

Tech Giant Commits to Innovation-driven Sustainable Future



— An Interview with

Mr Alain Lam

Vice President and CFO of Xiaomi Corporation

科技巨頭以

創新驅動可持續發展

— 專訪**小米集團**

副總裁兼首席財務官**林世偉**先生

Impressing the judges with its comprehensive approach to environmental, social and governance (ESG) issues, Xiaomi Corporation (1810.HK) was awarded the “ESG Excellence Award” at the Hong Kong Corporate Governance and ESG Excellence Awards presented during the 19th Anniversary Gala Dinner for the Chamber of Hong Kong Listed Companies held in December 2021.

The ESG Excellence Award validates how Xiaomi, a leading technology giant, has constantly worked on improving on the ESG front, says Alain Lam, Vice President and CFO of Xiaomi Corporation. It has involved various initiatives to ensure products and materials are used for as long as reasonably possible.

As the first company from Mainland China to be listed on the Hong Kong bourse under the weighted voting rights (WVR) structure in July 2018, Xiaomi established an ESG governance committee (ESG Team) to oversee ESG and sustainability issues at all levels of the company, including representatives from the Board, the management and operation teams.

“The ESG team works with relevant functional teams to determine and implement ESG strategy and policies,” says Lam. Since the company’s founding in 2010, paying attention to environmental issues while respecting users and protecting their interests are core guiding principles of Xiaomi.

With products sold in more than 90 countries worldwide, Xiaomi takes into account the views of a diverse set of stakeholders as well as international sustainable development frameworks such as the United Nations Sustainable Development Goals (UNSDGs). In 2020, Xiaomi even became a member of the United Nations Global Compact and has committed to the ten stipulated principles of corporate responsibility.

Breakthrough Performance and Product Durability

In addition to focusing on quality, innovation and user experience, sustainable design is now a key component of Xiaomi’s consumer electronics. For example, Xiaomi’s M11 smartphone is equipped with a 5000mAh battery that allows 1,000 recharging cycles or twice the expected life of an average smartphone battery.

Aware of the environmental impact of our products at the end of their lifecycle, Lam says Xiaomi promotes product recycling, material recycling, product reuse and landfill waste transfer. Moreover, Xiaomi operates a programme that allows users to send old devices for recycling or responsible disposal in Mainland China. The initiative has been extended to several European countries, including Germany, France, Italy and the Netherlands. The eventual goal would be to expand the programme so that all Xiaomi products are collected and recycled across markets.

Xiaomi is also committed to changing the design of products so that they can be repaired much more easily. “Sustainable design encourages the repair and reuse of items avoiding excess waste,” adds Lam.

經過嚴謹的評審，小米集團（1810.HK）去年在由香港上市公司商會舉辦之「2021年度香港公司管治和環境、社會及管治卓越獎」活動中獲頒發「ESG卓越獎」。

是次獲獎證明小米作為科技巨頭，不斷完善自身的企業管治及ESG實務，並提升披露水準。其中，小米在節能減排、舊產品和電池回收和保障用戶私隱等方面，表現積極，成效超卓。集團在疫情下積極參與抗疫，熱心公益，同時保障海內外員工健康。為保障國民安全，集團更開發了地震災難通報系統；助力中國慈善事業發展，以科技建設公益生態。小米作為香港首家同股不同權的上市公司，設有企業管治委員會，發揮制衡與監督功能，保障所有股東利益。

小米集團副總裁兼首席財務官林世偉表示：「2021年是小米發展的第十一年，小米對過去十年的創業經歷進行了系統性的總結，其中最核心的結論是：「小米的成功來自於對用戶的尊重、對用戶價值的信仰，和對用戶利益的堅持，跟用戶交朋友。」

卓越產品性能和耐用性

小米的消費性電子及科技產品種類繁多，推陳出身。小米著重產品質量和創新，小米不斷挑戰自我提升產品品質的動力，故小米一直圍繞「質量是公司的紅線」的目標開展質量工作。其中，小米致力提升產品的使用壽命和可修復性，使其更加耐用，減少浪費。

林世偉舉例說，小米其中一款新型號手機配備5000mAh電池，充電週期為1000次，是智能手機預期壽命的兩倍，減少浪費同時提高產品性能。此外，小米也意識到產品在使用壽命結束時對環境的影響，並不斷努力促進產品的回收、材料回收和再利用，以及垃圾填埋場廢物轉移。據悉，小米正在擴大公司的以舊換新服務，目前在中國、歐洲和印度提供讓客戶可以選擇足不出戶地輕鬆回收舊產品。

節能數據中心

小米採取了一系列管控措施降低運行能源，以建設綠色、高效的數據中心。例如在伺服器方面選擇具備高能效及白金級消耗轉換率的機架，配件方面採用效率更高的不斷電供應系統設備，使整體效率達到96%以上，節能模式下達到99%，並逐步推進使用雲伺服器取代物理伺服器，在滿足業務需求的基礎上優先考慮能效水準較高的雲服務和資料中心。

企業供應鏈的ESG管理

小米同時致力於管理供應鏈端與ESG相關的風險和提升供應商的表現。公司制定了《小米集團供應商社會責任行為準則》，要求供應商加入時簽署《小米集團供應商社會責任協定》。基於行業標準和實際情況，小米每年委託協力廠商定期對核心供應商進行審核，覆蓋環境、健康安全、勞工、商業道德和管理體系五大部分。同時，小米還會組織專項培訓，提升供應商在可持續發展方面的表現。

Energy-efficient Data Centres

To increase energy usage efficiency, Xiaomi has taken a series of control measures and built energy-efficient data centres. A platinum-certified power supply and energy-efficient servers provide uninterrupted power supply to peripheral equipment ensuring overall energy efficiency between 96% and 99% when operating in energy-saving modes. To meet future sustainability goals, Xiaomi also has plans to gradually replace physical servers with cloud servers and data centres that provide higher levels of energy efficiency.



Integrating Supply Chains with ESG Strategies

As corporate supply chain sustainability factors become ever more complex, Xiaomi is committed to managing ESG-related risks at the supply chain level by improving supplier performance. To help achieve its goals, Xiaomi has compiled a supplier social responsibility code of conduct that suppliers must agree to. To strengthen the process further, the company has commissioned a third-party consultant to audit its major suppliers against internationally-recognised ESG benchmarks covering five major areas: environment, health and safety, labour, business ethics and management systems. At the same time, Xiaomi organises training programmes to help suppliers improve their ESG performances.

Data Protection and Privacy

Xiaomi attaches great importance to user privacy and data security. Therefore, the company has established an information security and privacy committee at the Group level to manage data security and privacy. The committee comprises hundreds of security experts and more than a dozen data privacy lawyers. The committee has put in place data use compliance systems to ensure that Xiaomi's data protection and privacy practices are compliant with ever-changing privacy laws in different countries and regions.

To provide Xiaomi smartphone users with control over privacy and data security, the latest smartphone models are equipped with a series of innovative privacy protection features. Functions include face verification protection; privacy watermark and electro-fraud protection functions designed to avoid privacy risks and minimize data leakage.

Responding to COVID-19 with action and innovation

As a multinational company with many employees working overseas, Xiaomi has also been an active participant in the fight against COVID-19 since onset of the pandemic. Before the pandemic spread widely, the company began buying the distributing masks and disinfection materials in Germany, Italy, Spain, the UK and other countries. In Mainland China, the Xiaomi Foundation donated RMB10 million (about US\$1.6 million) to the Xi'an Charity Association to support Xi'an's fight against COVID in December 2021 helping

保護使用者資訊安全和私隱

小米重視使用者的資訊安全和私隱保護。小米在集團層面建立資訊安全與私隱委員會，統籌管理資料安全和私隱。委員會下轄上百名業務安全與私隱專員和十多名私隱律師，並基於國際標準建立相關制度，滿足各國家和地區在資訊安全和私隱方面的要求。

在產品層面上的私隱保護方面，在先進智能手機型號提供了人臉驗證防護、私隱浮水印、電詐防護功能。私隱拍攝模式能夠智能識別人臉，遮擋除面部外其他畫面，讓用家真正只露臉。另外，用家可以在相冊中為證件照片添加私隱浮水印，限制證件用途，避免在驗證時因上傳原圖而造成的私隱洩露風險；更設有多項先進電詐防護功能，保障用戶免受詐騙。

以行動、科技支持抗疫

作為產業鏈核心公司，小米在確保自身員工健康安全得到保障的前提下，主動在疫情期間關注小米合作公司及受疫情影響嚴重地區所面臨的困難，制定和落實助力產業鏈相關企業在疫情下的安全運營策略。

在海外方面，小米亦重視在海外員工、海外工作人員和合作伙伴的安全健康，提供力所能及的社會支持，第一時間制訂類似措施予以保障，包括嚴格的差旅管控、隔離制度和提供抗菌殺毒物資等。在國際疫情尚未爆發之時，小米於2020年1月27日已經開始在德國、義大利、英國、西班牙等國家採購口罩和消毒物資並發放。2021年12月，西安出現疫情，小米公益基金會全力配合政府的抗疫，向西安市慈善會捐款1000萬元，用於採購抗疫物資。除此之外，小米集團捐贈西安超過55萬件防疫物資，包括防護服、口罩、消毒濕巾等。

林世偉還指出，小米也以其他方式參與抗疫，例如，小米旗下的天星數科針對受疫情影響的資金周轉造成經營困難的小微企業，優先提供經營性資金保障，並協調各合作方加大資金投放力度，確保這些企業得到充足的資金支持。此外，小米團隊利用小米手機管家App觸達用

the province procure anti-epidemic materials. Separately, Xiaomi donated more than 550,000 pieces of epidemic prevention materials to Xi'an, including protective clothing, masks and disinfectants. Xiaomi helped in other ways as well.

Xiaomi smartphones have been used by millions of people to video call friends and families. They have supported home-schooling and helped those who need to work from home. Xiaomi also launched an epidemic prevention module for its Smart Home app that notifies users about local outbreaks and various COVID preventive measures. Meanwhile, Airstar Digital, Xiaomi's fintech arm, has provided support for small and micro enterprises struggling to find financial support as a result of the economic downturn caused by the pandemic. With a vision of making the world a better place with innovation and technology, the Xiaomi Foundation made donations to numerous domestic and foreign emergency response activities.

Integrating Science and Technology with Disaster Response

Helping to make life better through the use of technology also means helping people live more safely with Xiaomi's earthquake disaster notification system an instructive example. Developed in collaboration with the Chengdu Institute of High-Tech Disaster Reduction, it is the world's first earthquake warning service embedded within a smartphone's operating system. It issues a warning as soon as an earthquake is detected.

While the system is not predictive, the warning can alert people before destructive tremors arrive. In the 20 months since its launch in November 2019, the system has warned users of 35 earthquakes of magnitude 4.0 or above and issued more than 12.5 million early warning alerts. The earthquake warning system can be accessed by users in 25 provinces (including municipalities directly under the central government and autonomous regions) across Mainland China. "This technology can help significantly improve seismic monitoring coverage," Lam says. "Since 2021, every Xiaomi smartphone sold in Mainland China now features a seismic monitor expanding national earthquake monitoring efforts and creating an early warning network."

Increased R&D Spending in the Push for Technological Breakthroughs

With a relentless focus on designing and producing affordable products through innovative technology that makes life more enjoyable, Xiaomi invests heavily in research and development (R&D). With current R&D work focused on full-screen display, wired/wireless fast charging, AI imaginary, AI voice and system security. As of 31 December 2021, Xiaomi's investment in R&D had increased at a compound growth rate of 40% over the past five years. "R&D spending will exceed RMB100 billion in the next five years," Lam says.

戶範圍廣泛的優勢，在疫情期間聯合外部機構共同開發並上線數個功能，將疫情資訊、安全防疫資訊第一時間廣播給廣泛的用戶群體。

以科技改善災難通報

小米除了致力讓每個人都能享受到科技助力的美好生活之餘，也該民衆更安全。早於2019年，小米與成都高新減災所共同探索、合作研發，發佈了全球首個作業系統級地震預警服務平台。地震預警不是地震預測，而是在地震發生之後，破壞性的地震波到達之前發出的緊急警報。這個警報讓大眾得知下一波地震何時出現，讓大眾爭取避險時間。

自2019年11月上線至去年5月12日，地震預警功能成功預警次4.0級以上地震35次，累計發佈1264萬條預警資訊。目前，小米手機、電視上的地震預警功能已經支援全國25個省份（含直轄市、自治區）的大部分地區，開啓地震預警功能的用戶將在地震發生且將實際受到地震影響時，收到強烈提醒。

「在2021年，我們對技術進行升級，讓每一台小米手機成為地震監測儀，擴大了全國地震監測預警網。這項技術，不僅節約了地震監測成本，還大大提升了監測數量，讓全國地震監測預警網更加完整。」

建設公益生態 促進跨界多元合作創新

由集團捐贈發起的小米公益基金會於2019年2月3日成立，曾參與多次國內及國外緊急捐助工作。例如，2020年2月，僅用3天時間，小米集團高管和員工捐款超過千萬元，全部用於購買抗擊新冠肺炎疫情物資並送至醫院等一線機構；自2020年起在高校設立「小米獎助學金」，用於資助高校全日制在讀的優秀本科生及研究。2021年11月30日，小米公益平台正式上線，將面向教育助學、緊急救災、鄉村振興等慈善捐贈領域，提供安全合規、精準高效的公益平台服務，探索互聯網慈善公益的新模式，助力中國慈善事業發展。





Convergence of Smartphones and Artificial Intelligence

Realising the future and full potential of Internet of Things (IoT) devices, Xiaomi's development during the next decade will include upgrading its core strategy to "smartphone x AIoT" leading to the convergence of smartphones and artificial intelligence. While Xiaomi's smartphone business had been the company's most important revenue stream in the past decade and would continue to drive Xiaomi's future growth, "smartphone x AIoT" will create a new level of synergy.

"The AIoT business model is becoming a catalyst and accelerant for Xiaomi's smartphone business allowing the company to expand into more verticals, win more customers and draw insights from big data," says Lam.

Xiaomi will continue to develop ESG strategies in areas such as sustainable business practices, circular economy, workplace diversity, social welfare, data security and user privacy. **M**

— Jimmy Chow
Journalist

加大研發投入 持續引領行業國產創新

小米自身也通過加大研發投入，持續引領行業國產創新。截至2021年12月31日，小米近5年的研發投入複合增長率超過40%，在手機行業全面屏、有線/無線快充、AI計算攝影、AI人工智能語音、系統安全等領域，均有技術創新，成為行業多條重要賽道的領軍者。創新能力不斷提升，為小米實現高端突破打下最堅實基礎。2020年，小米正式宣佈進入高端手機市場。2021年上半年小米高端手機的銷量就已超越2020年全年之和，成為國產高端手機的領軍品牌。「技術為本」是小米永不更改的鐵定律，未來5年內集團的研發投入將超過1,000億元人民幣。

專注「手機 X AIoT」核心戰略

林世偉引述小米創辦人雷軍曾於2020年提到，下一個十年，小米的核心戰略將升級為「手機 X AIoT」。雷軍提到，智能手機始終是小米最重要的核心業務，而AIoT業務將圍繞手機核心業務構建智能生活，作為小米價值的放大器。在智能互聯進一步融合的當下，他提出「手機 X AIoT」的核心戰略，會更強調乘法效應。手機核心業務和AIoT生態佈局，不再只是簡單的增加，也不是簡單的並列關係，而是能引起質能轉化的方程式。AIoT業務要成為手機業務的催化劑、助燃劑，滲透更多場景、贏得更多的用戶。**M**

— Jimmy Chow
記者

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