



# 銀城生活服務有限公司

## YINCHENG LIFE SERVICE CO., LTD.

(Incorporated in the Cayman Islands with limited liability)  
(於開曼群島註冊成立之有限公司)  
Stock Code 股票代號: 1922

SERVE

*The Better*

LOVE

*The Community*

✦ 服務美好、善愛生活



2021 ✦

ENVIRONMENTAL, SOCIAL  
AND GOVERNANCE REPORT  
環境、社會及管治報告

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 環境、社會及管治報告

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## ABOUT THIS REPORT

### OVERVIEW

This report is the third Environmental, Social and Governance Report (hereinafter referred to as the “**ESG Report**” or “**ESG**”) issued by Yincheng Life Service CO., Ltd. (hereinafter referred to as the “**Company**”, “**Yincheng Life**” or “**We**”), which focuses on the disclosure of the Company’s management, practice and performance in economic, environmental, social and governance aspects for all stakeholders of the Company.

### Reporting Period

This report covers the period from January 1, 2021 to December 31, 2021 (the “**Reporting Period**”), with some contents dating back to previous years.

### Reporting Scope and Boundary

This report covers all businesses directly controlled by Yincheng Life.

### Basis of Preparation

This report adheres to the reporting principles of materiality, consistency, balance and quantitativeness and is prepared with reference to the Environmental, Social and Governance Reporting Guide set out in Appendix 27 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”).

This report is determined in accordance with the steps of identifying and ranking important stakeholders and ESG-related important issues, determining the scope of the ESG report, collecting relevant materials and information, preparing the report based on the information and reviewing the information in the report to ensure the completeness, materiality, authenticity and balance of the content of the report.

### Source of Information and Reliability Assurance

The information and data disclosed in this report are derived from the Company’s statistical reports and official documents, and have been reviewed by relevant departments. The Company undertakes that there are no false records or misleading statements in this report, and is responsible for the authenticity, accuracy and completeness of the contents.

### Language and Form of the Report

This report is available in both Chinese and English and in electronic format. For more information about the background, business development and sustainable development concept of Yincheng Life, please visit the official website of Yincheng Life ([www.yinchenglife.hk](http://www.yinchenglife.hk)).

### Report Preparation Process

This report has been prepared through the establishment of the working group, data collection, stakeholder interviews, stakeholder questionnaire survey, framework determination, report preparation, report design, department and senior management review.

### Confirmation and Approval

This report was approved by the Board on March 30, 2022 upon confirmation by the management.

## 關於本報告

### 概覽

本報告是銀城生活服務有限公司(以下簡稱「**本公司**」、「**銀城生活**」或「**我們**»)發佈的第三份《環境、社會及管治報告》(以下簡稱「**ESG報告**」或「**ESG**」),面向公司各利益相關方,重點披露本公司在經濟、環境、社會及管治方面的管理、實踐與績效。

### 報告時間範圍

本報告覆蓋的週期為2021年1月1日至2021年12月31日(即「**報告期內**」),部分內容追溯以往年份。

### 報告範圍及邊界

本報告覆蓋銀城生活直接控制的所有業務。

### 編製依據

本報告遵循重要性、一致性、平衡性和可量化的匯報原則,參考香港聯合交易所有限公司(以下簡稱「**聯交所**»)上市規則附錄二十七《環境、社會及管治報告指引》進行編製。

本報告按照識別和排列重要的利益相關方,以及ESG相關重要議題、決定ESG報告的界限、收集相關材料和數據、根據資料編製報告和對報告中的資料進行檢視等步驟進行釐定,以確保報告內容的完整性、實質性、真實性和平衡性。

### 資料來源及可靠性保證

本報告披露的信息和數據來源於本公司統計報告和正式文件,並通過相關部門審核。本公司承諾本報告不存在任何虛假記載或誤導性陳述,並對內容真實性、準確性和完整性負責。

### 報告語言及形式

本報告設有中文和英文版,並以電子版形式供參閱。如想了解更多關於銀城生活的背景、業務發展和可持續發展理念,歡迎瀏覽銀城生活官方網站([www.yinchenglife.hk](http://www.yinchenglife.hk))。

### 報告編製流程

本報告經過工作小組組建、資料收集、利益相關方訪談、利益相關方問卷調研、框架確定、報告編寫、報告設計、部門與高層審核等環節完成編製。

### 確認及批准

本報告經管理層確認後,於2022年3月30日獲董事會通過。

## ABOUT YINCHENG LIFE

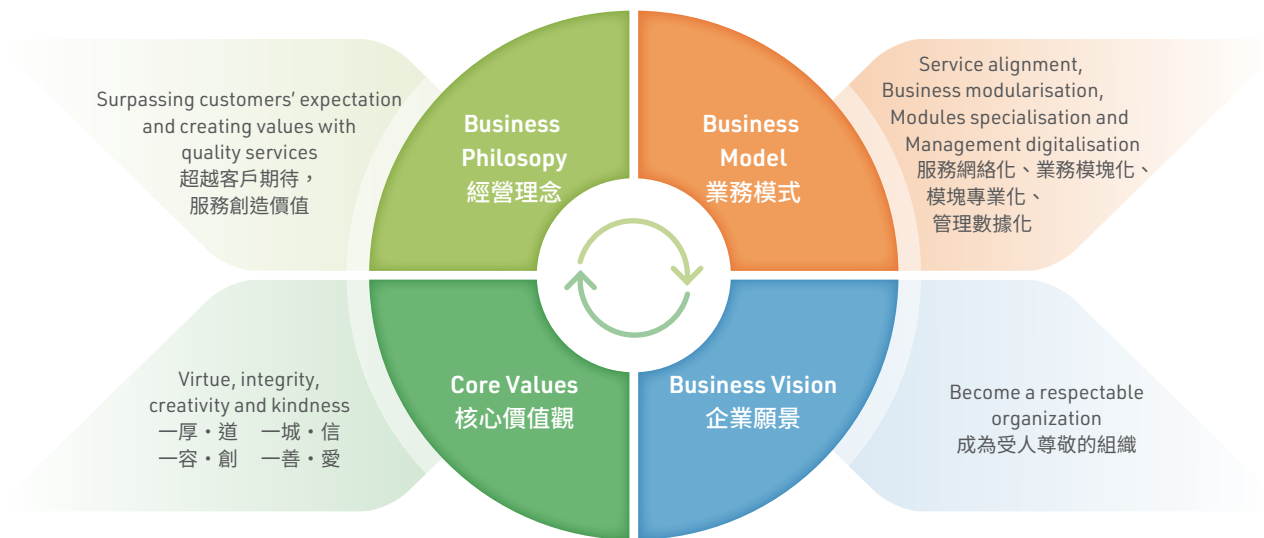
With over 24 years of industry experience, Yincheng Life is a leading property management service provider in Jiangsu Province in the PRC, primarily providing diversified property management services and value-added services, with its business covering a variety of property projects, including residential properties and non-residential properties. The Company was listed on the Stock Exchange in 2019 (stock code: 1922.HK). Our business covers 21 cities in 6 provinces with contracted GFA of over 61.9 million sq.m., GFA under management of over 58.8 million sq.m. and 837 projects under management. In terms of the original residential and public construction projects, we have also begun to enter the fields of urban services and commercial property management, and expanded the scope of value-added services to home decoration, group catering, battery swap and other services, further stimulating the corporate momentum, and ranked 18th among the Top 100 Property Management Companies in China in 2021.

The Company always adheres to the business philosophy of "Surpassing Customers' Expectation and Creating Values with Quality Services", adheres to the original commitment of "building a platform for people", and adopts the service models of "Living+" and "Industry +" based on the high-quality service and established management system of the Company, integrates various resources, and provides considerate, professional and diversified property management services to properties and customers. This could not only fulfil residential property owners' pursuit of a better life, but also provide strong support for non-residential customers such that they could focus on their respective core business.

## 走進銀城生活

銀城生活擁有逾24年行業經驗，是中國江蘇省首屈一指的物業管理服務供應商，主要提供多元化的物業管理服務及增值服務，其業務囊括多種物業項目，包括住宅物業及非住宅物業。本公司已於2019年在聯交所上市（股票代碼：1922.HK）。我們的業務已涵蓋6省21個城市，合約建築面積超過6,190萬平方米，在管建築面積超過5,880萬平方米，在管項目837個。在原有的住宅、公建項目上，我們亦開始進入城市服務、商業物管等領域，並將增值服務拓寬至家裝、團體餐食、換電等服務範疇，進一步激發企業動力，並於2021年在中國物業百強企業中名列第18位。

本公司始終秉承「超越客戶期待，服務創造價值」的經營理念，堅持「築台立人」的初心，依據公司所具備的優質服務和完善的管理体系，採用「生活+」和「產業+」的服務模式，整合各類資源，向物業及客戶提供貼心、專業的多元化物業管理服務。我們致力於為業主追求美好生活保駕護航的同時，也為非住宅客戶提供各項核心業務保障。



### Corporate Culture of Yincheng Life

### 銀城生活企業文化

**ABOUT YINCHENG LIFE (continued)**

In response to the growth trend of the property management service industry in the metropolis in the Yangtze River Delta region, we have accordingly formulated the “3 + 6” market expansion strategy, focusing on Nanjing City, covering the entire Yangtze River Delta region. Through replication of the existing market model, we have opened up resource channels through various cooperations, making breakthroughs in single point and radiating to surrounding areas. At the same time, the Company has formulated five corporate strategies to expand our market share in the property management service industry in the PRC through mergers and acquisitions of or investments in property management companies. We plan to expand our property management portfolio by acquiring or investing in property management companies with good market reputation and companies whose products or services are complementary to our community value-added services.

**走進銀城生活(續)**

為順應長三角地區大都市物業管理服務行業的增長趨勢，我們還制定了「3+6」市場擴張戰略，以高度聚集南京市為主，輻射覆蓋整個長三角區域，通過現有市場模式複製，以多種合作打通資源渠道，單點突破，輻射周邊區域。同時，本公司制定了5大企業戰略，通過併購或投資物業管理公司的方式以拓展我們在中國物業管理服務行業的市場份額。我們計劃收購或投資有良好市場聲譽的物業管理公司，以及產品或服務可與我們的生活社區增值服務互補的公司，以擴展我們的物業管理組合。



**5 Corporate Strategies of Yincheng Life**  
銀城生活5大企業戰略

**ABOUT YINCHENG LIFE (continued)**

**走進銀城生活(續)**

**Development History**

**發展歷史**

| Year<br>年份 | Milestones<br>歷程  |
|------------|---|
| 2021       | <p>Nanjing Yincheng Century Business Management Co., Ltd. and Nanjing Yincheng Commercial Properties Management Co., Ltd. were established by the Company through joint ventures, which started working on commercial property management services; Yincheng Life Service (Xi'an) Co., Ltd. was jointly established by the Company so as to explore the development of property service business in other provinces; with a further addition to our professional services, the Company established Nanjing Meihe Environmental Technology Co., Ltd. which is mainly engaged in the provision of park cleaning services; Hangzhou Lin' an Zhonghang Property Service Co., Ltd. and Jiangsu Youlin Property Management Co., Ltd., among others, were acquired to continuously expand the scope of property services to cities other than Nanjing.</p> <p>本公司通過合資成立南京銀城世紀商業管理有限公司及南京銀城商業物業管理有限公司等，開始開展商業物業管理服務；合資成立銀城生活服務(西安)有限公司，開拓外省物業服務業務；在專業服務上再添一員，成立南京美禾環境科技有限公司，提供園區清潔服務；收購杭州臨安眾航物業服務有限公司、江蘇友鄰物業管理有限公司等，不斷向南京以外城市擴大物業服務範圍</p> |
| 2020       | <p>The Company established Nanjing Yiacheng Jiazhu Decoration and Design Co., Ltd. to carry out home decoration business; we also established Nanjing Jiahe Catering Services Limited Company to provide catering services for staff canteens in non-residential properties managed by the Company; the Company acquired 51% equity interest in Nanjing Huiren Hengan Property Management Co., Ltd., advancing to enter the field of hospital property management.</p> <p>本公司成立南京銀城嘉築裝飾設計有限公司，以開展家庭裝修業務；成立南京家禾餐飲服務有限公司，為本公司管理的非住宅物業的員工食堂提供餐飲服務；收購南京匯仁恒安物業管理有限公司51%股權，進軍醫院物業管理領域</p>   |
| 2019       | <p>The Company was successfully listed on the Main Board of the Stock Exchange (stock code: 1922) and started to provide property management services in Hangzhou, the PRC.</p> <p>本公司成功在聯交所主板上市(股份代號：1922)，並開始於中國杭州提供物業管理服務</p>  |
| 2018       | <p>The Company started to provided property management services in Changzhou, the PRC; we were awarded the 2018 Leading Brand of East China Property Service Companies and the 2018 China Property Management Industry Marketing Operation Leading Company; the Company was delisted from the National Equities Exchange And Quotations (NEEQ) in April.</p> <p>開始於中國常州提供物業管理服務；我們獲頒2018中國華東物業領先品牌及2018中國物業服務行業市場化營運領先企業；本公司於4月在全國中小企業股份轉讓系統(NEEQ)除牌</p>  |
| 2017       | <p>The Company started to provide property management services in Suzhou, China; we were awarded the 2017 China Top 100 Property Services Enterprises, 2017 Top 100 Satisfactory Property Services Enterprises, 2017 China Featured Brand Property Services Enterprises and 2017 China Blue Chip Property Management Enterprise.</p> <p>本公司開始於中國蘇州提供物業管理服務；獲頒2017中國物業服務百強企業、2017中國物業服務百強滿意度領先企業、2017中國物業服務特色品牌企業及2017中國藍籌物業企業</p>   |

## ABOUT YINCHENG LIFE (continued)

## Development History (continued)

## 走進銀城生活(續)

## 發展歷史(續)

| Year<br>年份 | Milestones<br>歷程   |
|------------|--|
| 2016       | <p>The Company's shares were listed on the NEEQ (stock code: 836726) in April and it started to provide property management services in Hefei and Zhenjiang, the PRC; Yincheng Plaza and Juzeyuan residential properties managed by the Company were elected as the 2016 Provincial Demonstration Property Management Project.</p> <p>本公司股份於四月在NEEQ上市(股份代號:836726),並開始於中國合肥及鎮江提供物業管理服務;由本公司進行管理的銀城廣場及聚澤園住宅物業獲頒2016年度省級示範物業管理項目</p> |
| 2009       | <p>The Company started to provide property management services in Wuxi, the PRC; We obtained ISO 9001 and ISO 14001 certifications for the first time.</p> <p>本公司開始於中國無錫提供物業管理服務;我們首次獲得ISO 9001及ISO 14001認證</p>  |
| 2008       | <p>Residential properties of Jufuyuan West Garden, Baochuan Tingtao and Yincheng East Garden managed in Nanjing, the PRC were elected as the 2008 Jiangsu Provincial Property Management Demonstration and Excellent Project.</p> <p>由本公司管理的中國南京聚福園西園、寶船聽濤及銀城東苑住宅物業獲頒2008年度江蘇省物業管理示範、優秀項目</p>  |
| 2007       | <p>The residential property The Lord's Road in Nanjing, the PRC managed by the Company were elected as a 2007 Jiangsu Provincial Property Demonstration and Excellent Project.</p> <p>由本公司管理的中國南京御道家園住宅物業獲頒2007年度江蘇省物業管理示範、優秀項目</p>  |
| 1998       | <p>The Company started to provide property management services to Residence 99 in Nanjing, our first residential property management project.</p> <p>本公司開始向中國南京九九公寓提供物業管理服務,為我們第一個住宅物業管理項目</p>   |

## AWARDS AND RECOGNITIONS

The Company always adheres to the business philosophy of “Surpassing Customers’ Expectation and Creating Values with Quality Services”, integrates social resources, and provides owners and customers with professional and heartwarming diversified property management services. During the Reporting Period, we received extensive attention and recognition in and outside the industry by virtue of our large market size, high growth potential, good customer reputation and refined internal management.

## 獎項榮譽

本公司始終秉承「超越客戶期待，服務創造價值」的經營理念，整合社會資源，向業主及客戶提供專業、貼心的多元化物業管理服務。報告期內，我們憑藉市場規模大、成長潛力十足、良好的客戶口碑以及精細化的內部管理等特點，獲得行業內外的廣泛關注及認可。

### Award Name 獎項名稱

### Awarded by 頒獎機構

|  |  |
|--|--|
| Ranked 18th among the Top 100 Property Management Companies in China<br>中國物業服務百強企業第18位   | China Index Academy, China Real Estate TOP10 Research Team<br>中國指數研究院、中國房地產TOP10研究組                  |
| Ranked 3rd among the Top 50 Property Management Companies in terms of Comprehensive Strength in Jiangsu Province<br>江蘇省物業服務行業綜合實力排名50強企業榜單第3位  | Jiangsu Real Estate Association<br>江蘇省房地產協會  |
| Advanced Enterprise in Epidemic Prevention and Control<br>疫情防控先進企業   | Nanjing Residential Community Comprehensive Management Joint Conference Office<br>南京市住宅小區綜合治理聯席會議辦公室 |
| Best Capital Market Communication Award<br>最佳資本市場溝通獎   | Roadshow China co-hosted with Excel IR<br>路演中與卓越IR聯合主辦   |
| Best Property Company in Golden Hong Kong Stocks<br>金港股最佳物業公司  | Zhitong Finance and Tonghuashun Finance<br>智通財經與同花順財經  |
| A total of 9 projects won provincial demonstration awards in 2021<br>2021年獲得省級示範榮譽獎項共計9個項目   | Jiangsu Provincial Department of Housing and Urban-Rural Development<br>江蘇省住房和城鄉建設廳                  |
| The Hongpu Jiezuo Project was awarded the title of “Red Property Management Demonstration Site”<br>宏普捷座項目被授予「紅色物業示範點」稱號  | People’s Government of Jianye District, Nanjing<br>南京市建邺區人民政府  |
| 2021 Nanjing Municipal Model Property Management Projects (Zijin Huafu North Garden, Riverside Garden, Qianhua Xiyuan Garden, Junyu Lanshan Garden, Haidu Jiayuan)<br>2021年度南京市市級示範物業管理項目(紫金華府北苑、河濱花園、千花溪苑、君譽瀾山苑、海都嘉園) | Nanjing Housing Security and Real Estate Bureau<br>南京市住房保障和房產局                                       |
| 2021 Suzhou Municipal Model Property Management Project (Suzhou (Taihu) Software Industrial Park Smart Valley Park)<br>2021年度蘇州市市級示範物業管理項目(蘇州(太湖)軟件產業園智慧谷園區)   | Suzhou Housing and Urban-Rural Development Bureau<br>蘇州市住房城鄉建設局                                      |
| 2021 Xuzhou Municipal Model Property Management Project (Chuangmei Mingshiyuan Community)<br>2021年度徐州市市級示範物業管理項目(創美名仕苑小區)  | Xuzhou Housing and Urban-Rural Development Bureau<br>徐州市住房和城鄉建設局                                     |



## 1 RESPONSIBLE GOVERNANCE

Yincheng Life always firmly believes that lawful and compliant operation is the basic priority for enterprises to achieve sustainable development. The Company strictly complies with the requirements of the Company Law of the People's Republic of China and other relevant laws and regulations, always requires itself to comply with the highest ethical business conduct, establishes a sound governance structure to give full play to the internal maximum energy efficiency, and is committed to risk prevention and control to maintain the most stable operation of the Company, and creates the best service with practical actions.

### 1.1 Sustainability Management

Adhering to the corporate vision of "becoming a respectable organization", we have established a sustainable development management structure through promoting high-level corporate governance and integrating sustainable development elements into corporate policies and operations, so as to effectively prevent potential risks and achieve sustainable business development.

#### ESG Working Mechanism

Yincheng Life understands the importance of sustainable development and compliant operation. To systematically implement sustainability management, we have established a sustainability governance structure led by the Board, with management and business units participating in. The Board of Directors of the Company is responsible for overseeing ESG risk management and information, and further integrating sustainability elements into corporate governance; In order to strengthen the communication between the Board and various functional departments, an ESG working group coordinated by the CEO has been established, which reports to the Executive Committee and the Board on the status of corporate sustainable development on a regular basis. Through the establishment of a top-down management structure and the implementation of ESG-related plans, we continue to optimize the business model, so that the face of each owner is overwhelmed with a smile.

## 1 責任治理

銀城生活始終堅信，依法合規經營是企業實現可持續發展的基本要領。本公司嚴格按照《中華人民共和國公司法》等相關法律法規的要求，時刻以最高的商業道德操守要求自己，建立完善的管治架構以充分發揮內部最大能效，並致力於風險防控以維護企業最高穩定的營運，用實際行動打造至臻服務。

### 1.1 可持續發展管理

我們秉承「成為受人尊敬的組織」的企業願景，通過推行高水平的企業管治，建立可持續發展管理架構，將可持續發展元素融入到企業政策及營運中，進而有效防範潛在風險，實現業務的可持續性發展。

#### ESG工作機制

銀城生活深知可持續發展及合規經營的重要性。為系統化地推行可持續發展管理，我們組成了由董事會牽頭，管理層及各業務單位參與的可持續發展管治架構。本公司的董事會負責對環境、社會及管治的風險管理和信息進行監督，並進一步將可持續發展元素融入至企業治理；為加強董事會與各職能部門之間的溝通，成立了由首席執行官統籌的ESG工作小組，其定期向執行委員會及董事會匯報企業可持續發展的情況。我們通過建立由上而下的管理架構，通過實施ESG相關的計劃，不斷優化經營模式，讓笑容洋溢在每一位業主的臉上。

## 1 RESPONSIBLE GOVERNANCE (continued)

### 1.1 Sustainability Management (continued) ESG Working Mechanism (continued)



#### The Board of Directors 董事會

- Keep abreast with the latest ESG developments at Yincheng Life and in the broad market;  
了解市場及銀城生活服務最新的ESG發展；
- Confirm and approve the ESG risks and opportunities, as well as ESG-related targets proposed by the ESG working group;  
確認及審批ESG工作小組提出的ESG風險及機遇，以及ESG相關目標；
- Define and refine ESG-related policies;  
制定並完善ESG的相關政策；
- Approve the ESG Report.  
審批ESG報告。



#### The ESG Working Group 環境、社會及管治工作小組

- Supervise ESG-related policies and practices and make sure the Company complies with legal and regulatory requirements;  
監察ESG有關的政策及常規，確保企業符合法律及監管要求；
- Identify, supervise and address those ESG issues Yincheng Life is concerned with and the stakeholders are interested in;  
識別、監察及應對與銀城生活相關及利益相關方關注的ESG議題；
- Chart out ESG-related targets and implementation roadmaps, identify ESG-related risks and specify the relevant risk countermeasures;  
制定ESG相關目標及實施路徑，識別ESG相關風險並指定風險應對舉措；
- Brief the Executive Committee and the Board on the effectiveness of relevant work and management on a regular basis.  
定期向執行委員會及董事會匯報相關工作和管理的有效性。



#### Representatives of various functional departments 各職能部門代表

- Act on ESG risks and targets;  
執行ESG風險及ESG目標實施舉措；
- Advise on ESG improvement to the ESG working group in due time;  
適時向ESG工作小組提出相關建議，以提升ESG表現；
- Strengthen engagement and awareness of the staff regarding sustainable development.  
加強員工在可持續發展範疇上的參與及意識。

### ESG Management Structure ESG管理架構

## 1 RESPONSIBLE GOVERNANCE (continued)

### 1.1 Sustainability Management (continued)

#### Board Statement

Since its establishment, Yincheng Life has always believed that the property is for the ultimate purpose of serving people and life, and it is necessary to truly realize the transmission of love, so that the community will be warm. Therefore, we continue to combine innovative and high-quality service methods through flexible and diversified business cooperation models to ensure the Company's service quality and lead the sustainable development of the industry.

With reference to the ESG Guide of the Stock Exchange, Yincheng Life conducted in-depth discussions with the heads of various departments of the Company based on close daily communication with various stakeholders, and regularly evaluated the ESG issues related to Yincheng Life based on the latest developments and development trend of the property industry and the issues of general concern in the industry. The evaluation results have been discussed and approved by the Board. Based on the importance of ESG issues, we regularly update the corresponding policies of the Company, and with the support of the ESG working group, relevant departments are responsible for the implementation of policies and systems. At the same time, Yincheng Life also regularly analyzes and reviews the differences between its own sustainable development performance and excellent peers to continuously improve the Company's sustainable development performance.

## 1 責任治理 (續)

### 1.1 可持續發展管理 (續)

#### 董事會聲明

自成立以來，銀城生活始終堅信物業最終是為了服務人與生活，需要真正實現用愛傳遞，社區才會有溫度。因此，我們不斷通過靈活多樣的商業合作模式，組合出創新和優質的服務方式，確保公司服務質量，引領行業的可持續性發展。

銀城生活參照聯交所ESG指引，基於與各利益相關方日常保持密切的溝通交流，與公司各部門負責人進行深入探討，結合物業行業動態和發展趨勢以及業內普遍關注的問題，定期對銀城生活相關ESG議題進行評估，而評估結果均已經過董事會討論和審批。根據ESG議題的重要程度，我們定期更新相應的公司政策，並在ESG工作小組的支持下，由相關部門負責政策和制度的落地執行。同時，銀城生活也會定期分析和檢討自身可持續發展表現與優秀同行的差異，以不斷完善本公司的可持續發展表現。

## 1 RESPONSIBLE GOVERNANCE (continued)

### 1.1 Sustainability Management (continued)

#### Board Statement (continued)

In view of the key areas of concern in the environmental field, combined with the national “dual carbon” strategy and the continuous attention of all sectors of society on the environment and global climate change issues, considering that with the continuous expansion of the Company’s business, Yincheng Life will have an increasing impact on the environment, which means that we will face various potential ESG risks. In order to prevent risks from occurring, during the Reporting Period, the ESG working group of Yincheng Life took the lead to carry out the identification of climate change risks of the Group, and worked with relevant departments to formulate corresponding risk response measures; At the same time, through communication and consultation with the heads of various functional departments, the ESG working group has formulated four environmental objectives of the Group and the main ways to achieve them. The ESG working group will communicate and report the ESG work results including climate change risks and environmental objectives to the Board. The Board will comprehensively consider the correlation between climate change risks and environmental objectives and the business development of Yincheng Life, put forward suggestions for amendment and guidance, and approve the Company’s ESG-related work and results. Finally, under the supervision of the Board and the coordination of the ESG working group, each department is responsible for the implementation and execution of relevant plans.

In addition, during the regular Board meetings every year, the Board and the senior management review the progress and completion status of the ESG matters of the heads of various departments, and discuss with the Group’s strategy, business model and operation process based on the completion status, whether there is a need to add, delete and modify key ESG areas to ensure the sustainability of the Group’s development.

## 1 責任治理 (續)

### 1.1 可持續發展管理 (續)

#### 董事會聲明 (續)

針對環境範疇內的重點關注領域，結合國家的「雙碳」戰略及社會各界對於環境和全球氣候變化問題的持續關注，考慮到隨著公司業務的持續拓展，銀城生活業務對環境的影響將不斷增加，意味著我們將面臨各種潛在的ESG風險。為了防範於未然，報告期內，由銀城生活ESG工作小組牽頭，開展了集團氣候變化風險識別工作，並協同各相關部門制定相應的風險應對措施；同時，ESG工作小組通過與各職能部門負責人溝通協商，擬定了四項集團環境目標及實現目標的主要途徑。ESG工作小組將包含氣候變化風險及環境目標在內的ESG工作成果向董事會進行溝通及匯報，董事會通過綜合考慮氣候變化風險及環境目標與銀城生活業務發展的關聯性，提出修改和指導意見，並審批通過公司ESG的相關工作及成果。最後，在董事會的監督和ESG工作小組的統籌下，由各部門負責相關方案的落地執行。

此外，在每年定期召開的董事會會議中，董事會及高級管理層通過聽取各部門負責人有關ESG事宜的進度及完成情況，並基於完成情況與集團戰略、業務模式和營運流程來探討是否需要對重點ESG領域進行增減與修改，以確保集團發展的可持續性。

## 1 RESPONSIBLE GOVERNANCE (continued)

### 1.1 Sustainability Management (continued)

#### Communication with Stakeholders

Stakeholder engagement is an important part of the Company's promotion of sustainable development. We have always adhered to building a diversified communication mechanism, established close relationships with stakeholders, and carried out communication and cooperation with stakeholders through more channels and methods.

| Stakeholders<br>利益相關方            | Communication Channels<br>溝通渠道   |
|----------------------------------|--|
| Shareholders/Investors<br>股東／投資者 | Annual general meetings and other general meetings, interim reports and annual reports, results announcements, investors' meetings, senior management meetings and ESG meetings<br>股東周年大會與其他股東大會、中期報告與年報、業績公佈、投資者會議，高級管理人員會議和ESG會議 |
| Customers<br>客戶                  | Customer satisfaction surveys and feedback forms, customer service centre, daily operation/communication and telephone calls<br>客戶滿意度調查和意見表、客戶服務中心，日常營運／交流和電話  |
| Employees<br>員工                  | Employee surveys, meetings, performance interviews and special advisory committees/panel discussions<br>員工意見調查、會議面談，工作表現會談和特別諮詢委員會／專題討論小組  |
| Business Partners<br>業務夥伴        | Reports and meetings<br>報告和會議  |
| Suppliers<br>供應商                 | Meetings, communication with suppliers/contractors and site visits<br>會議，與供應商／承辦商溝通和實地視察   |
| Media<br>傳媒                      | Press releases, interviews with senior management and results announcements<br>新聞發佈會，高級管理人員訪問和業績公佈   |
| Community/NGOs<br>社區／非政府團體       | Volunteer activities, donations and community activities<br>義工活動，捐贈和社區活動   |
| the public<br>公眾                 | Media information, website of the Group and events of the Group<br>媒體信息、集團網站和集團活動  |
| Regulatory authorities<br>監管機構   | Meetings<br>會議   |

## 1 責任治理(續)

### 1.1 可持續發展管理(續)

#### 利益相關方溝通

利益相關方參與是本公司推動可持續發展的重要部分。我們一直堅持構建多元化的溝通機制，同利益相關方建立緊密聯繫，通過更多渠道、更多方式與利益相關方開展溝通與合作。

## 1 RESPONSIBLE GOVERNANCE (continued)

### 1.1 Sustainability Management (continued)

#### Material Issues

In accordance with the Environmental, Social and Governance Reporting Guide of the Stock Exchange, Yincheng Life has identified 22 material issues related to the Company based on the materiality assessment of various stakeholders in terms of operation, environment, society and employment, as well as in-depth interviews and communications with more than ten relevant departments of the Company. At the same time, we also ranked the material issues of the issues based on the current development status of the Company and market demand, and built a matrix of material issues to provide direction for the future development of the Company. We have identified a total of 7 highly important issues, including service quality control, customer privacy protection, compliance with laws and regulations, and 11 moderately important issues. We will make key disclosure and response to the highly important issues in this report.

## 1 責任治理(續)

### 1.1 可持續發展管理(續)

#### 重大性議題

銀城生活依照聯交所《環境、社會及管治報告指引》，根據各類權益人對企業在營運、環境、社會及僱傭方面的重大性評估，以及與本公司十餘個相關部門進行深入訪談和溝通，共識別出與企業相關的22項重大性議題。同時，我們也結合企業發展現況和市場需求，對議題的重大性議題進行排序，構建出重大性議題矩陣，為企業未來發展提供方向。我們共識別出包括服務質量控制、客戶隱私保障、遵守法律法規等7項高度重要議題，以及11項中度重要議題，我們會在本報告中對高度重要性議題做出重點披露和回應。



Materiality Matrix  
重大性矩陣

**1 RESPONSIBLE GOVERNANCE (continued)**

**1.1 Sustainability Management (continued)**

**Material Issues (continued)**

| No. | Highly important<br>高度重要                                    | No. | Moderate important<br>中度重要                                   | No. | Low important<br>低度重要                                |
|-----|---|-----|--|-----|--|
| 2   | Market competitiveness<br>市場競爭力                             | 1   | Economic performance<br>經濟表現                                 | 6   | Technology development and application<br>技術發展及應用    |
| 3   | Compliance with laws and regulations<br>遵守法律法規              | 4   | Responsible procurement<br>負責任採購                             | 11  | Protection of intellectual property rights<br>保護知識產權 |
| 5   | Service quality control<br>服務質量控制                           | 9   | Anti-fraud and anti-corruption<br>反欺詐和反貪污                    | 19  | Water consumption and efficiency<br>水資源消耗及效益         |
| 7   | Customer privacy protection<br>客戶隱私保障                       | 12  | Promotion and labeling of products and services<br>宣傳及產品服務標籤 | 20  | Use of materials/resources<br>材料／資源使用                |
| 8   | Health and safety of products/services<br>產品／服務的健康及安全       | 13  | Equal employment<br>平等僱傭                                     |     |  |
| 10  | Complaint handling and corresponding mechanism<br>處理投訴和對應機制 | 14  | Employee diversity<br>員工多元化                                  |     |  |
| 16  | Pandemic management<br>疫情管理                                 | 15  | Occupational health and safety<br>職業健康與安全                    |     |  |
|     |   | 17  | Staff training and development<br>員工培訓和發展                    |     |  |
|     |   | 18  | Energy consumption and efficiency<br>能源消耗及效益                 |     |  |
|     |   | 21  | Employees' environmental awareness<br>員工的環保意識                |     |  |
|     |   | 22  | Community investment and participation<br>社區投資和參與            |     |  |

**1 責任治理 (續)**

**1.1 可持續發展**

**重大性議題 (續)**

## 1 RESPONSIBLE GOVERNANCE (continued)

### 1.1 Sustainability Management (continued)

#### Material Issues (continued)

Our unremitting efforts in sustainable governance have also been widely recognized by the community, and we have been certified to the Corporate Social Responsibility Management System by the end of 2020.



Certificate of Corporate Social Responsibility Management System  
企業社會責任管理體系認證證書

### 1.2 Risk Control

In response to the risks that may exist in the process of the Company's business development, we have formulated the Total Risk Management Measures, the Internal Control Management Measures and other risk management-related policies and systems to provide relevant policy and process guarantees for the risks that may occur in the Company's finance, procurement, anti-corruption and other aspects.

Yincheng Life has effectively managed the risks that the enterprise may face by continuously improving its own risk and internal control structure system. Our risk and internal control system consists of business departments, functional control departments and audit and supervision departments. Through standardized systems and standardized internal control and supervision mechanisms, we achieve total control of internal risks.

## 1 責任治理(續)

### 1.1 可持續發展管理(續)

#### 重大性議題(續)

我們在可持續管治方面的不懈的努力也得到了社會各界廣泛的認可，並於2020年底獲得了企業社會責任管理體系認證證書。

### 1.2 風險管控

針對公司業務開展過程中可能存在的風險，我們制定了《全面風險管理辦法》《內部控制管理辦法》等風險管理相關的政策與制度，對公司在財務、採購、反貪腐等方面可能出現的風險點提供相關的政策流程保障。

銀城生活通過不斷完善自身風險內控架構體系，有效管理企業可能面臨的風險。我們的風險內控體系由一線業務部門、職能管控部門、審計監察部門組成，通過標準化的制度、規範化的內控監察機制，實現內部風險的全面管控。

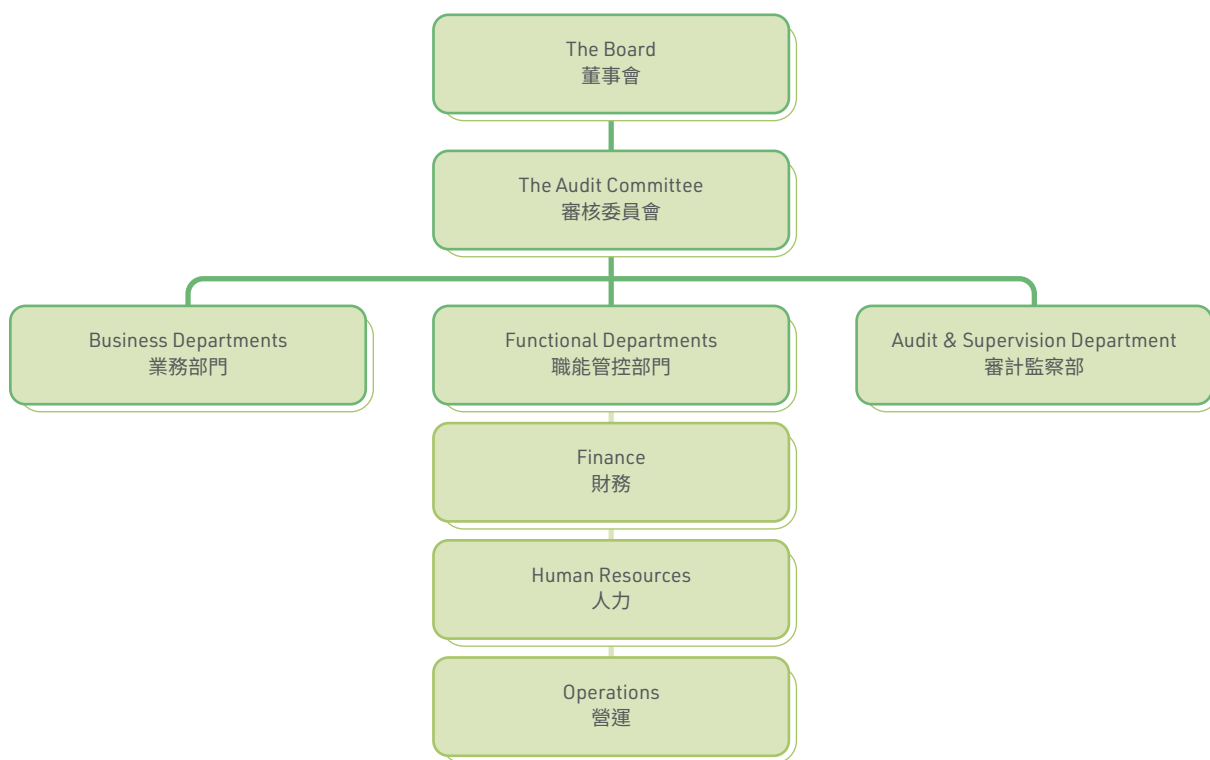


1 RESPONSIBLE GOVERNANCE (continued)

1.2 Risk Control (continued)

1 責任治理(續)

1.2 風險管控(續)



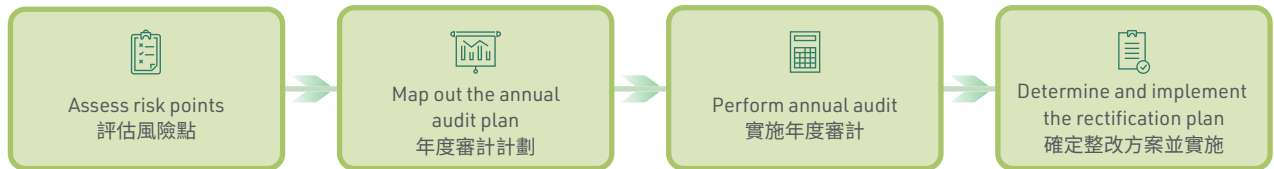
**Risk Control Structure System of Yincheng Life**  
 銀城生活風險內控架構體系

At the same time, we have built a sound internal risk labeling control process, covering risk assessment, audit planning, audit implementation, and supervision and rectification, ensuring the closed-loop management of risks. Based on the risk points of the projects, the Audit and Supervision Department will determine the level of risk assessment, take the lead in formulating the annual audit plan, conduct audits on potential risk projects and branches, determine the rectification plan based on the audit results, rectify errors, and strictly punish violations of regulations and disciplines.

同時，我們構建了完善的內部風險標註控制流程，涵蓋了風險評估、審計計劃、審計實施和督促整改環節，保障了風險的閉環管理。審計監察部會依據項目的風險點，確定風險評估等級，牽頭制定年度審計計劃，對可能存在的風險項目和分公司進行審計，並依據審計結果確定整改方案，糾正錯誤，並嚴懲違規違紀行為。

## 1 RESPONSIBLE GOVERNANCE (continued)

### 1.2 Risk Control (continued)



**Risk Control Process**  
風險控制流程

On the basis of a mature risk management system and management process, we combined the information-based approach and data analysis methods of software and hardware to continuously optimize specific risk management and control plans including civil air defense, physical defense and technical defense. At the same time, we regularly carry out publicity and spot checks on a daily basis to further promote the implementation of risk control. During the Reporting Period, we conducted investigations on the two fee risks identified and formulated corresponding rectification measures to avoid the possible adverse impact of risks on the Company from the source.

在成熟的風險管理體系及管理流程的基礎上，我們結合軟硬件信息化的途徑和數據分析的方法，不斷對包含人防、物防和技防的風險管控具體方案進行優化。同時，我們在日常定期實施宣傳和抽查工作，進一步推進風控工作的落實。報告期內，我們針對識別出的兩項收費風險展開了調查，並制定了相應的整改措施，從源頭規避風險可能對公司造成的不利影響。

### Standardize the management of parking fees 規範停車場收費管理

In order to standardize the management of parking lots, strengthen the implementation of the standardized front-line operation procedures of parking lots, clarify the responsibilities and inspection mechanisms of each city, and ensure that financial risks are controllable, Yincheng Life issued the "Guidelines for the Standardized Operation of Parking Lots Management" in 2021, and carried out special inspections of parking lots. The guideline regulates the management policy of parking lot charges, and clarifies the working procedures such as running account management and basic management.

為了規範停車場管理，強化停車場一線規範操作流程的落地，明確各端口崗位職責和檢查機制，確保財務風險可控，2021年銀城生活出台了《停車場管理規範操作指引》，並開展了停車場專項檢查。該指引規範了停車場收費管理政策、明確了台賬管理、基礎管理等工作流程。

In terms of intellectual property protection, as the Company's business does not involve the registration of patents, in terms of the registration of trademarks and functional variable names, we legally register our important trademarks in accordance with the Trademark Law of the People's Republic of China and apply for renewal in a timely manner to effectively protect the legitimate rights and interests of the Company.

在知識產權保護方面，由於本公司業務暫未涉及到專利的註冊，在商標和域名註冊層面，我們根據《中華人民共和國商標法》合法地為我們重要的商標進行註冊，並及時申請續期，有效保障公司合法權益。

## 1 RESPONSIBLE GOVERNANCE (continued)

### 1.3 Business Ethics

In strict compliance with the Company Law of the People's Republic of China, the Anti-Money Laundering Law of the People's Republic of China, the Anti-Corruption Law of the People's Republic of China, the Unfair Competition Law of the People's Republic of China, the Criminal Law of the People's Republic of China, the Interim Provisions on Banning Commercial Bribery and other relevant national laws and regulations, Yincheng Life has formulated the Anti-corruption and Anti-bribery Code of Conduct, the Anti-fraud System, the Prevention of Fraud and Encouragement of Reporting System and the Employee Handbook-Code of Conduct for Employees to continuously implement anti-corruption and anti-bribery work and establish a good corporate image. In addition, we have obtained the Corporate Integrity Management System Certification to ensure the compliance of our business operations with integrity, transparency, fairness and openness.

## 1 責任治理(續)

### 1.3 商業道德

銀城生活在嚴格遵守《中華人民共和國公司法》《中華人民共和國反洗錢法》《中華人民共和國反貪污法》《中華人民共和國反不正當競爭法》《中華人民共和國刑法》，以及《關於禁止商業賄賂行為的暫行規定》等國家相關法律及規範要求的同時，在公司內部制定《反腐敗反賄賂行為守則》《反舞弊制度》《防止舞弊與鼓勵舉報制度》《員工手冊-職員職務行為準則》，不斷落實反腐敗和反賄賂工作，樹立企業良好形象。此外，我們已獲得企業誠信管理體系認證證書，以廉潔透明，公平公開的態度確保企業經營的合規性。



GB/T 31950 Corporate Integrity Management System Certificate  
GB/T 31950企業誠信管理體系證書

## 1 RESPONSIBLE GOVERNANCE (continued)

### 1.3 Business Ethics (continued)

During the Reporting Period, Yincheng Life further improved the red and yellow line system for employees' professional behaviors, clarified and standardized the standards for employees' ethical behaviors, and laid the foundation for creating a clean corporate culture.

## 1 責任治理 (續)

### 1.3 商業道德 (續)

報告期內，銀城生活進一步完善了職員職務行為的紅黃線制度，明確和規範了員工道德行為的標準，為創造廉潔的企業文化奠定了基礎。

#### Yellow Line Standards 黃線標準

- Accepting any gift from any customer without permission is banned  
禁止私自接受客戶贈送的物品
- Slighting any customer requirement or breaking any promise made to any customer is banned  
禁止輕視客戶需求或對客戶言而無信
- Gathering, hanging about or leaving one's position without permission is banned  
禁止聚崗、串崗、擅自脫崗等

#### Red Line Standards 紅線標準

- Alcohol addiction or gambling is banned  
禁止酗酒、賭博
- Collecting fees without giving receipt is banned  
禁止收費不給票據
- Embezzlement or stealing of any properties of the Company or any customer is banned  
禁止挪用或盜竊公司或客戶財產等

## 1 RESPONSIBLE GOVERNANCE (continued)

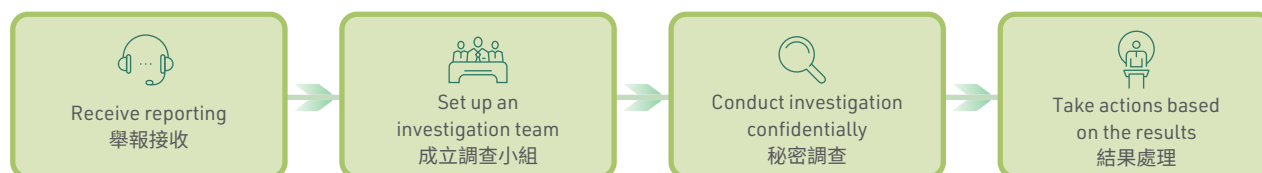
### 1.3 Business Ethics (continued)

We voluntarily accept the supervision of the Company's behaviors from all walks of life, and set up a variety of reporting channels to report any improper behavior through telephone, QR code, mail and on-site reporting channels. Upon receipt of the report, we will immediately set up an investigation team to conduct the on-site investigation based on the information provided by the whistle-blower. After the inspection is clear, it will be reported to the superior leader according to the inspection results, and corresponding penalties will be made according to the actual situation. For incidents involving criminal offences, we will hand them over to the judicial authorities for further handling. All of our investigations are conducted confidentially, and we have the right to view the information of the whistle-blower to protect the privacy and security of the whistle-blower to the greatest extent.

## 1 責任治理 (續)

### 1.3 商業道德 (續)

我們自願接受社會各界對公司行為的監督，並開設了多種舉報途徑，通過固定電話、舉報二維碼、信件郵寄和現場舉報的渠道舉報任何不正當行為。在接到舉報後，我們將立即成立調查小組，依據舉報人提供的信息進行現場調查，待核查清楚後再根據核查結果向上級領導匯報，並根據實際情況做出相應處罰。對於涉及刑事犯罪的事件，我們會移交司法機關，並做進一步處理。我們所有的調查行為均隱秘實施，對舉報人的信息設有權查看權限，最大程度上保護舉報人的隱私安全。



**Yincheng Life Whistle-blowing and Handling Process**  
銀城生活舉報處理流程

## 1 RESPONSIBLE GOVERNANCE (continued)

### 1.3 Business Ethics (continued)

At the same time, we actively carry out anti-corruption publicity work, help employees understand relevant laws and regulations through employee training, publicity posters, and other forms, and consciously resist negative corruption such as forgetting honour at the prospect of profits, damaging the Company's profit, not giving credit, and deception and fraud. During the Reporting Period, Yincheng Life was involved in one corruption litigation. After the incident, we strengthened our internal anti-corruption training, and at the same time increased our efforts in anti-corruption publicity. At the same time, we regularly carried out integrity self-inspection and self-correction actions to ensure the implementation of anti-corruption related systems, thereby establishing a clean corporate image.

## 1 責任治理(續)

### 1.3 商業道德(續)

同時，我們積極開展反貪腐宣貫工作，通過員工培訓、宣傳海報等形式幫助員工了解相關法律法規，自覺抵制見利忘義、損公肥私、不講信用、欺騙欺詐等消極腐敗現象。報告期內，銀城生活發生一例貪污訴訟事件。事件發生後，我們強化了公司內部的反貪腐培訓工作，同時也加大了反貪腐宣貫的力度，同時定期開展廉潔自查自糾的行動，保障反貪腐相關制度的落實，從而樹立廉潔的企業形象。



Posters on Integrity Promotion  
廉潔宣貫海報

## 2 EXQUISITE SERVICES

Yincheng Life adheres to the “customer-oriented” concept and always puts the needs of property owners in the first place. While delivering high-quality projects, we also give back to every property owner with considerate services. We have established different feedback channels for different customers, and actively carry out diversified community activities, listen attentively and respond carefully to customer demands, protect the personal privacy and information of property owners, and strive to maintain a harmonious relationship with property owners.

### 2.1 Quality Building

Yincheng Life insists on providing consistent and high-quality services to property owners based on their needs. We have established a comprehensive service platform comprising two major business lines, namely property management services and value-added services, through which we can achieve synergies and diversify our revenue sources while providing complementary services to our customers and strengthening our relationship with property owners.

Yincheng Life regards quality as life, reorganizes inspection standards, optimizes the quality management system, and improves project utilization rate from the two major business lines. In terms of life services, we have formulated a standardized system of “Guidelines on the Construction of Customer Service Stations for Door Positions” and “Guidelines on the Standardization of Entry-Level Labels of Life Consultants”, requiring all service units to be familiar with and strictly abide by the guidelines before taking up their posts, so as to ensure that Yincheng Life can enjoy high-quality service experience while properly managing it. In addition, we arrange service personnel such as living consultants, customer service personnel of non-residential projects and middle management personnel to perform job duties in a specific period of time to meet the needs of property owners in a timely manner.

## 2 精緻服務

銀城生活秉承「以客為本」的理念，始終將業主的需求放在第一位。在提供優質項目的同時，更以貼心的服務回饋每一位業主。我們針對不同的顧客建立了不同的反饋渠道，積極開展多元化的社區活動，用心聆聽並認真回應客戶訴求，保護業主個人隱私和信息，努力維護與業主的和諧關係。

### 2.1 品質打造

銀城生活堅持以業主需求為導向，為業主提供貫徹一致的優質服務。我們將兩大業務線（即物業管理服務及增值服務）組成一個綜合服務平台，通過該平台達成協同效益，有助於我們多元化發展收益來源，同時向客戶提供互補服務，鞏固我們與業主的關係。

銀城生活以兩大業務線為維度，將品質視為生命，重新梳理巡檢標準，優化質量管理體系，提高項目使用率。在生活服務方面，我們制定了規範化的《關於門崗建設客戶服務微站指引》及《生活顧問進門崗標識標準化指引》制度，要求各服務單位需在上崗前熟知並嚴格遵守指引內容，確保銀城生活在妥善的管理之餘亦能讓業主享受到優質的服務體驗。此外，我們在特定時間段安排生活顧問、非住宅項目的客服及中層管理人員等服務人員實施站崗，以及時滿足業主的需求。

## 2 EXQUISITE SERVICES (continued)

### 2.1 Quality Building (continued)

In order to build a sound quality management system and continuously improve product competitiveness and service attractiveness, we have applied for and obtained the ISO 9001 quality management system certification, striving to provide customers with safe and effective product services and experience.

## 2 精緻服務(續)

### 2.1 品質打造(續)

為打造完善的質量管理體系，不斷提升產品競爭力和服務吸引力，我們已申請並獲得ISO 9001質量管理體系認證證書，力求為客戶帶來安全有效的產品服務與體驗。



ISO 9001 Quality Management System Certification  
ISO 9001質量管理體系認證證書



## 2 EXQUISITE SERVICES (continued)

### 2.1 Quality Building (continued)

#### 2.1.1 Residential Properties

Yincheng Life adheres to the corporate mission of “good service, good life” and the service concept of “Life +” and adopts the business model of “service grid, business model, module specialization, and management information”, providing customers with high-quality property management services and creating value. During the Reporting Period, there was no recall of products by Yincheng life due to safety and health issues.

In terms of residential properties, we adhere to the positioning of “Second-hand Property Management Expert” to ensure the high-quality implementation of various services, and build leading professional capabilities and operational capabilities. During the Reporting Period, we improved our business management and control model, service methods and personnel capabilities, and formulated and optimized three property management models to ensure the quality of property services from the source. At the same time, we also actively explored the non-property management of public building properties, refined and strengthened the group catering business, and provided more customers with administrative, procurement and other logistics services.

## 2 精緻服務(續)

### 2.1 品質打造(續)

#### 2.1.1 住宅物業

銀城生活秉持「服務美好，善愛生活」的企業使命，以及「生活+」的服務理念，採用「服務網格化、業務模塊化、模塊專業化、管理數據化」的業務模式，以優質物業管理服務為客戶提供服務並創造價值。報告期內，銀城生活沒有發生因出現安全與健康問題而回收產品的情況。

在住宅物業方面，我們堅持以「二手盤營運專家」的定位檢視自己，保障各項服務高質量落地，打造領先的專業能力和營運能力。報告期內，我們對業務管控模式、服務方式和人員能力等方面進行提升，並制定和優化了3項物業工作的管理模式，從根源保障物業服務質量。同時，我們也積極開展探索公建類物業的非物業業務經營，做精做強團膳業務，為更多的客戶提供行政、採供等泛後勤業務。

## 2 EXQUISITE SERVICES (continued)

### 2.1 Quality Building (continued)

#### 2.1.1 Residential Properties (continued)



**01**

We have upgraded the Customer Quality Center to Business Management Center, in order to put the standards into effect better and defuse the risks, and have changed level-3 supervision to level-2 supervision, to make management more agile and closer to the first line  
為更有效地落地標準，化解風險，我們將客戶品質中心升級為業務管理中心，從三級督導調整為二級督導，使得管理更敏捷，同時也更貼近業務一線




**02**

The focus is on improving service quality in these dimensions, service attitude and response speed, overground moving line and underground moving line, and passive satisfaction (request handling)  
重點從2<sup>o</sup>服務(服務態度和響應速度)、2條動線(地上動線、地下動線)、被動滿意(訴求處理) 維度提升服務品質

**03**

We put ourselves in the shoes of our customers, and enhance trainings to sharpen the skills of first-line management personnel  
更多地關注客戶視角，加強一線管理人員專業能力的提升培訓

### Yincheng Life Residential Property Management Upgrade 銀城生活住宅物業管理升級

|   |   |
|---|---|
|  <p><b>Pandemic Containment</b><br/>防疫工作</p> | <ul style="list-style-type: none"> <li>Defined Yincheng Life pandemic containment standards and requirements, including positions and formats of signs at security guards;<br/>制定了銀城生活防疫標準及要求，包括門崗標識的擺放位置與形式；</li> </ul>  |
|  <p><b>Sanitation Work</b><br/>保潔工作</p>      | <ul style="list-style-type: none"> <li>Worked with the contractors, and improved sanitation quality by offering trainings and taking innovative measures, among other things;<br/>與外包方聯動，通過外包方培訓、採取行業創新舉措等行動提升保潔質量；</li> </ul>  |
|  <p><b>Security Work</b><br/>門崗工作</p>        | <ul style="list-style-type: none"> <li>Produced ten scenario-based training videos, improved internal service quality, and provided the background and goal of every task, results and positive effect of standardized work, and user feedback, among other information.<br/>制定了十條場景化的培訓視頻，提升內崗服務質量並提供包括各項工作開展的背景與目的、標準化工作的成果與積極作用、用戶的反饋等信息。</li> </ul> |

### Standard Measures for Residential Properties of Yincheng Life 銀城生活住宅物業標準化措施

## 2 EXQUISITE SERVICES (continued)

### 2.1 Quality Building (continued)

#### 2.1.1 Residential Properties (continued)

We divide the residents of the residential properties managed by the Company into different community grids. Each grid is assigned with a life consultant who acts as the main contact of the relevant properties managed by the Group. During the Reporting Period, we also optimized and upgraded existing property services, such as repair and maintenance of special elevators, escalators and mechanical car park equipment, garden construction and greening maintenance, daily repair and maintenance of equipment and machinery, security and cleaning, etc., and won the recognition of the industry through continuous marketization to form large-scale development.

## 2 精緻服務(續)

### 2.1 品質打造(續)

#### 2.1.1 住宅物業(續)

我們將本公司管理的住宅物業的住戶劃分為不同的社區網絡，每個網格分配一個生活顧問，生活顧問作為本集團所管理有關物業的主要連絡人。報告期內，我們還對已有物業服務如特種電梯、自動扶梯及機械車位設備維修和保養、園林施工及綠化養護、設備與機器的日常維修及保養、保安以及清潔等進行優化升級，通過持續市場化贏得行業的認同，形成規模化發展。



#### Gardening and Landscaping Module 園林綠化模塊

Maintain the highest standard of operations, contribute to the reputation of the Yincheng Life brand, and continually broaden industrial service coverage and municipal landscaping coverage;  
繼續保持高營運水準，為銀城生活品牌加分，持續推進行業服務覆蓋、市政綠化領域覆蓋；



#### Special Equipment Module 特種設備模塊

Proceed with elevator installation and maintenance and seize the opportunity coming with urban regeneration and elevator installation;  
持續推進電梯安裝維護業務，抓住城市更新加裝電梯市場契機；



#### Environmental Cleaning Module 環境保潔模塊

Revolutionize the traditional business model with an internal pilot project, take management to the next level and build professional skills;  
通過內部試點項目，顛覆傳統的業務模式，迅速提升管理水平，建立專業能力；



#### Security and Order Module 安全秩序模塊

Develop security guard standardization documents and cover all communities; put in place consistent service standards and assure security for customers by implementing portable monitoring cameras, scenario-based trainings and external monitoring of security guards, among other security measures;  
通過制定門崗標準化文件，覆蓋各個社區；通過實施移動監控探頭、場景化培訓及外部安防監測門崗安全等安全防護措施，統一服務標準，為客戶提供周全的安全保障；



#### General Facilities and Equipment Module 普通設施設備模塊

Organize safety drills like fire drills and emergency drills, so as to build up a sound "firewall" for the fire safety of communities. The safety trainings will be responsible by outsourced security companies and participated by the customer service department, in order to enhance the safety awareness and sense of responsibility of various service departments.  
開展消防演練、應急演練等安全演練，為社區消防安全築起一道堅實的「防火牆」，並由外包保安公司負責，客戶服務部門參與的安全培訓，從而提高各服務部門的安全意識與責任意識。

## 2 EXQUISITE SERVICES (continued)

### 2.1 Quality Building (continued)

#### 2.1.2 Community Value-added Service

Yincheng Life will also focus on the diversified and multi-level living needs of customers, explore more rigid needs and effective needs related to extended property services, and carry out targeted services to create customer value.

Facing the arrival of the digital era, Yincheng Life actively responded to changes and launched three online convenient living services in 2021 to provide property owners with more convenient value-added services.

## 2 精緻服務(續)

### 2.1 品質打造(續)

#### 2.1.2 社區增值

銀城生活還將立足於客戶多樣化、多層次的生活需求，更多地探索與物業延伸服務相關的剛性需求、有效需求，有針對性地開展服務，創造客戶價值。

面對數字化時代的到來，銀城生活積極順應變化，於2021年上線三種線上便民生活服務，為業主提供更便捷的增值服務。

#### Nice Neighbors applet 「美鄰」線上小程序

Yincheng Life launched the Nice Neighbors applet, to meet the residents' needs for online shopping, picking up/consigning parcels, and safe travel. The applet provides group-buying, Little Zebra charging, parcel lockers and mobility functions, making life smarter, digitalized, easier and more convenient.

為方便居民線上購物、取寄快遞、安全出行等生活需求，銀城生活上線「美鄰」小程序，為居民提供團購、小斑馬充電、快遞櫃以及出行功能，讓生活智能化、數字化，讓生活簡單化、便捷化。

#### Four Beauties online services 「四小花旦」線上服務

Four Beauties online services provide the best daily life experience to the residents. Staple food, such as rice, water, eggs and milk, is sold online in a "project endorsement + counter ledger management" model and delivered to property owners with full coverage.

為保障居民正常的飲食起居，為居民提供最優質的生活體驗，我們上線「四小花旦」服務。通過「項目背書+台賬管理」的線上銷售形式，全區域覆蓋式推廣模式，為業主提供米、水、蛋、奶等基礎糧食。

#### Yinjia shopping mall 「銀佳好物」購物商城

Yinjia shopping mall started trial run on October 27, 2021, with its listings in 125 categories, including daily use chemicals, home appliances, cleaning products and home decorations. As of the end of the reporting period, Yinjia shopping mall had a total of 730 members, including 357 registered life consultant and 373 Yinjia members. 2021年10月27日，幸福美居物銀佳好物商城進入線上試營運，共上線日用洗化、生活家電、清洗及家裝產品等125種商品。報告期末，「銀家好物」購物商城會員共計730人，其中註冊生活顧問357人，銀家會員373人。

Meanwhile, we continued to enrich our offline community services. On the basis of common area value addition, community convenience and other services, in order to reduce the negative impression caused by the over-commercialization of community activities, during the Reporting Period, we adopted the "one-stop" convenience service, turned community activities into small markets, and carried out happy decoration convenience services to increase the sense of belonging and happiness of customers and create a warm community. At the same time, we have set up gym rooms in some communities to create a healthy lifestyle.

同時，我們繼續豐富線下社區服務。在共用空間增值、生活社區便利等服務的基礎上，為了減少社區活動過於商業化造成的負面印象，報告期內，我們採用「一條龍」的便民服務，將社區活動做成小市集，開展幸福美居便民服務，以增加客戶的歸屬感與幸福感，打造暖心社區。同時，部分項目還開設了健身館，致力於打造健康的生活方式。

**2 EXQUISITE SERVICES (continued)****2.1 Quality Building (continued)****2.1.2 Community Value-added Service (continued)****Yincheng Sports and Fitness Center**  
銀城體育健身館

Customers are our valuable assets. Yincheng Life understands that the health of property owners is of utmost importance, and actively encourages customers to proactively participate in various activities that benefit the physical and mental health. During the Reporting Period, we set up 24-hour gyms in some communities under our management to help customers balance work and life.

客戶是我們的寶貴資產，銀城生活深明業主的身體健康至為重要，並積極鼓勵客戶積極參與公司內外各類有益身心的活動。報告期內，我們於部門在管小區內開設了24小時健身館，幫助客戶平衡工作與生活。

**Convenient Procurement Service**  
便民的採購服務

In order to enrich community life and provide more convenient services, in February 2021, Yincheng Life signed a contract with Suguo to become a strategic partner, and was officially launched in July of the same year. Through the combination of online convenient procurement services for property owners and offline community activities, we create a more comfortable and convenient living environment for residents and improve their quality of life. As at the end of the Reporting Period, the Group has provided online convenient services to 11,323 property owners, and obtained full discount coupons for daily goods with a total value of more than RMB 117,600 for property owners, and discount on prepaid fees enjoyed by property owners amounted to RMB756,830.

為豐富社區生活，提供更加便捷的服務，2021年2月，銀城生活與蘇果簽約成為戰略合作夥伴，並於同年7月正式上線。通過在線上為業主提供便民的採購服務與線下開展社區活動相結合的方式，為居民打造更舒適、便捷的生活環境，提升居民生活質量。在報告期末已累計為11,323位業主提供線上便捷服務，為業主們謀取了總價值超過人民幣117,600元的生活商品滿減券，業主累計享受預繳費滿減高達人民幣756,830元。

**Happy Home Convenience Services**  
幸福美居便民服務

During the Reporting Period, Yincheng Life carried out knife grinding, umbrella repairing and home-based convenience services, such as free wall inspection (mold and seepage), free gas safety inspection for smoke stoves, free inspection of cold and heating system and free repair of small household appliances in its 56 projects and would follow up to understand customers' satisfaction, regarding it as the most important foundation of improving the quality of customer services.

報告期內，銀城生活在旗下56個項目開展了磨刀、修傘以及居家便民服務-牆面(發霉滲水)免費檢測、煙灶免費燃氣安全檢測、冷暖系統免費檢測及小家電免費維修等，回訪了解客戶滿意度現狀，並以此作為提升客戶服務質量的最重要抓手。



Taking into account the differentiation of different types of owners, we customized different community cultural activities plans by combining current hotspot events and festivals, so as to enhance the feasibility of community cultural activities while increasing the coverage and participation of activities significantly.

考慮到不同業主類型的差異性，我們結合當下時事熱點和節日，定制了不同的社區文化活動方案，以增強社區文化活動的可落地性，同時也大大提高了活動覆蓋率和參與度。

## 2 EXQUISITE SERVICES (continued)

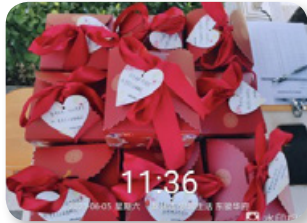
### 2.1 Quality Building (continued)

#### 2.1.2 Community Value-added Service (continued)



#### Chinese New Year 新春佳節

We organized offline activities celebrating the New Year and engaged 73,641 persons. 在春節來臨之際，我們在線下組織新春送福活動，參與人次達73,641人。



#### Best Wishes for Senior High School/College Entrance Examinations 中高考祝福

We sent gifts to the candidates in person and pushed online warm tips before the examinations, covered 133,524 persons. 我們在線下為考生贈送關懷禮物，並在線上推送考前溫馨提示，參與人次達133,524人。



#### Mid-Autumn Festival 中秋節

Yincheng Life organized a moon cake DIY activity for the property owners, as a way to honor the corporate mission of "good service, good life". This activity engaged 44,631 persons. 在中秋佳節之際，銀城生活組織業主製作手工月餅，展現了我們「服務美好，善愛生活」的企業使命。此次活動參與人次達44,631人。



#### Commemorate the Founding of Our Nation with Rainbow and Heart 用「彩虹心」禮贊祖國華誕

In April 2021, Yincheng Life planned for renovation of Kangqiao Shuijun community and built a bridge featuring rainbow and heart linked to heart. The bridge has not only brightened up the setting in the community but also created a bond between the property owners and the property management company. 2021年4月，銀城生活對康橋水郡小區做起翻新規劃，架起了彩虹連心橋，不僅點亮了小區溫馨的氛圍，更拉近了業主與物業之間的感情。



#### National Day 國慶節

Yincheng Life gave out free national flags to the residents and they watched a patriotic movie, to express the best wishes for the country. 銀城生活向住戶們免費派發國旗，觀看愛國電影，展示了對祖國母親的深深祝福。

### Yincheng Life Community Customized Activities 銀城生活社區定制化活動

## 2 EXQUISITE SERVICES (continued)

### 2.1 Quality Building (continued)

#### 2.1.2 Community Value-added Service (continued)

In addition, after observing the trend of a younger age group of property owners, we have gradually adjusted the activity strategy to carry out movie ticketing and flash sale activities during the Double Eleven Festival, and held a fans festival with a lucky draw every month on our WeChat official account, so that the activity is more in line with the needs of young property owners. In the future, we plan to focus on building traditional community culture to create community circle culture and increase cultural exchanges among property owners within the same circle.

#### 2.1.3 Supplier Management

Yincheng Life always adheres to the concept of growing together with partners, strengthens the construction of strategic sharing mechanism and smart platform, and extensively cooperates with high-quality suppliers to create a mutually beneficial and win-win supply chain system.

We have established the Procurement Management System, Supplier Selection, Evaluation and Management Control Procedures and other management systems to standardize the Company's supplier access, evaluation and assessment mechanism, clarify the authorization process and strengthen supervision and management. During the Reporting Period, the Company had a total of 543 registered suppliers, all of which were located in Eastern China.

## 2 精緻服務(續)

### 2.1 品質打造(續)

#### 2.1.2 社區增值(續)

此外，在觀察到業主群體年齡層不斷年輕化的趨勢之後，我們逐步調整活動策略，在雙十一期間在開展電影票秒殺活動，以及每月在微信公眾號舉行寵粉節錦鯉抽獎活動，讓活動更加符合年輕業主們的需求。未來，我們計劃將傳統社區文化建設重點向打造社區圈子文化上，增加同一圈子內業主之間的文化交流。

#### 2.1.3 供應商管理

銀城生活始終秉持與合作夥伴共成長的理念，加強戰略共享機制與智慧平台建設，廣泛與優質供應商進行合作，打造互利共贏的供應鏈體系。

我們通過建立《採購管理制度》《供方選擇、評價與管理控制程序》等管理制度規範公司的供應商准入、評價和考核機制，明確權限流程、加強監督管理。報告期內，本公司在冊供應商共計543家，均位於華東地區。

## 2 EXQUISITE SERVICES (continued)

### 2.1 Quality Building (continued)

#### 2.1.3 Supplier Management (continued)

##### Supplier Access 供應商准入

- Suppliers are selected based on the rules of reliable quality, good brand reputation, good performance, fair pricing, thoughtful services and local sourcing; service suppliers must comply with the environmental and safety requirements.  
根據質量可靠、品牌優良、業績良好、價格合理、服務周到、就近採購等原則選擇供應商；服務類供應商需符合環保與安全要求
- New materials suppliers are required to fill out the Materials Supplier Review Record and must be qualified before any business is awarded.  
首次合作的物資供應商要求填寫《物資供應商評審記錄表》，審核合格後方可合作

##### Supplier Evaluation 供應商評價

- Service suppliers: The procurement group at the Sharing Center of the Company organizes comprehensive evaluation of suppliers during the probation period regularly and keeps records; any supplier who falls short of the requirements during the probation period will be disqualified and removed from the supplier library.  
服務類供應商：公司共享中心採購組定期組織各相關部門對供應商試用期間的服務進行全面的總體評價，並作好記錄；試用期達不到要求者取消合作資格並從供應商資源庫中除名
- Materials suppliers: Initial review is based on a set of metrics including product quality, after-sales services, and stable supply. Only those who have passed the initial review will be added to the supplier library.  
物資類供應商：基於產品質量、售後服務、穩定貨源等維度對供應商開展初步評審，審核通過後方可入庫

##### Supplier Assessment 供應商考核

- Annual review is done on the procurement bid platform and supplier performance is assessed by considering credit status, quality, pricing, delivery, after-sales services, communication and cooperation.  
通過招採平台開展年度審核，從資信、質量、價格、交貨、售後服務、溝通與配合等各維度對供應商表現進行考核
- Suppliers get A, B, C or D ratings based on the results of the annual review; the best performers will receive a Best Partner Award, and have the chance to be considered for deeper partnership.  
根據供應商年度評審結果，將供應商分為A、B、C、D四類，對於優秀夥伴頒發優秀夥伴獎，並考慮深度合作

### Supplier Management Mechanism 供應商管理機制



## 2 EXQUISITE SERVICES (continued)

### 2.1 Quality Building (continued)

#### 2.1.3 Supplier Management (continued)

We actively share our development achievements and explore a smart and efficient supply chain ecosystem. During the Reporting Period, in order to better implement the management requirements of energy conservation and consumption reduction of the Company and improve the standardization, professionalism and timeliness of procurement, we developed the bidding and procurement platform of Yincheng Life according to the procurement and supply needs, and further strengthened the information management of suppliers and the efficiency of procurement business.



🏆 Award for Excellent Partner  
為優秀合作夥伴頒發獎狀

## 2 精緻服務(續)

### 2.1 品質打造(續)

#### 2.1.3 供應商管理(續)

我們積極共享發展成果，共探智能高效的供應鏈生態。報告期內，為更好地貫徹落實公司節能降耗管理要求，提高採購規範性、專業性、及時性，我們根據採供需求開發了銀城生活招採平台，進一步加強供應商信息管理和採購業務效率。

## 2 EXQUISITE SERVICES (continued)

### 2.1 Quality Building (continued)

#### 2.1.3 Supplier Management (continued)

**Inventory Management**  
庫存管理

**Basic Management**  
基礎管理

By integrating the types, dimensions and brands of materials, optimize the prices, find well-matched suppliers and form a standard materials library.  
通過整合物料種類、規格、品牌，優化了價格，匹配供應商並形成標準物料庫

Bring suppliers of the Company under the system for evaluation and management and connect supplier management to the business system.  
將公司供應商納入系統中進行評價管理，實現供應商管理和業務系統的統一聯動

Improve information accuracy and completeness of the approval process of the supplier management system, and solidify the base of supplier information management.  
加強供應商管理系統審批流程的準確性和信息完整性，夯實供應商信息化管理基礎

**Supplier Management**  
供應商管理

**Materials Purchase**  
物料採購

**Report Query**  
報表查詢

Real-time inventory and purchases/sales/inventory reports: Check and track materials inventory and usage any time.  
即時庫存和進銷存報表：隨時查看和追蹤物料庫存和使用狀況

Materials consumption report: Present real-time data of materials purchase and receiving, requisition and receiving, allocation and shipping, calculate total procurement costs automatically and avoid waste.  
物料耗報表：反映出實時的物料採購入庫、領料入庫、調撥出庫信息，自動核算形成總採購成本，避免浪費

### Bidding and Procurement Platform Function Module

#### 招採平台功能模塊

## 2 EXQUISITE SERVICES (continued)

### 2.1 Quality Building (continued)

#### 2.1.3 Supplier Management (continued)

Building a sustainable supply chain is one of the important tasks for enterprises to fulfill social responsibilities and achieve long-term benefits. We call on suppliers to consciously fulfill their responsibilities in business dealings, contract performance, after-sales service and other cooperation processes, and identify the ESG risks those suppliers may be involved in, such as environmental protection, labor and business ethics, so as to jointly improve a more responsible, growing and sustainable supply chain system.

#### **Sunshine procurement**

In order to maintain a clean, fair, just and open supply chain environment, we have signed "Sunshine Agreement" with all suppliers to resolutely eliminate corruption, monopoly and other unfair competition. In addition, we encourage our suppliers to file complaints through the monitoring and whistle-blowing program for any behavior that violates business ethics.

#### **Green procurement**

In terms of green procurement, we give priority to environmentally friendly products, such as LED (Light Emitting Diode) lamps. Through cooperation with suppliers providing environmental protection and greening services, we can provide customers with excellent environmental experience and jointly build a green supply chain.

## 2 精緻服務(續)

### 2.1 品質打造(續)

#### 2.1.3 供應商管理(續)

打造可持續發展的供應鏈是企業踐行社會責任和實現長期利益的重要任務之一。我們呼籲供應商在業務交往、合同履行、售後服務等合作過程中自覺履責，並對供應商可能涉及到的環保、勞工、商業道德等相關ESG風險進行識別，共同完善更負責任、更具成長性、更可持續性的供應鏈體系。

#### **陽光採購**

為了維護廉潔、公平、公正、公開的供應鏈環境，我們與所有供應商簽署「陽光協議」，堅決杜絕貪污腐敗、壟斷等不正當競爭行為。此外，對於任何有悖商業道德的行為，我們鼓勵供應商通過監察舉報小程序進行申訴。

#### **綠色採購**

在綠色採購方面，我們優先選用環保產品，如LED (Light Emitting Diode) 燈具，並通過與提供環境保護和綠化服務的供應商合作，在給予客戶優美環境體驗的同時，共同打造綠色供應鏈。

## 2 EXQUISITE SERVICES (continued)

### 2.2 Customer Protection

Yincheng Life adheres to the concept of "exceeding customer expectations and creating value through service". While responding to customer needs, Yincheng Life pays attention to customer privacy protection and responsible marketing in the operation process to provide high-quality services.

#### 2.2.1 Customer Communication

As a property service industry, good customer relationships are the key to the Company's high-quality development. We keep smooth communication and exchange channels, and have established the Customer Communication Operation Guidelines and the Customer Complaint Handling Operation Guidelines to standardize the customer feedback handling mechanism, listen and respond to each customer's suggestions, and timely rectify deficiencies in the service process. In accordance with the operational guidelines, the Company's main customer communication methods and complaint handling procedures are as follows:

## 2 精緻服務(續)

### 2.2 客戶保障

銀城生活秉持「超越客戶期待，服務創造價值」理念，在回應客戶需求的同時注重營運過程中的客戶隱私保護和責任營銷，提供優質服務。

#### 2.2.1 客戶溝通

作為物業服務行業，良好的客戶關係是公司高質量發展的關鍵。我們不斷暢通溝通和交流渠道，並通過建立《客戶溝通作業指引》和《客戶訴求處理作業指引》規範化管理客戶反饋處理機制，用心聆聽並回應每位客戶的建議，以及時整改服務過程中的不足之處。依照作業指引，本公司主要的客戶溝通方式和投訴處理流程如下：

| Customer communication methods<br>客戶溝通方式                       |                                   |                                       |
|--|-----------------------------------|---------------------------------------|
| Feedback channels<br>反饋渠道                                      | Customer groups<br>客戶群體           | Feedback<br>反饋內容                      |
| 400 Hotline<br>400熱線   | All customers<br>所有客戶             |                                       |
| Home in Yincheng<br>家在銀城                                       | Certified property owners<br>認證業主 | Residential information<br>居住信息       |
| Yincheng Youfan WeChat public account<br>銀城有範微信公眾號             | All customers<br>所有客戶             | Service demand<br>服務需求                |
| WeChat communication groups with life consultants<br>生活顧問微信溝通群 | In-grid owners<br>網格內業主           | Reporting for repair<br>報事報修          |
| Satisfaction survey<br>滿意度調研                                   | Participating customers<br>參調客戶   | Opinions and suggestions<br>意見建議      |
| Re-visit<br>融冰回訪   | Trauma customers<br>創傷客戶          | Special age<br>特殊年齡                   |
| Household interview<br>入戶訪談                                    | Key customers<br>重點客戶             | Property service evaluation<br>物業服務評價 |

2 EXQUISITE SERVICES (continued)

2.2 Customer Protection (continued)

2.2.1 Customer Communication (continued)

2 精緻服務(續)

2.2 客戶保障(續)

2.2.1 客戶溝通(續)

| Receive Complaints<br>投訴接收   | Handle Complaints<br>投訴處理   | Make Improvement<br>整改更進  |
|--|---|---|
| <ul style="list-style-type: none"> <li>We may receive complaints from different channels, and make sure every case is recorded and tracked in the system<br/>我們循不同途徑接收投訴，確保所有個案都有系統地記錄及跟進</li> </ul> | <ul style="list-style-type: none"> <li>According to the type and nature of the complaint, the main department should conduct in-depth communication to understand the requirements of the owners<br/>按投訴類別及性質分派到不同部門作進一步的處理，主責部門需開展深入溝通了解業主的要求</li> </ul> | <ul style="list-style-type: none"> <li>Provide pertinent and satisfactory solutions in a timely manner<br/>及時提供針對性和滿意的解決方案</li> <li>Life advisors will arrange for follow-up visit after resolution of the cases<br/>由生活顧問在個案解決後安排回訪跟進</li> </ul> |

Complaint Handling Process  
投訴處理流程

We also regularly provide professional training for customer service personnel to improve their professional skills and comprehensive management level. During the Reporting Period, the Company organized a series of online training courses, including customer communication skills, service case study and interpretation, with a total of 3,643 participants. During the Reporting Period, each community under management of the Company received 8 complaints on average.

In order to timely understand the degree of satisfaction of property owners, we engage third-party professional institutions to carry out customer satisfaction surveys every year, aiming to supervise and evaluate the work of each case and obtain the service needs and opinions and suggestions of property owners, so as to improve the service level of the community in a targeted manner. In the satisfaction survey of 2020, we found that the scores related to cleaning business in the property sub-indicators was low, and there were more problems in cleaning services. In order to improve the residential quality of customers in a targeted manner, we responded quickly and actively analyzed the causes of action. We established a cleaning quality improvement team to comprehensively improve the service quality of cleaning staff by compiling the Guidelines for Cleaning Standardization and strengthening on-site inspection, so as to improve customer satisfaction and maintain the excellent service reputation of the Company. After listening to users' opinions and continuously improving our service standards, we have obtained the national after-sales service 5-star certification. In 2021, our customer satisfaction was 88%.

我們還定期為客服人員提供專業化的培訓，以提升項目人員的專業技能和綜合管理水平。報告期內，本公司組織了一系列線上培訓課程，包括客戶溝通技巧、服務案例學習和解讀等課程，參訓人數共計3,643人。報告期內，本公司每個在管小區平均全年接到客戶投訴量為8個。

為了及時了解業主對服務的滿意度情況，我們每年均聘請第三方專業機構開展客戶滿意度調研活動，旨在監督考核各項目工作情況並獲取業主服務需求及意見建議，便於項目針對性的提升園區服務水平。在2020年滿意度調研結果中，我們發現在物業細項指標中與保潔業務相關得分較低，保潔服務存在的問題較多。為了針對性提高客戶的居住質量，我們快速響應並積極分析成因對策，特別成立了保潔質量提升小組，通過編寫《保潔標準化工作指導書》並加強現場檢查，全面改進保潔人員的服務質量，從而提高客戶滿意度，維護公司優良的服務口碑。在虛心聽取用戶意見，不斷改善自身服務水平的努力下，我們獲得了國家售後服務5星認證證書，2021年我們的客戶滿意度為88%。

## 2 EXQUISITE SERVICES (continued)

### 2.2 Customer Protection (continued)

## 2 精緻服務(續)

### 2.2 客戶保障(續)



After-sales Service 5-star Certification  
售後服務5星認證

#### 2.2.2 Privacy and Data Security

Yincheng Life attaches great importance to customer privacy protection, and has established information management measures such as the Information Security Management Measures and the Information Service Management Standards. All information exported to the public must be desensitized. We have passed the ISO 27001 information security system certification in 2020, and we conduct regular reviews every year.

#### 2.2.2 隱私和數據安全

銀城生活嚴格遵守高度重視客戶隱私保護，建立了《信息安全管理制度》《信息服務管理規範》等信息管理辦法，所有對外輸出的數據都必須進行客戶信息脫敏處理。我們已於2020年通過ISO 27001信息安全體系認證，並於每年定期開展複審。

2 EXQUISITE SERVICES (continued)

2.2 Customer Protection (continued)

2.2.2 Privacy and Data Security (continued)

2 精緻服務(續)

2.2 客戶保障(續)

2.2.2 隱私和數據安全(續)

**System Security**  
系統保障

**Data backup**  
數據備份

Daily backups of core data are made and managed and kept safe and sound  
針對核心數據進行每日備份，嚴格管理並妥善保管

**Cyber security**  
網絡安全

Access security is assured by the presence of an enterprise-grade firewall and login via the fortress machine without direct access to the server  
應用專業的企業級防火牆保障訪問安全，且通過堡壘機登錄，不直接訪問服務器

**Access Control**  
權限控制

**User security**  
用戶安全

A hierarchy of database accounts is created. To access a database, an application for system access must be submitted to and approved by IT  
數據庫設置多級賬號，數據訪問需通過系統權限申請流程，流程通過後才能由信息部門根據申請內容開通權限

**Application security**  
應用安全

The AliCloud application monitoring software is used to monitor any exceptions happening to the applications on real-time basis  
通過阿里雲應用監控軟件，實時監控應用異常

**Security Patrol**  
安全巡查

**Frequency**  
頻次

The core network is subject to daily patrol, while the non-core network is subject to weekly patrol  
核心網絡每天巡檢；非核心網絡每週巡檢

**Feedback**  
結果反饋

A monthly patrol report is produced based on customer's feedback and patrol results  
根據客戶意見和巡檢結果每月輸出巡檢報告

**Privacy and Data Security Assurance Initiatives**  
隱私和數據安全保障舉措

## 2 EXQUISITE SERVICES (continued)

### 2.2 Customer Protection (continued)

#### 2.2.2 Privacy and Data Security (continued)

We actively carry out data and privacy training for employees to enhance their awareness of cyber security and emergency response capabilities. We have included information security related content in the induction training, and conducted a total of 12 sessions throughout the year, covering all employees. In addition, we conduct special training on information security semi-annually, covering all business units.

#### 2.2.3 Responsible Marketing

The Company strictly abides by the Advertising Law of the People's Republic of China and other laws and regulations related to publicity and marketing to ensure that all publicity materials and external information are true and accurate, and protect the rights and interests of customers. At the same time, we provide compliance marketing training for customer service and butlers, stipulating that all publicity content and forms must be reviewed by the Company for their compliance and appropriateness, and any exaggeration or false information is strictly prohibited to create a responsible brand image.

## 2 精緻服務(續)

### 2.2 客戶保障(續)

#### 2.2.2 隱私和數據安全(續)

我們積極開展面向員工的數據和隱私培訓，以提升員工的網絡安全意識及應急處理能力。我們已在入職培訓中加入信息安全相關內容，全年共計開展12次，涵蓋所有員工。此外，我們每半年會開展信息安全專項培訓，涵蓋所有業務部門。

#### 2.2.3 責任營銷

本公司嚴格遵守《中華人民共和國廣告法》等宣傳營銷相關的法律法規，確保所有宣傳物料和對外信息真實、準確，保障客戶權益。同時，我們為客服和管家提供合規營銷相關培訓，規定所有宣傳內容及形式均需公司審核其合規性和適當性，嚴禁出現誇大或虛假情況的活動內容，努力營造責任品牌形象。



### 3 GREEN HOME

As a caring service provider for property owners, Yincheng Life bears the responsibility and mission to build a green home together with stakeholders. We implement and continuously optimize the comprehensive and efficient environmental management model, strive to improve our own environmental management level in a target-oriented management approach, continuously explore our low-carbon development path with forward-looking management, and promote the overall development of the green value chain with a collaborative and common awareness model.

#### 3.1 Green Management

Practical and effective green management is an important foundation for building a green home and also the long-term direction of Yincheng Life to fulfill its responsibilities. We strictly abide by the Environmental Protection Law of the People's Republic of China, the Energy Conservation Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution, the Regulations on the Administration of Domestic Waste and other relevant laws, regulations and standards in the places where we operate, and have formed a normalized management in environmental aspect. In order to ensure the scientific, standardized and effective environmental management, Yincheng Life obtained ISO 140001 environmental management system certification and ISO 50001 energy management system certification, and integrated the concept of PDCA (Plan-Do-Check-Act) into environmental management work to continuously reduce the impact of corporate operations on the environment. During the Reporting Period, Yincheng Life did not have any environmental violations or major accidents.

In order to further establish the goal and orientation of green management and clarify the precise and efficient management path, Yincheng Life established targeted environmental goals and corresponding implementation measures upon approval by the Board in 2021. We are committed to improving the Group's environmental performance in terms of carbon emissions, waste reduction, energy use and water efficiency through the achievement of environmental targets, and earnestly fulfilling our corporate responsibility to the environment and ecology.

### 3 綠色家園

作為業主生活的貼心服務者，銀城生活肩負與利益相關方共築綠色家園的責任與使命。我們落實並持續優化全面高效的環境管理模式，以目標導向式的管理方式努力提升自身的環境管理水平，以前瞻性的管理高度持續探索我們的低碳發展路徑，以共協作、共提升的意識模式推動綠色價值鏈的整體發展。

#### 3.1 綠色管理

踐行切實有效的綠色管理是構建綠色家園的重要基礎，也是銀城生活長久以來的履責方向。我們嚴格遵守《中華人民共和國環境保護法》《中華人民共和國節約能源法》《中華人民共和國固體廢物污染防治法》及《生活垃圾管理條例》等所在營運地的相關法律法規與標準，並形成了環境方面的常態化管理。為確保環境管理的科學性、標準性與有效性，銀城生活獲取了ISO 140001環境管理體系認證、ISO 50001能源管理體系認證，將PDCA（計劃、執行、檢查和處理）理念融入到環境管理工作中，持續降低企業營運對環境的影響。報告期內，銀城生活未發生與環境相關的違規情況及重大事故。

為了進一步確立綠色管理的目標與導向並明確精準高效的管理路徑，銀城生活在2021年經由董事會審批，設立了針對性的環境目標與相應的實施舉措。我們致力於通過環境目標的實現提升本集團在碳排放量、廢棄物減少、能源使用及用水效益四個方面的環境績效表現，切實履行對環境與生態的企業責任。

### 3 GREEN HOME (continued)

#### 3.1 Green Management (continued)

| Emission target<br>排放量目標  |
|---|
| <p><b>Gradually establish a carbon emission management system to reduce carbon emissions year by year</b><br/>逐步建立碳排放管理體系，力爭實現碳排放量逐年降低</p> <ul style="list-style-type: none"> <li>• Improve the environmental management and data collection process for projects under management<br/>完善對在管物業項目的環境管理和數據收集流程</li> <li>• Low-carbon related publicity and training for business owners, partners and employees<br/>對業主、合作夥伴和員工開展低碳相關的宣貫及培訓</li> <li>• Explore opportunities for renewable energy and carbon reduction technology<br/>探索可再生能源和減碳技術機遇</li> </ul> |

| Energy use efficiency target<br>能源使用效益目標  |
|---|
| <p><b>Accelerating the construction of energy consumption management system to improve energy efficiency</b><br/>加快用能管理體系建設，提升能源使用效率</p> <ul style="list-style-type: none"> <li>• Gradually phase out high energy consuming property services<br/>逐步淘汰高能耗的物業服務設施</li> <li>• Strengthen the energy conservation awareness of stakeholders on projects under management<br/>加強對在管物業項目相關方的節能意識宣貫</li> <li>• Gradually explore opportunities for renewable resources development<br/>逐步探索可再生資源發展機遇</li> </ul> |

### 3 綠色家園(續)

#### 3.1 綠色管理(續)

| Waste reduction target<br>減廢目標   |
|--|
| <p><b>Strengthen waste management and increase the proportion of waste recycling</b><br/>進一步加強廢棄物管理力度，加大廢棄回收比例</p> <ul style="list-style-type: none"> <li>• Strengthen internal waste reduction<br/>加強對內對外的減廢宣傳</li> <li>• Actively explore the iteration of recyclable materials<br/>積極探索可循環材料進行迭代</li> </ul> |

| Water efficiency target<br>用水效益目標   |
|---|
| <p><b>Gradually increase investment in water saving process and technology to improve water efficiency</b><br/>逐步加大節水工藝及技術的投入，提高用水效益</p> <ul style="list-style-type: none"> <li>• Actively explore water saving technology<br/>積極探索節水型設施及水處理技術</li> <li>• Strengthen water conservation awareness among employees, partners and business owners<br/>加強對員工、合作夥伴及業主的節水意識宣貫</li> </ul> |

### Environmental Targets of Yincheng Life 銀城生活環境目標

### 3 GREEN HOME (continued)

#### 3.1 Green Management (continued)

Yincheng Life unswervingly implements the concept of low-carbon development, responds to the China's goal of carbon emission peaking and carbon neutrality, and carries out a series of climate change response management work in a scientific and systematic manner. With reference to the recommendations of TCFD (Task Force on Climate-related Financial Disclosures), Yincheng Life identified the physical risks and transition risk parameters that will have an impact on the Group based on the comparative scenarios under the two typical greenhouse gas concentration approaches (RCP2.6 and RCP8.5), and assessed the degree of impact and response measures of various risks, providing guidance for our future technology application, product innovation and business model transformation in the green and low-carbon field.

### 3 綠色家園(續)

#### 3.1 綠色管理(續)

銀城生活堅定不移地貫徹低碳發展理念，響應國家「雙碳」目標，以科學系統的方式開展一系列氣候變化應對管理工作。參照TCFD (Task Force on Climate-related Financial Disclosures, 氣候相關財務披露工作小組) 的建議，銀城生活基於兩種典型溫室氣體濃度途徑 (RCP2.6與RCP8.5) 下的對比情境識別出將對本集團產生影響的實體風險及轉型風險參數，並評估了各類風險的影響程度與應對舉措，為我們未來在綠色低碳領域的技術應用、產品創新和商業模式轉變提供指引。

| Risk type<br>風險類型      |               | Risk parameters<br>風險參數   | Response measures<br>應對舉措  |
|------------------------|---------------|---|--|
| Physical risks<br>實體風險 | Acute<br>急性   | Extreme weather events such as typhoons, floods, droughts, extreme high temperature and cold climate<br>颱風、洪水、乾旱、極端高溫和寒冷氣候等極端天氣事件 | <ul style="list-style-type: none"> <li>Pay close attention to weather forecast to ensure the safety of workers and make adequate preparations;<br/>緊密關注天氣預報以確保工作人員安全及做出充足準備；</li> <li>Formulate emergency plans to respond to the impact of sudden weather events on services;<br/>制定應急預案以應對突發天氣事件對服務的影響；</li> </ul> |
|                        | Chronic<br>慢性 | Changes in temperature and rainfall, rising sea levels, etc.<br>氣溫與降雨量的變化，海平面上升等影響  | <ul style="list-style-type: none"> <li>Conduct forward-looking risk identification and assessment for chronic climate risks and incorporate considerations into service content planning<br/>對慢性氣候風險進行前瞻性風險識別及評估，並納入服務內容規劃的考量因素</li> </ul>   |

### 3 GREEN HOME (continued)

#### 3.1 Green Management (continued)

### 3 綠色家園(續)

#### 3.1 綠色管理(續)

| Risk type<br>風險類型       | Risk parameters<br>風險參數   | Response measures<br>應對舉措   |
|-------------------------|---|---|
| Transition risk<br>過渡風險 | Introduction of policies related to energy conservation and emission reduction<br>節能減排相關政策出台  | <ul style="list-style-type: none"> <li>Timely understanding and complying with relevant regulatory laws and regulations;<br/>及時了解和遵守相關監管法律法規；</li> <li>Consideration of environmental factors in service content planning and project management;<br/>在服務內容規劃及項目管理的過程中將環保因素納入考量；</li> <li>Continuously update and improve the Company's service standards and raw material procurement standards;<br/>持續更新和完善企業的服務標準和原材料採購標準；</li> <li>Gradually explore new opportunities such as carbon compensation and carbon elimination<br/>逐步開展針對碳補償、碳消除等新機遇的探索</li> </ul> |
|                         | More stringent emission reporting obligations and compliance requirements<br>更嚴格的排放量報告義務及合規要求 |   |
|                         | Changes in regulatory requirements and standards for properties<br>物業監管要求及標準變化                |   |
|                         | Transformation of low-emission services<br>低排放服務轉型  |   |
| Technology<br>技術        | Renovation, maintenance and management of low-emission facilities<br>低排放設施的改造、維護及管理           | <ul style="list-style-type: none"> <li>Keep abreast of the government's incentive policies for low-carbon technologies;<br/>及時了解政府對低碳技術的激勵政策；</li> <li>Continuously incorporate the concept of energy conservation and emission reduction into the process of service content planning and implementation;<br/>持續將節能減排理念納入服務內容規劃及實施的過程中；</li> <li>Strengthen project feasibility analysis to reduce risks such as investment failure and unstable effects<br/>加強對項目可行性分析，減少投資失敗及效果不穩定等風險</li> </ul>   |

### 3 GREEN HOME (continued)

#### 3.1 Green Management (continued)

### 3 綠色家園(續)

#### 3.1 綠色管理(續)

| Risk type<br>風險類型       | Risk parameters<br>風險參數                                      | Response measures<br>應對舉措  |  |
|-------------------------|--|--|--|
| Transition risk<br>過渡風險 | Property owners' preference for green services<br>業主對綠色服務的傾向 | <ul style="list-style-type: none"> <li>Continue to pay attention to and participate in government support projects for green services;<br/>持續關注並參與政府對綠色服務的扶持項目；</li> <li>Increasing investment in research and development of green services;<br/>逐步增加對綠色服務的研發投入；</li> </ul> |  |
|                         | Increase in procurement costs<br>採購成本上漲                      |  |  |
|                         | Reputation<br>聲譽   | Property owners' emphasis on corporate responsibility<br>業主對企業責任的重視  | <ul style="list-style-type: none"> <li>Gradually transform green services to meet customers' needs;<br/>逐步進行綠色服務轉型以迎合客戶的需求；</li> <li>Strengthen the disclosure requirements related to sustainable development and climate change, and optimize the external communication channels of corporate social responsibility while ensuring compliance;<br/>加強關注可持續發展及氣候變化相關披露要求，在確保合規的同時，優化企業社會責任對外傳播渠道；</li> </ul> |
|                         |  | Stakeholders' concern about negative news<br>利益相關方對負面消息的關注   |  |

### 3 GREEN HOME (continued)

#### 3.1 Green Management (continued)

On the basis of strict implementation of its own green management, Yincheng Life is committed to working with partners in the value chain to build a green home together. For property owners, we carried out tree planting activities on Tree Planting Day to enhance their awareness of ecological and environmental protection; For employees, we advocate green commuting and reduce carbon emissions by encouraging employees to use public transportation. Yincheng Life will continue to convey the concept of green and low-carbon lifestyle, and call on internal and external stakeholders to join hands in green development with the help of brand influence.

#### 3.2 Green Practice

Yincheng Life is committed to fully implementing green management in the actual operation of the enterprise, improving our environmental performance in all aspects and practicing the concept of green operation through system guarantee, management upgrading, optimization measures and awareness strengthening, so as to realize the organic integration of the Group's sustainable development concept and environmental management.

##### 3.2.1 Energy Management

Yincheng Life attaches great importance to energy management, establishes a leading group for energy conservation and consumption reduction, and manages, supervises and trains the energy use and overall work in the office area. Through energy use assessment, the energy conservation and consumption reduction leading group will formulate targeted energy conservation plans and implementation plans, and ensure their feasibility and effectiveness. At the same time, we will also conduct a closed-loop inspection on the implementation of the plan, improve the enthusiasm of employees to participate through evaluation and rewards, and incorporate energy performance into the evaluation of department managers' performance, so as to jointly improve the energy use efficiency of the enterprise. During the Reporting Period, Yincheng Life effectively improved the work effect of energy conservation and consumption reduction by adding requirements for the use of electrical appliances, implementing inspections and carrying out energy conservation awareness publicity.

### 3 綠色家園 (續)

#### 3.1 綠色管理 (續)

在嚴格落實自身綠色管理的基礎上，銀城生活致力於攜手價值鏈夥伴，集結力量共同構築綠色家園。對於業主，我們在植樹節開展植樹主題客戶活動，提升大家的生態環保意識；對於員工，我們提倡綠色通勤，通過鼓勵員工使用公共交通降低碳排放。銀城生活將持續傳達綠色低碳的生活理念，借助品牌影響力號召內外部相關方攜手綠色發展。

#### 3.2 綠色踐行

銀城生活致力於將綠色管理全面落實到企業實際營運的具體環節中，通過制度保障、管理升級、優化舉措與意識加強等途徑，提升我們在各方面的環境績效，踐行綠色營運的理念，實現本集團的可持續發展觀與環境管理工作的有機融合。

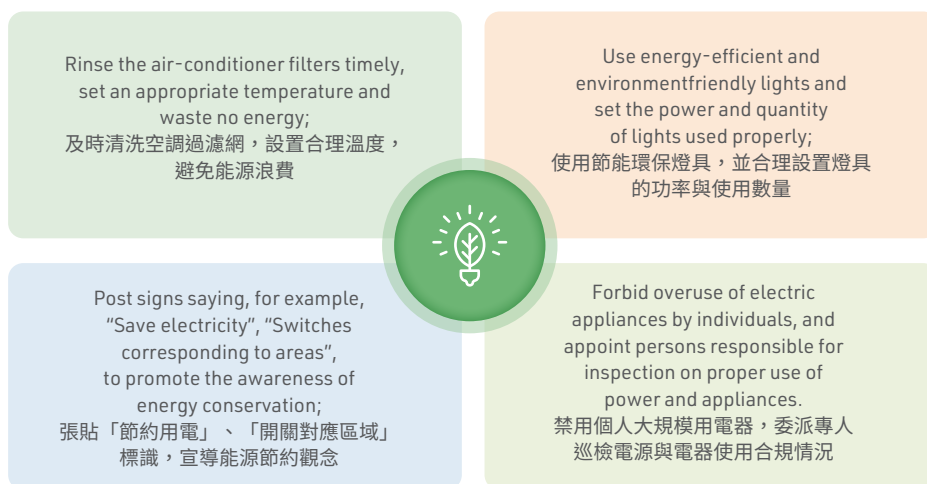
##### 3.2.1 能源管理

銀城生活重視能源管理工作，建立節能降耗領導小組，對辦公區能源使用及統籌工作進行管理、監督與培訓。通過能源使用評估，節能降耗領導小組將針對性地制定節能計劃與實施方案，並確保其可行性與有效性。同時，我們也將對方案落實情況進行閉環式檢查，通過評比、獎勵等方式提升員工參與積極性，並將能源表現納入部門經理績效的考核內容，共同提升企業能源使用效率。報告期內，銀城生活通過增設電器使用要求、落實巡檢與開展節能意識宣傳等舉措，切實提升了節能降耗的工作效果。

### 3 GREEN HOME (continued)

#### 3.2 Green Practice (continued)

##### 3.2.1 Energy Management (continued)



### 3 綠色家園 (續)

#### 3.2 綠色踐行 (續)

##### 3.2.1 能源管理 (續)

#### Energy Saving and Consumption Reduction Measures in Office Area of Yincheng Life 銀城生活辦公區節能降耗舉措

While strengthening internal energy management, Yincheng Life is committed to providing conditions for green travel of external stakeholders by providing convenient new energy devices, so as to explore more possibilities that energy management is in line with business development. During the Reporting Period, with the Xuzhou and Huai' an markets as pilot projects, we deployed a plan for the installation of charging piles for customers and formulated supporting systems such as the Guidelines for the Installation and Installation of New Energy Charging Piles to support them in choosing new energy vehicles to travel and improve environmental performance. In addition, as a worker serving the city, Yincheng Life made use of its own extensive presence in the city, and vigorously deployed battery swap cabinets during the Reporting Period to provide electric bike battery swapping services for riders in the fields of express delivery and distribution, helping the construction of the city's green logistics network.

在加強內部能源管理的同時，銀城生活致力於通過提供便利的新能源裝置為外部相關方的綠色出行提供條件，從而探索能源管理與業務發展相契合的更多可能性。報告期內，我們以徐州和淮安市場為試點，為客戶部署了充電樁加裝計劃並制定了《新能源充電樁安裝操作指引》等配套制度，以支持其選擇新能源汽車出行並提升環境績效。此外，作為服務城市的工作者，銀城生活利用自身在城市的密集度，於報告期內大力佈局換電櫃，為快遞、配送等領域的騎手提供電動自行車換電服務，助力城市的綠色物流網絡建設。

### 3 GREEN HOME (continued)

#### 3.2 Green Practice (continued)

##### 3.2.1 Energy Management (continued)



#### More Charging Piles Installed 充電樁加裝

- Achievements in 2021: More than 20,000 charging ports were made available cumulatively to serve a total of more than 300,000 property owners as of the end of 2021  
2021年工作成果：截至2021年底，累計總充電插口達到2萬餘個，共計服務了30萬餘業主
- Goal for the year of 2022: The total number of charging ports is planned to be increased to 28,000 and the turnover rate of the charging piles available will reach 65%  
2022年工作目標：計劃將總插口數量增加到28,000個，提升充電樁周轉率至65%



#### Battery Swapping Stations in Cities 城市換電

- Achievements in 2021: we have built more than 500 smart battery swapping stations with more than 10,000 registered riders, as of the end of 2021  
2021年工作成果：截至2021年底，已安裝超過500個智能換電站，擁有註冊騎手客戶超過10,000人
- Goal for the year of 2022: Yangzhou, Pizhou and Suqian are the cities to develop next  
2022年工作目標：計劃開闢揚州、邳州和宿遷市場



**3 GREEN HOME (continued)****3.2 Green Practice (continued)****3.2.1 Energy Management (continued)**

During the Reporting Period, the energy consumption and greenhouse gas emissions of Yincheng Life are shown in the following table:

| Energy Consumption Data <sup>1</sup><br>能耗使用數據 <sup>1</sup>             | 2021<br>2021年 | Unit<br>單位                    |
|---|---------------|-------------------------------|
| Total consumption of purchased electricity<br>外購電力消耗總量                  | 9,471,297     | kWh<br>千瓦時                    |
| Intensity of electricity consumption <sup>2</sup><br>耗電量密度 <sup>2</sup> | 4.53          | kWh/m <sup>2</sup><br>千瓦時/平方米 |
| Total diesel consumption<br>柴油消耗總量                                      | 400.00        | Litre<br>公升                   |
| Total gasoline consumption<br>汽油消耗總量                                    | 693           | Litre<br>公升                   |
| Total direct energy consumption <sup>3</sup><br>直接能源消耗總量 <sup>3</sup>   | 9,998         | kWh<br>千瓦時                    |
| Total indirect energy consumption<br>間接能源消耗總量                           | 9,471,297     | kWh<br>千瓦時                    |
| Total comprehensive energy consumption<br>綜合能源消耗總量                      | 9,481,295     | kWh<br>千瓦時                    |
| Comprehensive energy consumption intensity<br>綜合能源消耗密度                  | 4.54          | kWh/m <sup>2</sup><br>千瓦時/平方米 |

<sup>1</sup> During the Reporting Period, energy consumption and greenhouse gas environmental KPIs are as follows: Office of the Headquarters of Yincheng Life, Xi Di International, Yincheng Dong Yuan, Qingjiang Garden, Yincheng Complex and Beijing Haoting.

<sup>2</sup> Energy consumption and greenhouse gas emission indicators during the Reporting Period are calculated based on the GFA under management under the data matrix as the denominator.

<sup>3</sup> The calculation of energy consumption in this report is based on the General Principles for Calculation of Comprehensive Energy Consumption (GB2589-2020) issued by the State Administration for Market Regulation and the National Standard Management Committee.

**3 綠色家園(續)****3.2 綠色踐行(續)****3.2.1 能源管理(續)**

報告期內，銀城生活的能耗與溫室氣體排放數據如下表所示：

<sup>1</sup> 報告期內的能耗使用及溫室氣體等環境KPIs統計口徑為：銀城生活總部辦公室、西堤國際、銀城東苑、清江花苑、銀城廣場和北江豪庭。

<sup>2</sup> 報告期內的能耗使用及溫室氣體等環境指標以數據統計口徑下的在管面積為分母進行密度數據計算。

<sup>3</sup> 本報告能耗核算依據國家市場監督管理總局和國家標準化管理委員會發佈的《綜合能耗計算通則》(GB2589-2020)進行核算。

### 3 GREEN HOME (continued)

#### 3.2 Green Practice (continued)

##### 3.2.1 Energy Management (continued)

#### Greenhouse Gas Emission Data<sup>4</sup> 溫室氣體排放數據<sup>4</sup>

|   | 2021<br>2021年 | Unit<br>單位                                    |
|---|---------------|---|
| Greenhouse gas emissions (Scope 1)<br>溫室氣體排放量 (範疇一)                           | 2.59          | tCO <sub>2</sub> e<br>噸二氧化碳當量                 |
| Greenhouse gas emissions (Scope 2) <sup>5</sup><br>溫室氣體排放量 (範疇二) <sup>5</sup> | 6,663         | tCO <sub>2</sub> e<br>噸二氧化碳當量                 |
| Total GHG emissions (Scope 1 + Scope 2)<br>溫室氣體排放總量 (範疇一+範疇二)                 | 6,666         | tCO <sub>2</sub> e<br>噸二氧化碳當量                 |
| GHG emissions intensity (Scope 1 + Scope 2)<br>溫室氣體排放密度 (範疇一+範疇二)             | 3.19          | tCO <sub>2</sub> e/'000 sq.m.<br>噸二氧化碳當量/千平方米 |

### 3 綠色家園 (續)

#### 3.2 綠色踐行 (續)

##### 3.2.1 能源管理 (續)

<sup>4</sup> Greenhouse gas emissions in this report are presented as carbon dioxide equivalent, and are calculated in accordance with the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operators issued by the National Development and Reform Commission. In particular, the average emission factor of electricity network is calculated based on the average emission factor of electricity network in the region issued by the National Climate Center.

<sup>5</sup> Greenhouse gas emissions (Scope 2): The Company's operating entities are using purchased electricity to use the greenhouse gas emissions generated. Greenhouse gas emissions are presented in carbon dioxide equivalent and calculated in accordance with the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operators issued by the National Development and Reform Commission.

<sup>4</sup> 本報告溫室氣體核算按二氧化碳當量呈列，並依據國家發展改革委員會發佈的《公共建築營運企業溫室氣體排放核算方法與報告指南》進行核算。其中，電網平均排放因子採用國家氣候中心發佈的區域電網平均排放因子數據進行核算。

<sup>5</sup> 溫室氣體排放量(範疇二)：公司實際營運的主體通過使用外購電力使用所產生的溫室氣體排放。溫室氣體核算按二氧化碳當量呈列，並依據國家發展改革委員會發佈的《公共建築營運企業溫室氣體排放核算方法與報告指南》進行核算。

### 3 GREEN HOME (continued)

#### 3.2 Green Practice (continued)

##### 3.2.2 Water Management

The water consumption of Yincheng Life is mainly used for domestic water in the office area. In order to continuously improve the utilization efficiency of water resources and reduce the pressure of commercial operation on natural resources, Yincheng Life has established and operated the "Water Management Plan and Implementation Plan for Office Area" to effectively manage the water quota in a coordinated, targeted and planned manner, providing clear guidance for sustainable water resource management. At the same time, we actively carried out relevant measures to save water resources, carried out hardware transformation by using water-saving appliances, and carried out awareness publicity activities including posting slogans, to comprehensively improve the water-saving ability in terms of management, facilities and awareness.

The total water consumption of Yincheng Life this year was 218,117 tonnes, with a water consumption intensity of 0.1 tonne/m<sup>2</sup>.

##### 3.2.3 Emission Management

Yincheng Life regards environmental compliance as the foundation and bottom line of green management. We strictly comply with the laws, regulations and other standards of the places where we operate to ensure that the environmental pressure brought by our operations is within our control, and we are committed to gradually improving our environmental performance through process management and measures optimization.

In terms of wastewater discharge, the main wastewater discharge of Yincheng Life comes from domestic water. We strictly comply with the discharge standards and implement a drainage system that diverts rainwater and wastewater to the river and municipal pipe network respectively, so as to avoid pollution caused by the direct entry of wastewater into the river. In 2021, the total amount of wastewater discharged by Yincheng Life was 174,494 tonnes, with an emission density of 83.5 tonnes/thousand square meters.

### 3 綠色家園(續)

#### 3.2 綠色踐行(續)

##### 3.2.2 水資源管理

銀城生活的水資源消耗主要用於辦公區生活用水。為了持續提升水資源使用效率，減少商業營運對自然資源的壓力，銀城生活建立並運行了《辦公區域用水管理計劃及實施方案》，對用水額度進行統籌性、針對性、計劃性的有效管理，為可持續的水資源管理工作提供清晰的指引。同時，我們積極開展節約水資源的相關舉措，通過使用節水器具進行硬件改造，並開展包括張貼標語在內的意識宣貫活動，從管理、設施、意識三方面入手，全面提升節水能力。

銀城生活本年度水資源總量為218,117噸，用水量密度為0.1噸/平方米。

##### 3.2.3 排放管理

銀城生活將環境合規視為綠色管理的基礎與底線。我們嚴格遵守營運所在地在法律法規與其他標準，確保將企業營運帶來的環境壓力保持在可控範圍內，並致力於通過流程管理與舉措優化來實現環境績效的逐步提高。

在廢水排放方面，銀城生活主要的廢水排放源自生活用水。我們嚴格遵守排放標準，並實行雨污分流的排水體制，分別輸送雨水與廢水到河道和市政管網，避免廢水直接進入河道造成污染。2021年度，銀城生活的廢水排放量共計174,494噸，排放密度為83.5噸/千平方米。

### 3 GREEN HOME (continued)

#### 3.2 Green Practice (continued)

##### 3.2.3 Emission Management (continued)

In terms of exhaust gas emissions, the main types of exhaust gas of Yincheng Life are nitrogen oxides, sulfur oxides and particulate matter, which are all from the exhaust gas emissions caused by the use of vehicles. In order to further reduce air emissions and the impact on the environment, we reduce air emissions from both the source of production and the use process. At the source, we give priority to electric or hybrid vehicles to be included in the Company's fleet, and reduce the exhaust gas released by gasoline combustion through the replacement of new energy vehicles. In the process, we adopt reasonable route planning and regular maintenance of vehicles to reduce unnecessary gasoline consumption and exhaust emissions. In 2021, the air emissions of Yincheng Life are shown in the following table.

| Air Emissions Data <sup>6</sup><br>廢氣排放數據 <sup>6</sup> | 2021<br>2021年 | Unit<br>單位 |
|--|---------------|------------|
| Nitrogen oxides<br>氮氧化物                                | 20.23         | kg<br>千克   |
| Sulphur oxides<br>硫氧化物                                 | 0.03          | kg<br>千克   |
| Particulate matter<br>顆粒物                              | 2.00          | kg<br>千克   |

<sup>6</sup> During the Reporting Period, the emissions of NO<sub>x</sub>, SO<sub>x</sub> and PM were estimated based on the emission data in 2020 and the number of vehicles added.

### 3 綠色家園(續)

#### 3.2 綠色踐行(續)

##### 3.2.3 排放管理(續)

在廢氣排放方面，銀城生活的主要廢氣類型為氮氧化物、硫氧化物與顆粒物，均來自於車輛使用導致的廢氣排放。為了進一步減少廢氣排放以及對環境的影響，我們分別從產生源頭和使用過程的兩個環節減少廢氣排放。在源頭端，我們優先選擇電動或混動車輛納入公司車隊，通過新能源交通工具的替代使用減少汽油燃燒釋放的廢氣。在過程端，我們採用路線合理規劃和定期保養車輛的方式減少不必要的汽油消耗與廢氣排放。2021年度，銀城生活的廢氣排放量情況如下表所示。

<sup>6</sup> 報告期內氮氧化物、硫氧化物及顆粒物排放量基於2020年排放數據與車輛增設情況進行估算得到。

### 3 GREEN HOME (continued)

#### 3.2 Green Practice (continued)

##### 3.2.3 Emission Management (continued)

In terms of waste discharge, the waste generated during the operation of Yincheng Life mainly includes domestic waste generated in the office area, as well as office waste such as paper and ink cartridges. In order to effectively manage waste, we have established the Waste Management System, which clearly defines the targeted treatment requirements and operation guidelines for various types of waste in the form of classification. For domestic waste, we actively implement the relevant requirements of the Guidelines for Domestic Waste Classification, and convey the knowledge of waste classification to employees, customers and other stakeholders through diversified publicity and training to improve the overall level of domestic waste management and treatment in the value chain. For office waste, we have differentiated the categories of solid waste and hazardous waste and formulate corresponding measures to reduce waste emissions by improving the rationality of the use of office assets.

In 2021, the total amount of general solid waste of Yincheng Life was 25 tonnes, with an emission intensity of 25.32 kg/employee, representing a decrease of 21% as compared to 2020. The total amount of hazardous waste was 1 tonne, and the emission intensity was 0.78 kg/employee.

### 3 綠色家園(續)

#### 3.2 綠色踐行(續)

##### 3.2.3 排放管理(續)

在廢棄物排放方面，銀城生活營運過程中產生的廢棄物主要為辦公區產生的生活垃圾，以及紙張、墨盒等辦公廢棄物。為了對廢棄物進行有效管理，我們建立了《廢棄物管理制度》，以分類形式明確地界定了各類廢棄物的針對性處理要求與操作指引。針對生活垃圾，我們積極落實《生活垃圾分類工作指引》的相關要求，並通過多元化的宣導與培訓形式向員工及客戶等相關方傳遞垃圾分類的知識，提升價值鏈整體的生活垃圾管理與處理水平。針對辦公廢棄物，我們對固體廢棄物與危險廢棄物進行了類別區分和相應的措施制定，通過提升辦公區資產使用的合理性減少廢棄物排放。

2021年度，銀城生活的一般固體廢棄物量共計25噸，排放密度為25.32千克／員工，較2020年下降21%。危險廢棄物量共計1噸，排放密度為0.78千克／員工。

#### Solid Waste 固體廢棄物

- Printing on both sides of the paper and a paper use quota mechanism is required to reduce the generation of paper waste  
要求雙面列印紙張並落實紙張使用配額管理機制，減少紙張類廢棄物的產生
- Office furniture is of consistent dimensions and sizes to prevent an excessive amount of solid waste upon the end of their service life  
對辦公家具的規格尺寸進行統一，避免到達使用年限後固體廢棄物排放量過大

#### Hazardous Waste 危險廢棄物

- It is required to minimize color printing, cut the use of printing ink and reduce the generation of waste cartridges  
要求減少彩印，減少油墨的使用和廢棄墨盒的產生量
- It is required to increase recycling and upgraded disposal of electronic items, so as to minimize the impact of electronic wastes on the environment  
加強電子產品的循環利用與升級處理，減少電子產品廢棄帶來的環境影響

### Waste Management Measures of Yincheng Life Office Area 銀城生活辦公區廢棄物管理舉措

## 4 TALENT EMPOWERMENT

Yincheng Life understands the importance of employees to the Company. We continuously improve the recruitment system and employment system, and strive to provide employees with a fair, warm, healthy and positive development platform.

### 4.1 Employment

While complying with the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Minors and other relevant laws and regulations, Yincheng Life has formulated the Recruitment Management System internally to ensure the legal compliance of the Company's employment.

The Company adheres to the principle of equal employment, fully respects the diversity of employees, and eliminates any form of child labor, forced labor, and discrimination on gender, age, race, nationality, religious belief, political stance, etc., to provide employees with equal and healthy work opportunities. We strictly review the identity documents submitted by employees when they join us to ensure that they have reached the legal working age. In addition, we encourage employees to balance work and rest, and carry out a variety of employee activities to enable employees to better balance work and life.

We constantly find new recruitment channels and methods. On the basis of the original four recruitment principles of the Company, we actively participate in the recruitment for the disabled and extensively seek talents that match the Company's business needs and values through special recruitment activities such as the "Recruitment Package" and "Internal Promotion Plan".

## 4 人才賦能

銀城生活深知員工對公司的重要性。我們不斷完善招聘體系和用人制度，努力為員工提供一個公平、溫暖、健康、積極的發展平台。

### 4.1 員工僱傭

銀城生活在遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國未成年人保護法》等相關法律法規的同時，在內部制定了《招聘管理制度》，確保公司僱傭的合法合規。

本公司堅持平等僱傭原則，充分尊重員工的多元化，杜絕任何形式的僱傭童工、強迫勞動，以及性別、年齡、種族、國籍、宗教信仰、政治立場等歧視行為，為員工提供平等健康的工作機會。在員工入職時，我們會對員工提交的身份證明進行嚴格審核，確保員工達到法定的工作年齡。此外，我們鼓勵員工勞逸結合，通過開展豐富多彩的員工活動，讓員工更好地平衡工作與生活。

我們在招聘渠道和方式上不斷推陳出新，在公司原有的四大招聘原則的基礎之上，通過開展「招聘組合拳計劃」和「內推計劃」特色招聘活動，積極參與殘疾人招聘會，廣泛尋求與公司業務需求相匹配，價值觀相契合的棟樑之才。

## 4 TALENT EMPOWERMENT (continued)

### 4.1 Employment (continued)

#### Recruitment Package 招聘組合拳計劃

The recruitment package plan aims to convey recruitment information and the corporate philosophy of Yincheng Life from multiple perspectives and through multiple channels, broaden the recruitment channels and empower human resources. The plan mainly includes three aspects of measures, namely, recruitment official account, recruitment posters and recruitment cards. Our Wechat public accounts for recruitment can quickly disseminate recruitment information and provide support for internal promotion; The recruitment poster covers the entire project; The recruitment card can effectively guide prospective candidates.

招聘組合拳計劃旨在從多角度、多渠道傳遞銀城生活的招聘信息及企業理念，拓寬招聘渠道，賦能人力資源。該計劃主要包含三方面的措施，分別為招聘公眾號、招聘海報和招聘卡。招聘公眾號能迅速傳播招聘信息，為內推提供了支持；招聘海報實現了全項目的覆蓋；招聘卡可有效的對前來應聘的人才進行引導。



## 4 人才賦能(續)

### 4.1 員工僱傭(續)

#### Internal Recommendation Plan 內推計劃

The internal recommendation is one of the important recruitment methods of Yincheng Life. As at the end of the Reporting Period, the Company had a total of 827 internal recommendations, accounting for 13.45% of the total number of employees recruited. During the Reporting Period, we motivated employees by optimizing the internal recommendation policy. At the same time, we set up part-time recruiters through centralized publicity and offline point-to-point communication and training based on the work performance of employees and their personal recognition of the Company, so as to explore more professional and targeted talents.

員工內推是銀城生活重要的招聘方式之一。截至報告期末，公司內推人數共計827人，佔招聘總數的13.45%。報告期內，我們通過優化內推政策，增強了員工內推的積極性，同時依據員工的工作表現以及個人對公司的認可度，通過集中宣貫和線下點對點的溝通培訓，設立兼職招聘師，更加具有專業性、針對性的挖掘人才。



#### Recruitment for the Disabled 殘疾人招聘會

During the Reporting Period, we actively participated in the disabled job fair jointly held by the Jiangsu Disabled Persons' Federation and the Education Department of Jiangsu Province, providing disabled graduates with employment positions such as customer service and engineers.

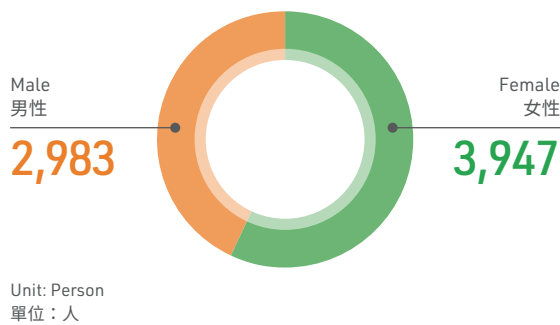
報告期內，我們積極參與了江蘇省殘疾人聯合會和江蘇省教育廳聯合舉辦的殘疾人招聘會，為殘疾人畢業生提供包含客服、工程師等就業崗位。

#### 4 TALENT EMPOWERMENT (continued)

##### 4.1 Employment (continued)

As at 31 December, 2021, the Company had a total of 6,930 employees. Details of employees of different categories are as follows:

Number of Employees by Gender  
按性別劃分的僱員數

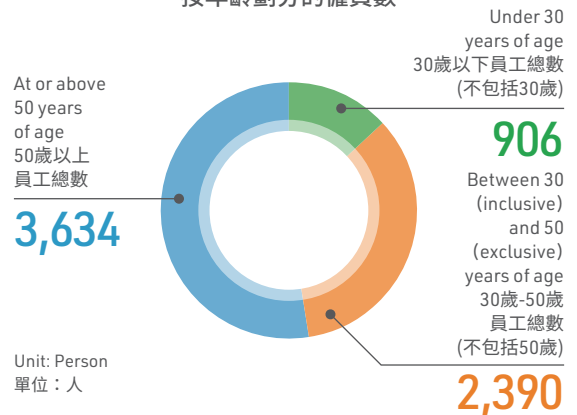


#### 4 人才賦能 (續)

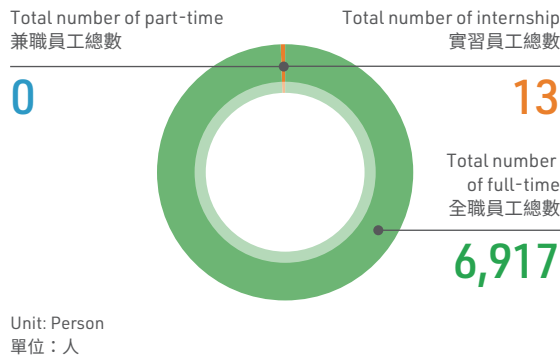
##### 4.1 員工僱傭 (續)

截至2021年12月31日，本公司員工共計6,930人，不同類別的僱員情況如下：

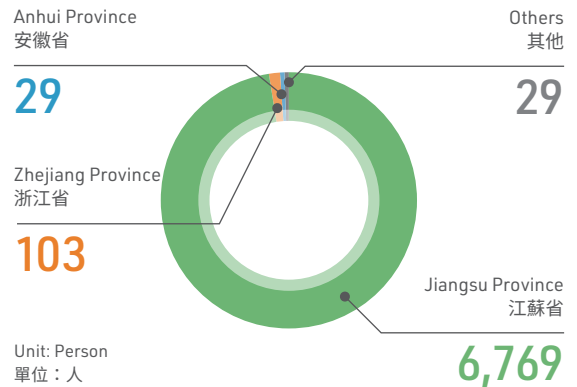
Number of Employees by Age  
按年齡劃分的僱員數



Number of Employees by Employment Type  
按僱員類型劃分的僱員數



Number of Employees by Region  
按區域劃分的僱員數





## 4 TALENT EMPOWERMENT (continued)

### 4.1 Employment (continued)

#### Compensation package

Yincheng Life's compensation package is determined based on factors such as salary research, position market and business conditions, on the principles of external competitiveness, internal fairness and strategic compatibility. In order to better attract, retain and motivate high-potential employees, the Company has formulated the Employee Remuneration and Welfare Management Measures, and formulated a broadband salary system structure consisting of "salary rank" and "salary level" according to the differences in the intrinsic value of different positions. Employee remuneration consists of basic salary, performance bonus, benchmark year-end bonus, benefits and annual performance bonus, and is adjusted based on factors such as business development, annual assessment results and development potential of employees.

While protecting the basic rights and interests of employees, we are committed to providing certain benefits for employees to enhance their happiness.

## 4 人才賦能(續)

### 4.1 員工僱傭(續)

#### 薪酬福利

銀城生活的薪資福利將外部競爭性與內部公平性以及戰略匹配性作為原則，基於薪資調研、崗位市場及業務狀況等因素綜合確立。為了更好地吸納、保留並激勵高潛力員工，公司特制定《員工薪酬福利管理辦法》，並依據不同崗位內在價值的差異性，制定了以「薪等」與「薪級」兩個維度構成的寬帶式薪酬體系架構。員工薪酬由基本工資、業績獎、基準年終獎、福利與年度效益獎組成，並按業務發展以及員工年度考核結果、發展潛力等因素進行薪資調整。

我們在保障員工基本權益的同時，致力為員工某福利，提升員工幸福感。

#### Statutory Benefits 法定福利

- The employees are covered by statutory social insurance programs, including pension, unemployment, maternity, work-related injury, medical insurances and comprehensive arrangements for serious diseases, as well as housing provident fund;  
依法為員工辦理養老保險、失業保險、生育保險、工傷保險、醫療保險、大病統籌等社會保險項目和住房公積金；
- The employees enjoy public holidays, annual leave, marital leave, funeral leave, maternity leave, abortion leave, nursing leave, breastfeeding leave and work-related injury leave.  
依法享受國家法定節假日、年休假、婚假、喪假、產假、流產假、護理假、哺乳假、工傷假等休假。

#### Corporate Benefits 企業福利

- The employees enjoy a package of benefits including working meals, birthday, work uniform, team building and thematic activities, health check, holidays, allowance for high temperature, wedding cash gift, maternity cash gift, visit to employees taken ill, condolence to employees who have lost a lineal kin, education and training benefits and home purchase benefits;  
為員工提供工作餐福利、生日福利、工裝福利、團建及主題活動福利、體檢福利、節日福利、高溫補貼、結婚禮金、生育禮金、員工生病探望、直系親屬亡故弔唁、教育培訓福利和助力安家的置業福利；
- The employees also enjoy allowances for private cars, work shifts, expatriates, competency certification of security guards, various skills certifications and shift leaders.  
用於工作的私家車補貼、輪班津貼、外派補貼、門崗等級認證津貼、專業公司各類技能認證津貼、班長津貼等。

#### 4 TALENT EMPOWERMENT (continued)

##### 4.2 Employee Development

In order to improve the professional quality of employees, Yincheng Life has established a sound talent training system, and on this basis, it has formulated corresponding training plans for employees at different levels. Through online and offline training methods, it continuously empowers employees and broadens their professional horizons. In addition, in order to facilitate the talent echelon construction of Yincheng Life, establish a talent succession mechanism for key positions, find out in-house talents, and ensure the sustainable development of talents in key positions, during the Reporting Period, Yincheng Life carried out the "1+1" talent inventory work with business departments, companies and departments, and formulated a three to five-year training plan for reserve talents and alternate talents.

#### 4 人才賦能(續)

##### 4.2 員工發展

為提升員工的專業素養，銀城生活搭建了完善的人才培養體系，並在此基礎上針對不同層級的員工制定相應的培養計劃，通過線上線下相結合的培訓方式，不斷為員工賦能，開闊其職業視野。此外，為助力銀城生活人才梯隊建設工作，建立重點崗位人才繼任機制，挖掘內部人才，保障重點崗位人才可持續發展，報告期內，銀城生活以事業部、公司、部門為單位開展「1+1」人才盤點工作，為後備人才、候補人才制定為期三到五年的培養計劃方案。

|   |  |
|---|--|
| <b>"1+1" Project</b><br>「1+1」工程                               | Build an effective talent pipeline<br>後備人才及候補人才培養  |
| <b>EDP courses</b><br>EDP課程班                                  | Business School courses for core management team members at or above the director level<br>總監及以上管理骨幹的商學院課程                   |
| <b>Project leader workshop</b><br>項目負責人工作坊                    | Empower project leaders with corporate culture, professional skills and management capabilities<br>項目負責人及以上的企業文化、專業技能、管理能力賦能 |
| <b>Life+, Industry+ development system</b><br>生活+、產業+培養體系     | Project manager boot camp<br>項目經理養成訓練營   |
| <b>Double Ten Plan</b><br>雙十計劃／學生直通車                          | Higher academic qualifications; Training programs for fresh graduates/intern life advisors<br>學歷提升；應屆畢業生／見習生活顧問計劃培訓計劃        |
| <b>On-boarding trainings for operational posts</b><br>作業類崗前培訓 | Basic management and operation: Continuous maintenance, gardening and landscaping, engineering<br>基層管理類／作業類：持續維護、園林綠化、工程     |

#### Talent Development System of Yincheng Life 銀城生活人才發展體系

#### 4 TALENT EMPOWERMENT (continued)

##### 4.2 Employee Development (continued)

During the Reporting Period, relying on the talent development system, we carried out a series of training programs covering management and professional skills for different types of employees.

#### 4 人才賦能(續)

##### 4.2 員工發展(續)

報告期內，我們依託於人才發展體系，針對不同類型的員工，開展了一系列涵蓋管理和專業技能方面的培訓項目。

#### EDP Courses EDP課程班

In order to further improve the professional ability of the senior management, inspire them to think about the Company's top-level strategy and model, create more value for the Company, and achieve rapid development of the Company, Yincheng Life entered into cooperation projects with Nanjing University and Nanjing Normal University, and selected personnel at the director level or above to take the advanced manager seminar.

為了進一步提升高級管理層的專業能力，啟發其思考公司頂層戰略和模式，為公司創造更多價值，實現公司高速發展，銀城生活與南京大學、南京師範大學達成合作項目，篩選總監及以上職級人員參與合作開展的高階經理研修班。



#### Project Leader Workshop 項目負責人工作坊

Through investigation and analysis of a number of managers or above, Yincheng Life found that project leaders lack the ability to guide with goals and team management skills. To this end, we set up workshops for project leaders. By creating online + offline multi-dimensional courses covering property practice, contract management and other related knowledge, the team management ability, target guidance and other capabilities of project leaders are strengthened to build high-level project leaders.

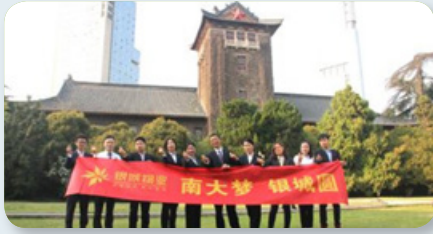
銀城生活通過對多位經理級以上人員調研分析，發現項目負責人存在缺乏目標引領能力、團隊管理技巧等問題，為此，我們開設了項目負責人工作坊。通過打造線上+線下多維度，涵蓋物業實務、合同管理等相關知識的課程，來強化項目負責人的團隊管理能力，目標引導等能力，打造高能的項目負責人。



#### 4 TALENT EMPOWERMENT (continued) 4.2 Employee Development (continued)

#### 4 人才賦能(續) 4.2 員工發展(續)

##### Double Ten Plan 雙十計劃



In order to improve the academic level and comprehensive quality of employees, Yincheng Life selects 10 excellent employees from management and operation employees each year in August and sends them to higher education institutions such as Nanjing University for education. As of the end of the Reporting Period, the Company has completed the Double Ten Plan for the sixth session, with a total of 37 employees participating in the academic improvement, including 33 management employees and 4 operation employees.

為了提升員工的學歷水平及自身綜合素質，銀城生活每年8月從管理類員工和作業類員工中各選拔出10名優秀的員工輸送到南京大學等高等院校接受學歷提升教育。截至報告期末，本公司已組織完成六屆雙十計劃，共計37名員工參與學歷提升，包括管理類員工33名、作業類員工4名。

##### Training for Intermediate Fire Control Certificate 中級消控證培訓

In order to further ensure the operation safety and standardization of fire-fighting modules of various projects and provide strong professional support for the rapid development of the Company, Yincheng Life actively cooperated with enterprises to carry out a new apprenticeship system – training for intermediate fire control certificate. From basic professional ethics, fire prevention work summary, basic fire knowledge, basic fire prevention knowledge, electrical fire protection and other aspects, employees can master relevant knowledge and skills.

為了進一步保證各項目消防模塊的作業安全和規範，為公司的快速發展提供有力的專業人才支撐，銀城生活積極與企業合作開展新型學徒制——中級消控證學習。從基本職業道德，消防工作概述，火災基本知識，防火基本知識，電氣消防等各方面，讓員工掌握相關知識和技能。



## 4 TALENT EMPOWERMENT (continued)

### 4.2 Employee Development (continued)

## 4 人才賦能(續)

### 4.2 員工發展(續)

#### Maple Leaf Plan 楓葉計劃



In order to meet the human resource needs brought by the Company's business expansion and strengthen the construction of the Company's talent team, Yincheng International has formulated a fresh graduate empowerment plan to reasonably set up and utilize a reserve talent team. Through all-round courses such as the empowerment of general and professional courses, task checking, and rotation practice, the fresh graduates can quickly integrate into the corporate culture, master the core skills of the position, and grow steadily, providing effective talent strategic support for the sustainable development of the Company.

為滿足公司業務拓展所帶來的人員需求，加強公司人才梯隊建設，銀城生活通過制定應屆畢業生賦能計劃，合理的儲備、挖掘後備人才隊伍。通過通用類與專業類課程賦能、任務打卡、輪崗實踐等全方面的課程內容，使應屆畢業生們能快速融入企業文化、熟練掌握崗位核心技能、穩步成長，為公司的持續發展提供有效的人才戰略支持。

#### Talent Training Program of Yincheng Life 銀城生活亮點人才培訓項目

In order to ensure that all project personnel comply with standardized operation procedures and provide customers with better safety protection and more professional property services, we also regularly organize various occupational and professional certification examinations for registration, and the Company shall bear the corresponding expenses to encourage employees to improve themselves and reach the professional level recognized by the industry.

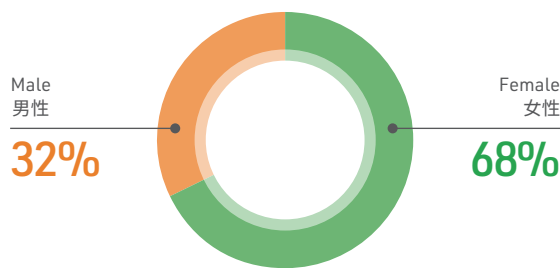
為了保證各項目人員符合標準化作業流程，為客戶提供更好的安全保障和更專業的物業服務，我們還會定期組織各類職業和專業相關的認證考試報名工作，並由公司承擔相應費用，以鼓勵員工進行自我提升，達到具備行業認可的職業水準。

#### 4 TALENT EMPOWERMENT (continued)

##### 4.2 Employee Development (continued)

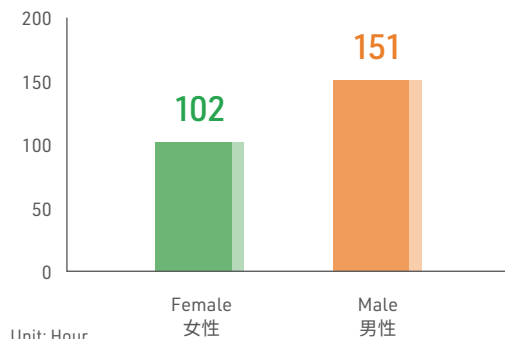
During the Reporting Period, our employee training is as follows:

Percentage of Training by Gender  
按性別劃分的受訓百分比



Unit: Person  
單位：人

Average Training Hours per Employee by Gender  
按性別劃分的員工平均培訓時數



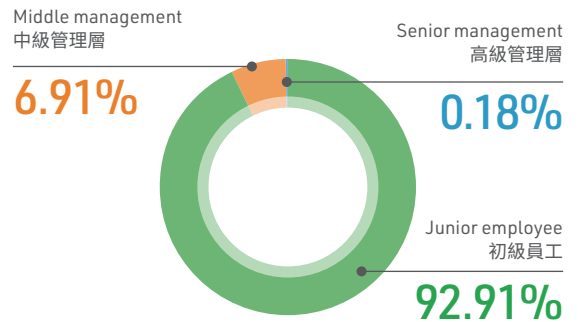
Unit: Hour  
單位：小時

#### 4 人才賦能 (續)

##### 4.2 員工發展 (續)

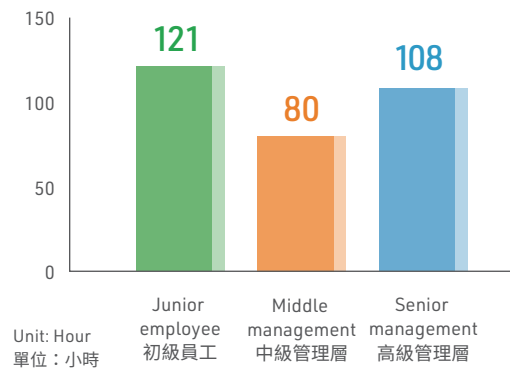
報告期內，我們的員工培訓情況如下：

Percentage of Training by Level  
按職級劃分的受訓百分比



Unit: Person  
單位：人

Average Training Hours per Employee by Level  
按職級劃分的員工平均培訓時數



Unit: Hour  
單位：小時

## 4 TALENT EMPOWERMENT (continued)

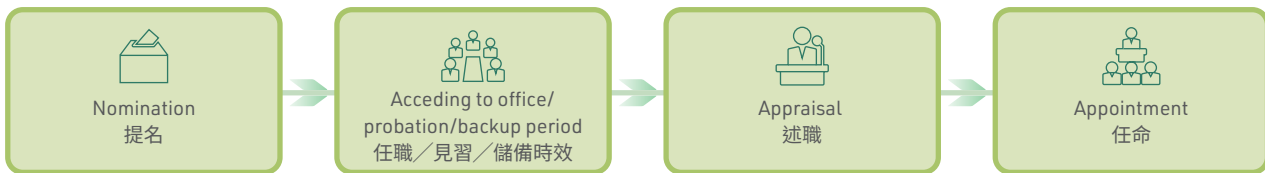
### 4.2 Employee Development (continued)

In addition, in order to improve the career development channels of employees and formulate a scientific and reasonable talent promotion system, Yincheng Life continuously optimizes relevant systems such as the Employee Handbook - Employee Development Channel and Promotion Channel, and the Management Measures for the Promotion of Manager's Ranks, refines the assessment requirements for employees, regulates the performance assessment standards for employees, updates the promotion requirements and promotion procedures, clarifies the promotion path and the necessary conditions for fulfilling the term of office, and gives priority to the promotion of internal employees when there is a vacancy, so as to provide a fair, open and impartial career development platform for each employee.

## 4 人才賦能(續)

### 4.2 員工發展(續)

此外，為了完善員工職業發展通道，制定科學合理的人才晉升體系，銀城生活不斷優化《員工手冊－員工發展通道及晉升渠道》《管理者職級晉升管理辦法》等相關制度，細化對員工的考核要求，規範員工的績效考核標準，同時更新了晉升要求和晉升流程，明確了晉升的路徑和滿足任職時效的必要條件，並在有職位空缺的情況下，會優先考慮內部員工的晉升，為每一位員工提供公平、公開、公正的職業發展平台。



**Talent Promotion Process of Yincheng Life**  
銀城生活人才晉升流程

## 4 TALENT EMPOWERMENT (continued)

### 4.3 Employee Care

Employees are the driving force for corporate development, and caring for employees is the core of building a harmonious enterprise and an important way to enhance corporate cohesion. Yincheng Life firmly believes in the concept of "Enterprise Development, Talent First". On the basis of providing a safe and harmonious working environment for employees, Yincheng Life strengthens employee care, pays attention to employee communication, continuously improves human resources policies, and regularly organizes activities to enhance employees' sense of happiness and belonging.

#### Health and Safety

Protecting the physical and mental health of employees is the focus of Yincheng Life. We strictly abide by the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases and other relevant laws and regulations, and have formulated the Employee Handbook - Occupational Health and Safety Notification Agreement, Occupational Health and Safety Management System, Occupational Safety Operation Guidelines, Emergency Safety Rules and other systems. We have been certified to the ISO 45001 Occupational Health and Safety Management System Certification and the Health, Safety and Environmental Management International Standard.



ISO 45001 Occupational Health and Safety Management System Certification  
ISO 45001 職業健康安全管理体系認證

## 4 人才赋能(續)

### 4.3 員工關懷

員工是企业发展的动力源泉，关爱员工是构建和谐企业的核心所在，是提升企业凝聚力的重要途径。银城生活坚信「企业发展，人才先行」的理念，在为员工提供安全和谐的工作环境的基础上，加强员工关怀，注重员工沟通，不断完善人力资源政策，定期组织开展活动，以此增强员工幸福感与归属感。

#### 健康與安全

保障員工的身心健康是銀城生活持續關注的重點。我們嚴格遵守《中華人民共和國職業病防治法》等相關法律法規，制定《員工手冊—職業健康安全告知協議書》《職業健康安全管理制度》《職業安全作業指引》《應急安全細則》等制度，並已獲得ISO 45001職業健康安全管理体系認證，以及健康安全與環境管理國際標準認證證書。



Health, Safety and Environmental Management Certification  
健康安全與環境管理認證證書



## 4 TALENT EMPOWERMENT (continued)

### 4.3 Employee Care (continued)

#### Health and Safety (continued)

We regularly hold safety awareness training courses and safety activities every year, advocate employees to improve their professional skills, organize various competitions, and guide the work-related injury management process, so as to protect the health of employees and improve their health and safety awareness. During the Reporting Period, the Company carried out six safety education themed trainings for six business divisions and a number of subsidiaries, covering nearly 7,000 employees with an average of 16 training hours per person.

## 4 人才賦能(續)

### 4.3 員工關懷(續)

#### 健康與安全(續)

我們每年定期舉辦安全意識培訓課程及安全活動、倡導員工提升自身專業技能、組織各式競賽活動、指導工傷管理流程，以此保障員工身體健康，提高員工健康安全意识。報告期內，本公司已面向六個事業部及多家子公司開展了6期安全教育主題培訓，期覆蓋人員近7,000名，人均培訓時長達16小時。

### Red Cross CPR + AED First Aid Training 紅十字會CPR+AED急救培訓

Yincheng Life, together with the Red Cross of Gulou District, the Red Cross of Jiangdong Street and the Labor Union of Jiangdong Street, held the CPR + AED first aid training at the ladder classroom on the 20th floor of Yincheng Plaza in July and September 2021. A total of 147 employees participated in the training. The trainees were mainly general supervisors, line supervisors, life consultants, and order maintenance staff. They helped employees improve their first-aid skills through first-aid knowledge such as cardiopulmonary resuscitation, use of external automated defibrillator and airway obstruction first aid.

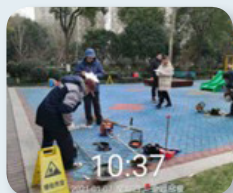
銀城生活聯合鼓樓區紅十字會、江東街道紅十字會、江東街道總工會，於2021年7月、9月在銀城廣場20樓階梯教室舉辦了CPR+AED急救培訓。本次培訓共有147名員工參與，培訓人員主要為綜合主管、條線主管、生活顧問、秩序維護員，通過心肺復甦術、體外自動除顫儀的使用、氣道梗阻急救等急救知識，幫助員工提升急救技能。



### Annual Occupational Safety Knowledge Competition 年度職業安全知識競賽

In order to integrate occupational safety awareness into the construction of corporate culture, we hold 1-2 large-scale occupational safety knowledge competitions every year, and set up three types of safety knowledge competition awards to encourage employees to actively participate. In 2021, there were 300 participants.

為將職業安全意识融入企業文化建設之中，我們每年舉辦1-2場大型職業安全知識競賽，為鼓勵員工積極參與，設置三類安全知識競賽獎項。2021年參賽人數達300人。



## 4 TALENT EMPOWERMENT (continued)

### 4.3 Employee Care (continued)

#### Health and Safety (continued)

In addition, during the pandemic, in order to standardize the prevention and control measures, we have formulated the pandemic prevention standards of Yincheng and clearly put forward the epidemic prevention requirements, and required strict compliance with closed management during the epidemic. All employees work from home, and conduct daily temperature testing and disinfection work to protect the health of employees. From 2019 to 2021, Yincheng Life had no work-related fatalities. During the Reporting Period, the number of lost days due to work injury was 802 days.

#### Communication and Care

The Company always insists on maintaining effective communication with employees and is committed to providing employees with a better working environment to achieve a better vision together. During the Reporting Period, the Company listened to the voices of employees through 400 hotline and interviews with resigned employees, and improved and optimized the Company's management based on employees' feedback, striving to reduce employee turnover rate. We plan to set up an employee satisfaction survey questionnaire in 2022 to listen to employees' voices more effectively.

## 4 人才賦能(續)

### 4.3 員工關懷(續)

#### 健康與安全(續)

此外，在疫情期間，為規範防控措施，我們制定了銀城防疫標準並明確提出防疫要求，規定疫情期間嚴格遵守封閉式管理，全體員工居家辦公，每日進行體溫檢測以及消毒工作，保障員工的健康。在2019至2021年期間，銀城生活未出現工傷導致的死亡事故。報告期內，工傷損失日數802天。

#### 溝通與關懷

本公司始終堅持與員工保持有效溝通，致力為員工提供更好的工作環境，共同實現美好願景。報告期內，公司通過400熱線、與離職員工進行訪談等方式了解員工的心聲，並根據員工的反饋對公司管理進行改善和優化，力爭降低員工流失率。我們計劃在2022年設置員工滿意度調查問卷，更有效的傾聽員工的聲音。

#### Life Advisor Retention Plan 生活顧問保有方案

Yincheng Life has developed a Life Advisor Retention Plan, which covers commensurate salary, work load reduction, employee care, coach-apprentice profit sharing and incentives, and aims to care more for, promote the happiness of and effectively reduce the average attrition rate of life advisors.

銀城生活針對生活顧問制定了《生活顧問保有方案》，該方案從薪酬適配、工作減負、員工關懷、師徒利潤分享、激勵政策等維度進行了方案梳理，提升了公司對生活顧問的關注，提高了生活顧問的幸福度，有效降低了生活顧問平均離職率。

#### Accommodation Improvement 住宿環境改善

In 2021, Yincheng Life renovated and upgraded the employee dorms in response to their feedback, and created a healthy, comfortable and neat space to live.

2021年，銀城生活根據員工反饋，對員工的宿舍環境進行改善和升級，為員工打造了一個健康、舒適、整潔的生活空間。

In addition, on the basis of daily care for employees, we continue to organize employee activities, strengthen the care for female employees, and strive to improve the inner happiness of employees.

此外，我們在對員工進行日常關懷的基礎上，持續舉辦員工活動、加強女性員工關懷，致力提升員工內心幸福感。

## 4 TALENT EMPOWERMENT (continued)

### 4.3 Employee Care (continued)

#### Communication and Care (continued)

## 4 人才賦能(續)

### 4.3 員工關懷(續)

#### 溝通與關懷(續)

#### "Mother's Day - Confession of Love" Event 「母親節－愛的告白」活動

On May 9, 2021, we organized the "Mother's Day - Confession of Love" event for employees, property owners and their mothers and children. By giving children a picture for mothers to tell their love, all mothers were able to enjoy their time by painting together. In addition, we also provided parent-day gifts for all mothers to receive "confession of love".

2021年5月9日，我們組織下屬員工、業主及其母親與孩子舉辦「母親節－愛的告白」活動。通過讓孩子們大膽地為媽媽畫上一幅畫去說愛，讓所有的母親一起進行插畫藝術來享受自己的時間。此外，我們還為所有的母親提供了母親節小禮物來「為愛告白」。



#### Gold Speech Contest 金話筒演講比賽

To commemorate the 37th Teacher's Day, on September 10, 2021, we held a speech contest with the theme of "Talented Speakers Shine Through (春霖銀桃李、妙語城匠才)". Through the speech contest, we shared small things in daily work and advocated the core values of "morality, integrity, creativity and kindness".

為紀念第37個教師節，2021年9月10日我們舉辦了以「春霖銀桃李、妙語城匠才」為主題的「金話筒」演講比賽。通過演講比賽的形式分享生活中日常工作中的小事，倡導「厚德、誠信、容創、善愛」的核心價值觀。



## 4 TALENT EMPOWERMENT (continued)

### 4.3 Employee Care (continued)

#### Communication and Care (continued)

#### Parent-Child Charity Festival 親子善愛節

On 23 October, 2021, Yincheng Life gathered all employees, property owners, partners and their respective family members of the Property Group to hold the annual collective party in the name of family members. The original Yincheng life, with the mission of "serving beauty and loving life", was upgraded to be Yincheng love with the efforts of everyone. Together, the "seven steps of love" were demonstrated with Yincheng Life, namely "love for ourselves, family, neighborhood, community, hometown, motherland and ethnic". The "seven steps of love" were created under the name of love.

2021年10月23日，銀城生活集結物業集團旗下所有員工、業主、合作夥伴及其各自家屬以家人的名義舉辦了一年一度的集體狂歡大派對。把原本以「服務美好，善愛生活」為使命的銀城life，在大家的努力下昇華為銀城love，一起為愛拾光，為愛助力，與銀城生活共同演繹「愛自己，愛家人，愛鄰里，愛社區，愛故鄉，愛祖國，愛民族」這一「愛的七步曲」，並以愛之名，創造更多溫暖與感動。



#### Fundraising for Love 為愛募捐

Yincheng Life always adheres to the core values of kindness, integrity, creativity and kindness, and provides practical and effective assistance to employees in difficulties. In 2021, the Company helped five employees in need apply for one-off or long-term subsidies. In the same year, the Company also initiated a fundraising activity for colleagues who were quiet and paralysed due to sudden brain siltation, and helped them apply for a one-off subsidy for difficulties. Eventually, a total of RMB75,277 and RMB10,000 were raised to alleviate their living pressure.

銀城生活始終秉承厚道、誠信、容創、善愛的核心價值觀，實際、有效的為困難員工提供幫助。2021年，公司幫助5名困難員工進行一次性或長期補助的申請。同年內，公司還為突發性腦淤血而昏迷癱瘓的同事發起募捐活動，並幫助其申請一次性困難補助。最終共募捐到人民幣75,277元的善款及人民幣10,000元的困難補助金，減輕其生活壓力。



#### 4 TALENT EMPOWERMENT (continued)

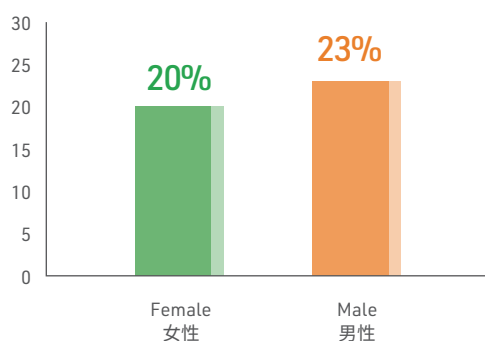
##### 4.3 Employee Care (continued)

###### Communication and Care (continued)

During the Reporting Period, the employee turnover rate of the Company was 21.33%, with details as follows:

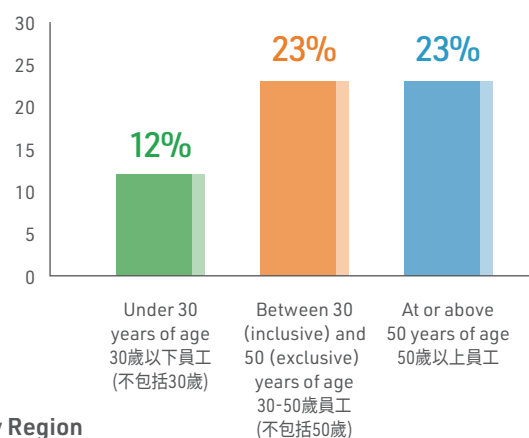
Turnover Rate by Gender

按性別劃分的流失率



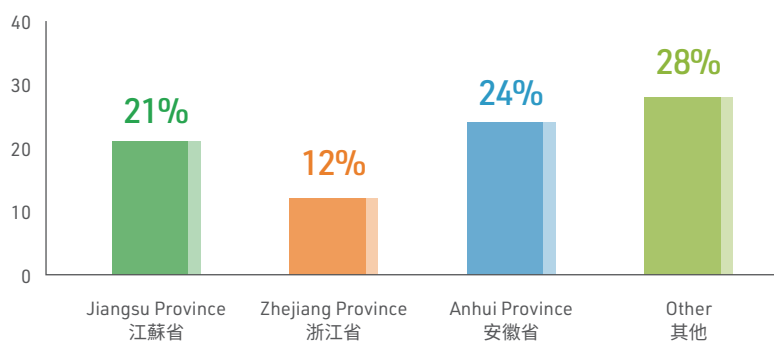
Turnover Rate by Age

按年齡劃分的流失率



Turnover Rate by Region

按地區劃分的流失率



#### 4 人才賦能 (續)

##### 4.3 員工關懷 (續)

###### 溝通與關懷 (續)

報告期內，本公司的員工流失率為21.33%，詳細流失率情況如下：

## 5 SOCIAL CONTRIBUTION

Enthusiastic participation in social welfare is the social responsibility that an enterprise should fulfill and is also indispensable for the long-term development of an enterprise. Yincheng Life always maintains the original intention of "make resident happy", actively participates in social welfare activities, serves the society, gives back to the society, enhances social cohesion, and benefits the community, so as to enhance the Company's brand honor.

In recent years, the COVID-19 pandemic has swept the world. In the face of the severe situation of pandemic prevention and control, the Company actively participated in the fight against the pandemic on the basis of the implementation of various prevention and control mechanisms, shouldered its social responsibilities, participated in the health protection work of community residents, overcame difficulties with the affected areas, and made unremitting efforts to welcome a better tomorrow.

## 5 社會貢獻

熱心參與社會公益事業是企業應當履行的社會責任，也是企業長期發展的確切需要。銀城生活始終保持「提高居民幸福感」的初心，積極投入社會公益活動之中，服務社會、回饋社會、增強社會凝聚力、造福社群，以此提升公司品牌榮譽。

近年來新冠疫情肆虐全球，面對疫情防控的嚴峻形勢，公司在開展落實各項防控機制的基礎上，積極投身抗疫隊列之中，肩負社會責任，參與社區居民健康保障工作，與疫區共克時艱，為迎接美好明天不懈奮鬥。

### "Yincheng People" help overcome the pandemic 「銀城人」助力克服疫情

During the resurgence of the epidemic from July to August 2021, all employees of the community development center of Yincheng Life actively participated in the anti-epidemic work. While doing a good job in epidemic prevention, we actively helped Wanda Huafu communities organize prevention and control materials, received and delivered parcels and take-away food, and helped property owners purchase daily necessities; Assisted the Cisam Society to conduct temperature measurement registration for people entering and leaving the community; Assisted medical staff and government staff to do a good job in the logistics of epidemic prevention and control in Nanjing; Relieved the public sentiment in the centre of the pandemic. In addition, we also provided a large number of epidemic prevention materials for the epidemic area to help the epidemic area enter the list of "zero case" as soon as possible.

2021年7月至8月疫情再次爆發期間，銀城生活社區發展中心全體人員積極投入抗疫工作之中。在做好自身防疫工作的同時，我們積極幫助萬達華府社區整理防控物資，收發快遞、外賣，幫助業主購買生活必需品；協助慈悲社對進出社區人員進行測溫登記；輔助醫護及政府工作人員做好南京疫情後勤工作；舒緩疫情中心市民情緒。除此之外，我們還為疫區提供大量的防疫物資，助力疫區早日步入「零例病患」行列之中。



## 5 SOCIAL CONTRIBUTION (continued)

Corporate responsibility is the foundation of business. Yincheng Life takes the initiative to assume social responsibility, actively participates in community services, organizes various community activities, maintains good two-way communication with the community, listens to the needs and suggestions of the community, encourages employees to actively participate in community volunteer activities, and is committed to creating a community environment of mutual assistance and win-win, and a good and harmonious social atmosphere.

## 5 社會貢獻(續)

企業責任是業務的根基，銀城生活主動承擔社會責任，積極投入社區服務之中，舉辦各項社區活動，與社區保持良好的雙向溝通，聽取社區民眾的需求與建議，鼓勵員工積極參與社區志願者行動之中，致力營造互助、共贏的社區環境，良好、和諧的社會氛圍。

### Cherry blossom run 櫻花跑

On 28 March 2021, the fifth cherry blossom running, which was led by Yincheng Group and participated by Yincheng Life, was held in the Xuanwu Lake Valentine's Park, and a pink ribbon strap was formed by the friends who participated in the cherry blossom running around the Xuanwu Lake. From a 7-km walk to a 21-km heart drive, from exquisite participation gifts to customized medals, from fun games to love actions, the once-a-year cheery blossom running presents a romantic and interesting pink memory for everyone. This year, the cherry blossom running received a registration fee of RMB18.1 per person, which means "one helping one", and the players who completed the competition obtained the certificate of love. We also donated RMB200 in the name of each successful participant to support the "Love for Children" project of Ai You Charity Foundation to help the children with congenital heart disease recovered from poverty.

2021年3月28日，由銀城集團牽頭，銀城生活參與的第五屆櫻花跑在玄武湖情侶園熱情開跑，身著粉色櫻花跑參賽服的朋友們形成一條粉色絲帶環繞在玄武湖。從7公里的漫步到21公里的心動，從精緻的參賽禮到定制獎牌，從趣味遊戲到愛心行動，每年必約的櫻花跑，每個細節都再次為大家完美呈現一場浪漫、有趣的粉色記憶。今年櫻花跑收取每人人民幣18.1元報名費，寓意「一幫一」，完賽選手均獲得愛心證書。我們還為每位報名成功的參賽者配捐人民幣200元，用於支持愛佑慈善基金會的「愛佑童心項目」，幫助孤貧先天性心臟病患兒恢復健康。



## 5 SOCIAL CONTRIBUTION (continued)

## 5 社會貢獻(續)

### 1 Yuan Scheme 1元計劃

On 22 April, 2021, Yincheng Life participated in the "One Yuan Scheme" public welfare project for the fourth year organized by Yincheng Group, calling on every "Yincheng People" to donate at least RMB1 each year to provide public welfare assistance for poor children, so that every dollar can be used to bring together more power for the world. This year, the Company raised a total of RMB215,105.96. Since the launch of the "1 Yuan Scheme Plan" in 2018, the Company has donated more than RMB617,855.85. Through this 1 Yuan Scheme, Yincheng Life allows more children to continue their studies and gain the courage and power to change their destiny.

2021年4月22日，銀城生活參與了由銀城集團組織開展的第四年「1元計劃」公益項目，呼籲每位「銀城人」每年至少捐助1元錢為貧困兒童提供公益援助，讓每一元都匯聚為世界更好的力量。今年，公司共籌集善款人民幣215,105.96元，自2018年「1元計劃」啟動至今，累計捐贈超過人民幣617,855.85元。銀城生活通過此次1元計劃，讓更多的孩子繼續完成學業，獲得改變命運的勇氣與力量。





APPENDIX I: LIST OF LAWS, REGULATIONS AND INTERNAL POLICIES

附錄一：法律法規及內部政策清單

| Classification<br>分類 | Type<br>類型                              | Name<br>名稱   |
|----------------------|---|--|
| Environmental<br>環境類 | National laws and regulations<br>國家法律法規 | Environmental Protection Law of the People's Republic of China<br>《中華人民共和國環境保護法》<br>Energy Conservation Law of the People's Republic of China<br>《中華人民共和國節約能源法》<br>Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution<br>《中華人民共和國固體廢物污染防治法》<br>Regulations on Domestic Waste Management<br>《生活垃圾管理條例》  |
|                      | Internal policies<br>內部政策               | Operation Guidelines for Installation of New Energy Charging Piles<br>《新能源充電樁安裝操作指引》<br>Water Management Plan and Implementation Plan for Service and Office Areas<br>《服務辦公區域用水管理計劃及實施方案》<br>Service Waste Management System<br>《廢棄物管理制度》<br>Guidelines for Domestic Waste Classification<br>《生活垃圾分類工作指引》  |
| Labor<br>勞工類         | National laws and regulations<br>國家法律法規 | Labor Contract Law of the People's Republic of China<br>《中華人民共和國勞動合同法》<br>Labor Law of the People's Republic of China<br>《中華人民共和國勞動法》<br>Law of the People's Republic of China on the Protection of Minors<br>《中華人民共和國未成年人保護法》<br>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases<br>《中華人民共和國職業病防治法》<br>Interim Measures for the Supervision and Administration of Work Safety of Enterprises Directly under the Central Government<br>《中央企業安全生產監督管理暫行辦法》 |

APPENDIX I: LIST OF LAWS, REGULATIONS AND INTERNAL POLICIES (continued)

附錄一：法律法規及內部政策清單  
(續)

| Classification<br>分類                                  | Type<br>類型                              | Name<br>名稱   |
|---|---|--|
|   | Internal policies<br>內部政策               | Recruitment Management System<br>《招聘管理制度》<br>Employee Handbook<br>《員工手冊》<br>Management Measures for Employee Compensation and Benefits<br>《員工薪酬福利管理辦法》<br>Management Measures for Promotion of Managers<br>《管理者職級晉升管理辦法》<br>Group Occupational Health and Safety Management System<br>《集團職業健康安全管理制度》<br>Occupational Safety Operation Guidelines<br>《職業安全作業指引》<br>Emergency Safety Rules<br>《應急安全細則》   |
| Anti-corruption and corporate governance<br>反貪污和公司治理類 | National laws and regulations<br>國家法律法規 | Company Law of the People's Republic of China<br>《中華人民共和國公司法》<br>Anti-money Laundering Law of the People's Republic of China<br>《中華人民共和國反洗錢法》<br>Anti-corruption Law of the People's Republic of China<br>《中華人民共和國反貪污法》<br>Criminal Law of the People's Republic of China<br>《中華人民共和國刑法》<br>Interim Provisions on Banning Commercial Bribery<br>《關於禁止商業賄賂行為的暫行規定》<br>Anti-Unfair Competition Law of the People's Republic of China<br>《中華人民共和國反不正當競爭法》 |
|   | Internal policies<br>內部政策               | Total Risk Management Measures<br>《全面風險管理辦法》<br>Management Measures for Internal Control<br>《內部控制管理辦法》<br>Guidelines for Standardized Operation of Car Park Management<br>《停車場管理規範操作指引》<br>Anti-corruption and Anti-bribery Code of Conduct<br>《反腐敗反賄賂行為守則》<br>Anti-fraud System<br>《反舞弊制度》<br>Anti-fraud and Whistle-blowing Policy<br>《防止舞弊與鼓勵舉報制度》  |

**APPENDIX I: LIST OF LAWS, REGULATIONS AND INTERNAL POLICIES (continued)**

**附錄一：法律法規及內部政策清單  
(續)**

| <b>Classification<br/>分類</b>                       | <b>Type<br/>類型</b>                      | <b>Name<br/>名稱</b>  |
|--|---|---|
| Intellectual property<br>知識產權類                     | National laws and regulations<br>國家法律法規 | Trademark Law of the People's Republic of China<br>《中華人民共和國商標法》   |
| Product Responsibility<br>and Services<br>產品責任及服務類 | Internal policies<br>內部政策               | Guidelines for the Construction of Customer Service<br>Stations for Door Positions<br>《關於門崗建設客戶服務微站指引》<br>Guidelines on the Standardization of Entry-Level<br>Labels f Life Consultants<br>《生活顧問進門崗標識標準化指引》<br>Guidelines for Cleaning Standardization<br>《保潔標準化工作指導書》<br>Customer Communication Operation Guidelines<br>《客戶溝通作業指引》<br>Customer Complaint Handling Guidelines<br>《客戶投訴處理作業指引》 |
| Information security<br>信息安全類                      | Internal policies<br>內部政策               | Information Security Management Measures<br>《信息安全管理辦法》<br>Information Service Management Standards<br>《信息服務管理規範》  |
| Responsible marketing<br>責任營銷類                     | National laws and regulations<br>國家法律法規 | Advertising Law of the People's Republic of China<br>《中華人民共和國廣告法》   |
| Supplier management<br>供應商管理類                      | Internal policies<br>內部政策               | Procurement Management System<br>《採購管理制度》<br>Supplier Selection, Evaluation and Management<br>Control Procedures<br>《供方選擇、評價與管理控制程序》  |

**APPENDIX II: CONTENT INDEX OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE OF THE HONG KONG STOCK EXCHANGE** 附錄二：香港聯交所《環境、社會及管治報告指引》內容索引

| <b>Environmental, Social and Governance Areas, General Disclosures and KPIs</b><br>環境、社會及管治範疇與一般披露及關鍵績效指標 |   | <b>Sections</b><br>所在章節  |
|---|---|--|
| <b>ENVIRONMENTAL</b><br>環境  |   |  |
| <b>Aspect A1</b><br>層面A1  | <b>EMISSION</b><br>排放物  |  |
| General Disclosure<br>一般披露  | Information on:<br>有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的：<br><br>(a) the policies; and<br>政策；及<br><br>(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<br>遵守對發行人有重大影響的相關法律及規例的資料。 | 3.1 Green Management<br>綠色管理<br><br>3.2 Green Practice<br>綠色實踐 |
| KPI A1.1<br>關鍵績效指標A1.1  | The types of emissions and respective emissions data.<br>排放物種類及相關排放數據。  | 3.2 Green Practice<br>綠色實踐                                     |
| KPI A1.2<br>關鍵績效指標A1.2  | Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).<br>溫室氣體總排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。  | 3.2 Green Practice<br>綠色實踐                                     |
| KPI A1.3<br>關鍵績效指標A1.3  | Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).<br>所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。   | 3.2 Green Practice<br>綠色實踐                                     |
| KPI A1.4<br>關鍵績效指標A1.4  | Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).<br>所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。   | 3.2 Green Practice<br>綠色實踐                                     |
| KPI A1.5<br>關鍵績效指標A1.5  | Description of emission target (s) set and steps taken to achieve them.<br>描述所訂立的排放量目標及為達到這些目標所採取的步驟。   | 3.1 Green Management<br>綠色管理                                   |

**APPENDIX II: CONTENT INDEX OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE OF THE HONG KONG STOCK EXCHANGE (continued)** 附錄二：香港聯交所《環境、社會及管治報告指引》內容索引(續)

| <b>Environmental, Social and Governance Areas, General Disclosures and KPIs</b><br>環境、社會及管治範疇與一般披露及關鍵績效指標 |  | <b>Sections</b><br>所在章節   |
|---|--|---|
| KPI A1.6<br>關鍵績效指標A1.6  | Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.<br>描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。   | 3.1 Green Management<br>綠色管理<br>3.2 Green Practice<br>綠色實踐  |
| <b>Aspect A2</b><br><b>層面A2</b>   | <b>Use of Resources</b><br><b>資源使用</b>   |   |
| General Disclosure<br>一般披露  | Policies on the efficient use of resources, including energy, water and other raw materials.<br>有效使用資源 (包括能源、水及其他原材料) 的政策。<br><br>Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.<br>資源可用於生產、儲存、運輸、樓宇、電子設備等。 | 3.1 Green Management<br>綠色管理<br>3.2 Green Practice<br>綠色實踐  |
| KPI A2.1<br>關鍵績效指標A2.1  | Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).<br>按類型劃分的直接及／或間接能源 (如電、氣或油) 總耗量 (以千個千瓦時計算) 及密度 (如以每產量單位、每項設施計算)。                            | 3.2 Green Practice<br>綠色實踐  |
| KPI A2.2<br>關鍵績效指標A2.2  | Water consumption in total and intensity (e.g. per unit of production volume, per facility).<br>總耗水量及密度 (如以每產量單位、每項設施計算)。  | 3.2 Green Practice<br>綠色實踐  |
| KPI A2.3<br>關鍵績效指標A2.3  | Description of energy use efficiency target(s) set and steps taken to achieve them.<br>描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。   | 3.1 Green Management<br>綠色管理  |
| KPI A2.4<br>關鍵績效指標A2.4  | Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target (s) set and steps taken to achieve them.<br>描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。   | 3.1 Green Management<br>綠色管理  |
| KPI A2.5<br>關鍵績效指標A2.5  | Total packaging material used for finished products (in tonnes) and, if used, with reference to per unit produced.<br>製成品所用包裝材料的總量 (以噸計算) 及 (如使用) 每生產單位佔量。   | The Company does not have physical commodities and does not involve the use of packaging materials<br>公司未有實體商品，暫不涉及包裝材料使用 |

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| <b>Environmental, Social and Governance Areas, General Disclosures and KPIs</b><br>環境、社會及管治範疇與一般披露及關鍵績效指標 |  | <b>Sections</b><br>所在章節   |
|---|--|---|
| <b>Aspect A3</b><br>層面A3  | <b>The Environment and Natural Resources</b><br>環境及天然資源  |   |
| General Disclosure<br>一般披露  | Policies on minimising the issuer's significant impact on the environment and natural resources.<br>減低發行人對環境及天然資源造成重大影響的政策。  | During the Reporting Period, the Company did not impose any material impact on the environmental and natural resources<br>報告期內，本公司未對環境及天然資源造成重大影響 |
| KPI A3.1<br>關鍵績效指標A3.1  | Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.<br>描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。                     | During the Reporting Period, the Company did not impose any material impact on the environmental and natural resources<br>報告期內，本公司未對環境及天然資源造成重大影響 |
| <b>Aspect A4</b><br>層面A4  | <b>Climate Change</b><br>氣候變化  |   |
| General Disclosure<br>一般披露  | Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.<br>識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。             | 3.1 Green Management<br>綠色管理  |
| KPI A4.1<br>關鍵績效指標A4.1  | Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.<br>描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 | 3.1 Green Management<br>綠色管理  |

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附錄二：香港聯交所《環境、社會及管治報告指引》內容索引(續)

| Environmental, Social and Governance Areas, General Disclosures and KPIs<br>環境、社會及管治範疇與一般披露及關鍵績效指標 |   | Sections<br>所在章節          |
|--|---|---------------------------|
| <b>SOCIAL</b><br>社會  |   |                           |
| <b>Aspect B1</b><br>層面B1   | <b>Employment</b><br>僱傭   |                           |
| General Disclosure<br>一般披露   | Information on:<br>有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：<br><br>(a) the policies; and<br>政策；及<br><br>(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, antidiscrimination, and other benefits and welfare.<br>對發行人有重大影響的相關法律及規例的資料。 | 4.1 Employment<br>員工僱傭    |
| KPI B1.1<br>關鍵績效指標B1.1   | Total workforce by gender, employment type, age group and geographical region.<br>按性別、僱傭類型、年齡組別及地區劃分的僱員總數。  | 4.1 Employment<br>員工僱傭    |
| KPI B1.2<br>關鍵績效指標B1.2   | Employee turnover rate by gender, age group and geographical region.<br>按性別、年齡組別及地區劃分的僱員流失比率。   | 4.3 Employee Care<br>員工關懷 |
| <b>Aspect B2</b><br>層面B2   | <b>Health and Safety</b><br>健康與安全   |                           |
| General Disclosure<br>一般披露   | Information on:<br>有關提供安全工作環境及保障僱員避免職業性危害的：<br><br>(a) the policies; and<br>政策；及<br><br>(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<br>遵守對發行人有重大影響的相關法律及規例的資料。  | 4.3 Employee Care<br>員工關懷 |

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| <b>Environmental, Social and Governance Areas, General Disclosures and KPIs</b><br>環境、社會及管治範疇與一般披露及關鍵績效指標 |   | <b>Sections</b><br>所在章節 |                              |
|---|---|-------------------------|------------------------------|
| KPI B2.1<br>關鍵績效指標B2.1  | Number and rate of work-related fatalities occurred in the past three years.<br>過去三年因工作關係而死亡的人數及比率。   | 4.3                     | Employee Care<br>員工關懷        |
| KPI B2.2<br>關鍵績效指標B2.2  | Lost days due to work injury.<br>因工傷損失工作日數。   | 4.3                     | Employee Care<br>員工關懷        |
| KPI B2.3<br>關鍵績效指標B2.3  | Description of occupational health and safety measures adopted, how they are implemented and monitored.<br>描述所採納的職業健康與安全措施，以及相關執行及監察方法。   | 4.3                     | Employee Care<br>員工關懷        |
| <b>Aspect B3</b><br><b>層面B3</b>   | <b>Development and Training</b><br><b>發展及培訓</b>   |                         |                              |
| General Disclosure<br>一般披露  | Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.<br>有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。<br><br>Training refers to vocational training. It may include internal and external courses paid by the employer.<br>培訓指職業培訓，可包括由僱主付費的內外部課程。 | 4.2                     | Employee Development<br>員工發展 |
| KPI B3.1<br>關鍵績效指標B3.1  | The percentage of employees trained by gender and employee category (e.g. senior management, middle management).<br>按性別及僱員類別（如高級管理層、中級管理層等）劃分的受訓僱員百分比。  | 4.2                     | Employee Development<br>員工發展 |
| KPI B3.2<br>關鍵績效指標B3.2  | The average training hours completed per employee by gender and employee category.<br>按性別及僱員類別劃分，每名僱員完成受訓的平均時數。   | 4.2                     | Employee Development<br>員工發展 |



**APPENDIX II: CONTENT INDEX OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE OF THE HONG KONG STOCK EXCHANGE (continued)** 附錄二：香港聯交所《環境、社會及管治報告指引》內容索引(續)

| <b>Environmental, Social and Governance Areas, General Disclosures and KPIs</b><br>環境、社會及管治範疇與一般披露及關鍵績效指標 |   | <b>Sections</b><br>所在章節      |
|---|---|------------------------------|
| <b>Aspect B4</b><br>層面B4  | <b>Labor Standards</b><br>勞工準則  |                              |
| General Disclosure<br>一般披露  | Information on:<br>有關防止童工或強制勞工的：<br><br>(a) the policies; and<br>政策；及<br><br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer; relating to preventing child and forced labour.<br>遵守對發行人有重大影響的相關法律及規例的資料。 | 4.1 Employment<br>員工僱傭       |
| KPI B4.1<br>關鍵績效指標B4.1  | Description of measures to review employment practices to avoid child and forced labor.<br>描述檢討招聘慣例的措施以避免童工及強制勞工。   | 4.1 Employment<br>員工僱傭       |
| KPI B4.2<br>關鍵績效指標B4.2  | Description of steps taken to eliminate such practices when discovered.<br>描述在發現違規情況時消除有關情況所採取的步驟。  | 4.1 Employment<br>員工僱傭       |
| <b>Aspect B5</b><br>層面B5  | <b>Supply Chain Management</b><br>供應鏈管理   |                              |
| General Disclosure<br>一般披露  | Policies on managing environmental and social risks of the supply chain.<br>管理供應鏈的環境及社會風險政策。  | 2.1 Quality Building<br>品質打造 |
| KPI B5.1<br>關鍵績效指標B5.1  | Number of suppliers by geographical region.<br>按地區劃分的供應商數目。   | 2.1 Quality Building<br>品質打造 |
| KPI B5.2<br>關鍵績效指標B5.2  | Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.<br>描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。  | 2.1 Quality Building<br>品質打造 |
| KPI B5.3<br>關鍵績效指標B5.3  | Description of how environmental and social risks are identified in each link of the supply chain, and how they are implemented and monitored.<br>描述有關識別供應鏈每個環節的環境及社會風險的管理，以及相關執行及監察方法。   | 2.1 Quality Building<br>品質打造 |

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| <b>Environmental, Social and Governance Areas, General Disclosures and KPIs</b><br>環境、社會及管治範疇與一般披露及關鍵績效指標 |  | <b>Sections</b><br>所在章節   |
|---|--|---|
| KPI B5.4<br>關鍵績效指標B5.4  | Description of management of promoting environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.<br>描述在揀選供應商時促使多用環保產品及服務的管理，以及相關執行及監察方法。  | 2.1 Quality Building<br>品質打造  |
| <b>Aspect B6</b><br><b>層面B6</b>   | <b>Product Responsibility</b><br><b>產品責任</b>   |   |
| General Disclosure<br>一般披露  | Information on:<br>有關所提供產品和服務的健康與安全、廣告、標籤、私隱事宜以及補救方法的：<br><br>(a) the policies; and<br>政策；及<br><br>(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.<br>遵守對發行人有重大影響的相關法律及規例的資料。 | 2. Exquisite Services<br>精緻服務   |
| KPI B6.1<br>關鍵績效指標B6.1  | Percentage of total products sold or shipped subject to recalls for safety and health reasons.<br>已售或已運送產品總數中因安全與健康理由而須回收的百分比。   | 2.1 Quality Building<br>品質打造  |
| KPI B6.2<br>關鍵績效指標B6.2  | Number of products and service related complaints received and how they are dealt with.<br>接獲關於產品及服務的投訴數目以及應對方法。   | 2.2 Customer Protection<br>客戶保障   |
| KPI B6.3<br>關鍵績效指標B6.3  | Description of practices relating to observing and protecting intellectual property rights.<br>描述與維護及保障知識產權有關的慣例。  | 1.2 Risk control<br>風險控制  |
| KPI B6.4<br>關鍵績效指標B6.4  | Description of quality assurance process and recall procedures.<br>描述質量檢定過程及產品回收程序。  | 2.1 Quality Building<br>品質打造<br>Recall procedures are not considered material to the operations of the Company.<br>產品回收程序與公司業務開展無關聯 |
| KPI B6.5<br>關鍵績效指標B6.5  | Description of consumer data protection and privacy policies, how they are implemented and monitored.<br>描述消費者數據保障及私隱政策，以及相關執行及監察方法。   | 2.2 Customer Protection<br>客戶保障   |

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| Environmental, Social and Governance Areas, General Disclosures and KPIs<br>環境、社會及管治範疇與一般披露及關鍵績效指標 |  | Sections<br>所在章節               |
|--|--|--------------------------------|
| <b>Aspect B7<br/>層面B7</b>  | <b>ANTI-CORRUPTION<br/>反貪污</b>   |                                |
| General Disclosure<br>一般披露   | Information on:<br>有關防止賄賂、勒索、欺詐及洗黑錢的：<br><br>(a) the policies; and<br>政策；及<br><br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer; relating to bribery, extortion, fraud and money laundering.<br>遵守對發行人有重大影響的相關法律及規例的資料。 | 1.3 Business Ethics<br>商業道德    |
| KPI B7.1<br>關鍵績效指標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.<br>於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。  | 1.3 Business Ethics<br>商業道德    |
| KPI B7.2<br>關鍵績效指標B7.2   | Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.<br>描述防範措施及舉報程序，以及相關執行及監察方法。  | 1.3 Business Ethics<br>商業道德    |
| KPI B7.3<br>關鍵績效指標B7.3   | Description of anti-corruption training provided to directors and employees.<br>描述向董事及員工提供的反貪污培訓。  | 1.3 Business Ethics<br>商業道德    |
| <b>Aspect B8<br/>層面B8</b>  | <b>COMMUNITY INVESTMENT<br/>社區投資</b>   |                                |
| General Disclosure<br>一般披露   | 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.<br>有關以參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。  | 5. Social Contribution<br>社會貢獻 |
| KPI B8.1<br>關鍵績效指標B8.1   | Focus areas of contribution (such as education, environment issues, labor needs, health, culture, sports, etc.).<br>專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。  | 5. Social Contribution<br>社會貢獻 |
| KPI B8.2<br>關鍵績效指標B8.2   | Resources contributed (e.g. money or time) to the focus area.<br>在專注範疇所動用資源(如金錢或時間)。   | 5. Social Contribution<br>社會貢獻 |



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