所关注信息在议题中披露程度如何？

很全面  比较全面  有所涉及  涉及很少  未涉及吗？

3. How deep is the information to which you pay attention disclosed in the report?

very complete  relatively complete  somewhat referred to  referred to very little  not referred to

4. 您认为《新安集团可持续发展报告 2018》在哪方面做得比较好？（选择您最满意的前两项）

设计排版  信息质量  文字表述  报告结构

4. Which parts are the best in the Sustainable Report of 2018 of Wynca Group? (choose the best two)

design and layout  information quality  wording  report structure

5. 为了更好地发挥《新安集团可持续发展报告 2018》的沟通作用，您建议？（可多选）

制作报告的简版  制作视频传播版本  召开报告的发布会暨利益相关方沟通会  其他

5. What is your suggestion in order to play the communication role of the Sustainable Report of 2018 of Wynca Group better?

preparing a simplified version of the report  making a video version  holding a report release meeting and a meeting communicating with the stakeholders  others

6. 相对于新安集团，您的身份是

新安产品的用户  政府相关人员  员工  供应商  非政府组织  科研院所、高校  相关领域专家  媒体相关人员  其他

6. What is your role with respect to Wynca Group?

user of Wynca products  government-related staff  employee of Wynca Group  supplier  NGO  research institution or university  expert in related area  media-related staff  others

7. 除了上述建议，您对《新安集团可持续发展报告 2018》的编制和内容还有哪些建议？（请简述）

7. Besides the above suggestions, what else do you want to say about the preparation and contents of the Sustainable Report of 2018 of Wynca Group? (Please give a brief description.)

您的姓名： Your name: \_\_\_\_\_

您的机构名称： Your institution: \_\_\_\_\_

您的联系方式： Your contact means: \_\_\_\_\_