

FOSUN 复星
FOSUN GROUP
Regulation on Global
Customer Service and Quality
Supervision and Management

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[Customer Service and Quality Supervision and Management
Department]

Fosun Group
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Chapter 1 Overview

Fosun Group (refer to Fosun International Limited and its portfolio companies, collectively referred to as "the Group") always pursues the vision of “rooted in China, creating a global happiness ecosystem fulfilling the needs of one billion families in health, happiness and wealth”. In order to implement this vision and further promote customer-centered industrial deepening, the Group’s Customer Service and Quality Supervision and Management Department (hereinafter referred to as "the Group’s Customer Service Department") formulates this *Regulation on Global Customer Service and Quality Supervision and Management*.

Chapter 2 General Provisions

Rule 1 Purpose

- To standardize and establish the Group's supervision and management of customer service and quality system for its portfolio companies;
- To systematically assess, identify and prevent the risk of customer complaints, and to track and supervise the investigation, handling and accountability of customer complaint crisis events;
- To continually improve customer experience and product quality.

Rule 2 Scope

This Regulation applies to Shanghai Fosun High New Technology Development Co., Limited and all business sectors and portfolio companies within Fosun Group.

Rule 3 Laws and Regulations

In case of any conflict between this Regulation and the applicable law, the applicable law shall prevail.

Chapter 3 Regulation on Customer Service and Quality Supervision and Management

Rule 4 Management of Customer Service and Customer Complaints

All core portfolio companies shall strengthen the management of customer service quality and customer complaints according to their actual business needs, such as their development stage, industrial characteristics and industrial regulatory requirements. They shall establish a clear and orderly, timely and high-efficient customer service management system, build and continually improve the acceptance, handling, analysis and feedback mechanism of customer complaints, as well as formulate the management system of customer complaint crisis events.

1. Companies shall accurately identify customer needs, and establish customer service system and expedite complaint channels. Channels could include hotline, e-mail, online complaint, business outlets or office area complaint reception, etc.
2. Companies shall set corresponding process flow and management system on the basis of products, services and industry specifications, in order to ensure that relevant departments and designated personnel or departments could handle properly under the guidance of relevant rules and regulations and industry specifications.
3. According to the needs of themselves and their customers, companies shall establish an effective supervision and management mechanism for customer complaint and feedback in order to supervise the efficiency and effect of customer complaints handling and to feedback complaints to the relevant departments in time. Companies shall also make improvements on the product/service weaknesses identified in customer complaints.
4. In view of the customer complaint crisis that may or is facing, companies shall establish a systematic management mechanism of customer complaint crisis events, including the prevention, identification, handling and transformation mechanism; especially, they shall establish the emergency handling and reporting plan for customer complaint crisis events, so as to avoid any serious loss or significant negative impact which may cause on the company itself and the Group.

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5. The "Global Customer Complaint Center" set up by the Group assists all business sectors and portfolio companies to receive customer feedback on product and service quality, so as to continually improve customer service management mechanism and improve customer satisfaction.

For any customer complaints received by the Center, the handling process is as follows:

- The Group's Customer Service Department will forward the customer complaint case to the companies and departments concerned. Relevant functional departments or personnel of the complained company are responsible for the handling and feedback of such case.
- Companies and departments concerned shall respond within 24 hours after receiving the case forwarded by the Group's Customer Service Department, and then verify, investigate and handle it within 5-10 working days; acceptance and handling results shall be communicated to the complainant by telephone, SMS or email.
- After completing the investigation and handling, the relevant complaint handling personnel shall complete the "Complaint Handling Report" according to the actual circumstances of the case, and file and upload the Complaint Handling Report to the Group's Customer Service Department. Please refer to Appendix 1 Fosun Group Customer Complaint Handling Report; the company concerned can also submit an additional detailed report.
- The Group's Customer Service Department will decide whether to take additional measures, such as random inspection, complainant return visit, according to different compliant cases to supervise the handling quality of customer complaints of all business sectors and portfolio companies within the Group.
- All business sectors and portfolio companies within the Group could refer to the handling process above to formulate and implement their customer complaints handling process.

Rule 5 Reporting Mechanism

The customer service management team of each core portfolio company shall perform the following reporting responsibilities:

1. Monthly reporting

The person-in-charge of customer service management team from each core portfolio company

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shall submit the customer complaint report to the Group's Customer Service Department on a monthly basis (the report of last month shall be submitted before the 10th of every month). The customer complaint report includes but is not limited to the customer complaint contact volume, complaint cause classification, complaint channel classification, complaint improvement plan, etc. In case of any special circumstance, the submission deadline could be adjusted with the consent of the Group's Customer Service Department.

2. Customer complaint crisis events reporting

- Customer complaint crisis event refers to the situation where the customer complaint has not been effectively solved through the internal and external channels of the complained company, further leading to customer advocacy events, arousing the press attention and public discussion, and causing a series of adverse impacts, such as damaging the brand image, causing economic loss or causing share price fluctuation to the company concerned and the Group.
- The reporting of customer complaint crisis event shall follow the principle of "one case, one report". The Group's customer complaint crisis events include but are not limited to the scope outlined in *Appendix 2 Fosun General Principles of Customer Complaint Crisis Event*. Each core portfolio company shall, according to its own customer service and product characteristics, formulate its own classification criteria of customer complaint crisis events with reference to the *Fosun General Principles of Customer Complaint Crisis Event*, and report such criteria to the Group's Customer Service Department for filing.
- The person-in-charge of customer service management team from each core portfolio company shall report to the Group's Customer service Department within 24 hours after monitoring the occurrence of customer complaint crisis event and keep updating the progress. The follow-up report of the crisis event includes but is not limited to the event's basic information, the development trend, the extent and scope of its impact, the possible losses, the proposed handling plans and other related matters. Please refer to *Appendix 3 Fosun Customer Complaint Crisis Report Form*; the company concerned can also submit an additional detailed report.

3. The Group's Customer Service Department shall report each core portfolio companies' customer complaint situation to the Board according to the content and situation of complaints collected from core portfolio companies.

Rule 6 Accountability Mechanism

Accountability mechanism is established in order to improve the accountability of customer complaints, minimize the occurrence of dereliction of duty, and ensure the sound operation of the company; if the customer complaint crisis event is aroused due to the work fault or negligence of relevant departments and then causes serious losses or significant negative impact on the company and the Group, relevant personnel need to be held responsible.

1. The principle of accountability

The accountability shall be investigated based on relevant national laws and regulations, the company's rules and regulations, the department's post responsibilities, and the customer complaint investigation report; combined with the actual situation of customer complaints, the amount involved, the risk loss, and the degree of social impact, etc., relevant personnel would be held responsible after verifying their responsibilities.

2. Initiation of accountability

The group will hold relevant leaders responsible for the customer complaint crisis event caused by the following behaviors:

- Long term neglect of customer service and customer complaint work, no customer service management (part-time or full-time) personnel assigned;
- Do not establish customer service system and customer complaint acceptance channels;
- Do not set up rules and regulations related to customer service and customer complaint management
- Long term ineffective implementation of relevant rules and regulations and supervision and management mechanism
- Improper handling of customer complaints or emergencies which leads customer complaints escalated to crisis events;

- Delay, omission, concealment and misrepresentation of all kinds of customer complaint crisis events within the scope of authority;
- Delay in investigation and handling or passive remedy, resulting in further loss or escalation of the situation
- Other situations where the Group's Board or senior management suggest the initiation of accountability.

3. Penalty of accountability

In order to strengthen the control of customer complaint handling, with reference to the Group's classification criteria of customer complaint crisis events, the Group sets the following penalty when handling responsible personnel with leadership responsibility:

Rule 7 Supervision and Inspection Mechanism

- According to the assessment standards of each industry and company rules and regulations, the Group's Customer Service Department will carry out regular or irregular supervision and inspection on core portfolio companies, and comprehensively evaluate their customer service quality and complaint management.
- According to its own customer service and product characteristics, each core portfolio company shall establish its own supervision and evaluation mechanism with reference to *Fosun Customer Service and Quality Supervision and Management Department's Red, Yellow and Green Evaluation Form (Appendix 4)*, and report such mechanism to the Group's Customer Service Department for filing.

Chapter 4 Supplementary Provisions

Rule 8 Group's Customer Service Department is responsible for the formulation, modification and interpretation of this Regulation. In case of any conflict between this Regulation and the previous relevant regulations, this Regulation shall prevail.

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Rule 9 This Regulation includes the following appendixes:

Appendix 1 Fosun Group Customer Complaint Handling Report

Appendix 2 Fosun General Principles of Customer Complaint Crisis Event

Appendix 3 Fosun Customer Complaint Crisis Report Form

Appendix 4 Fosun Customer Service and Quality Supervision and Management Department's Red, Yellow and Green Evaluation Form

Rule 10 This Regulation shall be implemented as from the date of promulgation.