

A-LIVING SMART CITY SERVICES CO., LTD.* 雅生活智慧城市服務股份有限公司

(A joint stock company incorporated in the People's Republic of China with limited liability)

Stock Code: 3319

Environmental, Social and Governance Report

2021



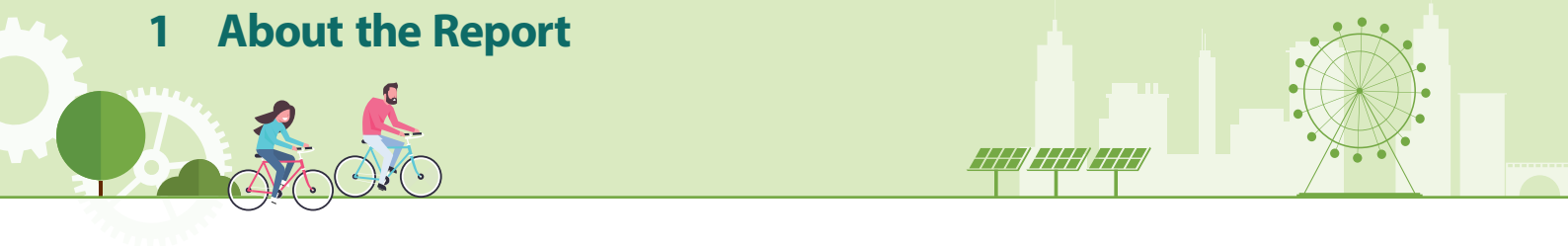
*For identification purposes only

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1 About the Report



OVERVIEW

A-Living Smart City Services Co., Ltd. (“A-Living” or the “Company”, together with its subsidiaries, the “Group”) is pleased to publish its 2021 Environmental, Social and Governance (“ESG”) Report (the “Report”), which is aimed at explaining the Group’s efforts and performance in ESG aspects in 2021 (the “Year”) to address the expectations of stakeholders on the sustainable development and information disclosure of the Group and enhance their understanding of and confidence in the Group.

PREPARATION BASIS OF THE REPORT

The Report complies with all the “comply or explain” provisions in the Environmental, Social and Governance Reporting Guide (the “ESG Reporting Guide”) set out in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Listing Rules”) issued by The Stock Exchange of Hong Kong Limited (the “Hong Kong Stock Exchange”). The content index for the ESG Reporting Guide is set out in Appendix III of the Report for easy reference of readers.

The Report is prepared in accordance with the four principles of materiality, quantitative, balance and consistency, with a view to fully reflecting the management status and achievements of the Group in ESG aspects.

Reporting Principles	Definitions	Responses from the Group
Materiality	The issues covered in the Report should reflect the significant impacts of the Group on the economy, environment and society, or the scope of assessments and decisions of stakeholders being affected.	Through continuous communication with stakeholders and taking into account its strategic development and business operations, the Group has identified current material issues on sustainable development and disclosed the risks and management initiatives in environmental, social and governance.
Quantitative	The Report should disclose key performance indicators in a measurable manner.	The Group has disclosed its environmental and social key performance indicators in a measurable way, and provided textual explanations on quantitative information.
Balance	The Report should reflect fairly the overall performance on sustainable development of the Group.	The Group has explained in details the sustainable development matters that have a significant impact on its business, including the results achieved and the challenges it faces.
Consistency	The Group should ensure that consistent principles for information disclosure have been adopted in the Report.	The Group will ensure that the disclosure scope and reporting methods of the Report are generally consistent every year, making the Group’s performance comparable for its stakeholders.



SCOPE OF THE REPORT

The Report covers the Company and its wholly-owned subsidiaries and controlling subsidiaries. To enhance reporting comparability, information related to COVID-19 (the “epidemic”) is as at 31 December 2021.

Unless otherwise specified, the scope of the Report is consistent with that of the consolidated statements in the Company’s annual report (the “2021 Annual Report”) for the year ended 31 December 2021 (the “Reporting Period”), and should be read in conjunction with the Company’s 2021 Annual Report.

DESCRIPTION OF APPELLATIONS

To facilitate presentation and reading, unless otherwise specified, “A-Living” or the “Company” in the Report refers to A-Living Smart City Services Co., Ltd., the “Group” refers to the Company and its subsidiaries, and “Agile Holdings” refers to Agile Group Holdings Limited.

DATA SOURCE AND RELIABILITY STATEMENT

The data and cases in the Report are mainly derived from A-Living’s official documents, statistical reports and relevant public information. The Company undertakes that the Report contains no false records or misleading statements, and is responsible for the authenticity, accuracy and completeness of its content.

CONFIRMATION AND APPROVAL

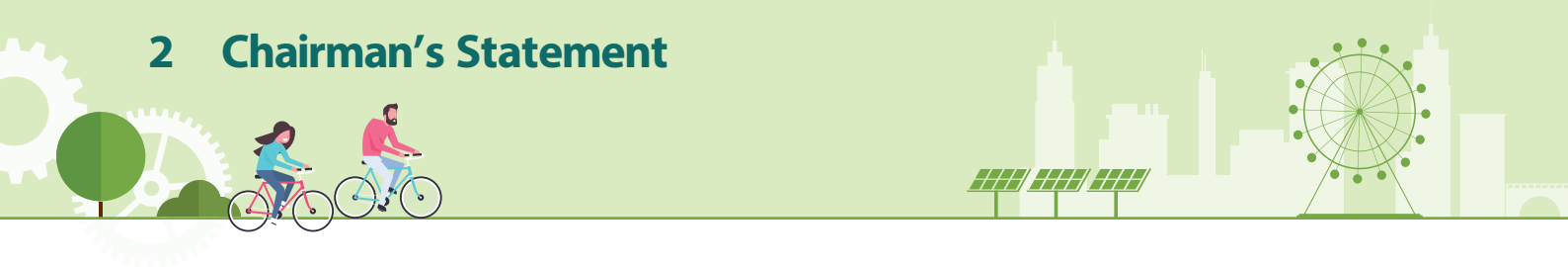
The Company’s Board of Directors (the “Board”) and the senior management team have reviewed and approved the Report to ensure that the content of the Report contains no false records, misleading statements or material omissions.

ACCESS AND RESPONSE TO THE REPORT

The Report is prepared in Chinese and English respectively. In case of any discrepancies between the Chinese and English versions, the Chinese version prevails. The Report is available and can be downloaded from the website of the Hong Kong Stock Exchange (www.hkexnews.hk) and the website of the Company (www.agileliving.com.cn).

For further enquiries, comments or suggestions on the Report, please contact the Company by email at ir@agileliving.com.cn.

2 Chairman's Statement



Dear stakeholders,

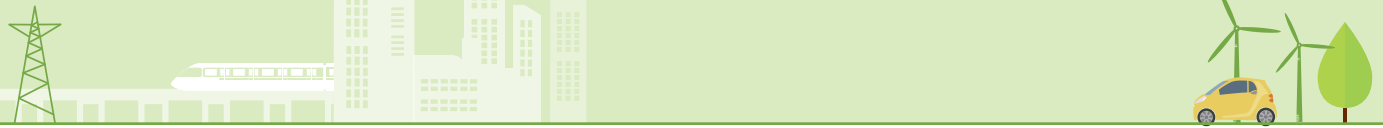
A-Living is pleased to publish its 2021 ESG Report, which is aimed at addressing the expectations of stakeholders on the performance of the Group in sustainable development management.

The epidemic control became a norm in 2021. In the post-epidemic era, the property management industry has been faced with both challenges and opportunities. In 2021, relevant state authorities successively issued the policies such as the “Notice on Strengthening and Improving Residential Property Management 《關於加強和改進住宅物業管理工作的通知》”, “Opinions on Promoting the Construction of Quarter of an Hour Convenient Living Circle in the Cities 《關於推進城市一刻鐘便民生活圈建設的意見》” and “Opinions on Promoting the Life Service Industry to Complement the Shortcomings and Improve People’s Quality of Life” 《關於推動生活性服務業補短板上水平提高人民生活品質若干意見》, setting clear direction for the development of property management industry towards standardization and intelligence, and creating favorable conditions for the rapid growth and standardized development of the industry. The Group has been contributing to the industry progress by enhancing the standardization of service quality and promoting the development of digitalized and intelligent property management services.

Adhering to the corporate mission of “lifelong caring for you, heartwarming service to city”, the Group has been pursuing a high standard of product and service quality. During the Year, to accelerate the progress of standardized property management services, the Group actively participated in the preparation of and took the lead in compiling a number of industry standards, including but not limited to Property Management Service Customer Satisfaction Evaluation 《物業服務客戶滿意度測評》, Property Management Service Safety and Emergency Response 《物業服務安全與應急處置》 and Residential Property Management Service Regulations 《住宅物業服務規範》, improving standardization and quality of property management services in various business portfolios.

At the same time, the Group proactively expedited the integrated application of intelligent technologies into community facilities and living services, such as big data and artificial intelligence (AI) technologies, and worked with leading intelligent technology companies such as Alibaba Cloud and LongShine Technology to improve the ecological construction of intelligent service scenarios for community life, promote the development of smart cities and communities, and enhance the convenient living experience and happiness for citizens and property owners. During the Year, the Group won wide praises from the property owners and the industry, including the 4th of the “2021 Top 100 Property Management Companies in China”, the 3rd of the “2021 Listed Property Management Companies in terms of Comprehensive Strength in China” and “2021 Top 100 Leading Property Management Companies in terms of Customer Satisfaction in China”.

In 2021, the Group continuously took responsibility for safeguarding the health of employees, property owners and customers, made every effort to control the negative impact brought by the epidemic, and strictly conducted regular epidemic prevention and control works. Meanwhile, the Group has been improving the safety management of its projects under management in a bid to further reduce the safety risks in the areas under management and ensure the safety of property owners and employees.



With respect to the construction of ecological civilization, in active response to the country's goal of "carbon dioxide peaking and carbon neutrality", the Group has been proactively promoting green operations in all aspects, integrating environmental protection concepts into various business segments and work processes, and implementing various energy saving and emission reduction initiatives in its projects under management, thereby contributing to the achievement of the carbon dioxide peaking and carbon neutrality goals. At the same time, the Group further developed city services including refuse collection and transportation, marine sanitation, river ecological restoration, sanitation support for major sport events, and integrated operation solutions for smart city sanitation, contributing to the improvement of the sanitation and hygiene quality and environmental governance in multiple scenarios in cities as well as the construction of ecological civilization.

With respect to humanistic care and social charity, the Group upheld the concept of openness and willingness to share to promote communication with employees and customers. Through working with its employees, member companies, suppliers, customers and other stakeholders, the Group integrated the concept of sustainable development into corporate development and progress in every aspect of work and life and fulfilled social responsibility together. During the Year, the Group held abundant charitable activities including staff reunion and caring, charitable blood donation and poverty alleviation, conveying care to employees and society and promoting harmonious development of the society.

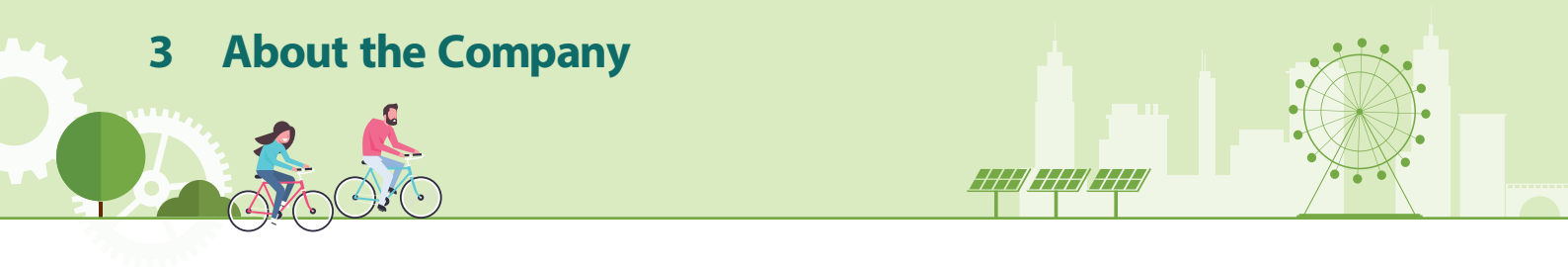
In the beginning of its 14th Five-Year Plan, the Group joins hands with all partners and stakeholders, responds to the needs of the times and society, and sets sail to make continued innovation and work hard to build a better future.

Chan Cheuk Hung/Huang Fengchao

Co-Chairman of the Board

Hong Kong, 27 May 2022

3 About the Company



1. BUSINESS OVERVIEW

In 2021, the Group fully upgraded its brand strategy with a view to becoming a preeminent quality service provider in China. The Group proactively embraced the upgrade and transformation of the industry, actively extended its industrial chain layout, improved its market expansion capability in various niche markets and further diversified its business portfolio. Currently, the Group has established first-mover advantages in various business portfolios such as residential property, public buildings and commercial and office buildings, etc., and deepened its presence in city services and property owners value-added services, forming a balanced and diversified business combination. Leveraging its major business segments, regional offices and member companies, the Group actively initiated market expansion, built multiple benchmark projects, continued to improve product and service quality, dug out customer needs and provided diversified value-added services to accelerate its business growth.

As at 31 December 2021, the Group's contracted GFA amounted to approximately 663.1 million sq.m. and GFA under management amounted to 488.9 million sq.m., with 87,603 employees and projects under management exceeding 4,143, covering 31 provinces, municipalities and autonomous regions.



Property management services

Revenue of RMB8,658.4 million in 2021
A year-on-year increase of 33.6%



Property owners value-added services

Revenue of RMB1,866.6 million in 2021
A year-on-year increase of 77.3%



City services

Revenue of RMB698.1 million in 2021



Extended value-added services

Revenue of RMB2,857.0 million in 2021
A year-on-year increase of 14.7%

2. PERFORMANCE IN THE YEAR

With its excellent products and services, outstanding business performance as well as comprehensive and transparent communication with capital market, the Group has gained wide recognitions from capital market and the industry as evidenced by its successive inclusion in a number of indexes and winning of various industry awards. In addition to market expansion, the Group also attached much importance to undertaking environmental and social responsibility, actively communicated with its stakeholders in respect of ESG performance, and promoted the mutual development with stakeholders while exporting the ESG concept of the Group. The indexes in which the Group has been included and the awards it has received to date are mainly as follows:



Inclusion in Indexes

- Hang Seng Composite MidCap Index
- Eligible Stock of Shanghai-Hong Kong Stock Connect
- Eligible Stock of Shenzhen-Hong Kong Stock Connect
- MSCI China Index



Honors and Awards

- The 4th of the “2021 Top 100 Property Management Companies in China”
- 2021 Top 100 Leading Property Management Companies in terms of Service Quality in China
- 2021 Top 100 Leading Property Management Companies in terms of Customer Satisfaction in China
- The 2nd of the “2021 Top 100 Leading Property Management Companies in terms of Growth Potential in China”
- The Top 10 of the “2021 Top 100 Property Management Companies in Business Performance in China”
- The Top 10 of the “2021 Top 100 Property Management Companies in Service Scale in China”
- 2021 Leading Smart City Service Enterprise in China
- 2021 Leading New Property Management Service Company in China
- 2021 Top 2 Excellent Property Management Companies in ESG Development in China
- 2021 Most Influential Green Enterprise Brand
- The 4th of the “2021 Top 500 Property Management Companies in terms of Comprehensive Strength in China”
- 2021 Top 10 Property Management Companies in terms of Comprehensive Strength in China
- The 4th of the 2021 Top 100 Blue Chip Property Management Companies
- 2021 Listed Blue Chip Property Management Companies in terms of Comprehensive Strength
- 2021 Top 100 Most Valuable Property Management Brands in China
- 2021 Top 3 Listed Property Management Companies in terms of Scale in China
- 2021 Top 3 Listed Property Management Companies in terms of Comprehensive Strength in China
- The Top 3 of the “2021 Listed Property Management Companies in terms of Growth Potential in China”
- The 1st of the “2021 Listed Property Management Companies in terms of Market Expansion in China”
- 2021 Leading Specialized Property Management Companies in terms of Community Commercial Business in China
- The Top 4 of the “2021 Top 100 Property Management Companies in terms of Service Capacity”
- 2021 Top 20 Property Management Companies in Office Building Services in China
- 2021 Top 10 City Service Companies in China
- 2021 Leading Brand in terms of Specialized Operation in Property Management Companies in China
- 2021 Leading Brand of Property Management Service Quality in China
- 2021 China Excellent Brand of Property Management Services for Public Buildings
- 2021 China Excellent Brand of Property Management Services for Educational Institutions
- 2021 Leading Brand of High-end Property Service in China
- 2021 Leading Property Management Companies in terms of City Service in China
- 2021 Leading Property Management Companies in terms of Value-added Services in China
- 2020-2021 China Top 10 Property Management Companies in terms of Digitalization
- The 1st of the “2021 Listed Property Management Companies in terms of Financial Performance in China”
- 2021 Excellent Brand of Red Property Management Services in Guangdong Province
- 2021 Excellent Property Management Brand in Hainan Province

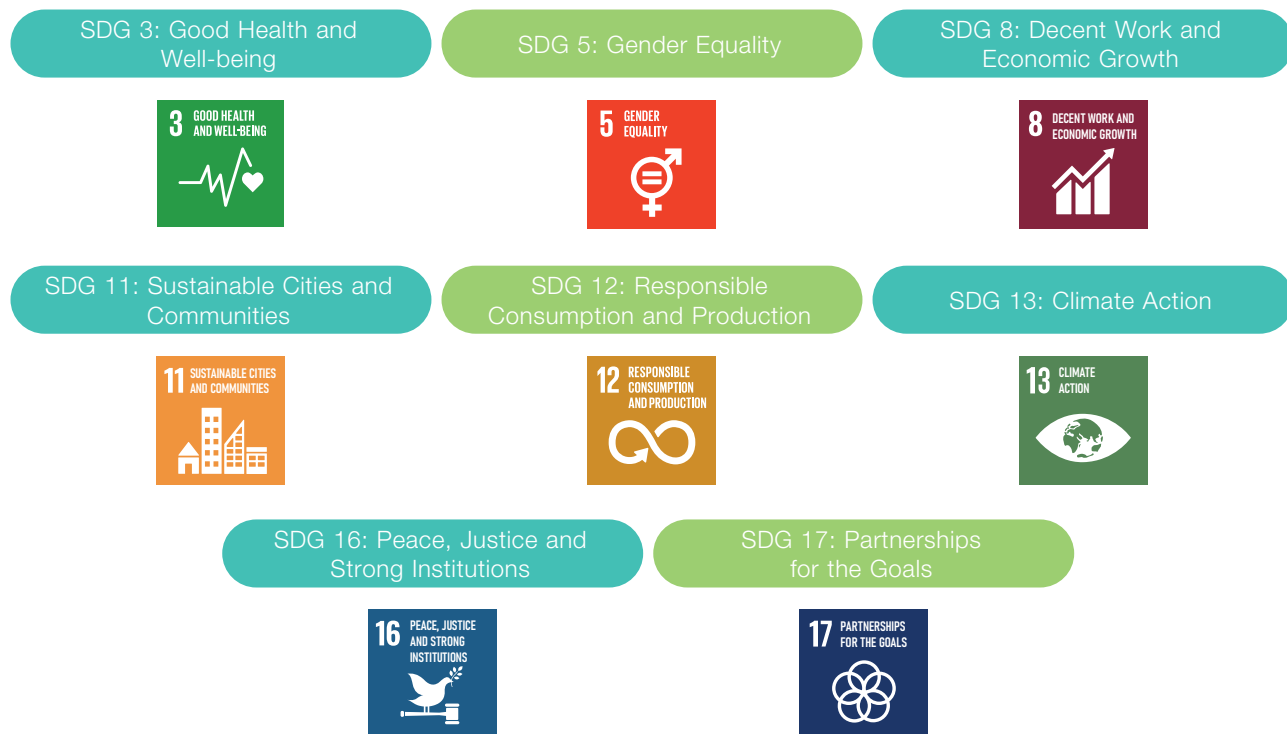
4 Sustainable Development Philosophy and Governance



With “inclusion and diversity, relentless pursuit of excellence, mutual benefit and common progress, value creation with concerted efforts” as its core value and “lifelong caring for you, heartwarming service to city” as its corporate mission, the Group is dedicated to providing property owners with one-stop comprehensive living service solutions and strives to become a preeminent quality service provider in China. The Group has developed business through whole industry chain focused on four core elements including property owners, developers, communities and cities, attached to the post-acquisition integration of member companies, continuously tapped the potential of community economy and actively integrated technology into service and industry upgrading. Taking long-term corporate value and culture as the guidance, the Group earnestly puts efforts in its operation and development, devoting to creating value for shareholders, property owners, employees, suppliers and the environment.

The Group adheres to the sustainable development philosophy and subscribes to the sustainable development goals (SDGs) of the United Nations, facilitating the achievement of balanced development of economy, environment and society through business operations and value creation. The Group actively incorporates green development philosophy into its corporate daily operation and decision-making and puts it into practice, starts to formulate goals applicable to safety management and environment management by making reference to 8 SDGs closely related to its business development, including building sustainable cities and communities, promoting good health and well-being, peace, justice and strong institutions, as well as partnerships for the goals, etc. The Group continues to improve its sustainable development mechanisms and enhance management performance by referring to the expectations and demands of stakeholders on the ESG initiatives of the Group.

The sustainable development management work of A-Living makes reference to 8 SDGs



1. CORPORATE VALUE SYSTEM OF THE GROUP



2. SUSTAINABLE DEVELOPMENT GOVERNANCE SYSTEM

The Group attaches great importance to ESG risk management and is fully aware of the potential impact of issues such as service quality improvement, environmental impact on management and employment management on the financial performance and sustainable development of the Group.

The ESG governance structure set up by the Group takes the Board as the core to ensure that the Group has adequate and effective management capabilities on ESG issues. As the highest level of decision-making in ESG works, the Board is responsible for establishing appropriate risk management and internal control mechanisms for the Group and reviewing their effectiveness on a regular basis.

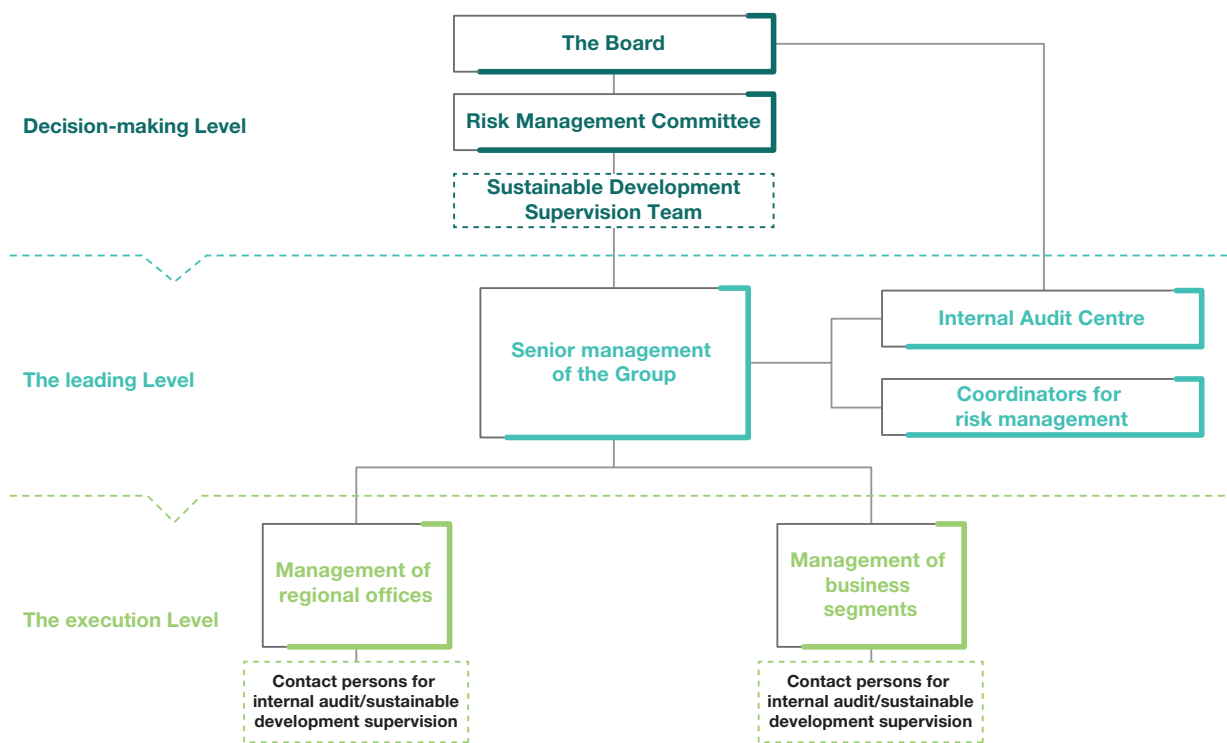
Under the leadership of the Board, the Risk Management Committee is responsible for the overall management of the Group's sustainable development, while its Sustainable Development Supervision Team is responsible for the follow-up and implementation of the specific sustainable development work of the Group. The Risk Management Committee and the Sustainable Development Supervision Team have been authorized by the Board to perform the Board's duties of the oversight of ESG issues within their terms of reference, including monitoring and reviewing the Group's policies and practices relating to risk management and internal control, supervising the implementation of the Group's ESG management policies and practices, urging the Group's business segments to set ESG management goals based on their operations, and regularly reviewing the reasonableness of those goals and the implementation of internal control measures, so as to ensure the ESG goals can be achieved. The Risk Management Committee and the Sustainable Development Supervision Team regularly report to the Board on the progress and recommendations in respect of the ESG issues above.

During the Year, the Group convened 1 Board meeting to approve the meeting minutes of the Risk Management Committee related to ESG, 1 Risk Management Committee meeting, the agenda of which includes the report of annual ESG work, 2 Sustainable Development Supervision Team meetings to report and discuss relevant ESG issues, ESG risk management work and the progress on the ESG report of the Year.



The Group has incorporated ESG risks into its comprehensive corporate risk management system. The Internal Audit Centre, based on the risk management and internal control system, coordinates and initiates the risk assessment and response, supervises the implementation of risk management policies and reports to the Risk Management Committee on the control of material risks on a half-yearly basis. The Risk Management Committee is responsible for formulating the risk management framework, reviewing and evaluating the effectiveness of the Group's risk management framework, supervising and ensuring the effective implementation of risk control measures, and reporting to the Board on a regular basis.

As core members of the ESG team, the contact persons of the Group's regional offices and business segments for risk control are responsible for executing and implementing the ESG management strategies formulated by the management and reviewing the progress in achieving ESG management goals continuously.



Sustainable Development Governance System of A-Living

3. STAKEHOLDER ENGAGEMENT

The trust and support of stakeholders are the foundation for sustainable corporate development. The Group continues to improve its communication mechanism with stakeholders, timely understands and responds to the expectations and demands of stakeholders through different channels and ways, such as its 400 Customer Service Hotline, corporate WeChat official account, official website, meetings with suppliers, property owner satisfaction surveys and employee surveys and communication. On that basis, the Group has been optimizing its sustainable development strategies and plans in order to strengthen the benign relationship with stakeholders and realize win-win development.

4 Sustainable Development Philosophy and Governance (continued)

The Group's analysis of and responses to the expectations and demands of stakeholders in 2021 were as follows:

Stakeholder	Major communication way	Expectation and demand	Communication and response
Shareholders and investors	<ul style="list-style-type: none"> • General meetings • Presentations/roadshows • Hotline/email for investor contact • Corporate official website 	<ul style="list-style-type: none"> • Financial performance • Interest protection • Corporate transparency • Risk control 	<ul style="list-style-type: none"> • Improve profitability • Hold general meetings • Routine information disclosure • Optimize risk management and internal control systems
Government and regulatory authorities	<ul style="list-style-type: none"> • Submission of tax information • Submission of regulatory information required by the relevant departments 	<ul style="list-style-type: none"> • Comply with the law • Pay taxes in accordance with the law • Respond to national calls • Support local development 	<ul style="list-style-type: none"> • Operate in compliance with the law • Pay taxes in full on time • Actively implement relevant policies • Actively shoulder social responsibilities
Employees	<ul style="list-style-type: none"> • Workers' Congress • Office automation (OA) system of the Group • Employee caring activities • Opinion box for sending comments to the general manager • Employee surveys 	<ul style="list-style-type: none"> • Career development platform • Training opportunities • Remuneration and benefits • Healthy and safe working environment • Listen to the voice of employees 	<ul style="list-style-type: none"> • Enhance career promotion mechanisms • Establish employee training and education systems • Competitive salary and benefits • Equal communication and complaint mechanisms
Customers	<ul style="list-style-type: none"> • 400 nationwide customer service hotlines • Property management service satisfaction surveys • Corporate WeChat official account • Community activities 	<ul style="list-style-type: none"> • Product quality and price/performance ratio • Customer service quality • Customer information security • Customer rights protection 	<ul style="list-style-type: none"> • Develop a high-quality comprehensive service platform • Comprehensive and considerate services • Network security and permission settings • Compliant marketing
Suppliers	<ul style="list-style-type: none"> • Supplier engagement inspections • Regular review of suppliers • Supplier conferences 	<ul style="list-style-type: none"> • Cooperation with integrity • Experience sharing • Win-win cooperation • Business ethics and reputation 	<ul style="list-style-type: none"> • Build responsible supply chains • Promote daily communication • Carry out cooperation • Perform contracts dutifully
Business partners	<ul style="list-style-type: none"> • Training sessions • Communication meetings • Corporate surveys 	<ul style="list-style-type: none"> • Synergy in marketing • Resource sharing • Improvement in management efficiency 	<ul style="list-style-type: none"> • Establish synergetic marketing database • Enable access to quality resources of the Group • Empowerment and assistance from experts/professional teams
Society and the public	<ul style="list-style-type: none"> • News coverage • Corporate official website • Corporate WeChat official account 	<ul style="list-style-type: none"> • Care for the underprivileged • Support social charity • Protect the natural environment • Promote social advancement 	<ul style="list-style-type: none"> • Participate in targeted poverty alleviation • Committed to charities • Adhere to green operation • Share development achievements



4. MATERIALITY ASSESSMENT

Paying great importance to the materiality assessment of ESG issues, the Group carries out materiality assessment for the purpose of timely and comprehensive understanding of the materiality of each ESG issue to the business development of the Group and the attention of stakeholders. It also actively takes countermeasures to further facilitate disclosure of the Group's ESG information and ongoing improvement in the management standards of relevant issues.

The materiality assessment on ESG issues of the Group during the Year covers the following steps:



01 **Identification of material issues**

The Group identified 21 material ESG issues for the Year, in view of the business characteristics of the Group and after taking into account the industry features and the requirements of the ESG Reporting Guide.



02 **Communication with stakeholders**

The Group communicated with stakeholders through various channels and collected feedbacks and expectations on the Group's ESG performance in 2021.



03 **Materiality assessment**

The management of the Group determined the priority and matrix of material ESG issues based on the understanding of demands and expectations of stakeholders, the Group's business performance and the key points and trends in ESG work of industry peers.

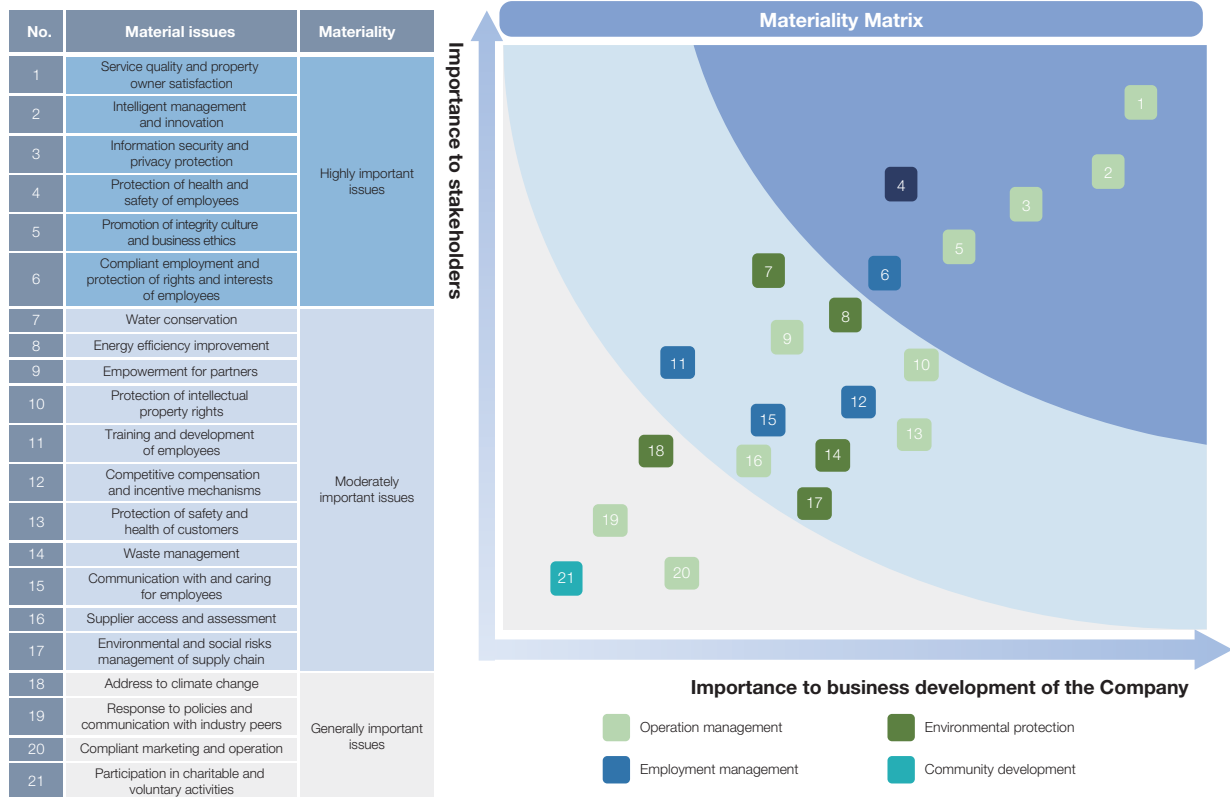


04 **Response to material issues**

The Group determined key information disclosed of this report and made corresponding response in the report according to stakeholders' opinions and the materiality analysis results.

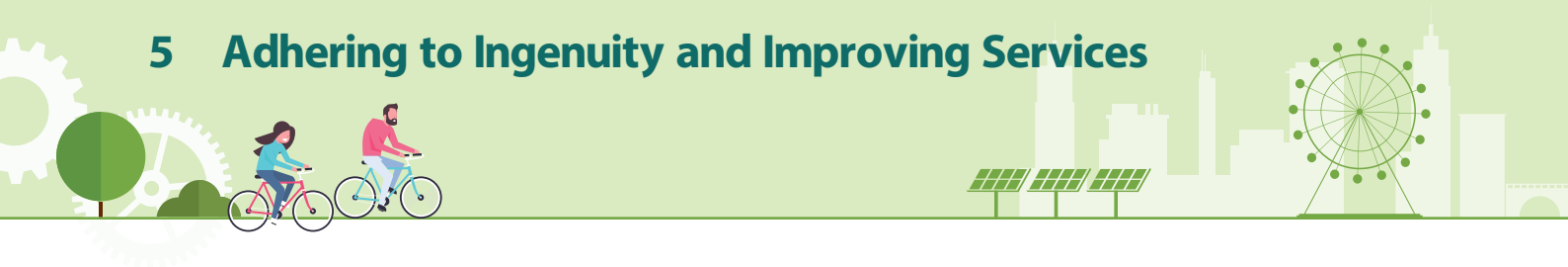
4 Sustainable Development Philosophy and Governance (continued)

The results of materiality assessment on ESG issues of the Group for 2021 are as follows:



Compared with the results for the previous year, the results of materiality assessment for 2021 showed that stakeholders are more concerned about material issues such as service quality and property owner's satisfaction level, intelligent management and innovation, and information security and privacy protection. This report has presented the Group's progress on each material issue during the Year in detail. Based on the results of this materiality assessment, the Group will continue to improve its ESG management and actively fulfill its corporate social responsibilities.

5 Adhering to Ingenuity and Improving Services



TOPICS OF ISSUES ADDRESSED IN THIS CHAPTER:

- Service quality and property owner satisfaction
- Intelligent management and innovation
- Information security and privacy protection
- Protection of intellectual property rights
- Protection of safety and health of customers
- Compliant marketing and operation
- Response to policies and communication with industry peers



KEY PERFORMANCE IN THIS CHAPTER



Overall customer satisfaction rate: 91.7%



Resolution rate of customer complaints: 95.8%



Total number of various community activities: 5,973



Total number of customer service trainings: 14,468



Rate of non-trouble operation of safety system during the Year: 100%

SDG Addressed in This Chapter

The Group's Strategy for Action



SDG 11:
Sustainable Cities and Communities

Improving the quality of city services and property management services for communities and public facilities, maintaining public buildings, commercial buildings and other infrastructure, and contributing to the sustainable development of cities and communities

The Group always carries on with the mission of “lifelong caring for you, heartwarming service to city”, stays true to its original aspiration to pursue excellent operations, keeps providing standardized and professional quality services, and improves the proficiency of service personnel from all aspects to meet the customized needs of property owners and clients. Meanwhile, the Group actively promotes transformation and development of the industry, exploring technological and business innovation and contributing to the construction of digital and smart communities and city services, providing exquisite living experience for property owners and clients.

1. IMPROVEMENT IN SERVICE QUALITY

The Group holds onto the service concept of craftsmanship and integrity and improves the management in multiple dimensions, such as project management, environmental management, community safety and order management and community culture construction, through a variety of means, including standardized service system construction, professional training and assessment, application of intelligent technologies and facilities and etc., striving to provide high-standard, high-quality and sustainable property management services.



1) Service Quality Management

In 2021, the Group focused on the standardized service system construction. Through the construction and publicity of the standardized service system, skills training and empowerment and other means, the Group built professional service teams and strengthened service quality and service standards to meet the demands of various businesses. Meanwhile, the Group carried out themed activities for service quality improvement, such as “5-Star campaign” to understand the demands of property owners from all aspects and renovate the living space for property owners so as to convey the warm care from the community, thereby improving the service quality and the satisfaction rate of the property owners from all aspects.

Standardized service system construction

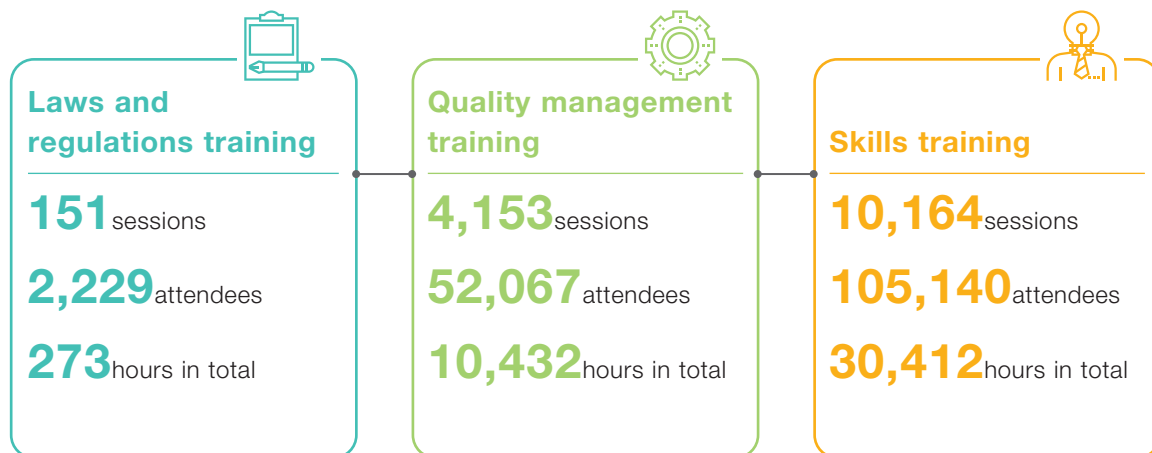
During the Year, the Group continued to proceed the works including formulating service standards and specifications, compiling and launching the Zero Interference Property Service Specifications, aiming to simplify the process and save the time of service management, avoid excessive interference with the property owners’ life, travel, rest and entertainment and provide better service experience. In the meantime, the “Pilot Project of Advanced Standard System for Residential Property Service in Guangdong Province” led by A-Living was implemented and successfully passed the assessment and acceptance organized by the Guangdong Administration for Market Regulation in May 2021.

Service quality training and empowerment

The Group is committed to comprehensively improving the professional skills of service personnel to provide property owners with the best service experience. The Group organizes various service quality trainings on different themes for the client servicing staff who have the most direct, frequent and closest communication with property owners to continuously strengthen their understanding of laws and regulations, national and industrial standards, and management standards and norms of the Group, enhancing their proficiency and service skills. During the Year, the Group’s property management service business segment organized the following training programs in various regions and projects:



The details of various training sessions were as follows:



The Group has been providing professional training courses for engineering personnel and other logistics support personnel in strict accordance with the needs of industry and technological development. During the Year, the Group arranged periodic training programs for engineering personnel, organized practical and thematic trainings on engineering skills, knowledge and technology, and strengthened employees' skills such as emergency repair of circuit failure, fault handing of video intercom access control, emergency response to fire alarms and emergency measures of power outages and water cuts, so as to improve the comprehensive quality and professionalism of engineering personnel in an all-round way.



Quality management training



Skills training and exchange for engineering personnel

In addition, the Group encourages employees to participate in various vocational skill competitions and other relevant activities and improve their skills proactively, and helps them enhance their professionalism of services.

Case: Employees of A-Living achieved excellent results in the National Vocational Skills Competition

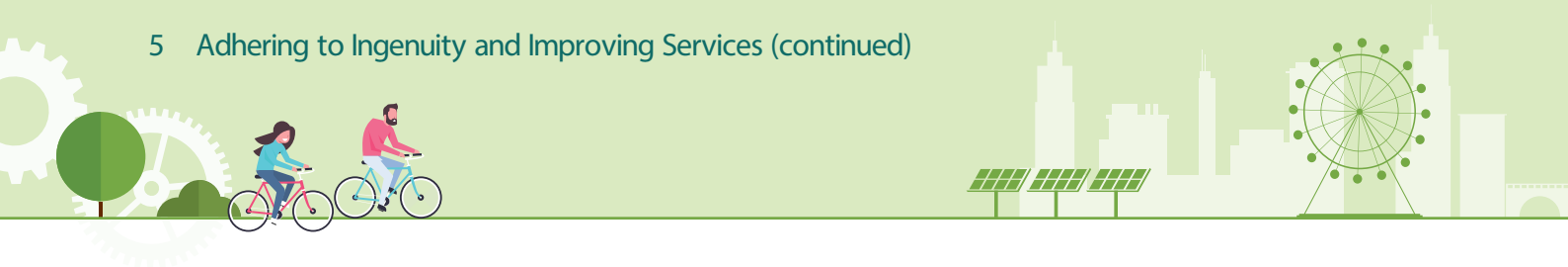
In April 2021, the National Vocational Skills Competition for Property Management Industry came to a successful conclusion in Beijing. The Group's representatives stood out from 134 finalists in 31 provinces and 15 enterprises nationwide, and won titles of "Technical Experts in the National Housing and Urban-Rural Construction Industry" and "Final Winner", demonstrating the excellent professional skills and quality of our employees.



Awarding Ceremony of the National Vocational Skills Competition for Property Management Industry

Improvement in service quality

The Group has always been focusing on providing high-quality services and keeps improving service quality through various action, such as smart properties, community image refreshing, increase in equipment and facilities, upgrade of personnel and services, enhancement of community culture, project benchmarking and etc. During the Year, the Group revamped the living space and optimized the living experience of property owners through the "5-Star campaign" action, conveyed genuine care to different groups of property owners through the "knock at a door action" and selected employees who are the Communist Party members ("Party members") with strong Party spirit, good professional ethics, high professional capabilities and excellent performance for image building and benchmarking through the special activity of "demonstration position of Party members" to lead the property service quality improvement.



- **“5-Star campaign”**

During the Year, the Group launched the “5-Star campaign” action for its property services to improve service quality. Externally, the Group upgraded services in four aspects, namely image, facilities, environment and activities. Internally, the Group provided intensive trainings on etiquette standards to enhance the awareness of service personnel, improve service quality from details, and create a better life with craftsman spirit. As at 31 December 2021, the “5-Star campaign” had been carried out in nearly 350 communities nationwide.

Through the “5-Star campaign” actions, the Group upgraded the security facilities and devices, installed non-inductive access gates, surveillance cameras to identify falling objects and other devices, and improve the community monitoring system to enhance the security efficiency in community. As at 31 December 2021, the digital monitoring system has been implemented in nearly 300 communities nationwide; the non-inductive access technology was applied at the entrance of 87 communities with 1,057 devices installed.

The Group also attached great importance to the registration and regular maintenance of fire-fighting facilities in the “5-Star campaign” actions. The Group strengthened regular inspection, protection and maintenance of fire-fighting devices and promptly discovered existing problems and potential dangers to ensure the normal operation of fire-fighting facilities and fire safety, reducing potential losses caused by accidents and safeguarding the life and property safety of property owners.



💧 Non-inductive access gates in communities



💧 Surveillance cameras for falling objects



💧 Community monitoring centre



💧 Daily inspection of equipment room



💧 Inspection of spray pipes



💧 Waterproof test of fire hydrant on the roof

- **“Knock at a door action”**

During the Year, the Group launched an activity named “knock at a door action” to visit property owners. Property management service staffs established property owners’ and residents’ profiles and carried out door-to-door visits to learn about the real demands of the property owners, and improved its services to meet their needs, showing its earnest care for property owners. Specifically, the Group organized visit activities for the militaries and their families on the Army Day and prepared gifts to their families, conveying the Group’s respect and care for the militaries. The Group also visited elder Party members in the community and brought them caring gifts to commemorate the centenary of the founding of the Communist Party of China. During the epidemic, the Group visited the family members of medical personnel to know their demands and provide them with daily necessities. In daily life, the Group regularly visits the elderly living alone to convey the warmth from the community.

Case: “Knock at a Door Action” – Elderly Care Campaign of the Blue Star Project (蔚藍星辰項目)

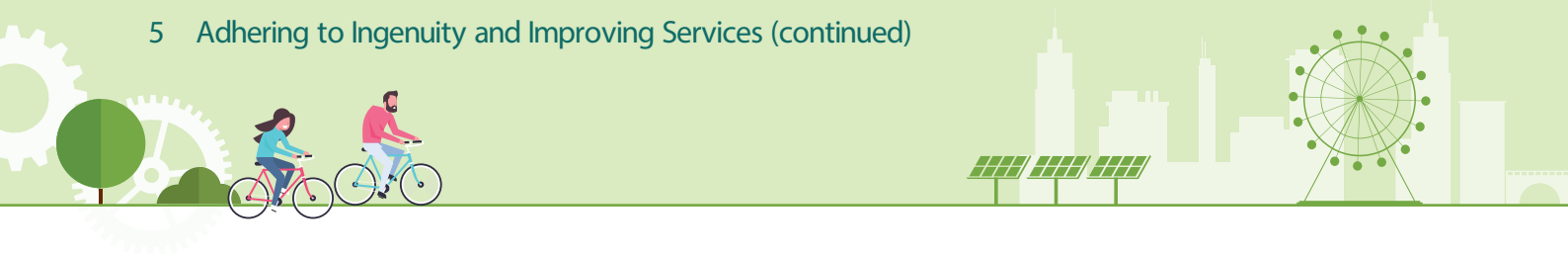
During the Year, the Blue Star Project in Hainan of the Group launched a campaign of elderly care under the “knock at a door action” activity. The project staff created health profile for the elderly, recorded their basic personal information, health status, medication and other information, and adopted responsibility system of stewards, providing 24-hour service to elder property owners. The responsible stewards contact the elderly every other day to check their situation, visit them every week in person to understand their actual daily demands, assist them to purchase goods, proactively acknowledge their family members about their health condition and assist medicine purchase or send them to the hospital in emergency if necessary. These measures effectively improved the life convenience of the elder property owners, guarded their health and safety, and won the widely recognition and praise of the property owners.



Measure blood pressure for the elderly



Work schedule of elderly care



2) Engineering Management

The Group attaches great importance to the quality of engineering management for its projects under management, and has formulated and implemented relevant regulations such as Public Equipment and Facilities Management Regulations, the Operation and Maintenance Procedures for the Power Supply and Distribution System, the Central Air Conditioner Operation and Maintenance Procedures, the Dereliction of Duty and Accountability Management Measures for Elevator Repair and Maintenance Monitoring, and the Equipment Room Inspection Management Procedures, so as to improve the standardization of maintenance and management of all public facilities and equipment in the communities to ensure their normal operation.

The Group conducts remote and real-time monitoring of the operation status of equipment through the EBA system. The EBA system enables timely notification to maintenance technicians to handle and repair failures of public equipment such as air conditioners and elevators, therefore effectively reducing costs of inspection and maintenance and improving the accuracy and timeliness of the repairs. The Group continues to upgrade and modify the EBA system to ensure the normal operation of the equipment and the convenience of property owners' daily life.



💧 EBA system for monitoring operation of equipment in the pump room

During the Year, the Group carried out “Thunder Operation” (“雷霆行動”), a thorough inspection on all projects under management for engineering and equipment quality control in public areas, to ensure the quality of projects. In addition, a total of 14 times of spot check were carried out for different projects occasionally. With respect to the inspection results, the Group required timely follow-up on each project, classification and summary of common problems, and formulation of future improvement plans, to ensure the proper functioning of community facilities and equipment.

3) Community Environmental Management

To improve community environmental management, the Group has formulated and optimized relevant work procedures for leasing and displaying of green plants, prevention and control of plant diseases and pests, daily cleaning services, landscaped pool cleaning, household garbage collection and disposal, greening maintenance and other work, and strictly implemented them to achieve higher level of standardization of community environmental management. In the meantime, the Group actively promoted mechanization and automation of environmental management, strengthened training for environmental management staff, and improved the communities' environmental management level. In active response to the government's calls for waste sorting, the Group also vigorously promoted waste sorting in the communities under management, conducted regular assessment for and gave instructions to environment-related suppliers, so as to provide a beautiful and livable public environment for property owners and clients.


Case: A-Living Yulongshan Jinseguoling Project Improved Water Quality of Artificial Lake and Introduced Intelligent Cleaning Vehicles



A-Living Yulongshan Jinseguoling Project in South China has improved water quality of the artificial lake while effectively improving maintenance efficiency by regularly sucking sewage, adding floating plants and increasing the number of fountains in the lake.

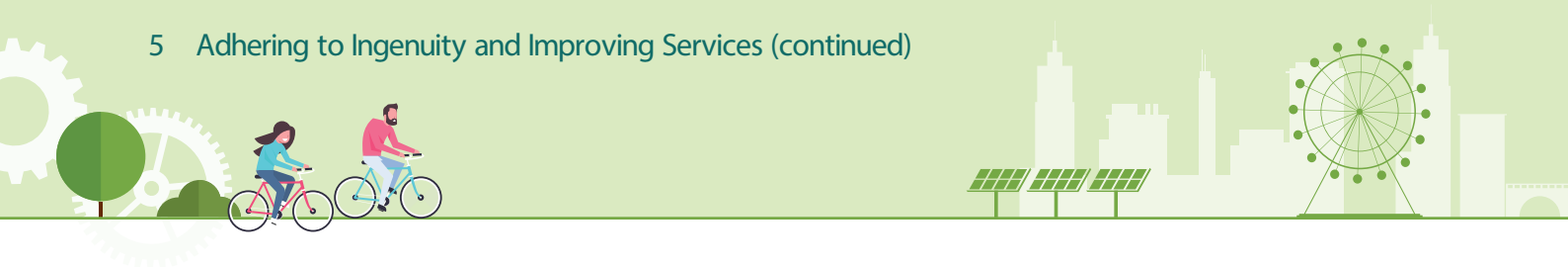
In addition, a multi-functional intelligent cleaning sweeper, which can sweep an area of 40,000 sq.m. with 8 hours of charging, has been adopted, effectively improving the efficiency and quality of the community's cleaning work. The intelligent cleaning sweeper is also equipped with an intelligent chip, which allows property management staff to remotely monitor the operation or error status of the equipment through mobile APP, enhancing the timely management of the use of facilities and equipment.



 Artificial lake in Yulongshan Jinseguoling Project

4) Community Safety and Order Management

Taking community safety and order as its lifeline, the Group has formulated and implemented a series of internal regulations, such as Regulations on Fire Safety Management, Regulations on Handling Emergencies or Abnormal Incidents and other relevant regulations. It has been implementing strict epidemic prevention measures, developing emergency plans for extreme weather, and organizing fire control trainings and drills to safeguard the safety and health of property owners and staff and provide a safe and livable living environment for property owners.



Normalized Control Measures of the Epidemic

In 2021, the epidemic prevention and control became normalized. The Group continued to implement strict measures for epidemic prevention by asking project staff to proactively respond to arrangement by sub-district in carrying out nucleic acid testing, checking health code, measuring body temperature and conducting registration and recording at entrance of community, and disinfect the community’s public facilities twice a day so as to ensure the safety of the community’s property owners and employees. During the lockdown period, the Group regularly delivered fresh vegetables, daily necessities and other essential supplies to the property owners of the projects in the lockdown area to guarantee their daily lives to the utmost extent.



Delivering fresh vegetables and daily necessities to property owners



Temperature measurement at entrance of community



Arranging nucleic acid testing for property owners

Typhoon and flood control management

In order to effectively control the risk brought by extreme weather such as typhoons and floods on community safety, property owners’ health and property safety, the Group has formulated the Flood Control Emergency Plan to standardize the preparation workflow for emergency rescue and has asked project staff to well prepare for extreme weather following that plan, including but not limited to:

- Carry out hazard inspection before extreme weather. Property service staff conduct floor-by-floor and building-by-building inspections, close windows in vacant rooms and hallways, prevent objects falling from height, remove billboards at height, reinforce garden bridges and thoroughly check the operation of basement and garage facilities in order to eliminate risk and hidden danger;
- Dredge the drainage network in a timely manner to ensure the normal operation of drainage system before the onset of the flood season;
- Prepare lift pump, sufficient sandbags, flood control boards and other emergency equipment to respond to all kinds of emergencies flexibly and efficiently.



The Group also regularly conducts flood control drills and related trainings to improve the emergency response ability of property service staff, ensuring the life and property safety of property owners and on-site staff in community.





💧 Flood control sandbag dam for underground garage

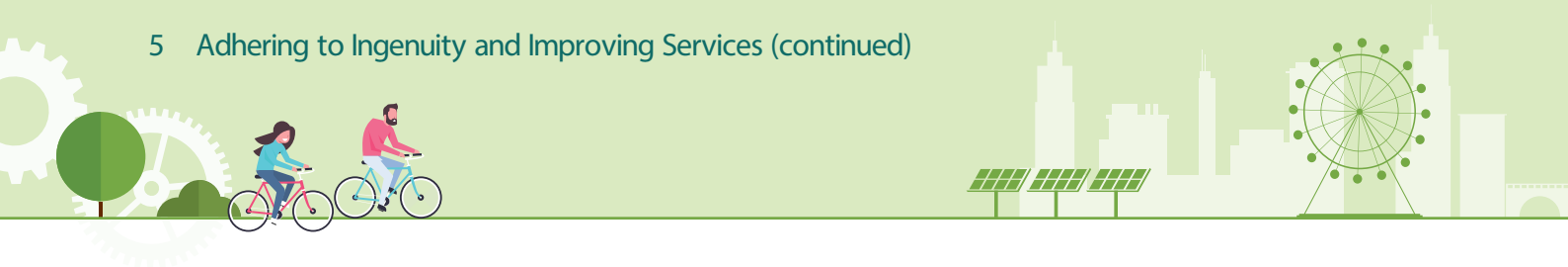


💧 Dredging of drainage network

Community Safety and Order Management

During the Year, to fully enhance the safety and order management of the community, the Group carried out a comprehensive upgrade of the security facilities and equipment, and substantially improved the quality and efficiency of community security by combining new technologies such as big data and Internet of Things (IoTs) with traditional security technologies, such as installing CCTV system in a number of communities, adding non-inductive access equipment at entrances of communities, and installing additional CCTV to monitor throwing from heights. Meanwhile, the Group actively organized fire prevention publicity activities to enhance the fire safety awareness and fire emergency skills of property owners and employees.

<p style="text-align: center;">Upgrading of digital monitoring equipment</p> <p>Upgrading monitoring equipment in communities to monitor its safety in a centralized way and enhance the efficiency of timely emergency response.</p>  <p>💧 Digital monitoring centre</p>	<p style="text-align: center;">Non-inductive access control in communities</p> <p>Identifying property owners quickly and enabling non-inductive access through intelligent access technology to improve passage efficiency and enhance safety in communities.</p>  <p>💧 Non-inductive access control</p>	<p style="text-align: center;">Installment of CCTV cameras against falling objects</p> <p>Real-time monitoring to prevent falling objects from heights to effectively reduce probability of similar accidents.</p>  <p>💧 Surveillance camera for falling objects</p>
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The Group has been improving its internal management system in relation to fire safety such as the Regulations on Fire Safety Management to regulate the procedures and standards of fire safety works. At the same time, the Group conducted fire safety drills and other emergency drills regularly to enhance the awareness of preventing fire accidents and improve the self-rescue skills of staff and property owners.

Case: A-Living Carried out Fire Drills in Several Regions

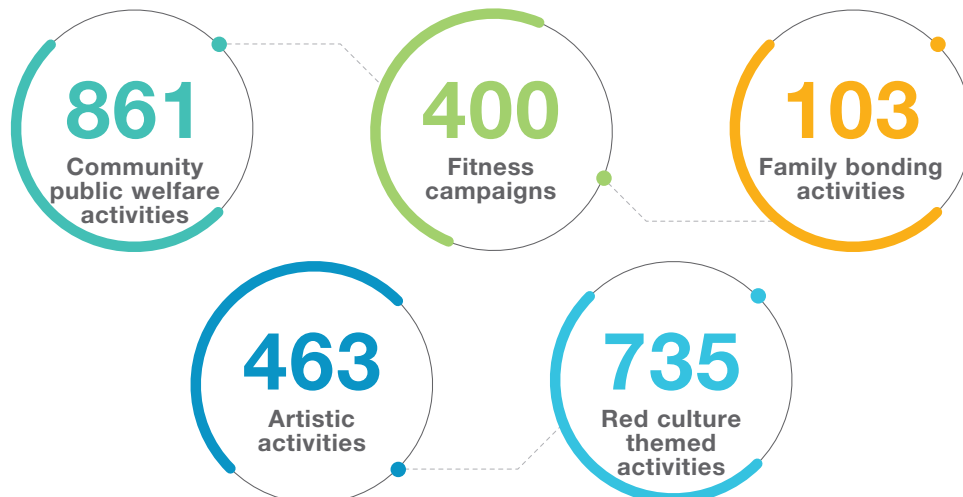
In November 2021, A-Living organized fire drill activities in various projects in South China and Central China regions, which included fire evacuation drills, education of the use of fire-fighting facilities and anti-terrorism and anti-riot drills, effectively enhancing the awareness and skills of our staff and property owners in fire emergency.



Fire drill activities in South China

5) Build Communities Full of Vitality

To create a warm, comfortable and animate community environment, the Group organized a variety of community activities in various projects to promote interaction and communication in neighborhoods contributing to the construction of harmonious and friendly community. During the Year, the Group organized 5,973 community activities with themes including but not limited to health, family bonding, art and public welfare, building vibrant community and bringing care to property owners' life in communities. The Group also carried out diversified red culture themed activities in cooperation with community-based organizations such as community Party committees, community neighborhood committees, Party group service centres, civilization offices and women's federations. For instance, at the time of 100th anniversary of the founding of the Party, the Group organized activities to learn about the history of the Party together with the property owners and pass on the red spirit. Community cultural activities held by the Group during the Year were detailed as follows:



Case: Advocate a Healthy Lifestyle with Sports

As at 31 December 2021, the Group has held the Property Owner Sports Games for consecutive 19 years, covering nearly 100 communities under management in over 20 cities across China and attracting tens of thousands of property owners to participate in. Emphasizing both physical and intellectual exercise, the sports games for property owners are designed to suit all ages taking into account the various sports needs of the elderly, the middle-aged, the youth and the young, aiming to advocate a healthy and positive lifestyle and spread sports culture among property owners.



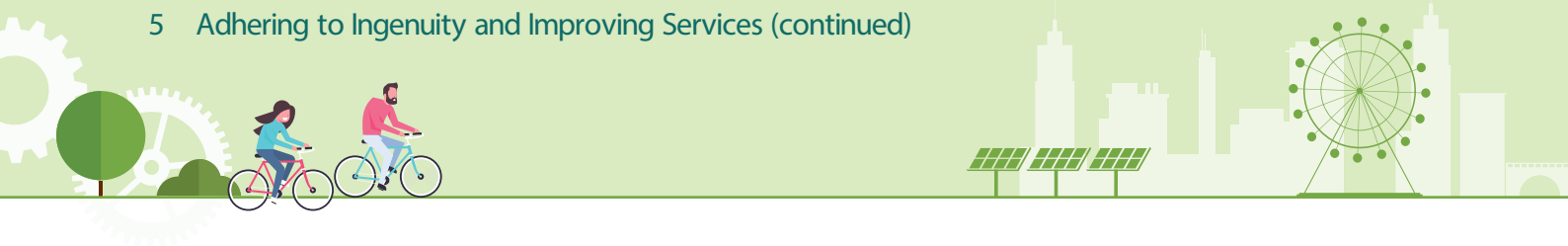
💧 The 19th A-Living sports games for property owners

Case: “Made by Me+” Children’s Art Festival to Help Children Think Independently and Work on Their Own

The Group is committed to providing more possibilities for children’s growth by launching innovative and quality cultural programs in the community. In June 2021, the Group launched the “Made by Me+” children’s art festival, turning the community into an art education playground for children to create paintings. This kind of artistic exploration and practice enabled children to think independently and work on their own, which inspired their curiosity and interest in art.



💧 Children’s art festival held by A-Living



Case: “Fun with Nature” Outdoor Education Lesson to Bring Children Closer to Nature

During the Year, the Group launched a “Fun with Nature” outdoor education lesson in its communities across the country, arranging professional docents to encourage children to explore plants in the communities. With a combination tours, drawings, games, and group works, the lesson helps children learn more about plants and brings them closer to nature to appreciate the beauty of nature.



“Fun with Nature” outdoor education lesson held by A-Living

2. SMART CITY SERVICES AND DIVERSIFIED SERVICES

With the development of the Internet of Things and other technologies, industry players and property owners are paying more and more attention to and are looking forward to smart city and smart community services. Focusing on the needs of property owners, the Group has seized the opportunity brought by rapid development of property management technology to accelerate the transformation, upgrading and development of city services and property owners value-added services, continuously enhance the intelligent management capability in city and community, and build a comprehensive and intelligent service system, in a bid to provide property owners and customers with more convenient and high-quality services. At the same time, the Group kept developing diversified community value-added services, such as homecare services, childcare services, home improvement services, community new retail services, space services and leasing & sales services, to make property owners’ life more convenient and comfortable.

During the Year, by leveraging the development of the Internet, Internet of Things, cloud computing and other technologies, the Group sorted out and integrated various life scenarios of its services to promote data interconnection among different systems. The Group also set a “1234 Strategic Objective” for digitalization construction to enhance efficient cross-organizational collaboration and digital operation, rationalize and standardize businesses operation, increase the management efficiency and facilitate business innovation. Thanks to digital innovation initiatives, the Group further enhanced its services and user experience and stepped up the construction of smart cities and communities.

1 100% cloud management
 Realization of 100% cloud management of the Group's business in all fields.

3 Three platforms
 Creation of three platforms, namely, organizational workflow sharing platform, technological professional operation platform and smart city platform.

2 Two operational bases
 Establishment of two operational bases, one of them is for online management of organizations of the Group and its member companies, another one is for the online management of all businesses and capitals of the Group.

4 Four core capabilities
 Development of four core capabilities, namely, management of entire contract lifecycle, management of entire employee lifecycle, quality operation management and fee collection management in all scenarios.

“1234 Strategic Objectives” for Digital Construction

1) Smart City Services

Adhering to the philosophy of “Mutual development with integration and driven by intelligence”, the city services business segment of A-Living has established a “One Core, Two Integrations (一核兩融)” development model including smart city planning and scenario operation and maintenance, integration and collaborative governance space services, digital operation and extended services in ecological field, etc. At present, the city services business segment of A-Living has formed four core business sectors, including facility maintenance, space services, assistance in administration and governance, and housings for the benefit of people. It has built a “4+X” service system and created a smart service ecosystem with diversified business portfolios coverage, full-scenario operation and maintenance, and support for full business cycle through the full-scenario IoTs and digital platform. At the same time, the city services business segment had been extending its business scope from integrated sanitation business to the new businesses such as water/marine cleaning, infrastructure maintenance, intelligent public toilets, intelligent waste disposal and etc., expanding into urban integration field. Moreover, the Group integrated resources in public resource operation business, such as urban parking, intelligent street lighting, outdoor advertising and etc., achieving extension of service scope and creation of ecological alliance.



Deepening innovation in city services business

Obtained several national-level qualifications and business licenses

The Group obtained seven professional qualifications in the cleaning industry, including national Level 1 qualification certificate for service enterprises in cleaning industry of China, license for road transport operation, qualification for providing cleaning and maintenance service (waste sorting and pest control) for urban environment and pest control, and passed the certification of ISO14001 environmental management system, ISO9001 quality management system and ISO45001 occupational health and safety management system.

Initiation of market expansion

During the Year, the Group initiated the market expansion process of city services, and made historical breakthroughs in various fields. Specifically, the Group won the bid for the first self-expanded integrated sanitation project, the integrated sanitation project in Yingzhou Town, and the first franchise project, the franchise project of rural garbage cleaning, collection and transfer in Suining County.

In the future, the Group will further develop city services business segment in an all-round way and devote more resources and efforts to innovation of smart city products and services, so as to continuously improve the quality of smart city services.

Acquired several leading comprehensive city service companies

In the first quarter of the Year, the Group announced the acquisition of equity interests in several leading comprehensive city service companies to further deepen the layout of city services.

Obtained the first marine sanitation project

In the first half of the Year, the Group obtained its first marine sanitation project, the Yangpu Economic Development Zone Marine Sanitation Project, which marked a new journey of professional marine services for the Group.

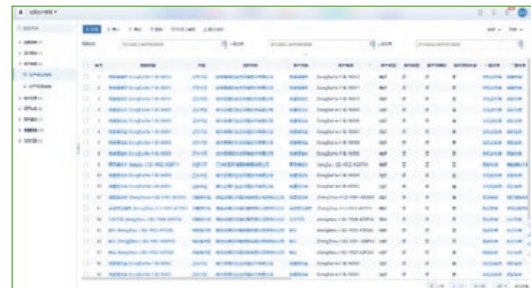
Digital innovation led by technology

The Group will speed up digital transformation, proactively seek cooperation with technology giants, promote digital upgrading of property management services and the development of a multi-terminal platform for online office collaboration and communication within the company, to realize its goals of group control, management and service output featuring cloud service with multi-terminals.

In 2021, the Group entered into a comprehensive partnership agreement with Alibaba Cloud for cooperation in various fields including digitalization and intelligentization construction. By leveraging the leading technology strengths of Alibaba Cloud in technology areas such as cloud computing, IoTs, instant messaging and AI, the Group and Alibaba Cloud will join hands to build a technical base for digital upgrading of A-Living Group and a standard system for digitalization of the property management industry.



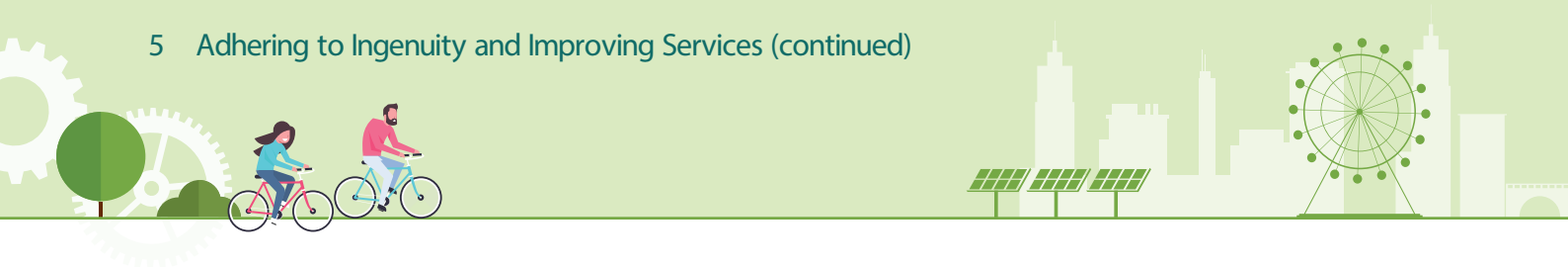
Signing ceremony of cooperation between A-Living and Alibaba Cloud



Interface of the sanitation asset management system

November 2021 marked the first trial run of sanitation asset management system innovatively developed by the Group. With the system, the Group was able to manage the entire life cycle of assets in operation of city services business segment, including the basic information, changes, operation and maintenance, usage and inventory of assets, analysis of statements and other links. Through analysis on the information and usage of sanitation vehicles on the system, the Group can realize effective management of vehicle repairs and maintenance, thereby achieving transparent and refined management of assets and increasing resources utilization ratio.

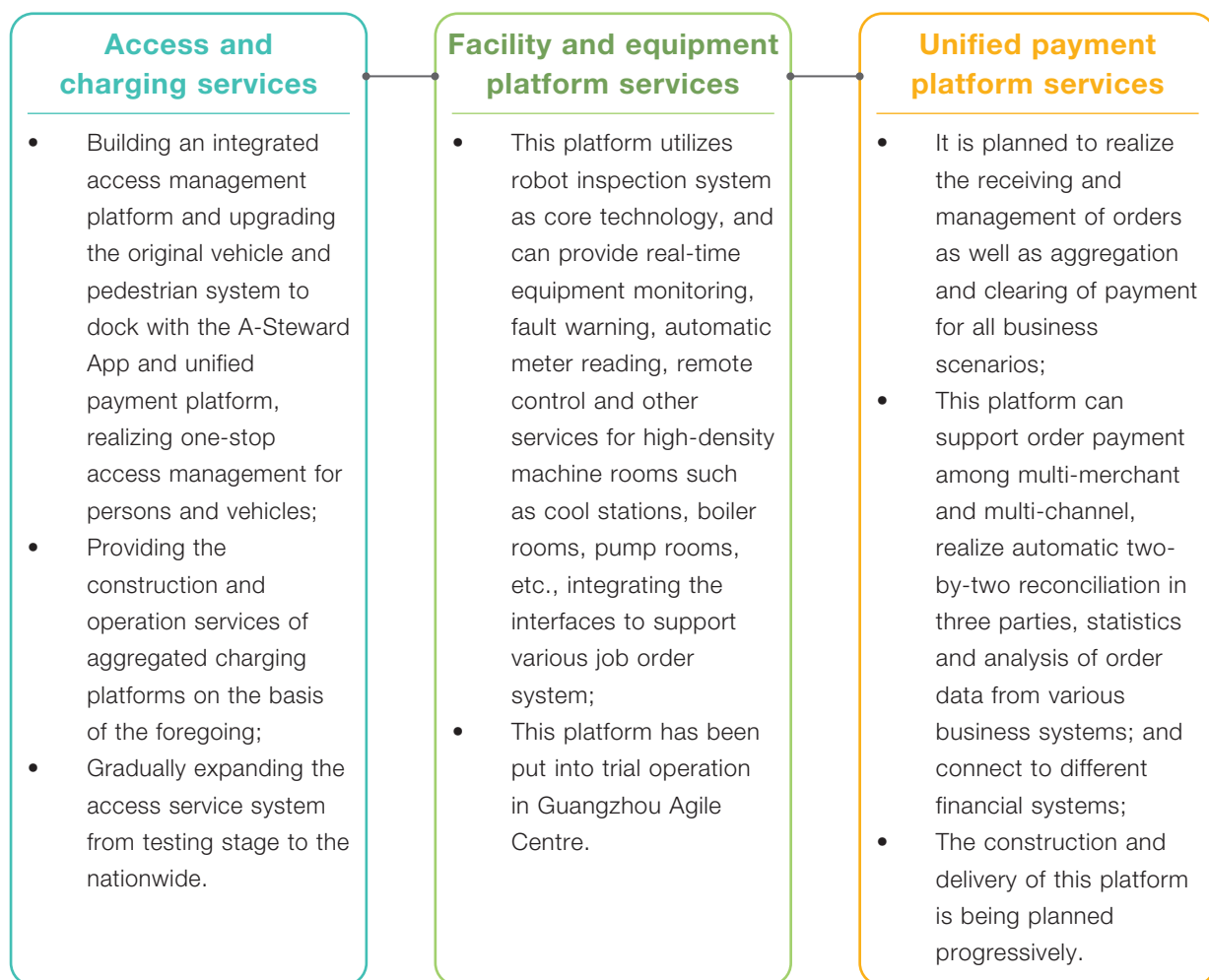
In terms of digital construction of property management services as well as old urban renewal services, the Group has entered into in-depth cooperation with Alipay on integration of property management services and digital communities to facilitate the construction of online service system of the Group, creating the industry standards and models as well as leading the digital upgrading of property management services and community markets. The Group also actively promoted digital standardized system construction of governments at all levels and property service associations for property management services in communities, and guided digital construction of new-developed communities and digital reconstruction of existing communities.



Furthermore, the Group signed a strategic cooperation framework agreement with LongShine Technology in September 2021. Both parties have been conducting in-depth strategic cooperation in various fields including energy digitalization, industrial layout related to the “Dual-carbon” Goal, intelligent operation and services in cities and communities, digital city construction and city services, and promoted the cooperation in community mobility operation, aggregating charging platform and etc.

2) Smart Community

In 2021, following the National 14th Five-Year Plan, the Group promoted the implementation of the concept of “platform-based corporate development driven by technology”, facilitated the upgrading of three major services, including access and charging services, facility and equipment platform services and unified payment platform services, and boosted its information-based and digital development through IoTs, AI, big data, Internet and other technologies. Meanwhile, the Group integrated community services, facility management and property owners’ life by establishing intelligent systems such as intelligent community access system, intelligent access reverse car searching system (智能通行反向尋車系統), public resources management system and A-Steward smart space mini-program (雅管家智蒼空間小程序), so as to accelerate transformation and upgrading toward a smart life featuring digital, delicate and convenient property management services.



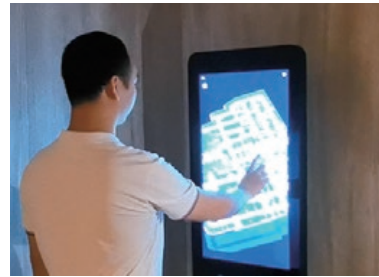


Intelligent community access



- A convenient, efficient and safe and harmonious living environment has been created for property owners and tenants through the sensorless access system and AI video monitoring system;
- The sensorless access system also effectively facilitates pandemic prevention and control in various fields, such as community security, access control, contactless access, simultaneous ID verification and temperature measurement, and early warning for possible danger. This system has been put into operation in about 50 projects nationwide. It has enabled independent access for property owners and self-help access for visitors, improving the access management and safety.

Intelligent access and reverse car searching system (智能通行反向尋車系統)



- The intelligent access and reverse car searching system is a new model innovated from the smart building parking system, which effectuates empty parking space monitoring and guidance, reverse car searching navigation, mobile payment and other functions by integrating high precision positioning technology into the parking lot services, thus effectively improving the operation & management efficiency and economic benefits of the parking lot while enhancing the experience and satisfaction of car owners;
- This system has been applied to Nanning Fuya International Finance Centre, a benchmark commercial office building project, which has enhanced the access experience of commercial office buildings, and contributed to more efficient management of the parking lot with less cost.

Public resources management system

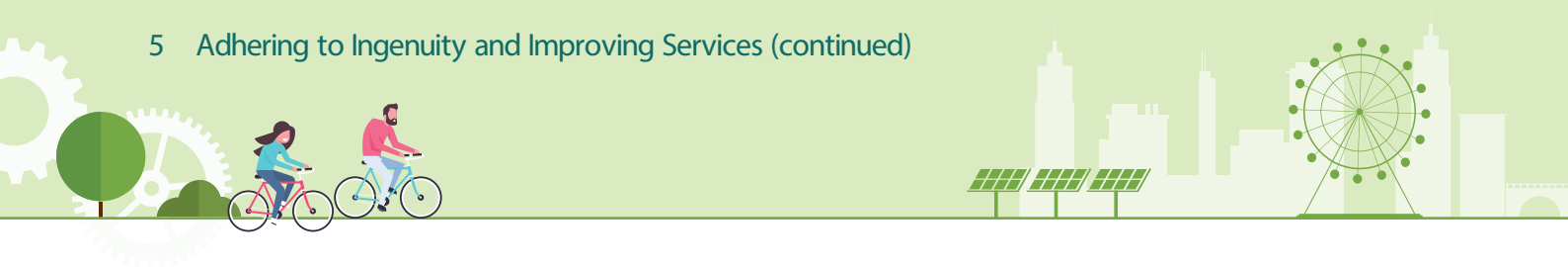


- The public resource management system can realize centralized management of basic data, resource classification, charging standards, partners, contract ledgers and statement analysis of each project, enabling real-time control of resource utilization rate. Currently, this system has been implemented in 294 projects, covering 38,400 available space resource points and 1,783 business contracts and order records;
- The Group carried out initiatives such as resource data-based inventory analysis, supervision and rectification of anomalies, and formulation of special action plans for idle core resources by using this system, increasing resource utilization rate. By the end of 2021, 74.1% resources had been revitalized.

A-Steward smart space mini-program



- Designed for smart building clients, A-Steward smart space mini-program provides commercial office space services to C-end users, and supports staggered hour parking, valet parking, temporary parking and toll and other functions, which can meet the parking needs of nearly 6,000 people;
- This system was launched in Guangzhou Agile Centre in October 2021, providing convenience for office life of property owners.



While promoting the gradual application of newly developed intelligent systems into service scenarios, the Group also continues to intelligently upgrade the original facilities and equipment system of the projects under management to build an intelligent ecological closed-loop in the community. In the progress of integration of intelligent system into community, the Group constantly improves the quality standards of benchmark smart community projects, laying a solid foundation for the in-depth promotion of smart community in the future.

Case: Smart Community Upgrade of Shenzhen Shenyun Village Project

In 2021, the Group's Shenzhen Shenyun Village project conducted intelligent upgrading, implemented OA system and added facilities and equipment such as all-round intelligent monitoring for falling object, visual moving service guides and automatic human induced fans in elevators in the community, effectively reducing risks from falling object and improving the resource efficiency. At the same time, intelligent energy-saving upgrades to the pump house were also implemented in this project to reduce water wastage.



OA system of Shenyun Village



Water pump house after upgrading

3) Diversified Property Owners Value-added Services

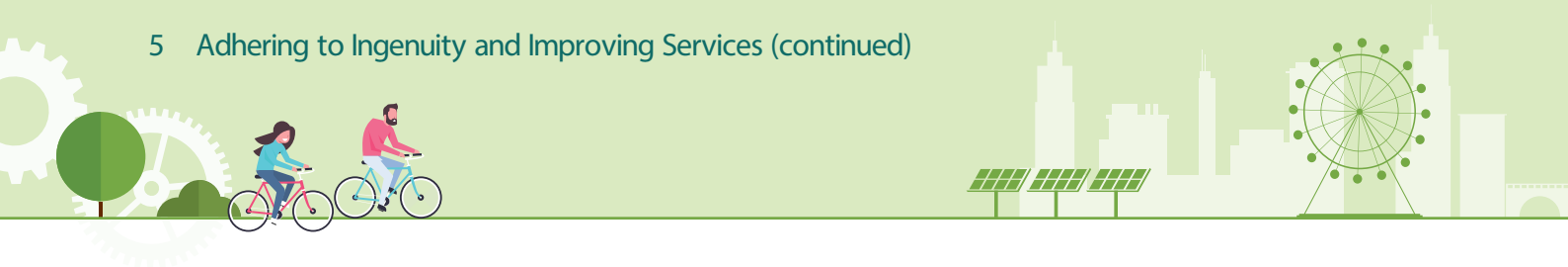
The Group has been committed to providing a sharing community living space for the property owners in the community. Facing the huge and diversified community living demands from property owners with different life rhythms and different ages, the Group continues to promote the innovation of diversified property owners value-added services and strives to provide the ultimate living experience for property owners. In order to improve property owners' satisfaction and convenience, the Group enhances diversified community businesses, such as home improvement services, homecare services, community new retail services, space services and leasing & sales services, continues to understand the living demands of property owners, and keeps innovating products and services.



Multi-business portfolio New Model of “Property Management Services + Housekeeping Services”

During the Year, the Group cooperated with 51 Home Service to build a new model of “property management services + housekeeping services”, providing property owners with convenient, standardized, intelligent, quality and professional housekeeping services. Property owners can easily book high-end cleaning, protection services, maternal and child care, elderly care, home maintenance and other housekeeping services through 51 Home Service, so as to enjoy the pleasure of convenient life.

In July 2021, the Group and 51 Home Service jointly established direct-sale store, launched the first-stage pilot project of the new “property management services + housekeeping services” model in six communities under management, and provided tailor-made service packages for different communities according to service demand analysis in the early stage of the pilot period, in a bid to offer cost-effective housekeeping services to customers. As the Group adopts the online innovation service mode, customers can customize personalized housekeeping service packages through the online A-Steward platform, and independently choose cost-effective housekeeping services according to their actual demands. After the completion of the services, the property manager will make a door-to-door visit for customer satisfaction, constantly optimize the services and develop new service products according to the customers’ feedbacks to form a closed loop of business.



As at 30 August 2021, the pilot period of the first stage ended up with a 99.3% satisfaction rate. As at the end of the Year, the Group had introduced services from 51 Home Service to 66 communities under management. In the future, it will continue to deepen the cooperation and improve the resource integration capability, so as to enable more property owners to experience the convenient services under the new model of “Property Management Services + Housekeeping Services”.



Multi-business portfolio model of “Property Management Services + Housekeeping Services”

3. MAINTENANCE OF RELATIONSHIP WITH PROPERTY OWNERS

During the Year, A-Living comprehensively upgraded its brand strategy with a view to becoming a preminent quality service provider in China to sincerely provide lifelong caring for property owners and heartwarming service to city. To build heartwarming cities and communities, the Group paid on-going attention to the individual needs of property owners from various aspects, took various means to listen to their voices, timely improved every step in service process, responded to the demands of the property owners and customers, and maintained good communication with property owners, therefore steadily enhancing the satisfaction rate of property owners and customers towards our property management services.

1) In-time Response to Demands

In order to receive feedbacks from property owners and customers and provide corresponding solutions in a timely manner, the Group, according to the Law of the People’s Republic of China on the Protection of Consumer Rights and Interests and other relevant provisions, formulated and implemented the Customer Demands Management Work Procedures, the 400 Complaint Handling and Reward and Punishment Measures, the Work Procedures of Customer Satisfaction Survey and other internal regulations relating to complaints, which set out clear work procedures and responsibilities for employees, so as to ensure that the complaints and suggestions of property owners and customers can be timely reported and followed up, and to enhance the timeliness of complaint handling and customer satisfaction rate.

Complaint handling channels and process

To listen to the voices of property owners from all aspects and meet their demands in a timely manner, the Group has established a multi-channel and sound property owner complaint management system, enabling customers to give feedbacks and suggestions through calls, letters, correspondences, emails, visits, referrals from service staff of A-Living, A-Steward App and 400 Hotline, etc. Meanwhile, the Group regularly held Property Service Manager Reception Day on a monthly basis to directly listen to customers' demands in person and efficiently receive property owners' opinions and solve their problems. For customers from online shopping mall "Lexianghui" of community commercial business, the Group accelerated building of the after-sales feedback mechanism by assigning more online customer service staff to quickly deal with online customers' problems, which improved the property owners' experience of using the online shopping mall.

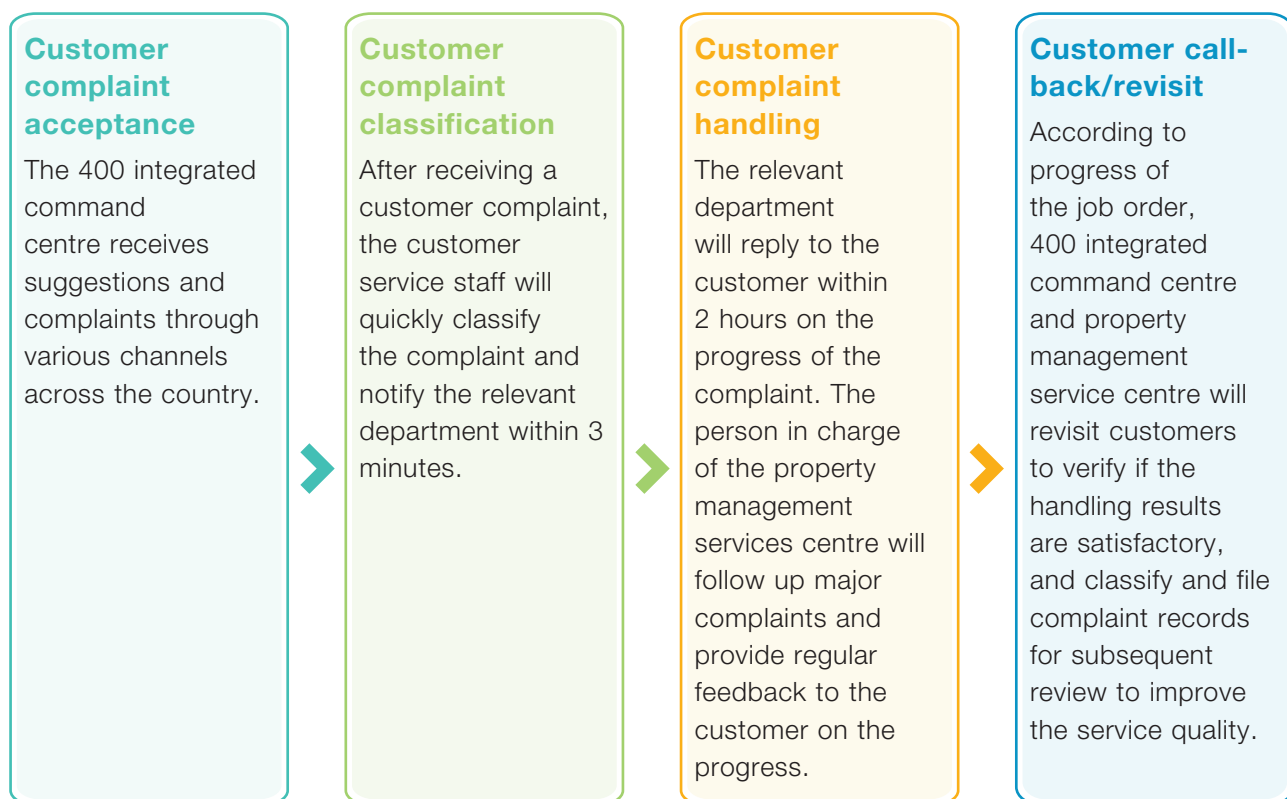
Case: Listen to the Voices of Property Owners via the Manager Reception Day Activity

In order to efficiently listen to the needs, opinions and doubts of property owners, the Manager Reception Day activity was held in Hajing Xintian project of A-Living in December 2021. The department heads proactively listened to the opinions and suggestions of property owners and answered their doubts one by one. After the activity, the department heads classified and filed the complaints, opinions and suggestions recovered from the Manager Reception Day activity, further summarized experience and lessons, and actively improved the quality of property services. The activity won high praise from property owners.



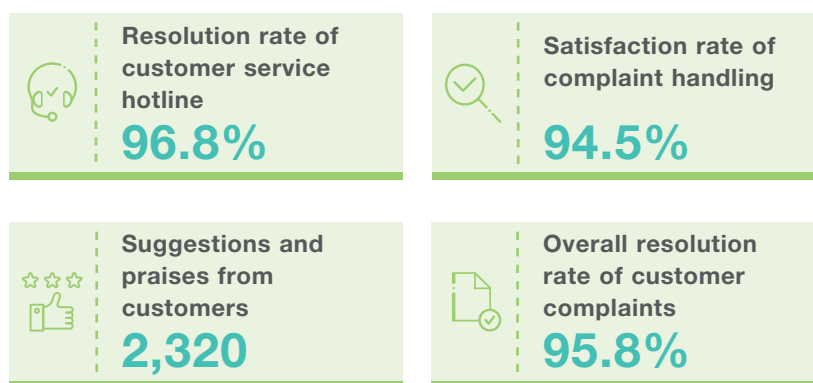
Site of the Manager Reception Day activity

During the Year, the Group continued to upgrade the 400 customer service system. Based on the positioning of 400 customer service system, the Group upgraded three segments including the cloud call centre, intelligent quality inspection and data screen, achieving overall cloud operation of the call centre with the aim of improving the work efficiency of client servicing staff, optimizing the internal resources of the call centre, and upgrading the management mode of 400 integrated command centre. The 400 integrated command centre has realized the whole-process monitoring, revisits for verification, supervision and settlement of the follow-up and handling process of customer appeals. The main nodes of the handling process are as follows:

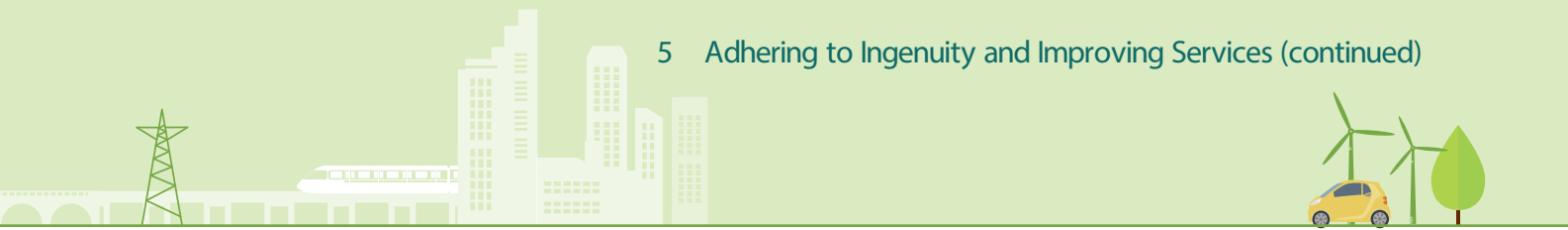


Customer complaint handling process of the 400 integrated command centre

During the Year, 400 integrated command centre received 265,000 calls from property owners in total, including 5,139 customer complaints. The handling results of customers' complaints are set out below:



At the same time, in order to regulate progress of complaints, suggestions and feedbacks, the Group formulated and implemented the Reward and Punishment Measures for Handling of Complaints of A-Living (《雅生活物業訴求處理獎懲辦法》), Management Measures for Employee Rewards and Accountability, “Yellow, Red, and Black” Appraisal System in the Integrated Command Centre (《集成指揮中心“黃紅黑”考核體系》) and other systems and documents, which set out requirements for supervising the customer service, job order processing and risk warning of projects to ensure timely response and feedback to customers' complaints.



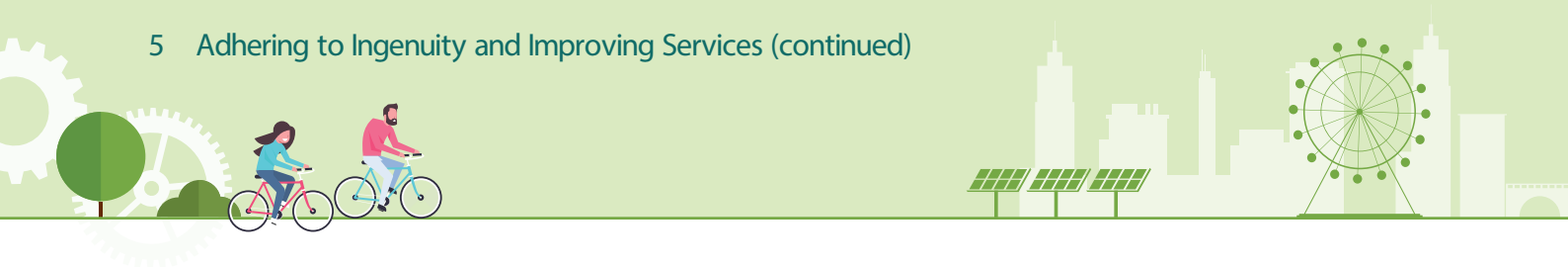
2) Enhance Customers’ Satisfaction

To continuously improve the service quality, the Group is committed to providing refined and professional services to meet the various needs of property owners. Meanwhile, the Group actively carries out customer satisfaction surveys to keep abreast of property owners’ appeals and constantly improve its service quality.

During the Reporting Period, the Group’s 400 integrated command centre collaborated with regional offices/property management service centres to conduct a property owner satisfaction survey by ways of telephone communication, A-Steward App feeds, online code scanning, in-door visits, etc. The survey involved 288 service centres of the Group, with a coverage rate of 95%. In this year, the Group conducted the satisfaction survey by using six original indicators, namely order management, environmental management, project management, customer service, complaint handling and community culture, and two newly-added indicators, namely epidemic prevention and control and VIP customer survey. The survey targeted at property owners from projects in stable and mature stages as a focus and the property owners from projects in the run-in stage as a supplementary. As at 31 December 2021, the Group collected a total of 33,000 satisfaction questionnaires and obtained feedbacks from 58,000 property owners, representing a significant increase in the coverage, sample size and numbers of feedbacks as compared with previous years, which helped the Group better understand property owners’ demands, analyze the difficulties in service provision and enhance property owners’ satisfaction. Based on the results of satisfaction survey, the Group outputs monthly research and analysis reports to deeply understand the common concerns of property owners, set up clear direction of enhancement to improve service quality.



In addition, the Group has sincerely invited volunteer property owners to act as “service inspectors” since 2019, making joint efforts in community construction and governance. The “service inspectors” focus on community security, service of steward and customer service staff, greening and cleaning and other special topics, conduct multi-dimensional quality investigations through photographing, written comments and other methods, and address suggestions for the Group’s property management services. In 2021, nearly 1,200 volunteer property owners registered to be service inspectors, and 482 property owners were selected for service inspections in 171 service communities after training. Based on the inspection results of “service inspectors”, the Group dispatched 1,161 special rectification tasks accumulatively, with a completion rate of 92% and a satisfaction rate of 97.4%.



4. INFORMATION SECURITY AND PRIVACY PROTECTION

The Personal Information Protection Law of People’s Republic of China 《中華人民共和國個人信息保護法》 was promulgated in 2021, which highlights the major issues in personal information and privacy protection and aims at strengthening the protection of personal information. The Group attaches great importance to information security and keeps up with the latest national laws. Based on the new laws, the Group updated and formulated internal management systems related to information protection, such as the Information System Security and Operation Management Policy, the Information System User Account and Authority Management Policy to specify work procedures and responsibilities related to customer privacy protection. The Group synchronously optimized its internal policies on user information, such as the Management System for Safety of Sensitive Privacy Data within Information System 《信息系統個人敏感數據安全管理系統》 and the User Privacy Policy of the A-Steward App, in order to standardize the use and management of personal information of property owners and customers, further enhancing protection of personal information and preventing information disclosure.

The Group optimized and upgraded the security management of its information system through a variety of measures to ensure the information security and privacy. The Group also took the following measures to firmly guarantee information security and privacy protection:

Access Review

The access restriction for each business unit at all levels and each office system should be configured by level, business scope, position and user, etc. according to the approved right and responsibility. The permission and change of access are subject to approval process.

Information Encryption

Saving user password of each business system with encryption, encrypting the key data information with special execution privileges and changing the passwords in regular basis to enhance information security.

Regular Self-inspection of Information Risks

Regularly analyze and output security reports, including security threat information, security incident handling and security risks etc., thus effectively forming a periodic security self-inspection mechanism.

Intensified Protection of Sensitive Data

Enhance the control of data collection, transmission, processing and destruction in the use of business systems, desensitize users’ private data in business systems, and reduce data security risks.

Update in User Privacy Policy of A-Steward App

The User Privacy Policy of A-Steward App has been updated in August 2021. A Personal Information Use Agreement will pop up to remind customers of usage and application scope of their personal information.

In 2021, the Group did not identify any information security incident relating to user privacy data leakage or loss, or illegal information system access or attack and delivered an annual system non-failure rate of approximately 100%.



5. INTELLECTUAL PROPERTY RIGHTS MANAGEMENT

The Group respects and protects the value of intellectual property while encouraging employees to innovate actively and strictly abides by laws and regulations relating to the intellectual property, such as the Copyright Law of the People's Republic of China, the Trademark Law of the People's Republic of China, the Patent Law of the People's Republic of China and the Tort Liability Law of the People's Republic of China. It has formulated and implemented a number of internal management regulations and policies, including the Administrative Measures on Legal Affairs of A-Living Group and Trademark Affairs Management Measures, to clarify the responsibilities of the intellectual property management departments, standardize the process of application, registration and use of intellectual property and the archives management, and provide guarantee for the Company's technological R&D, business expansion and daily operation. At the same time, the Group strengthens the monitoring and investigation on the infringement of its intellectual property rights, so as to timely discover and deal with the infringement and effectively protect the interests of the Group.

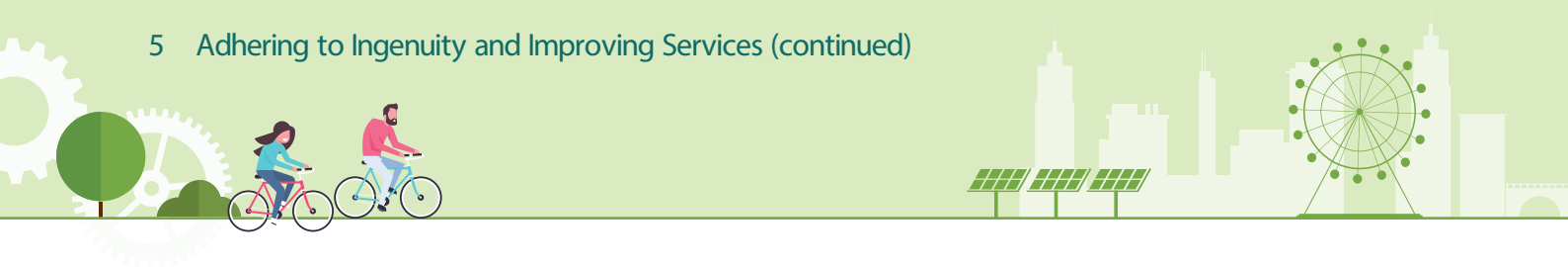
As at 31 December 2021, the Group had obtained aggregate 3 authorized invention patents, 6 design patents, 21 authorized utility model patents, 64 software copyrights and patents and 229 registered trademarks.

6. SUPPORTING INDUSTRY DEVELOPMENT

The Group is committed to contributing to the long-term healthy development of the industry and actively participates in the formulation of industry standards, industry summits and other activities, facilitating the high-quality standardization of service and management as well as the overall transformation and upgrade in the industry.

During the Year, the Group proactively participated in the standardization of works related to green property management, leading the industrial exploration in green property management and fulfilling responsibilities of leading company. With the rise of green property management concept, to promote the transformation of the industry from simple property management to the comprehensive management covering society, economy, green and environmental protection, the Group's standard named Guidelines on Green Property Management, which was declared by the Group as a dominant author, was approved by China Property Management Institute (中國物業管理協會) on 22 September 2021. This effectively supported the ecological civilization construction of the property management industry, leading the standardization and high-quality development of the industry.

Meanwhile, the Group's research project named Research on Adjustment of Property Management Fee in Residential Community (《住宅小區物業管理費調整研究》) was accepted by China Property Management Institute. This project summarized the successful experience for the property management fee enhancement in residential communities of A-Living, and provided good reference for the management fee adjustment in the property management industry. In addition, the Group also actively make declaration for other national and group standards, and participated in the preparation of certain normalized documents, such as Property Management Service Customer Satisfaction Evaluation (《物業服務客戶滿意度測評》), Property Management Service Safety and Emergency Response (《物業服務安全與應急處置》), Residential Property Management Service Regulations (《住宅物業服務規範》) and Safety Production Standard for Property Management Service Enterprises (《物業服務企業安全生產標準化規範》), to fill in the blank of industrial standards and facilitate standardization of the industry.



Furthermore, the Group actively participated in the formulation of property management standards for non-residential business portfolios. In terms of universities as well as commercial office buildings, Shandong Hongtai Property Development Company Limited*, a member of the Group and the honorary vice president unit of Jinan Property Management Industry Institute, participated in the preparation of T/JNWX group standards in Jinan city, such as Regulations on Property Management Services of Universities 《高校物業服務規範》, Regulations on Property Management Services of Commercial Houses 《商品住宅物業服務規範》, Regulations on Property Management Services of Commercial Office Buildings 《商務寫字樓物業服務規範》, which were published on 30 July 2021. The formulation of these three standards aimed to encourage more enterprises to jointly implement or create enterprise standards higher than Jinan group standards based on their own situations, further promoting the standardization of the property management services in Jinan city.

Case: The Preparation of the Residential Property Management Service Regulations Was Highly Recognized by China Property Management Institute



On 26 March 2021, the Standardization Working Committee of China Property Management Institute held a revision seminar of group standards named Residential Property Management Service Regulations. Li Dalong, the President and Chief Executive Officer of the Group, stated in the seminar that the top priority to strengthen competitiveness for the industry development is to create a standardized, reproducible and high-quality Residential Property Management Service Regulations through the joint efforts of industry experts. Gao Wentian, the committee secretary, fully acknowledged the Group's contribution to the preparation of Residential Property Management Service Regulations in the meeting.



Speaker's sharing in the seminar

6 Caring for Employees with Sincerity



TOPICS OF ISSUES ADDRESSED IN THIS CHAPTER:

- Protection of health and safety of employees
- Compliant employment and protection of rights and interests of employees
- Training and development of employees
- Competitive compensation and incentive mechanisms
- Communication with and caring for employees



KEY PERFORMANCE IN THIS CHAPTER



Percentage of female employees:
46.52%



Total courses on Ruixue online study platform: 2,296 courses



Total training hours of employees:
1,443,053.17 hours



Trainings conducted by internal trainers:
18,590

SDGs Addressed in this Chapter

The Group's Strategy for Action



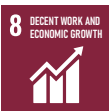
SDG 3: Good Health and Well-Being

Create a healthy and safe working environment for employees to protect their health and other rights and interests



SDG 5: Gender Equality

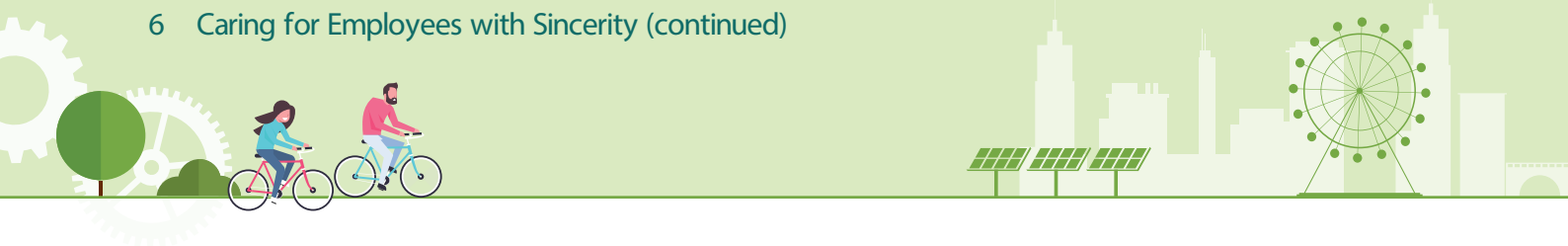
Provide equal opportunities and treatment for employees of different genders, and promote a corporate culture of diversity and tolerance to reduce and eliminate gender-related differences in treatment



SDG 8: Decent Work and Economic Growth

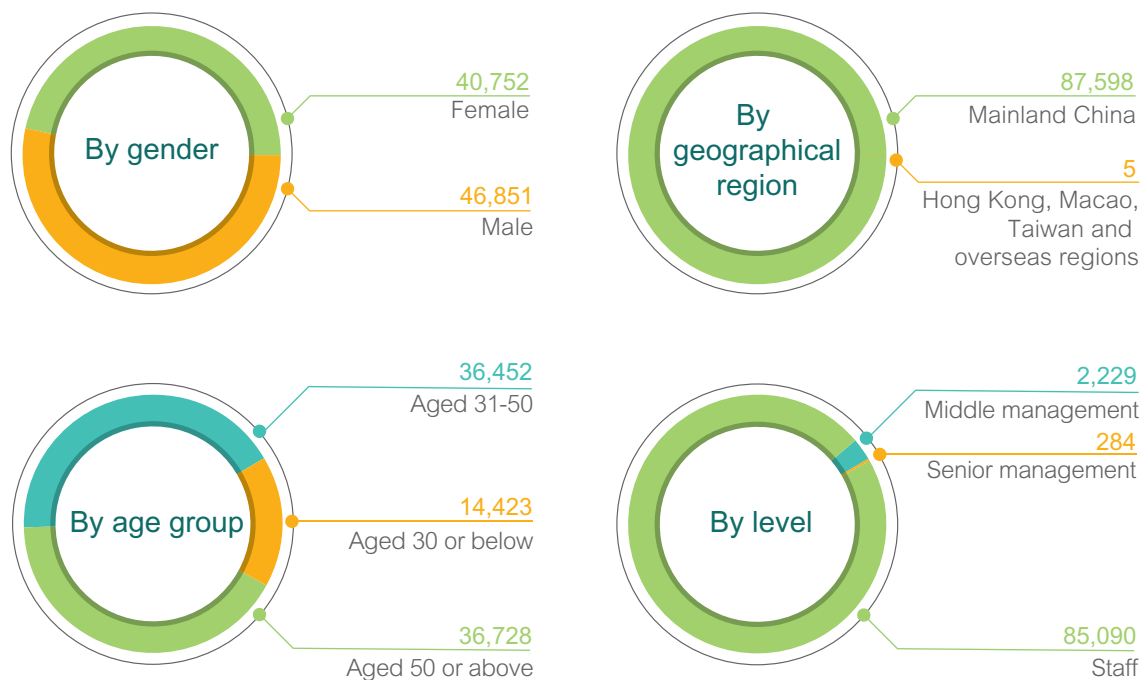
Promote employment from multiple aspects and provide a competitive compensation system

6 Caring for Employees with Sincerity (continued)



The Group always adheres to the purpose of “putting people first, caring for employees”, and works hand in hand with its employees on the way to becoming a preeminent quality service provider. The Group strictly abides by employment-related laws and regulations, such as the Labor Contract Law of the People’s Republic of China, the Social Insurance Law of the People’s Republic of China, the Law of the People’s Republic of China on Prevention and Control of Occupational Diseases, the Provisions on Minimum Wages and etc., and has established a sound human resource management system to protect the basic rights and interests of employees. Meanwhile, the Group organizes trainings and team-building activities based on its development needs, and strives to provide the employees with a broad development platform boasting equal development opportunities to promote the ongoing progress of the team. It strengthens the construction of a diversified and inclusive corporate culture, and creates a healthy, safe and pleasant working environment for employees through various employee welfare policies and comforting activities. The Group also conducts regular surveys on employee engagement and listens to the voice of employees, so as to embrace the needs of employees into its business development.

As at 31 December 2021, the Group had a total of 87,603 employees. The breakdowns of employees by gender, age group, geographical region and level were as follows:



1. RIGHTS AND INTERESTS OF EMPLOYEES

The Group strictly abides by the requirements of relevant laws and regulations where we operate including 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 the Provisions on the Prohibition of Using Child Labor, and has established relevant internal rules such as the Labor Contract Management Policy, the Recruitment Management Policy and the Employee Resignation Policy to fully protect the legitimate rights and interests of employees in the workplace regarding recruitment, promotion, resignation, working hours, compensation and benefits, and social insurance etc.

1) Compliant Employment

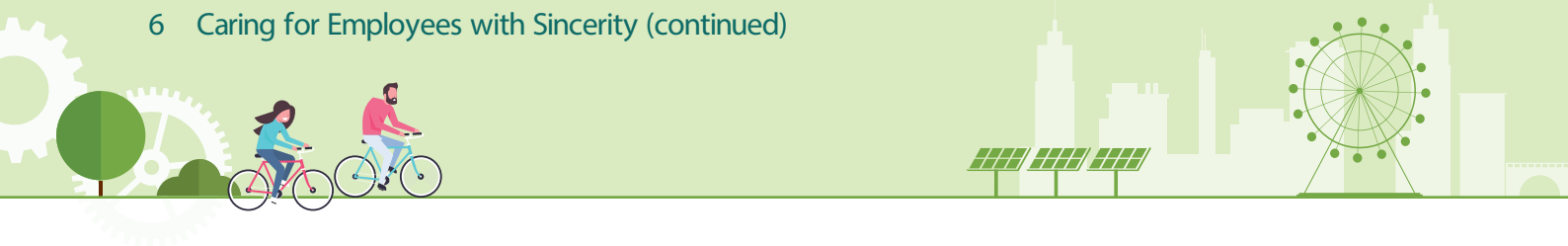
The Group strictly implements the Recruitment Management Policy, the Labor Contract Management Policy and other internal rules on employment to clarify the recruitment requirements, procedures and standards and ensure the recruitment is conducted in a fair, impartial and open manner. It signs labor contracts with all employees to protect their legitimate rights and interests. The Group complies with the International Bill of Human Rights and the International Labor Standards, has set out clear provisions in its internal policies on prohibition of recruiting labor under legal working age, and shall resolutely reject forced labor, harassment, abuse and other improper behaviors. The Group also verifies the identity of each employee through legal identity document, background investigation and other methods. If any employee is found to have provided false identity information, the Group will immediately terminate employment with him/her, and hold accountable any delinquent internal personnel; for any forced labor found, the Group will commence internal investigation and hold accountable any delinquent personnel, and will compensate the employees suffered forced labor.

During the Reporting Period, the Group had no child labor or forced labor problems.

2) Equal Opportunities

The Group strictly abides by the relevant employment laws and regulations of the place where we operate such as the Labor Law of the People's Republic of China, etc., and sets out clearly in the internal provisions including, Recruitment Management Policy, Promotion Management Policy, Internal Competition Management Measures, Recruitment and Interview Management Measures 《招聘面試管理辦法》 and other documents that employees shall not be treated differently in recruitment conditions, benefits and promotion opportunities due to ethnicity, race, nationality, gender, religion, age, sexual orientation, political affiliation, marital status and other social identities, with a view to ensuring that the process of recruitment and promotion is fair and impartial and employees enjoyed equal employment and development opportunities.

To support the rapid growth of the business, the Group advocates a diversified and inclusive talent pool and development strategy, actively recruits talents through campus recruitment, public recruitment and other channels, continuously optimizes the employee structure, promotes the diversified composition of employees by gender, age, region and educational background, so as to support sufficient talent resources for transformation, upgrade and development of the Group.



3) Compensation and Benefits

Putting the construction of compensation and benefits system as first priority, the Group has formulated and implemented the internal measures such as the Employee Handbook and the Employee Benefit Management Policy, to bind and protect the legitimate rights and interests of employees in written format including remuneration, social insurance, rest time and public holidays as required by the State.

In terms of compensation, the Group has set compensation standards with reference to the average salary level of the industry and its internal compensation system. In principle, the Group conducts market research and evaluation of salary levels each year and makes appropriate adjustments based on the results of the research and evaluation, with a view to providing market-competitive salaries for employees. In addition, the Group provides appropriate incentives to talents with outstanding performance in accordance with the performance-based incentives mechanism, to largely stimulate employees' work enthusiasm and ensure the stability of outstanding talents.

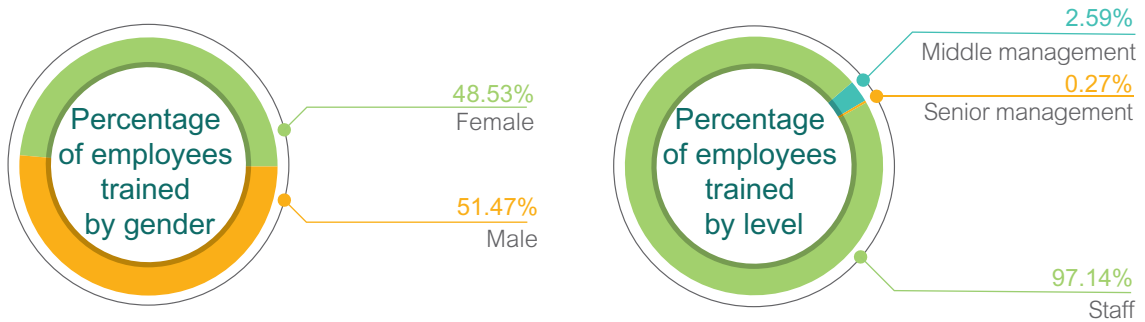
In terms of benefits, in addition to providing social insurances and the housing fund as well as statutory paid leaves for all employees, the Group has also provided various corporate benefits, including but not limited to, cash benefits such as fuel allowances, assignment allowances, meal allowances, marriage allowance, birth allowance and travel allowances, as well as non-cash benefits such as festival gifts, house purchase discounts and physical examination, etc. In addition, the Group organizes various kinds of featured cultural activities such as birthday parties for staff, sports games and traditional festival activities to enhance the sense of belonging and happiness of employees through earnest care and benefits.

2. TRAINING AND DEVELOPMENT

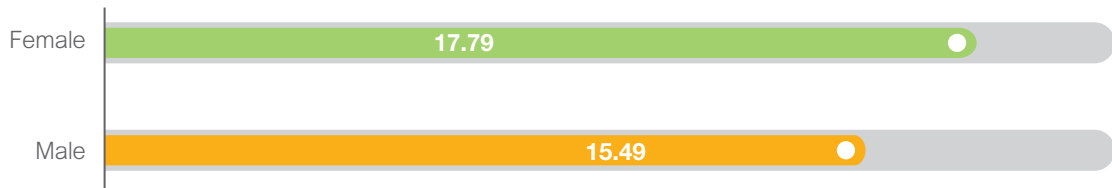
The rapid development of an enterprise and continuous growth of its employees are mutually reinforcing. The Group attaches great importance to the development and training of talent team internally. As such, the Group has formulated and implemented the Learning and Development Management Policy, the Management Measures for the Learning and Development of New Employees, the Management Measures for the Learning and Development of Graduates, the Management Measures for LOHAS π of A-Living Group 《雅生活集團樂活 π 管理制度》, the Internal Trainer Management Measures, the Management Measures for Position Coaches, the Management Measures for External Learning and On-the-job Training of Employees 《員工外派學習及在職深造管理辦法》 and other policies. Based on its development strategy and direction, the Group incorporates employee training and development into its corporate values and strategies, and refines the training plans and requirements for employees at all levels, with the purpose of building a talent pool that matches its business development direction.

In 2021, a total of 53,997 employees of the Group participated in various training programs, with a total of 1,443,053.17 training hours. The training data by gender and level of employees is set out below:

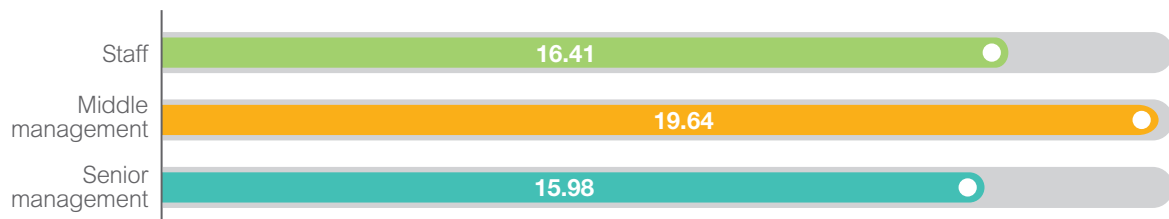
BREAKDOWN AND AVERAGE TRAINING HOURS OF EMPLOYEES TRAINED IN 2021

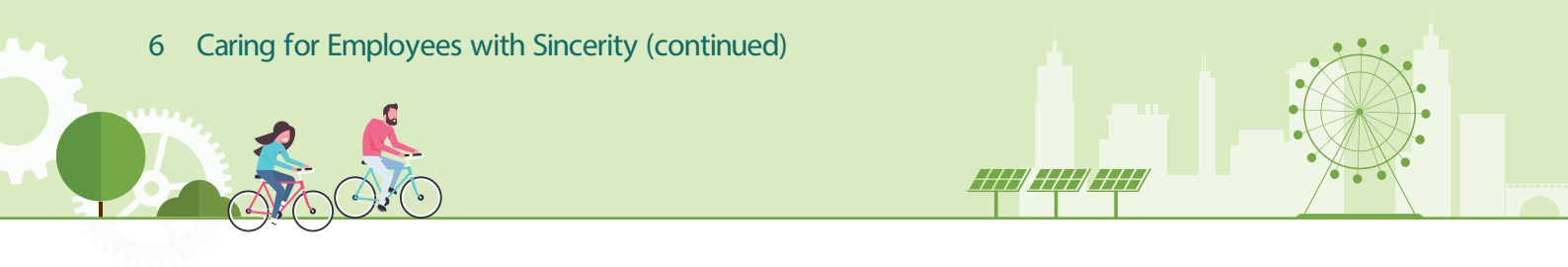


AVERAGE TRAINING HOURS BY GENDER



AVERAGE TRAINING HOURS BY LEVEL





To support the fast-growing business needs of the Group and drive the implementation of its strategic goals, the Group, adhering to the core concept of “Lifelong Learning, Pursuit of Excellence”, established the A-Living Institute in 2018, and constantly improved the construction of a systematic training system focusing on the three major segments of Talent Development, Professional Empowerment, as well as Learning, Research, Literature, and Publicity. Among them, the Talent Development segment is composed of the “Gongxing/Taolue Program (躬行/韜略計劃),” “Hongyi Program (弘毅計劃),” “Chumang Program (初芒計劃)” and “LOHAS π Program (樂活π計劃),” focusing on the training of core management talents and business backbones. The Professional Empowerment segment includes “Pioneers in Investment and Business Development,” “City Geeks (城市極客),” “Quality Craftsman” etc., focusing on improving professional ability and empowering business development. The Learning, Research, Literature, and Publicity segment studies and decodes organizational strategies, promotes organization optimization and integration, and enhances corporate competitiveness and team cohesion through cultural integration and other thematic trainings. Meanwhile, the Group continues to provide abundant instructors and course resources for the training system by strengthening cultivation of internal trainers, promoting industry-education cooperation, and creating an online training system.

During this Reporting Period, the key training programs of A-Living Institute were conducted as follows:

Talent Development

Gongxing/Taolue Program (躬行/韜略計劃)

During the Year, the Gongxing/Taolue Program (躬行/韜略計劃) was carried out by offering special training on refined management for the management level to improve the management’s corresponding capability. In particular, the Group organized and provided the course of Achieving Established Goals with Minimum Resources, which covered contents such as goals and performance, resource management and benefit improvement, and received unanimous praise from trainees, with a course satisfaction score of 9.0. In addition, the Group organized the management of various regions and business segments to summarize the refined management cases in their daily work, and made four micro-course videos based on the cases for sharing with the team, so as to improve the level of refined management from the practical operation.



Poster of the Gongxing/Taolue Program (躬行/韜略計劃)

Hongyi Program (弘毅計劃)

During the Year, the Group launched the “Hongyi Program (弘毅計劃)” and completed the development of 14 excellent courses for project managers including “Engine Action” to select and cultivate project managers and high-potential manager candidates. Through two phases of training plans, the Group further promoted the checking of on-the-job project managers and the certification of lecturers in the region, to improve the professional ability and management level of the managers in the Group and regional offices. Hongyi Program (弘毅計劃) is aimed at cultivating a reliable backbone force for the Group, and its courses are highly recognized by trainees, with an overall training satisfaction score of 9.6.



Poster of “Hongyi Program”



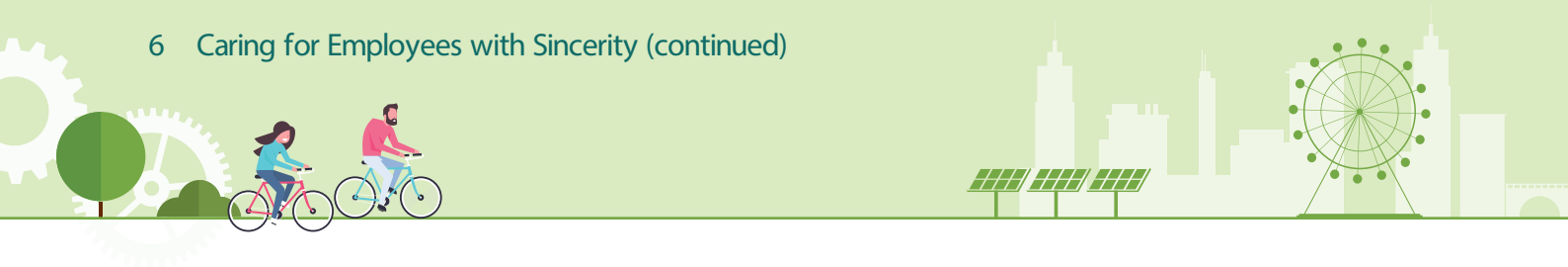
Course development of “Engine Action”

Chumang Program (初芒計劃)

During the Year, the Group carried out the “Chumang Program” in regional offices to select new project supervisors through recommendation, competition, and post competition report. Meanwhile, the regional offices of the Group offered special trainings for new supervisors through offline training and online courses, involving more than ten learning topics. Through the program, the review and competitive selection of project supervisors were efficiently completed, and courses combining theory and practice were offered to help new supervisors adapt to their positions quickly.



Poster for selection of supervisors through Chumang Program



LOHAS π Program

The Group launched the LOHAS π Program for management trainees recruited from schools to help them quickly fit into and adapt to their positions. During the Year, the Group completed the iteration of version 3.0 of the LOHAS π Full-Life Cycle Management Trainee Program to further standardize the requirements and operation procedures for rotational training of the LOHAS π Program. In particular, a six-day and five-night intensive training was organized via the “LOHAS π Program” for the management trainees recruited from schools in the Year to help them quickly fit in with the corporate culture and understand the business and industry knowledge. Meanwhile, the Group organized a training on post reporting skills for the 2019-2021 management trainees, to improve the expression skills and presentation ability of the previous management trainees and help them pass the appraisal successfully.



Poster of LOHAS π Program



Intensive training under LOHAS π Program

Empowerment by Professional Training

Pioneers in Investment and Market Expansion

During the Year, the Group carried out Investment and Market Expansion Pioneer Training Camp twice in total, inviting the lecturers of the Group’s member companies to give lessons themed on market expansion of existing residential projects, public building portfolio, etc. to share industry insights and practical skills. The training camp strengthened employees’ capabilities in business expansion and operation, empowered the business expansion of the Group and assisted the Group, business segments and regional offices in connecting with member companies.



Poster of Investment and Market Expansion Pioneer Training Camp

City Geek

City Geek professional training focuses on methods of the smart city services. During the Year, the Group carried out two training camps of City Geek in total, inviting prominent lecturers of industry-leading enterprises to lecture, so as to broaden the horizon of the employees of the Group about the smart city and digital society, to expose them to the industry-leading practices in digitalization and enrich their knowledge of city services.



Poster of Training Camp for City Geek

Quality Craftsman

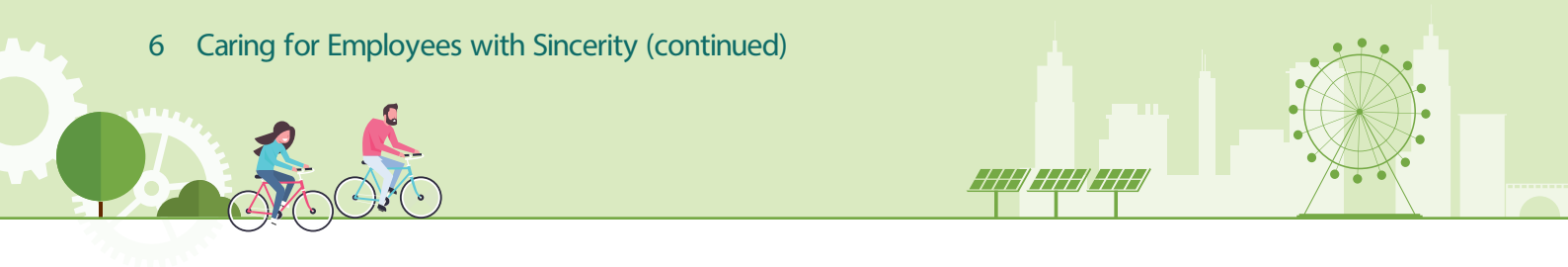
During the Year, the Group carried out Training Camp for Quality Craftsman 2.0, focusing on streamlined management and improvement of service quality. The Group enhanced its service staff's understanding of and professional skills in quality synergetic management, network management and service standard through courses such as Take on Projects – Synergy between the Market and Quality 《接项目-市场与品质的协同》, Management Optimization – New Idea of Network Management 《优管理-网状管理新思路》, Standard Specification – Service Standardization for 2022 《明标准-2022业务标准化》. This training camp was highly praised by among employees with a satisfaction score of 9.8.



Poster of Quality Craftsman



Photo of Training Camp for Quality Craftsman



Golden Talent

In order to improve the quality of property services and empower various business segments, the Group proactively carried out the Training Camp for Golden Talent and provided the employees with training that meets the CIH (Chartered Institute of Housing)¹ standard to further strengthen trainees' management capabilities in full-chain business services. This Training Camp produced 11 internal courses and 209 CIH online courses with a satisfaction score reaching 9.8. Trainees who finished the training courses were awarded the certificate issued by CIH.



Poster of Training Camp for Golden Talent

In addition, the Group proactively promotes the construction of internal trainer system, and propels the internal trainer training and qualification certification through A-Living Institute to further provider powerful support for talent development. As at 31 December 2021, the Group's construction of internal trainer system is set out below:

<p>The total number of internal trainers</p> <p>210</p>	<p>The total hours of training</p> <p>349,669</p>
<p>The sessions of training</p> <p>18,590</p>	<p>Average satisfaction score of training</p> <p>9.6</p>

¹ CIH: The Chartered Institute of Housing authenticates the professionalism and qualifications of the property management practitioners and students around the world, mainly aiming to inspect whether the property management courses cover the compulsory courses for professional property management education and whether the faculty, teaching conditions and resources, practical training and teaching quality control meet the requirements.

During the Reporting Period, the Group actively promoted the construction of online training system, and set up the online training platform “Ruixue” (“睿學”) as well as the corporate WeChat official account “A-Living Time” (“小雅時光”), to enable employees to study online anytime and anywhere. On 25 March 2021, the Group officially launched an online training platform “Ruixue” (“睿學”). During the Year, it proactively consolidated the internal and external education resources and introduced 94 courses related to five types of property services and project managers from the property training expert Zhong Wu Education. As at 31 December 2021, 2,296 online courses were provided through the “Ruixue” (“睿學”) platform, which recorded a total of 52,057 hours of online learning by the trainees, with an average learning hour of 229 minutes per person and an activation rate of 91%. The corporate WeChat official account “A-Living Time” was launched officially in June 2021. As at 31 December 2021, a total of 83 training-related articles had been released to provide the employees with rich resources for learning at spare time.



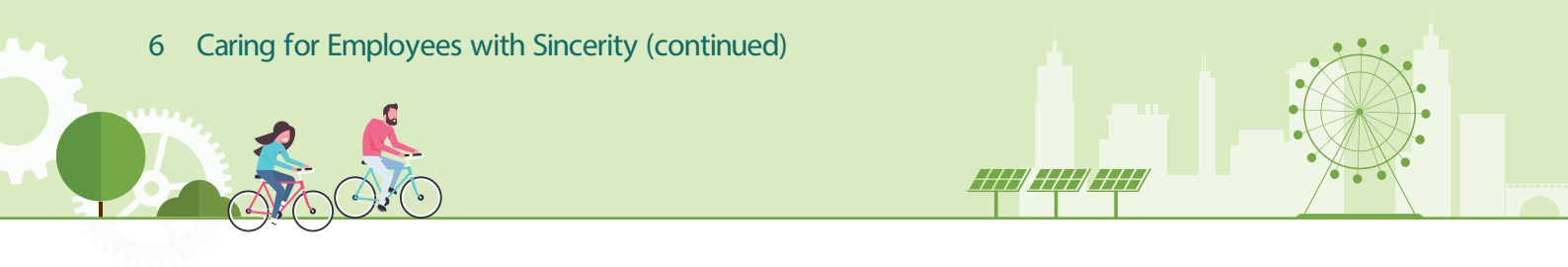
Home page of “Ruixue” (“睿學”) online training platform



Page of “Ruixue” (“睿學”) course study



Corporate WeChat account “A-Living Time” (“小雅時光”)



The Group also proactively advanced school-enterprise cooperation and promoted deep integration between industry and education. During the Year, the Group carried out Xing π Qinengshe (星π啟能社), π test field (π 試煉場) and other themed events together with Guangzhou University, held 3 themed lectures on property industry development in total and organized property-related subject competition and legal knowledge competition, which attracted a participation of over 1,000 students. The school-enterprise cooperation enhanced the awareness of the Group in the job market of universities and attracted a crop of comprehensive talent who could fit in with the Group’s corporate culture and had strong vocational skills, thereby enriching the talent pool of the Group.



Site of school-enterprise cooperation activity in Guangzhou University

3. PERFORMANCE APPRAISAL AND PROMOTION

In order to stimulate the enthusiasm of employees and enrich the talent pool for strategic development, the Group has formulated the Promotion Management Policy and the Internal Competition Management Measures and other internal management measures, which clearly set out the standards for performance appraisal, promotion process and assessment of employees and other specific matters to standardize talent promotion management. The Group followed the talent selection principles of “combination of ability and integrity, competitive selection and person-post matching” and conducted overall assessment on talent from different aspects, such as years of service, qualifications, annual work performance and contributions and degree of matching with new posts, and assessed the employees for promotion based on the assessment results. Promotion for employees of the Group is divided into regular promotion and irregular promotion. Regular promotion is applicable to all posts related to management posts and professional posts, and irregular promotion is made according to the actual needs of the Company, departments and projects. Standard assessment process has been set for both types of promotion to ensure that all employees enjoy equal promotion opportunities and that employees’ capabilities are in line with their post requirements. Specifically, the regular promotion process of the Group is set out below:



Regular promotion process

Meanwhile, the Group encourages internal talent organic mobility through talent review, internal competition, job rotation and secondment continuously so as to fully utilize talents resources. It helps employees break career bottlenecks and seek occupational breakthroughs to achieve the maximal and optimal allocation and utilization of human resources. The Group also fully accepts qualified returning employees, formulates and implements the Management Measures for Returning Employees 《回流人員管理辦法》 and encourages those employees who have worked in the Group to reapply for working in the Group to achieve effective supplement to the Group's talent team.

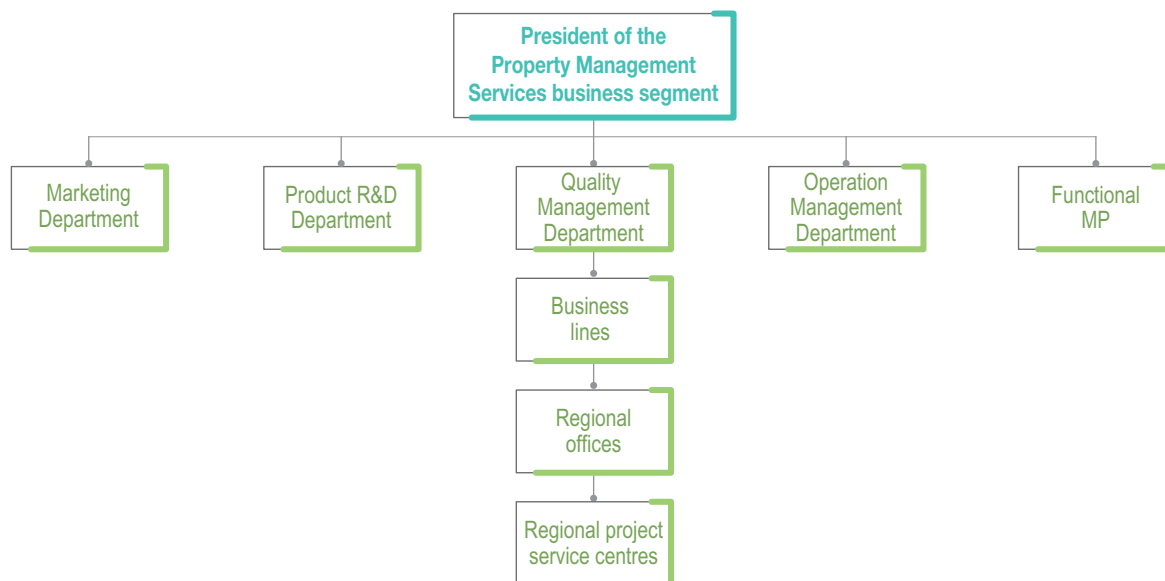
4. OCCUPATIONAL HEALTH AND SAFETY

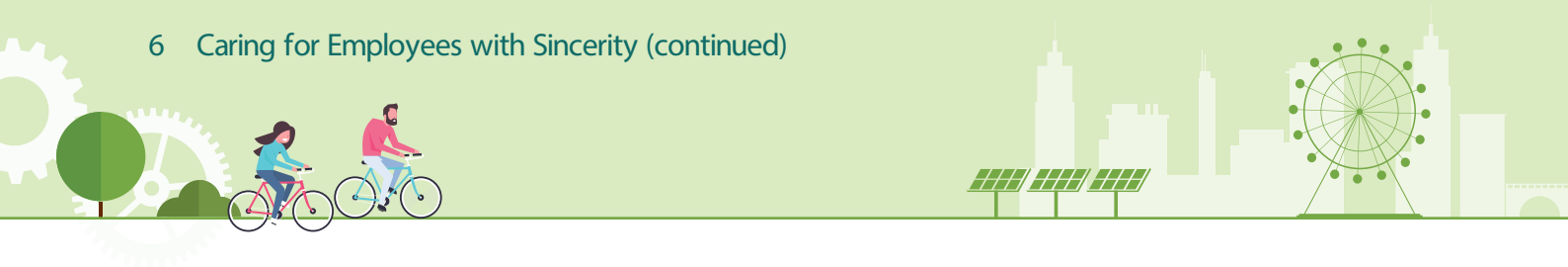
To safeguard the occupational health and safety of employees, the Group strictly complies with the Law of the People's Republic of China on Work Safety and other relevant laws and regulations, formulates the Occupational Health Management Measures, the Employee Handbook, the Work-related Injury Management Measures and the Operation Safety Management Regulations and other internal documents, defines the responsibilities for safety management of each unit, strictly implements supervision and inspection, and proactively carries out safety education and security training to prevent the occurrence of safety incidents and create a healthy and safe working environment for employees.

1) Safety Management Structure

Business Safety Assurance

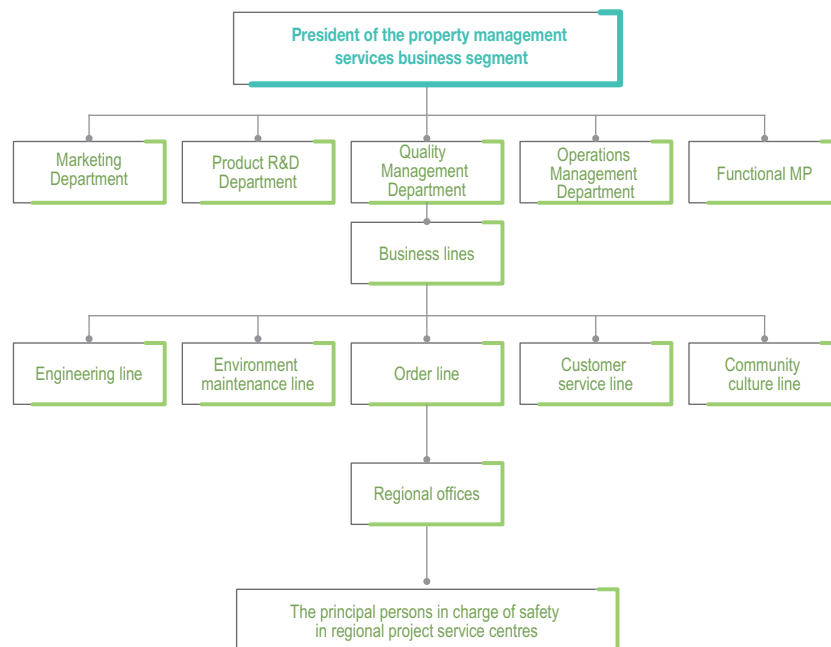
The Group has set up a safety management structure featuring cascade control by various business departments ranging from the Group to regional offices and then to project level to safeguard business safety:





Safety Assurance Structure

Under each business segment, the Group has set up business lines of engineering, environment, order, customer services, community culture and others, and specified the safety management requirements for each line to effectively safeguard the occupational health and safety of employees.



2) Management System Certification

The Group stuck to a principle of “categorized management and comprehensive governance with focus on prevention and control” for its occupational health and safety management. All business units are required to form their respective occupational health management team to carry out occupational hazard reporting, risk factor identification and other relevant tasks, in order to constantly optimize occupational health management. Meanwhile, the Group attached great importance to the establishment of a standardized safety and health management system, actively promoted the certification for various internal occupational health and safety management systems, so as to facilitate the standardized management in respect of its occupational health and safety.

As at 31 December 2021, a number of projects of the Group had received ISO45001:2018 Occupational Health and Safety Management System Certification (OHS 585323) and GB/T45001-2020/ISO45001:2018 Certification. The Group will continuously promote safety management system construction in various regional offices and member companies.

3) Protection of Occupational Health

The Group has always paid high attention to employees' health and safety. During the COVID-19 epidemic outbreak, the Group took strict measures of epidemic prevention and established a normalized epidemic prevention system to create a healthy and safe working environment for employees while reducing the spread of epidemic. Meanwhile, in order to ensure the occupational health and safety of employees, the Group actively carried out various educational programs on safe operation and skill training sessions, formulated emergency plans for various emergencies such as fire accident, earthquake, rainstorm and flood, and proactively organized safety drills and training sessions to enhance the self-protection ability and safety awareness of employees.

In addition, the Group actively organized various team building and cultural and sports activities to enrich the leisure time of employees, and encouraged employees to actively participate in sports and exercises to build up resistance, relieve psychological stress and maintain physical and mental health.

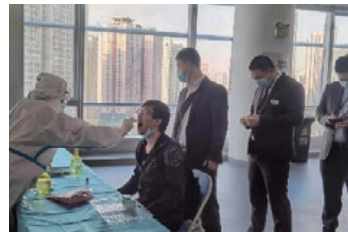
Normalized Epidemic Prevention and Control

The Group paid high attention to the epidemic prevention and control. It organized and established an emergency response team for epidemic prevention and control, formed a top-down grid management team for epidemic prevention nationwide, as well as set up well-thought-out standards for epidemic prevention measures, allocation of supplies, site management and personnel management, etc., and quickly applied these standards in various projects across the country.

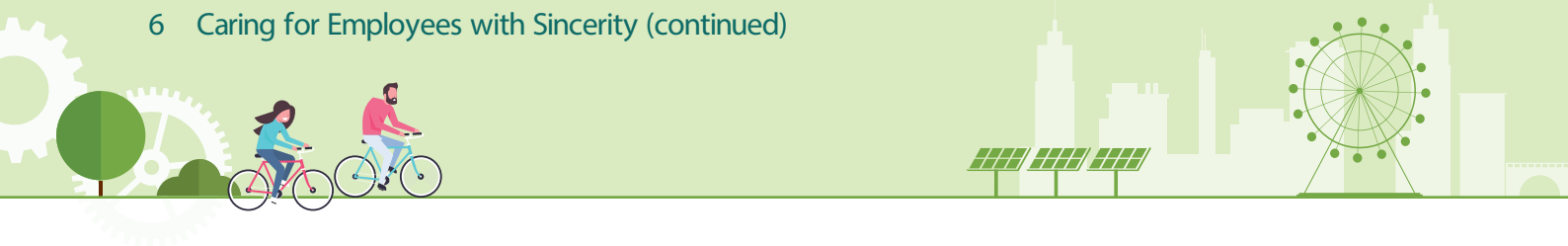
During the Year, the Group organized all employees to get vaccinated against COVID-19, in order to effectively reduce the risk of infection. As at the end of the Year, 85% employees of the Group were vaccinated against COVID-19, representing almost all employees qualified for vaccination. Besides, the Group regularly carried out nucleic acid testing, body temperature measurement, comprehensive disinfection in office area jointly with professional party, etc. to ensure the health and safety of employees.



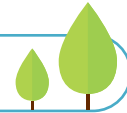
Office disinfection



Door-to-door nucleic acid testing in office area



Physical Examination of Employees



The Group has formulated and implemented the Management Measures for Physical Examination of Employees, organized regular employee physical examination welfare activities every year to ensure that all employees receive annual physical examination, and customized the employee physical examination packages in cooperation with professional physical examination institutions to examine those diseases with high incidence in advance and set up database for the white paper on the employees' health based on the physical examination results so as to provide effective references to the occupational health and safety management of the Group's employees.



Employee physical examination

4) Safety Management Goals and Performance

In order to safeguard the operation safety of relevant staff, the Group set community safety management KPIs in performance assessment, implemented a two-level appraisal system comprising the Group level and the regional level, and conducted assessment in terms of security surveillance, elevators, fire protection, etc. to reduce the safety risks and promote efficient safety management.

In addition, the Group strictly implemented the emergency response plans for rainstorm, earthquake, typhoon and other emergency disasters, and conducted emergency drills and trainings to ensure that employees can calmly and promptly respond to the disaster situation, so as to guard their personal safety.

During the Reporting Period, the Group equipped all employees with labor protection supplies, and had no confirmed or suspected cases of occupational diseases.



5. COMMUNICATION WITH AND CARING FOR EMPLOYEES

The Group has always encouraged employees to engage in democratic communication, and established a variety of communication channels to listen to the voice of employees, including but not limited to corporate WeChat, OA system, general meeting of employee representatives, employee seminars and special communication meetings, to ensure efficient communication of employees' opinions and suggestions, timely publicize major developments and operation performance of the Group, and effectively solved the problems that employees are concerned about. During the Year, the Group further developed corporate WeChat K Bar (企業微信k吧) as a platform for interaction with employees. All employees who joined corporate WeChat can communicate with each other through interaction and posting. Besides, the Group has launched corporate WeChat official account "A-Living Time" for release of information regarding corporate culture activities, learning and consulting, talent training and employee engagement activities to encourage employees to take active part in corporate culture relevant activities.

To strengthen democratic management, the Group encourages regional offices to effectively protect the basic rights and interests of employees by establishing labor unions and signing collective agreements with employees. In 2021, a total of 3,078 employees from the Group's regional offices joined the labor unions established in their respective regions.

Furthermore, the Group actively organized various activities, such as festival featured activities and annual meetings to bring warmth and care to employees and enhance employees' sense of happiness and belonging as well as team vitality and cohesion.

Case: The First Online Annual Meeting Activity Themed on "Following the Light in Pursuit for a Better Life"



To inherit the corporate culture during the COVID-19 pandemic outbreak, the Group held the group-wide annual meeting activity themed on "following the light in pursuit for a better life": Online New Year Party for 2021 in the form of live video streaming for the first time before the Spring Festival in February 2021 to provide a stage for the employees across the country to show their talent, and deliver care and Spring Festival greetings to employees. With more than 30,000 employees involved, this annual meeting reviewed the past one year and planned for the next in a joyful festival atmosphere.



Annual meeting poster

7 Protecting the Environment Diligently at All Times



TOPICS OF ISSUES ADDRESSED IN THIS CHAPTER:

- Water conservation
- Energy efficiency improvement
- Waste management
- Address to climate change



KEY PERFORMANCE IN THIS CHAPTER



Set three goals of energy saving and **emission reduction, water conservation and waste reduction**



Carry out energy-saving renovation for several projects, among which the Shenzhen Civic Centre saves **20 million kWh of electricity** on average per year after the renovation



A number of projects have won honors for waste sorting, in particular, Chongqing Chengnan Future (重慶城南未來) Project won the title of “**Advanced Property Management Company for Urban Domestic Refuse Classification**”, Haiyi Tiancheng Project (海逸天成) was awarded as the “**Model Community in Domestic Refuse Classification in Qingdao**”, Jindu Garden Project (金都花園) was awarded as the “**Model Community in Refuse Classification in Qingdao**, and Jingxi Garden (京西景園) Project was honored as the “**Model Community in Domestic Refuse Classification in Beijing**”

SDGs Addressed in This Chapter

The Group’s Strategy for Action



SDG 12: Responsible Consumption and Production

Developing environmental management objectives, working out and taking various measures for energy saving and emission reduction, water saving and waste reduction, and calling on property owners and customers to adhere to sustainable lifestyles



SDG 13: Climate Action

Formulating targets and plans for emission reduction and plans for carbon neutralization, and revising contingency plans for climate change



The Group has been conducting sustainable operations in a green and low-carbon manner. In active response to China's target of "carbon dioxide peaking and carbon neutrality", the Group has furthered the standardization of its environmental management system based on ISO14001, implemented the management systems and measures related to energy saving and emission reduction, water saving and waste reduction, and integrated the sustainable development concept with city and community services, while encouraging its stakeholders to join its efforts to protect environment, so as to contribute to ecological progress.

1. ENVIRONMENTAL MANAGEMENT SYSTEM

The Group strictly abides by the Environmental Protection Law of the People's Republic of China and other applicable laws and regulations. With the aim of alleviating the possible impact of its business operations on the ecological environment, the Group has formulated and implemented internal policies such as Public Energy Consumption Management Regulations, Management Measures for Energy Conservation and Consumption Reduction, Waste Management Measures, and Work Procedures for Collection and Disposal of Domestic Garbage, which provide a clear division of responsibility for the Group's environmental management and distinct guidelines for each energy consumption control and waste management task.

To enhance the standardization of its environmental management, the Group has been improving the construction of a standardized environmental management system. A number of projects were certified under ISO14001:2015, an environmental management system. And the Group will propel the operation of respective regional environmental management systems continuously.

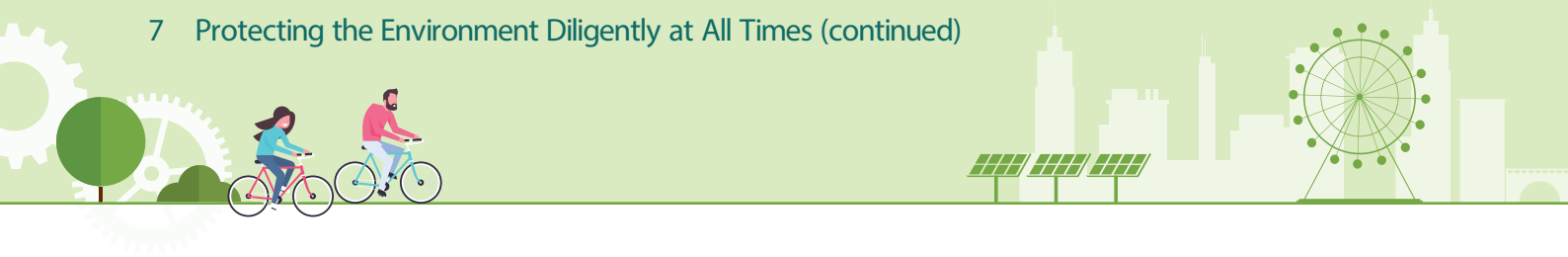
2. MANAGEMENT FOR ENERGY USE AND CARBON EMISSION

The Group strictly abides by the Energy Conservation Law of the People's Republic of China and other applicable laws and regulations of China which relate to energy conservation. While regularly updating the Public Energy Consumption Management Regulations and other internal policies, the Group requires that all projects should implement energy saving and emission reduction plan, record public energy consumption, analyse and make comparison of energy consumption in regular basis, and examine any irregular use of energy with timely solving and follow-up, thus reducing energy waste and achieving the Group's goals of energy conservation and emission reduction.

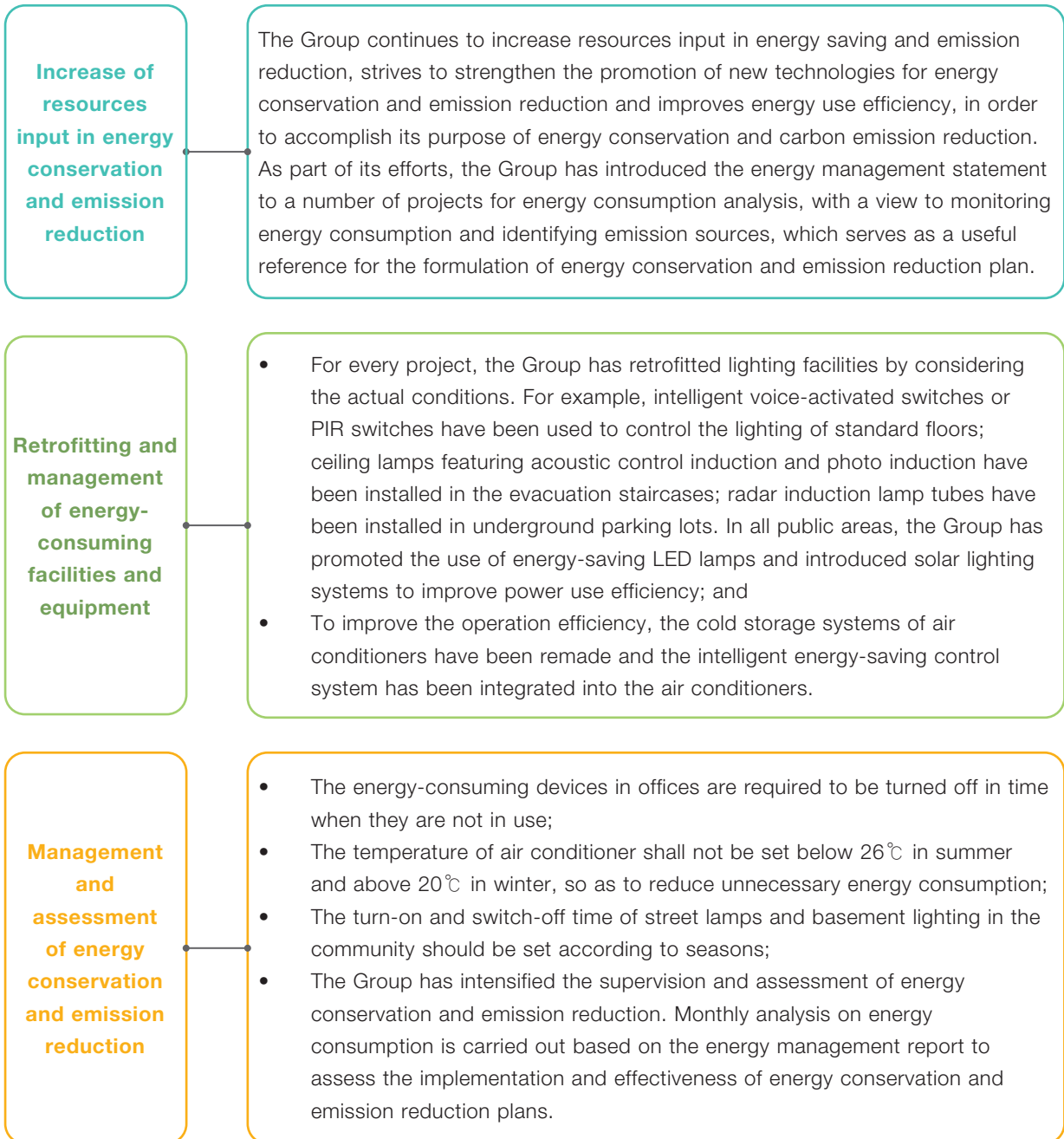
Goals of energy conservation and emission reduction:



The Group integrates the concept of "innovation, environmental protection, convenience and technology" into its operations. To fulfil the operational objective of low energy consumption, great comfort and sustainability, the Group will further enhance energy efficiency, reduce greenhouse gas emissions and minimize any negative impact brought by its production and operations on the environment.



To attain the goals of energy conservation and emission reduction and to reduce the potential impacts of its business operations in all respects on the environment, the Group has adopted measures for energy conservation and emission reduction, which include but are not limited to:



Case: Energy-saving Retrofitting of Shenzhen Civic Centre (深圳市民中心) Project

The Group's Shenzhen Civic Centre project has achieved energy conservation and consumption reduction through three steps: overall upgrade of LED lighting equipment, introduction of solar lighting system and retrofitting of central air conditioning system, saving an average of over 20 million kWh of electricity every year:

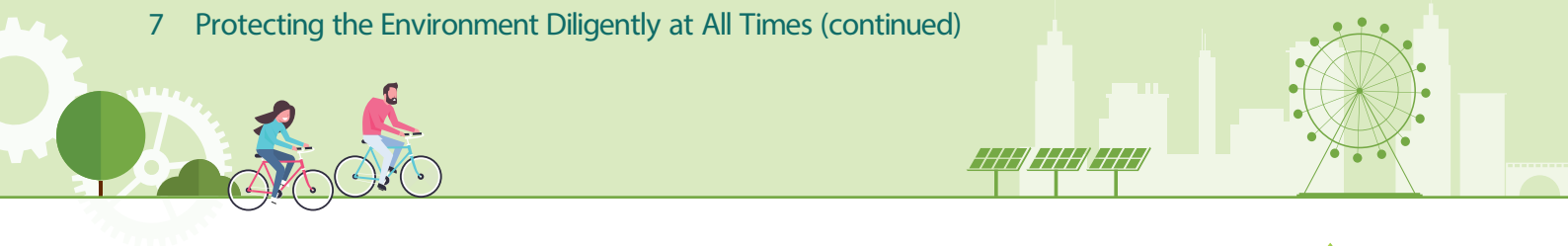
- **Overall upgrade of LED lighting system:** The lighting system was replaced with energy-saving LED lamps;
- **Introduction of solar lighting system:** Solar photovoltaic power generation was introduced into the lighting system of underground parking lot to upgrade the energy efficiency of lighting, which realized the dual control of LED lamps and solar facilities;
- **Retrofitting of cold storage of air conditioners:** The project achieved peak cut and improved the efficiency of air conditioning system, with its intelligent energy-saving control system installed and the fire-fighting water pool transformed into a cold storage pool. After the transformation of the cold storage system of the air conditioners, the annual operation cost of the central air conditioning system in the Civic Centre can be reduced by more than 20%, and the electricity valued about RMB2.43 million can be saved each year, equivalent to annual saving of 914.4 tons of standard coal and annual reduction of 2,435 tons of carbon dioxide emission.



Transformation of the cold storage of air conditioning system



Solar retrofitting of underground parking lot



Case: Energy-saving Retrofitting of China Art Museum, Shanghai (中華藝術宮)

The energy consumed by China Art Museum, Shanghai, a cultural institution for public welfare and under the management of the Group, mainly comprises electricity and natural gas. To meet the relevant requirements of the Guidelines for Reasonable Use of Energy for the Large Public Cultural Facilities and Buildings in Shanghai Municipality (《上海市大型公共文化設施建築合理用能指南》), the Group proactively optimized the energy-consuming facilities and equipment in the China Art Museum, Shanghai by harnessing new energy-saving technologies such as ice storage, solar power generation and reclaimed water recycling, thus effectively reducing energy consumption and achieving the >5% energy saving target specified by the government.



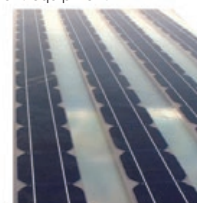
Ice storage equipment



Reclaimed water treatment equipment



Photovoltaic power generation by solar panels



Types of optimized equipment

3. USE OF WATER RESOURCES

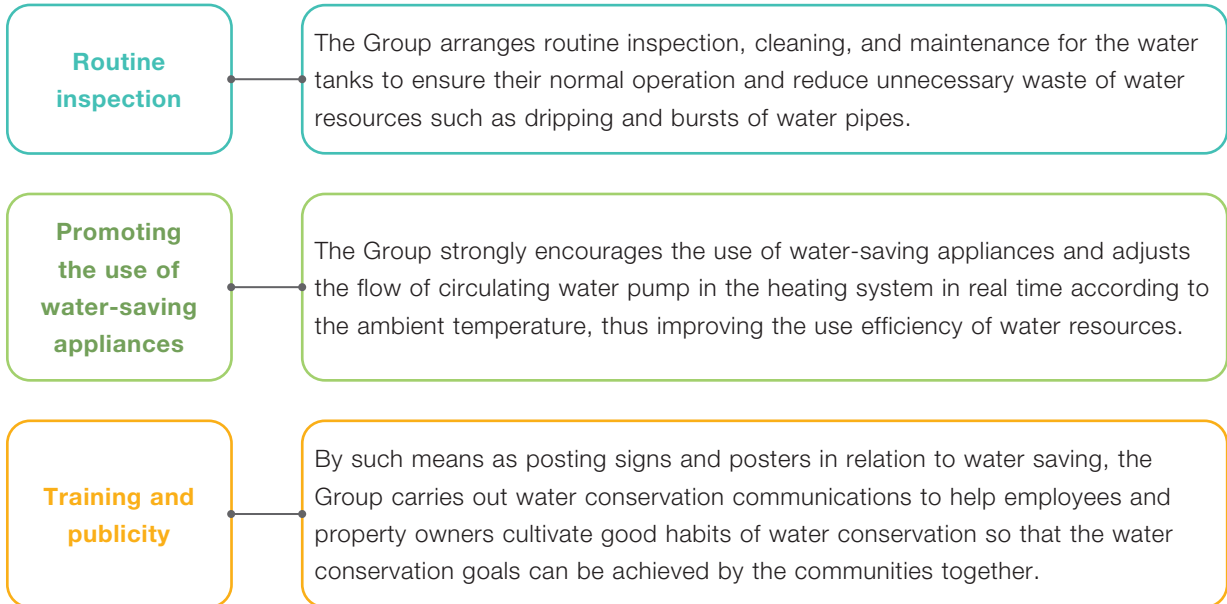
The Group’s water consumption is primarily for office use and greening use. Municipal water supply networks are the major source of the Group’s water. Certain projects utilize the nearby river water in irrigation for greening. There are no problems in sourcing water appropriate for uses. In terms of water discharge, the Group rigorously abides by the Law of the People’s Republic of China on the Prevention and Control of Water Pollution and the sewage discharge standards of the places where it operates to ensure that its sewage discharge is 100% in line with the standards. The Group has set water conservation goals and the assessment system in connection with water conservation, and promoted the achievement of such goals through multi-dimensional plans and measures for water conservation.

Water conservation goals:



The Group proactively enhances its stakeholders’ awareness of water conservation, and improves its water use efficiency and reduces the waste of water resources by preferential adoption of water-saving appliances, bolstering the daily maintenance and management of water-consuming facilities and equipment, and promoting water recycling.

To fulfil the water conservation goals and enhance water use efficiency, the Group has taken the measures including but not limited to:

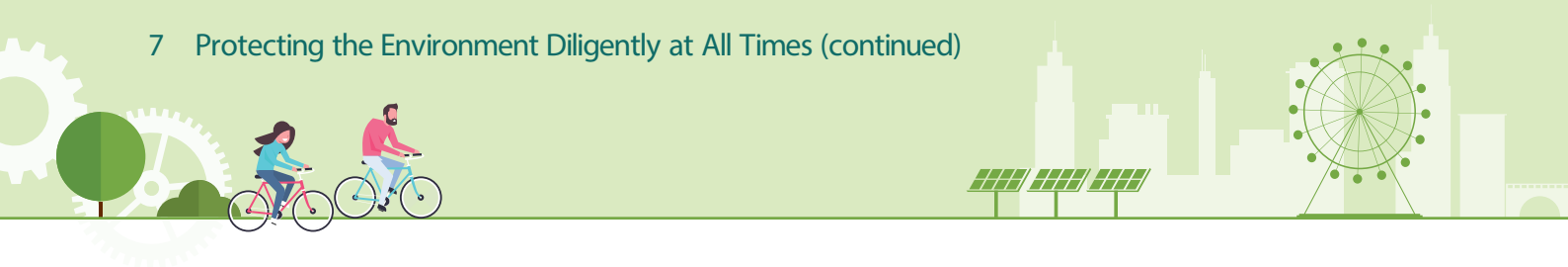


Case: Building Hongcai Mansion (鴻財公館) as A Water-saving Community

Hongcai Mansion, a project under the management of the Group, is an active promoter of water saving. It guides the property owners to have a scientific and sustainable style of living and sets up a specialized leadership team for the purpose of building the community into a water-saving community. This project has increased the overall water use efficiency through retrofitting water-saving appliances, regular inspection and maintenance, water-saving communications and other means while encouraging the property owners to make joint efforts in water saving. Hongcai Mansion won the title of Water-saving Community in Sichuan Province this Year.



💧 The plate of “Water-saving Community in Sichuan Province”



4. WASTE MANAGEMENT

In daily operations, the Group's wastes primarily include domestic waste generated in offices, waste batteries and toner cartridges of the printers. To enhance waste management, the Group actively promotes waste sorting in all of its projects in respective regions where it operates, guides property owners and staff to sort waste as well as increases their awareness of waste sorting, through publicity and training. And these actions serve as an active response to China's call for waste sorting.

Strictly following the Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Wastes and relevant laws and regulations, the Group formulated internal regulations such as Waste Management Measures, Domestic Waste Classification Work Regulations and Solid Waste Classification List to ensure that the waste disposal in communities and offices meets the principle of Reduce, Reuse and Recycle. The Group has set up waste reduction goals and worked hard to achieve such goals via promoting waste sorting, encouraging waste recycling, etc.



Waste reduction goals

The Group reduces wastes through plastic ban and waste reduction campaign, and etc., and upholds waste sorting to achieve reuse of resources.

In regard to office premises, the Group carries out unified scrapping, recycling and destruction of waste generated in offices in accordance with the Waste Management Measures, while implementing waste sorting and standardizing waste sorting and disposal procedures to ensure reasonable waste sorting and recycling.

In regard to projects under management, the Group has set up garbage containers for waste sorting and garbage recycling booths in strict accordance with the management measures of Classification of Domestic Waste of Urban Residents and relevant local policies and regulations, and commissioned professional companies for regular collection and transportation to safely and properly dispose of different types of garbage. Besides, the Group has set up intelligent waste sorting machines in some projects to provide paid recycle of solid wastes such as metals, plastics, textiles, paper and glass, which motivates property owners to participate in waste sorting and recycling. Meanwhile, through various publicity activities organized by the Group, property owners and employees are encouraged to take part in waste sorting and recycling activities, so as to jointly ensure the comfortable living and office environment.

During the Reporting Period, the Group continued its efforts in waste sorting, reinforced publicizing and guiding the waste sorting policy to property owners and employees. Many of its property management projects received honors in the field of waste sorting. For example, Chongqing Chengnan Future Project was awarded the honor of "Advanced Property Management Company for Urban Domestic Refuse Classification"; Haiyi

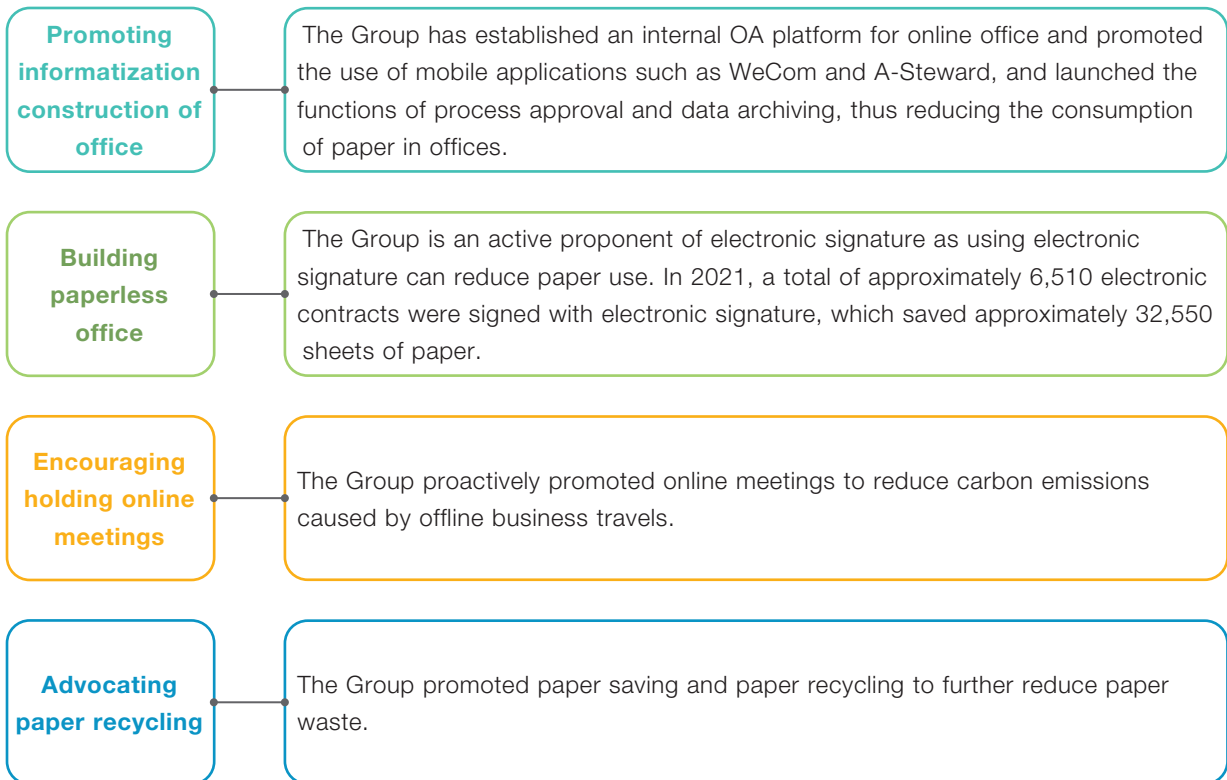
Tiancheng project received the honor of “Model Community in Domestic Refuse Classification in Qingdao”; Jindu Garden project was granted the honor of “Model Community in Refuse Classification in Qingdao”; and Jingxi Jingyuan project won the honor of “Model Community in Domestic Refuse Classification in Beijing”.

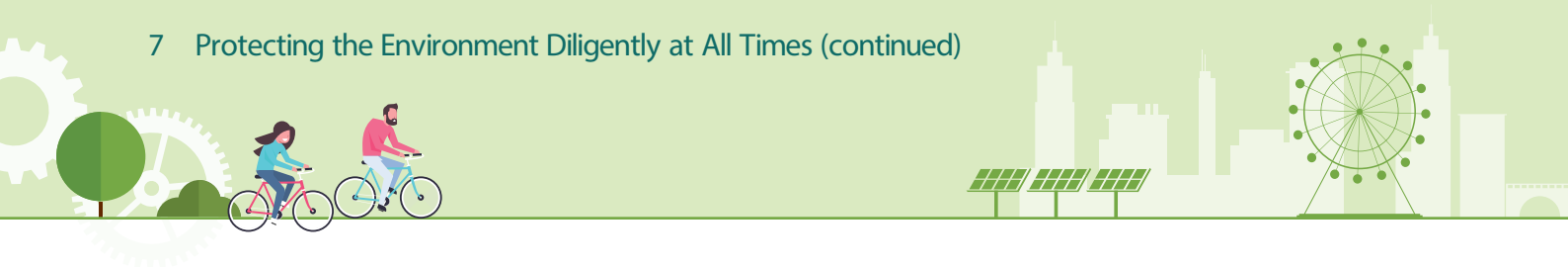


💧 Honors for refuse classification works

5. GREEN OFFICE PRACTICES

Advocating green office concept, the Group continues to optimize its internal systems and promotes paperless office; employees are encouraged to save office supplies to reduce environmental pollution caused by office waste; employees’ awareness of environmental protection is enhanced as a result of the Group’s constant efforts to publicize environmental protection concept to them. The green office measures taken by the Group include but are not limited to:





Poster to promote green office

6. GREEN CITIES AND COMMUNITIES

Committed to building a sustainable urban ecological environment, the Group relentlessly delivers high-quality, professional and sustainable services to property owners while maintaining and improving the ecological environment of the cities and communities, contributing to the ecological civilization construction.

The Group provides greening, maintenance and other quality services. The greening, maintenance and disinfection supplies are carefully selected to ensure that the ecological diversity is maintained in the course of greening for the communities. The Group continues to build small-scale nursery gardens in projects to mitigate issues of bare soil and vegetation aging in the communities and further enhance community greening, aiming to make the environment most pleasing for property owners. In the meantime, the Group values the participation of property owners and tenants in environmental protection and encourages them to care for the environment of the communities together through regularly environmental publicity and activities themed on electricity saving, water saving and waste sorting.

In addition, the Group further developed city services including refuse collection and transportation, marine sanitation, river ecological remediation, sanitation support for major sport events, and integrated operation solutions for smart city sanitation, contributing to the improvement of the sanitation and hygiene quality and environmental governance in multiple scenarios in cities.

Case: Building Shidai Yaju (时代雅居) Project in Wuxi City as A Green Community

Shidai Yaju project in Wuxi, under the management of the Group, advanced its building of a green community by incorporating water saving, energy saving, waste reduction, etc. into its daily management, endeavoring to improve the property owners' awareness of building a green community.

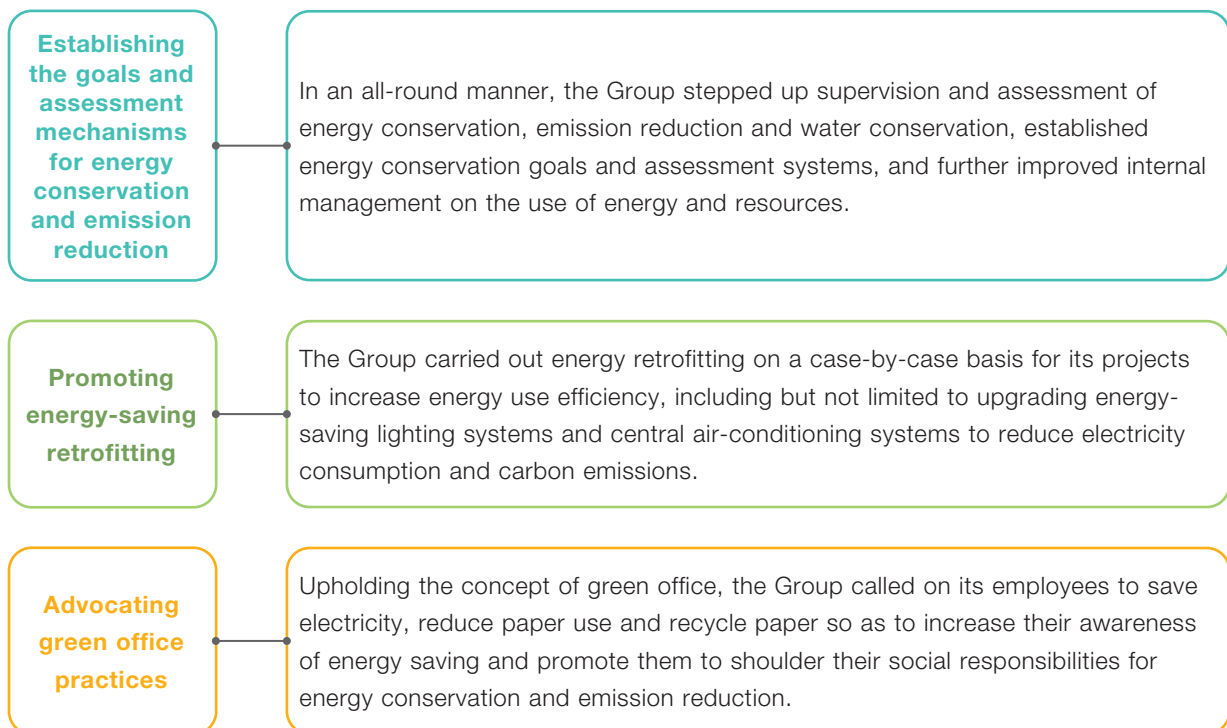
In terms of water saving, the community worked with local municipal water conservancy bureau to promote water conservation through the activities with reminders of "Cherish every drop of water, our source of life" and "Take your share of cherishing and saving water, please"; in terms of energy saving, green lifestyles are advocated in the community with concepts such as "Leave after lights off", "Low-carbon cooking" and using energy-saving home appliances was encouraged; in terms of reducing waste, the community held featured bazaars of second-hand goods, which encouraged the property owners to sell things they no longer use and donate the proceeds for charity. In this way, they made charitable donations while the service life of the goods they sold can be extended.

7. ADDRESSING CLIMATE CHANGE

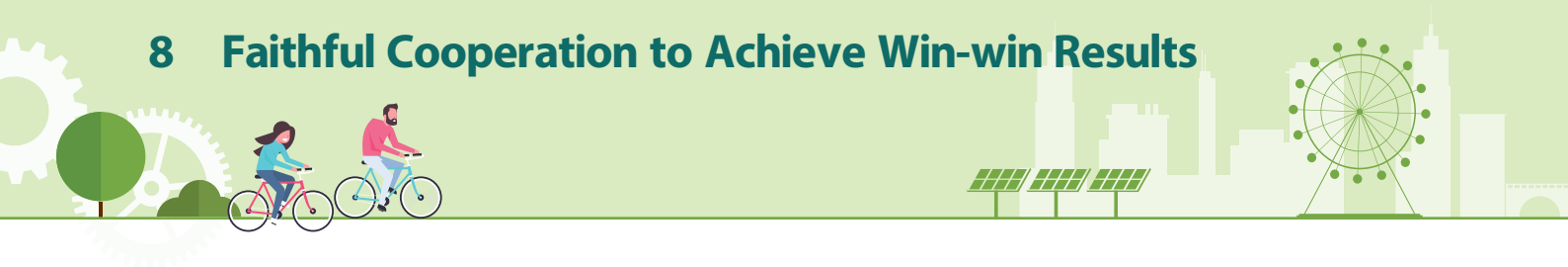
As soon as China issued its target to achieve “carbon dioxide peaking and carbon neutrality” and in line with the nationwide trend of green and low-carbon and zero carbon transformation, the Group intensified its efforts in the assessment and discussion of climate change and reduced potential negative impacts associated with climate change risks while seizing the opportunity to achieve green development. The Group reviews the climate risks in and impacts on its business operations on a regular basis, and identifies the physical risks and transition risks associated with climate change that may have a significant impact on the Group. Specifically, physical risks include but are not limited to extreme heavy rainfall, typhoon, earthquake, extremely cold and hot weather, and climate warming that result in stranded assets, and transition risks include but are not limited to carbon emission-related policy risks.

In order to effectively prevent and control the adverse effects and the potential risks of the above-mentioned extreme weather on its business operations, the Group formulated documents of emergency plans to address work safety issues and natural disasters, including the Earthquake Disaster Emergency Plan and Flood Control Emergency Plan. Also, inspections on equipment and facilities are conducted on a regular basis according to the climatic conditions of the places where the projects are located. Emergency drills for extreme weather such as flood and typhoon are organized periodically with sufficient flood control supplies prepared. In addition, the Group keeps optimizing its emergency plans to ensure it is able to handle sudden-onset disasters. By the measures above, the Group can ensure the safety of property owners and its normal operations to the greatest extent.

The Group has also introduced a number of measures to help slow down climate change, including but not limited to:



8 Faithful Cooperation to Achieve Win-win Results



TOPICS OF ISSUES ADDRESSED IN THIS CHAPTER:

- Supplier access and assessment
- Environmental and social risks management of supply chain
- Empowerment for partners



KEY PERFORMANCE IN THIS CHAPTER



Total number of **suppliers** for the Year: 2,460



Percentage of projects using high-standard **eco-friendly materials** for home improvement services: 80%



Focusing on **resources** and **development**, the Group helps member companies with their growth in the aspects of **empowerment, synergy, services** and **management**.

SDG Addressed in This Chapter

The Group's Strategy for Action



SDG 17: Partnerships for the Goals

To bolster the communication with suppliers and partners, attend to the suppliers' performance of their environmental and social responsibilities, build an ecosystem to achieve win-win results, and work together to promote the sustainable development of the industry

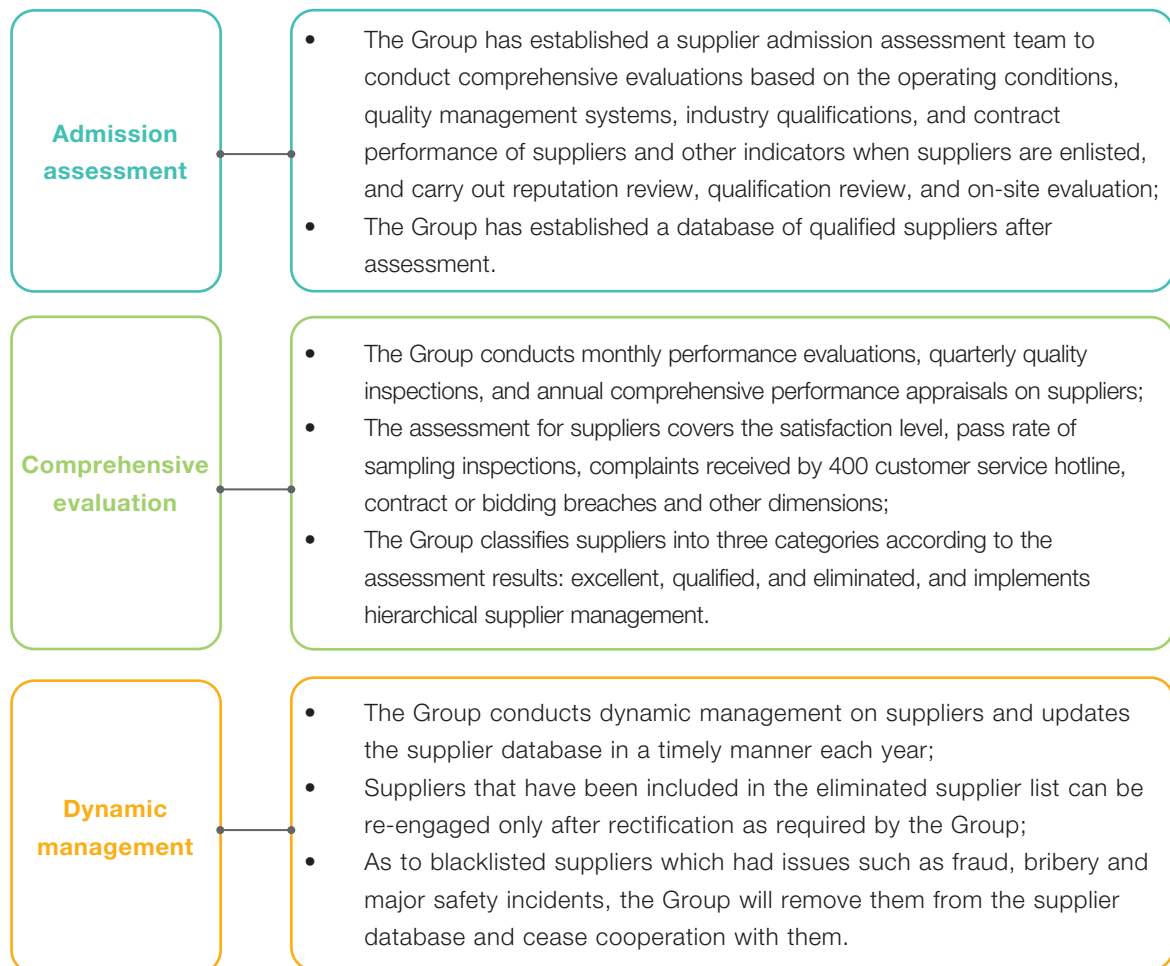
The Group progresses the building of an ecosystem to achieve win-win results with its partners. On the one hand, the Group imposes tight control over the whole-process supplier management to ensure the quality of supply. Meanwhile, the Group pays attention to the suppliers' performance in environmental and social responsibilities, and frequently interacts with them to promote win-win cooperation among multiple parties. On the other hand, the Group attaches great importance to post-acquisition management and empowerment of its member companies and has established a post-acquisition evaluation system to improve the standardized work procedures and management mechanisms of member companies. Focusing on four core segments including corporate governance, professional services, synergy in marketing, and efficiency management, the Group has forwarded the deep integration of brands and market resources with its member companies, ignited the innate power of member companies with information technologies, and continuously injected vitality and momentum to partners, thus empowering the sustainable development of member companies.

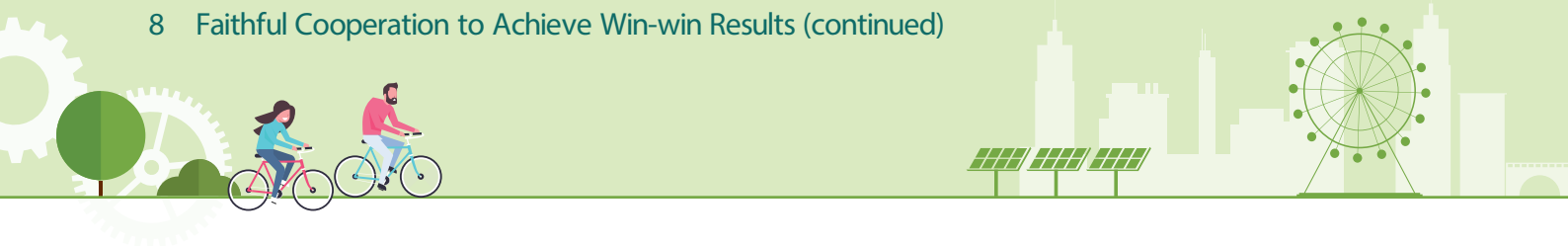
1. SUPPLIER MANAGEMENT

Strictly complying with the Tendering and Bidding Law of the People's Republic of China as well as other laws and regulations, the Group practices the philosophy of mutual benefit and win-win cooperation with its suppliers. It keeps enhancing the whole-process management for suppliers, which covers bid invitation for procurement, selection and assessment to ensure impartial introduction of suppliers and the quality of their supply. The Group maintains sound partnerships with suppliers and strives to achieve win-win results. As at 31 December 2021, the Group's supplier management requirements cover three business segments, namely property management services, property owners value-added services and city services, had a total of 2,460 suppliers, all of whom operate in Mainland China.

1) Supplier Access and Assessment

The Group has formulated internal policies such as Procurement Management Policy, Procurement Tendering and Bidding Management Procedures and Procurement Supplier Management Procedures to regulate the whole-process supplier management, and evaluates and assesses the qualification of suppliers in a regular manner to ensure that suppliers provide quality services and products. The Group's supplier access and assessment are detailed as follows:





2) Sustainable Supply Chain

The Group pays close attention to environmental and social risks of suppliers, promotes green procurement and compliant procurement, and endeavors to promote the sustainable development of supply chain.

Environmental and Social Risks Management of Supply Chain

In order to build up the environmental and social risks management of supply chain, the Group fully considers a supplier's performance in environmental and social responsibilities in all links including supplier admission and assessment, and prefers suppliers who have been certified by the environmental management system, the quality management system and the occupational health and safety management system, so as to ensure that the products and materials used meet or are above the national environmental protection and health standards, thus improving its overall service and product quality.

Besides, as it continuously furthers the promotion of the philosophy of green procurement, the Group gives preference to eco-friendly materials and supplies and improves the recycling and reuse of materials, and by doing so the environmental pollution can be effectively reduced in the procurement process. For its home improvement services, the Group cooperates mainly with well-known brands, and the materials they supply, including customized furniture and furnishing sofa, are far above national environmental protection standards. High-standard eco-friendly materials are introduced by 80% of projects of the Group for relevant business.

Promoting Compliant Procurement

The Group regulates the bid invitation and bidding process as well as procurement process and prohibits under-the-table operations, strictly abiding by the Tendering and Bidding Law of the People's Republic of China and other relevant laws and regulations on bid invitation, bidding and procurement. Adhering to the principle of openness and transparency, the Group ensures fair, just and open decisions on bid invitation through an open bid invitation information disclosure process. Meanwhile, the Group requires suppliers to sign Integrity Agreements and stipulates in the Procurement Management Policy that procurement managers should strictly observe codes of conduct when performing duties and periodical integrity training should be provided to suppliers, to ensure that both parties are honest in the procurement process. The Group has established whistleblowing channels for suppliers to prevent corruption and ensure compliance of the entire procurement process.

3) Communication with Suppliers

The Group places emphasis on communication with suppliers, and the mutual growth of all parties along the supply chain is deemed an important part of its development. It regularly communicates with suppliers through internet phone calls, on-site visits and conferences and other means, and implements a supplier complaint and feedback mechanism to protect the rights and interests of suppliers. Integrating the rich resources of suppliers with its good project service quality and favorable business environment, the Group and its suppliers give full play to their respective strengths and therefore their businesses are able to continue expanding.

Case: Reaching All-round Partnership with Yangcheng Lake Shuixianyao (陽澄湖水鮮鱚)

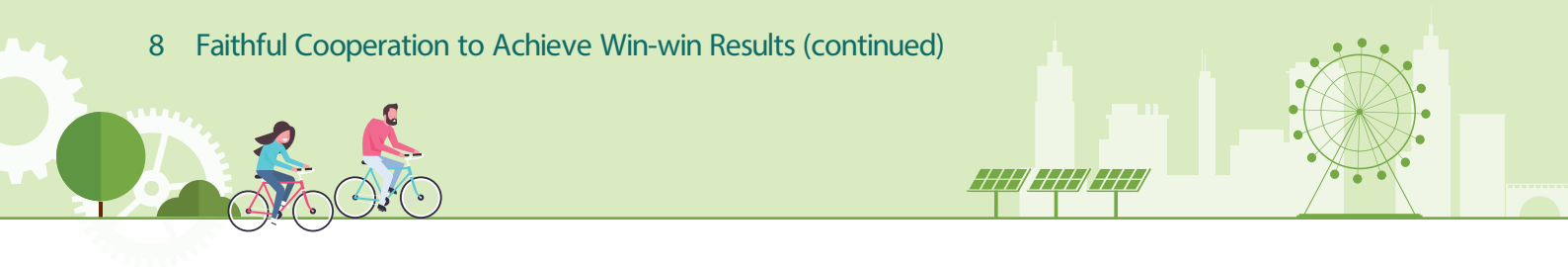
During the Reporting Period, the Group reached cooperation with Yangcheng Lake Shuixianyao at the place of origin of hairy crabs in community commercial services business segment. Both parties had comprehensive communication at various levels and in multiple fields and forms such as product quality, exclusive qualification certification and other strategic cooperation modes on sustainable development, which served to promote their sustainable, long-term cooperation and achieve win-win results. According to the statistics, the sales of hairy crabs reached over RMB10 million in 2021.



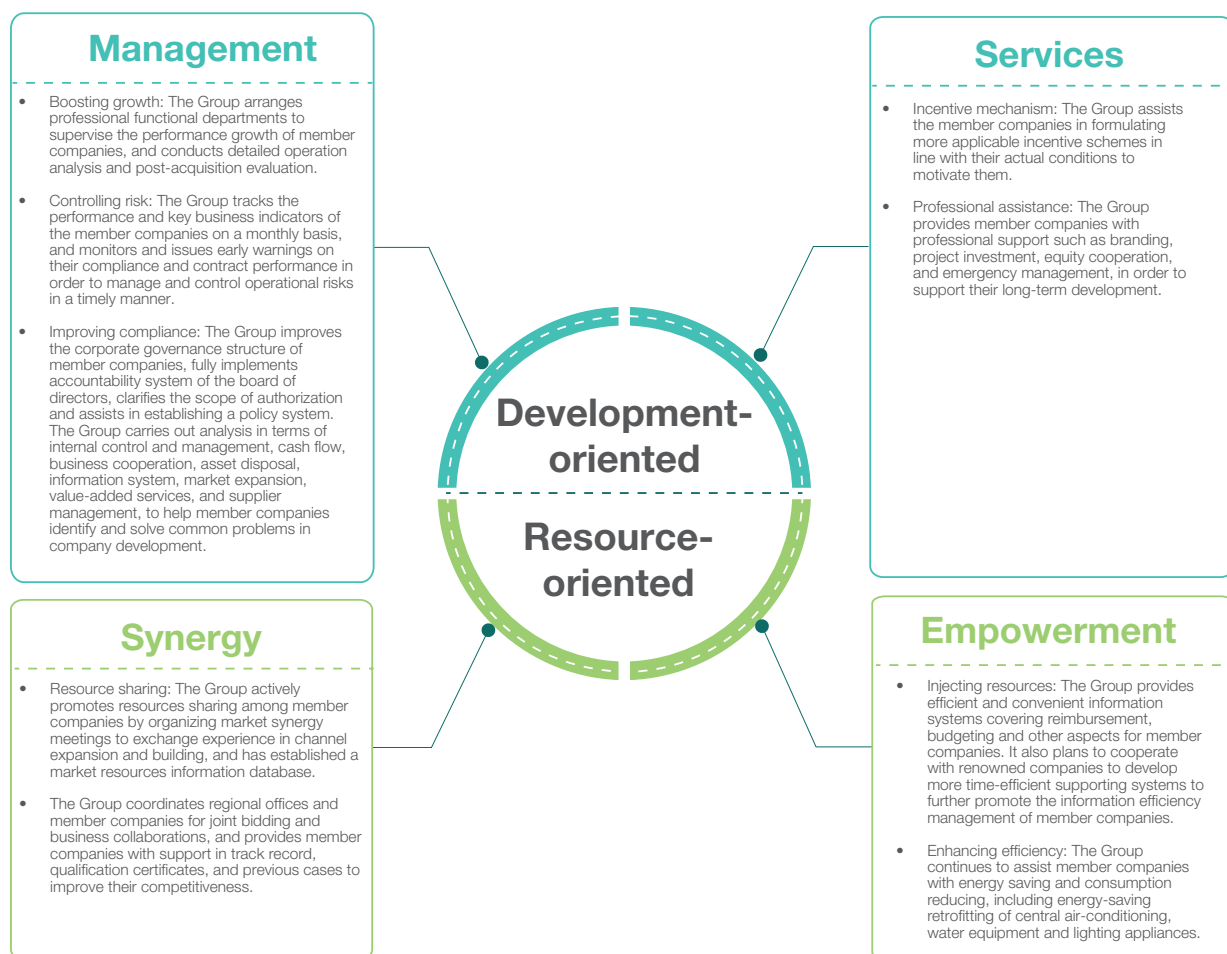
💧 The Group reached cooperation with Yangcheng Lake Shuixianyao

2. EMPOWERING MEMBER COMPANIES

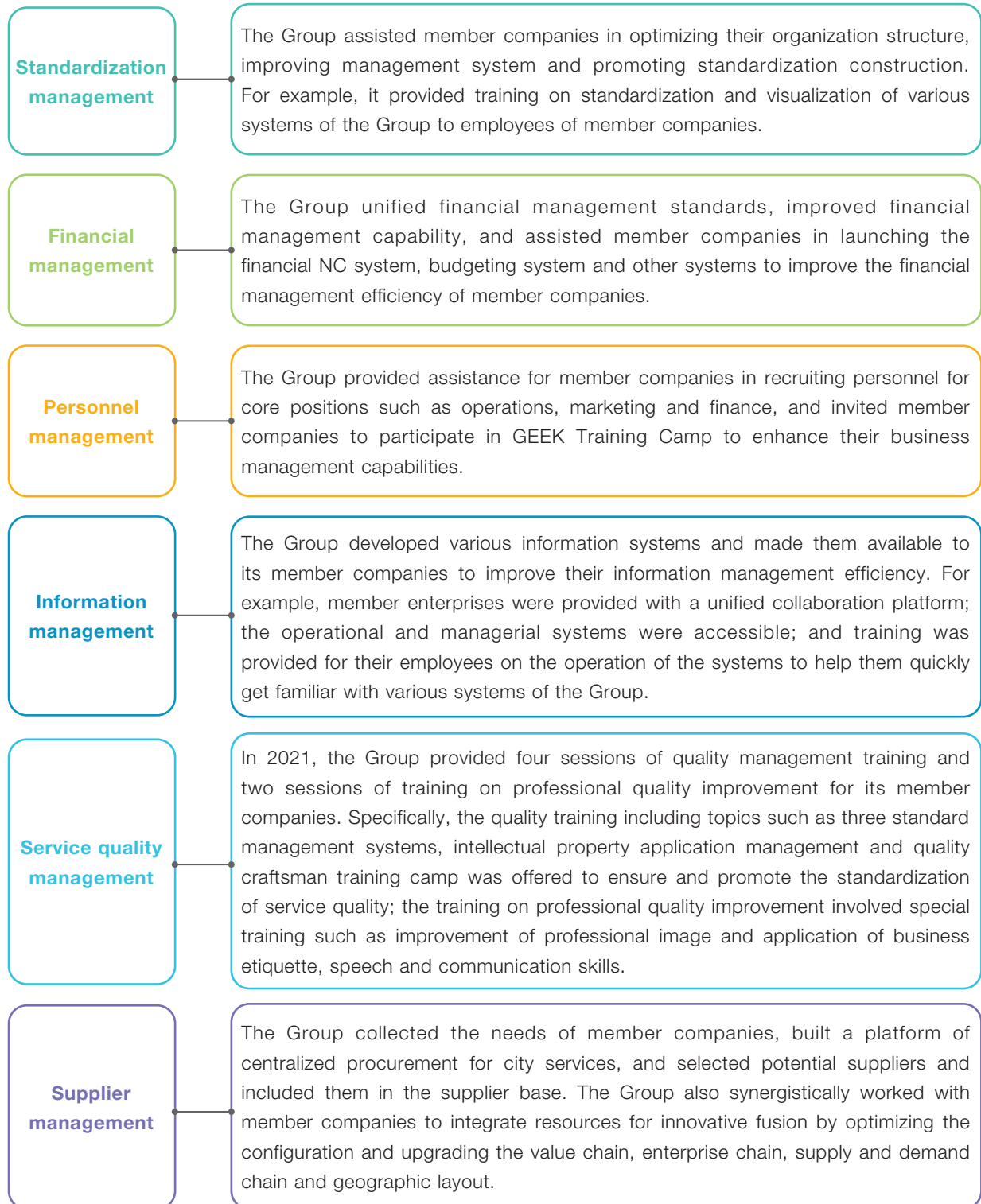
Placing particular emphasis on the integration and post-acquisition empowerment of its member companies, the Group provides all-round empowerment and support for them in information system, operation management, market expansion and other aspects according to their development needs. The Group facilitates the in-depth integration with the member companies in terms of company management, business operations and cultural construction to brace the common development of the Group and its member companies.



Oriented to resources on the one hand, the Group injects resources into its member companies through such approaches as resources sharing, collaborative expansion, informatization output and management empowerment to assist them in enhancing efficiency. Oriented to development on the other hand, the Group establishes a sound incentive mechanism and continues to improve its post-acquisition management system, with a view to achieving the common development goals of guaranteeing growth, controlling risk and improving compliance.



During the Year, member companies were empowered by the Group through trainings and interactions, on-site inspections and other forms, in respect of internal management, finance, personnel, information, service quality, supplier management etc., to further facilitate coordinated development:





Case: On-site Inspection and Work Guidance for Projects of Member Companies to Promote the Improvement of Management



During the Year, the Group conducted on-site inspections on the projects of member companies to check the professional lines including on-site customer services, engineering, order and environment, communicated and offered guidance on the issues identified during the inspections and works that need be improved, and proposed feasible suggestions for project management, which helped improve their operation management and service quality.



💧 On-site inspection and work guidance for projects of member companies

Case: Training for Financial Departments of Member Companies to Unify Financial Management Standards



During the Year, the financial centre of the Group invited the financial controllers of member companies and regional financial backbone staff to attend the meetings, team building and training activities with A-Living's financial staff in Guangzhou. Through the training, the financial management standards of member companies were unified, their financial management capabilities were improved, and the cultural integration between the Group and member companies was advanced.

Case: GEEK Training Camp Organized to Enhance the Digital Operation Capabilities of Member Companies

In March and September of the Year, the employees of the Group's member companies were invited to participate in two sessions of GEEK Training Camp to improve their expertise and operation capabilities in smart sanitation of the city services. Specifically, focusing on subjects such as waste sorting practice and sanitation project development, the first session of the training camp was carried out in the forms of knowledge and skill trainings, seminars and examinations, which achieved desirable results. The second session of the training camp aimed at broadening member companies' perspective on smart city and digital society, through which the attendees learnt about advanced digital practices in the industry as well as the latest trends in city services.



Group photo at GEEK Training Camp

Case: Standardization Construction of Engineering Equipment Rooms for Projects of Member Companies

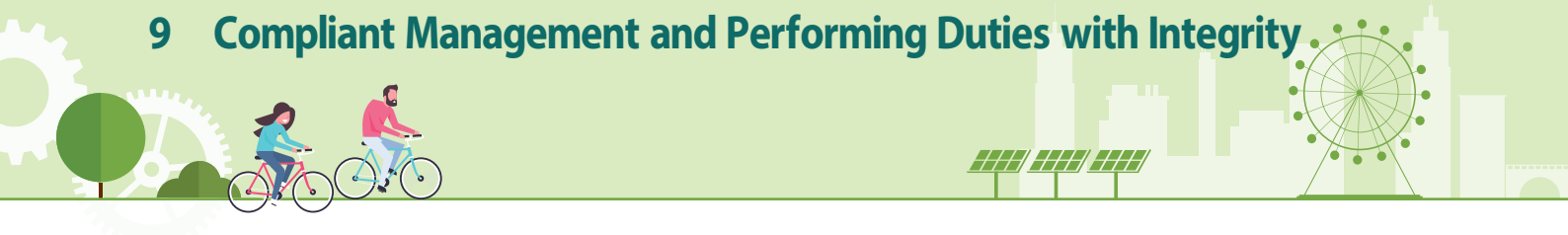
During the Year, the Group provided guidance for a number of projects of member companies on the visualization standards for engineering equipment rooms and the management standards of engineering VI logos, selected representative projects and sorted out relevant processes and experience for promotion. Also, the Group identified the innovations and merits of these projects on visualization standards to example for future project development and improve the overall equipment management capability of member companies.

As at the end of 2021, 12 member companies completed equipment management upgrading, which covered a total of 236 major equipment rooms, 359 general equipment rooms and 39 visualization systems. And the upgrading results generally met the requirements under the visualization standards.



Guidance on visualization standards for engineering equipment rooms

9 Compliant Management and Performing Duties with Integrity



TOPIC OF ISSUES ADDRESSED IN THIS CHAPTER:

- Promotion of integrity culture and business ethics



KEY PERFORMANCE IN THIS CHAPTER



Number of people attending anti-corruption **training**: 18,162



Total hours of anti-corruption **training**: 26,477

SDG Addressed in This Chapter

The Group's Strategy for Action



SDG 16: Peace, Justice and Strong Institutions

To establish a sound corporate governance system, reinforce the development of anti-corruption policies and management system, regulate anti-corruption conduct through continuous communications and training, and actively participate in anti-corruption exchanges with industry peers

The Group places a high value on anti-corruption and scrupulously abides by the Anti-Unfair Competition Law of the People's Republic of China, the Interim Provisions on Prohibiting Commercial Bribery, the Anti-Monopoly Law of the People's Republic of China and other applicable laws and regulations. It also takes the responsibility of compliant management, tirelessly improves the anti-fraud mechanism and urges all employees to observe disciplines and laws as well as perform duties with integrity, so as to build an honest and upright business environment.

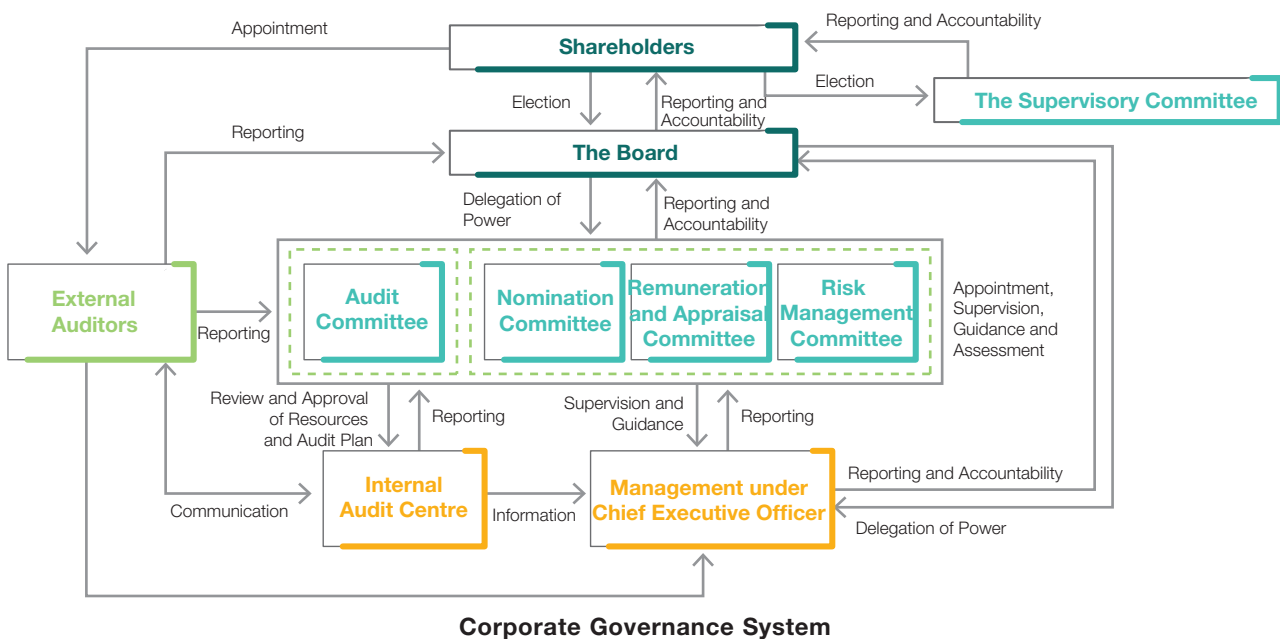
1 ENHANCING CORPORATE GOVERNANCE

Applying itself to efficient and reasonable corporate governance, the Group complies with the Corporate Governance Code as set out in Appendix 14 to the Listing Rules of the Hong Kong Stock Exchange, ensures the maintenance of a sound governance structure and keeps improving its anti-corruption policies. A whistleblowing channel has been created and policies related to whistleblower protection have been developed to secure the long-term sustainable development of the Company.

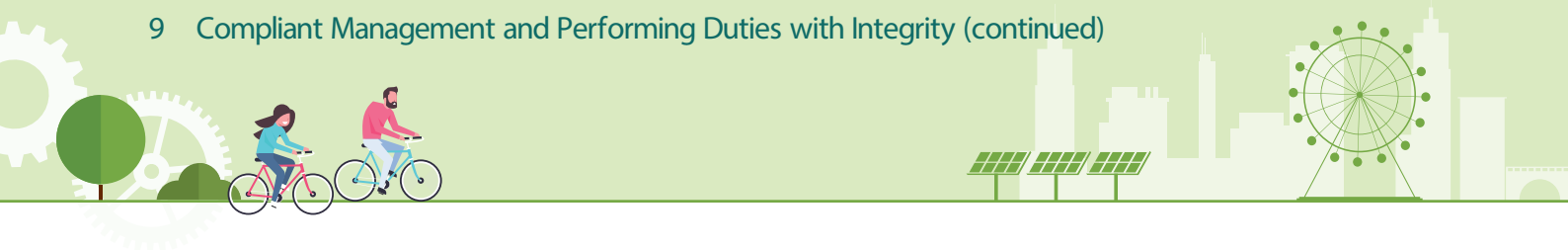
Governance Structure

The Group has set up four Board committees, including the Audit Committee, Nomination Committee, Remuneration and Appraisal Committee and Risk Management Committee, which jointly monitor the implementation of corporate governance, supervise and make recommendations on the Company’s development strategy and objectives, oversee matters subject to public disclosure, and assess whether the performance of the management meets the Company’s operational objectives.

Specifically, the Audit Committee and the Risk Management Committee coordinate the management of the Group’s compliance operations. The Audit Committee consists of three independent non-executive directors. They are mainly responsible for reviewing the accounting policies, monitoring the performance of the Internal Audit Centre, reviewing financial information, and overseeing the financial reporting system, risk management system and internal control system. Up to now, the Risk Management Committee comprises five members, who take charge of overseeing the design of risk management system, reviewing and assessing the effectiveness of the risk management framework, monitoring the implementation of risk control and ensuring it is effectively done.



The Group attaches importance to the effectiveness of corporate governance, appoints independent non-executive directors on the Board and invites them to fully participate in the Board’s major decisions on corporate strategies, performance and control measures. The Group continues to improve the diversity of the Board. As at 31 December 2021, female directors accounted for one-fourth of the Group’s Board members, which further improved the board diversity.



Anti-corruption Policies

Anti-corruption is of great concern to the Group. Thoroughly complying with the Anti-Money Laundering Law of the People's Republic of China, the Interim Provisions on Prohibiting Commercial Bribery and other applicable laws and regulations, the Group has formulated such policies as follows which have been strictly implemented: Anti-corruption Policy, Management Measures for Employee Rewards and Accountability, Implementation Measures for Accountability Inquiry for Operation and Management, and Confidentiality Policy, pursuant to Agile Holdings' Code of Business Conduct, Anti-corruption Policy and Accountability Management Measures for Dereliction of Duty. These policies provide clear requirements of anti-corruption, anti-bribery and anti-money laundering for the links of prevention, control, feedback, etc.

The Group stipulates that the person in charge of each subsidiary shall take the primary responsibilities for anti-corruption actions and he/she is required to regularly sort out and review the integrity risks of the subsidiary. This policy specifies the definitions and corresponding punishments for violations of disciplines according to the nature and influence of employees' violations of anti-corruption disciplines, and the performance pay may be deducted with reference to the Management Measures for Employee Rewards and Accountability. Those suspected of committing a crime will be handed over to judicial organs.

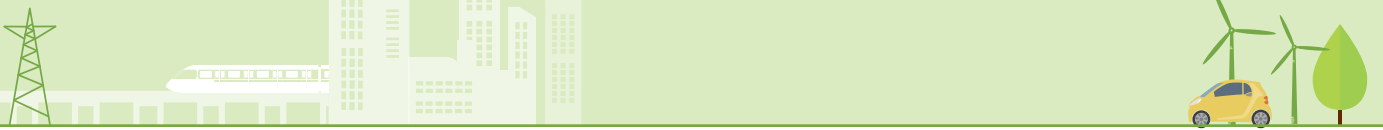
Meanwhile, the Group implements the fund management processes in accordance with the relevant policies of integrity management. The Financial Centre is responsible for raising, application, balancing and allocation of the Company's funds, and supervises the performance of obligations by employees and suppliers regarding anti-money laundering, anti-terrorist financing and anti-improper profit activities, so as to ensure the overall compliance during operating.

Reporting of Disciplinary Violations and Whistleblower Protection Mechanism

The Group has established various channels for reporting integrity violations and encourages employees to blow the whistle on integrity violations face-to-face, or through emails, tip-offs hotlines and letters. For reported cases of disciplinary violations and malpractices, the Group has established clear handling procedures, rewards and punishments schemes, and remedial measures to ensure its internal operations are conducted in a compliant and orderly manner.

In order to protect the rights and interests of whistleblowers, the Group's Confidentiality Policy stipulates that the information of whistleblowers shall be confidential and protected by the Group's Confidentiality Policy whether the alleged misconduct is verified or not. Besides, the Group strictly prohibits the investigated units and the reported individuals from retaliating against the whistleblowers. Once identified, the relevant personnel will be demoted, transferred to other positions, given serious demerits, dismissed or handed over to public security organs as appropriate.

During the Reporting Period, there were no legal proceedings regarding corrupt practices brought or concluded against the Group or its employees.



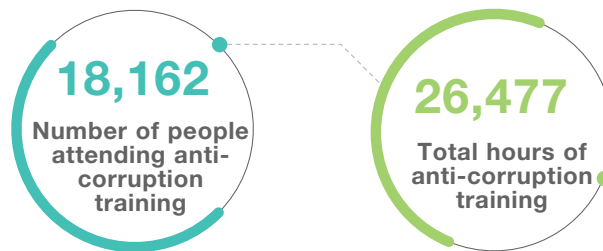
2 REGULATING ANTI-CORRUPTION CONDUCT

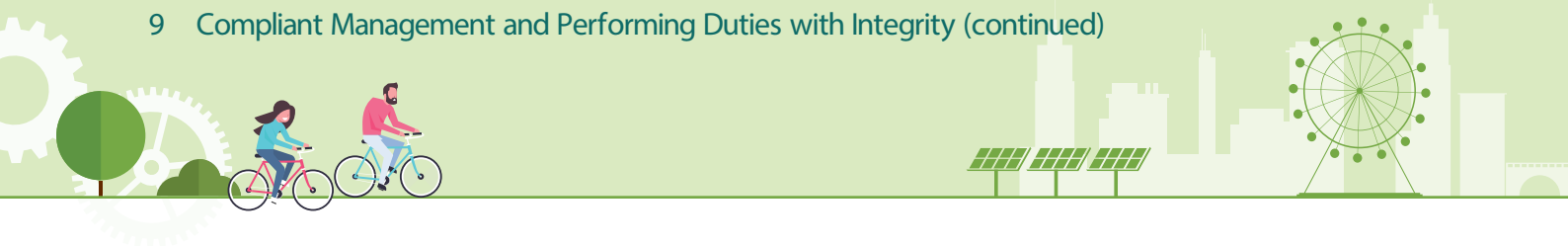
To further regulate the anti-corruption conduct, the Group strictly implements various anti-corruption initiatives, collects information related to the conduct of integrity of its management personnel and requires all senior management to sign the Letter of Responsibility for Integrity Management to ensure the implementation of integrity management in the unit. In the meantime, in accordance with the provisions of Anti-corruption Policy, any employees shall sign the Employee Integrity Commitment with the Group when they are onboard to make commitments to their integrity behavior and shall take up a course on integrity to learn about the identification, reporting and accountability of disciplinary violations. The Group organizes all the attendees to take an anti-corruption oath in the year-end summary conference of each year, further enhancing the employees' awareness of integrity and dedication.

In addition, the contracts entered into between the Group and its service suppliers shall comply with the Contract Management Rules and the suppliers shall sign an Integrity Agreement which requires that they should undertake to obey the national laws and regulations and the relevant policies of the Group's integrity management and to ensure their integrity and self-discipline in the process of contract performance.

3. RAISING INTEGRITY AWARENESS

The Group proactively builds a culture and atmosphere of performing duties with integrity. Employees are required to take up an orientation course on integrity before starting their jobs to learn about the definition of, whistle-blowing channels for and accountability procedures for corruption acts set out in the Staff Manual. In addition to regular anti-corruption communications, the Group organizes anti-corruption training on specific topics on an annual basis according to business operation. During the Year, the Group carried out multiple anti-corruption training sessions for all employees including directors to further raise the awareness of integrity and self-discipline among employees at all levels.





Case: Conducting Anti-corruption Education and Integrity Training to Enhance Integrity Building



In 2021, the Group held a total of four training sessions on integrity in the form of presentations to encourage employees of all departments to keep improving personal quality, be loyal to the Company, earnestly perform their duties, be self-conscious about performing duties with integrity, and report all acts that damage the interests of the Company such as dereliction of duty, malfeasance, corruption and bribery, and use of power for personal gains. These training sessions contributed to the building of integrity culture in the Group, purged the internal atmosphere and effectively prevented internal corruption risk.



Integrity training presentations

Case: Organizing Directors to Attend the Training on Business Ethics for Listed Companies



The Group attaches great importance to the integrity of its senior management, organizing senior management to attend regular special training on integrity culture, which set an example for building a clean corporate culture. In April 2021, the Group procured the directors to attend the online Training on Business Ethics for Listed Companies offered by the Independent Commission Against Corruption of Hong Kong, which helped directors understand compliance requirements and red lines of integrity, making clear the defense line of integrity and self-discipline of the Group.

The Group also complies with domestic and international standards for business ethics and keeps abreast of the latest initiatives and requirements on business ethics. The Group improves its risk management by participating in industry-wide anti-fraud communication, training and other activities to learn from the excellent practical experience of peer companies in respect of internal control.



Case: Communication Activity of Internal Anti-fraud and Compliance Building

In November 2021, the Group participated in the internal anti-fraud and compliance building communication activity held in Guangzhou. It was pointed out in the communication that to ensure sustainable and healthy development, an enterprise should uphold the value of “a community with a shared future for mankind”, persist in the bottom line of ethics, focus on the original aspiration, and define its own positioning, objectives and values. The event well interpreted the original aspiration of “making joint efforts against fraud and building a better society together” and promoted effective cross-enterprise communication. In the future, the Group will continue to join hands with other enterprises for common construction and experience sharing to forward the development of anti-fraud cause.



🔹 A scene of the internal anti-fraud and compliance building communication activity

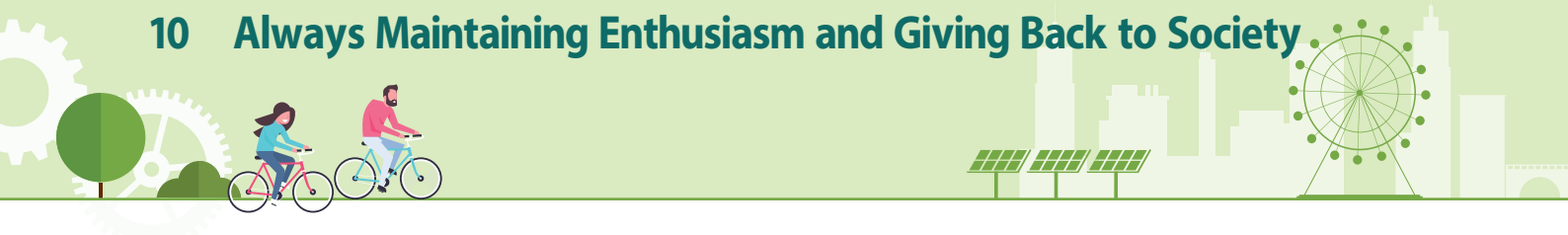
4. STRENGTHENING INTERNAL AUDIT

During the Reporting Period, the Group earnestly implemented the Risk Management Policy of A-Living Group, the Internal Audit Management Policy, the Internal Audit Policy for Post-acquisition Management and other internal policies, specified the scope of internal audit, improved the internal control and self-assessment mechanism, reward and punishment rules, stipulated a clear-cut division of responsibilities, and standardized the audit procedures.

In line with the policies mentioned above, during the Reporting Period, the Internal Audit Centre carried out regular audits and special audits within the Group, and conducted irregular inspections to investigate and handle potential violations of anti-corruption disciplines in a timely manner. To implement the Group’s integrity management policies, a regular annual audit involves review of implementation of the Anti-corruption Policy and other business ethics by each unit. Meanwhile, in order to effectively implement comprehensive risk management and improve the overall risk management capability of the Group, the Internal Audit Centre monitors the top ten key risks identified by the Group and its regional offices in accordance with the Risk Management Policy, sets up early warning of core risk indicators, and urges the responsible units to formulate concrete and feasible rectification measures.

During the Reporting Period, the Group stepped up the remediation of illegal construction, formulated action plans for special reviews, conducted special investigations into the clues of illegal construction reports, and imposed accountability with severe punishment for integrity and disciplinary violations and dereliction of duty behind the illegal construction.

10 Always Maintaining Enthusiasm and Giving Back to Society



TOPIC OF ISSUES ADDRESSED IN THIS CHAPTER:

- Participation in charitable and voluntary activities



KEY PERFORMANCE IN THIS CHAPTER



Total number of employees participating in voluntary services: 526



Total charitable donation amount: RMB107,679

SDG Addressed in This Chapter

The Group's Strategy for Action



SDG 3: Good Health and Well-Being

To normalize COVID-19 prevention in all business portfolios, be fully prepared for extreme weather, propel community-based charity activities, and vigorously support the government's poverty alleviation efforts

With sincerity, the Group has been giving a special attention to hot livelihood issues, undertaking the responsibilities conferred by the State and the times, and fulfilling the missions with practical actions. It works with all people to overcome challenges, makes great efforts to build harmonious communities, conveys kindness and undertakes corporate social responsibilities. During the Year, the Group promoted the positive interactions between enterprises and society through measures such as normalized epidemic prevention and control, charity activities, voluntary services and community care, thus contributing to promote the harmonious development of society. In 2021, a total of 526 employees of the Group participated in voluntary services and the Group made charity donation of RMB107,679.

1. OVERCOMING CHALLENGES AND UNDERTAKING RESPONSIBILITIES

The year of 2021 was full of turmoil and challenges, including public emergencies such as the COVID-19 outbreak and floods, which significantly affected the daily life of the people across China. As a corporate citizen caring about the people, the Group guarded the personal and property safety of employees and property owners by proactively taking various measures against the pandemic and flood.

The Epidemic Prevention and Control

In 2021, the epidemic prevention and control became a norm across China. The Group took active and reasonable prevention measures to prevent resurgence of the epidemic and ensure the safety of employees and property owners:



- Cooperating with the communities in epidemic prevention, strictly carrying out environmental disinfection thoroughly and keeping records of disinfection to ensure zero sanitation issue in the communities;
- Stringently implementing access control, measuring entrants' temperature at entrance of community and requiring them to wear protective masks;
- Promptly preparing epidemic prevention materials and ensuring adequate stocks;
- Providing heart-warming convenient services for property owners, such as door-to-door food delivery, errand service, courier delivery and nucleic acid testing for travel purpose; and
- Providing anti-viral and anti-cold herbal soups for employees to improve their immunity and safeguard their health.

Case: Fighting the COVID-19 Outbreak in Guangdong

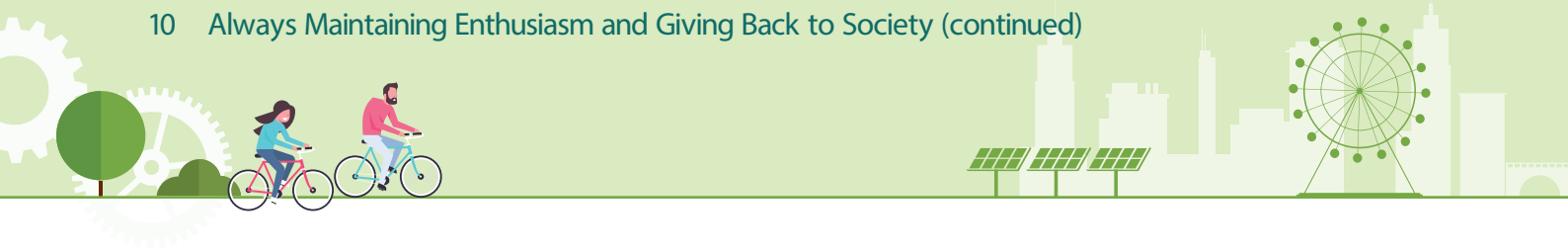
In 2021, Guangdong was confronted with a grim situation due to the resurgence of COVID-19. In efficient response to the requirements of the epidemic prevention and control, A-Living opened green channels for nucleic acid testing of disabled property owners and set up convenient facilities on site for property owners such as heart-warming services booths, materials supply booths, resting areas and portable toilets. A-Living assisted 69 communities in completing the nucleic acid testing of more than 230,000 people within five days, which was reported and praised by multiple media outlets including Guangzhou Daily.



💧 Nucleic acid testing site



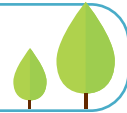
💧 A green channel for nucleic acid testing



Flood Control and Fighting

In July 2021, Zhengzhou City in Henan Province experienced a rare rainstorm, which caused severe flooding in the city and significantly affected the railway, highway and airway transportation. In the face of the natural disaster, the Group and its member companies responded rapidly and established a special team for Zhengzhou flood fighting and control. The staff from nearly 30 projects of the Group sweated over the forefront of flood control and fighting, working together to guard the lifeline of the city.

Case: Assisting in Flood Control and Fighting in Zhengzhou



In July 2021, to protect the property owners' property, the Group's property management staff of Agile International Garden (雅居樂國際花園) in Zhengzhou rushed to various emergency response sites, coordinated the flood control works and devoted themselves to rescue work for 12 consecutive hours. In Qianxi Square of Zhengzhou, the Group's staff built a strong defense line with their bodies in the torrential rain for five hours to prevent the lake water from flowing backward and guard the safety of property owners and residents.



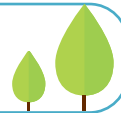
💧 Rescue scenes of Zhengzhou rainstorm



2. BUILDING HARMONIOUS COMMUNITIES TOGETHER

Attentive to the voices of its property owners, the Group never ceases to explore service demands and carries out various activities for the benefit of the property owners and residents, creating a warm and loving atmosphere for the communities. During the Reporting Period, the Group organized activities expressing care and warmth such as voluntary medical consultation, voluntary haircut, voluntary cleaning on International Workers' Day and visiting the elderly and retired teachers. It is dedicated to building caring and harmonious communities by furnishing property owners with more comprehensive services.

Case: Voluntary Medical Consultations to Care for the Health of Property Owners and Residents



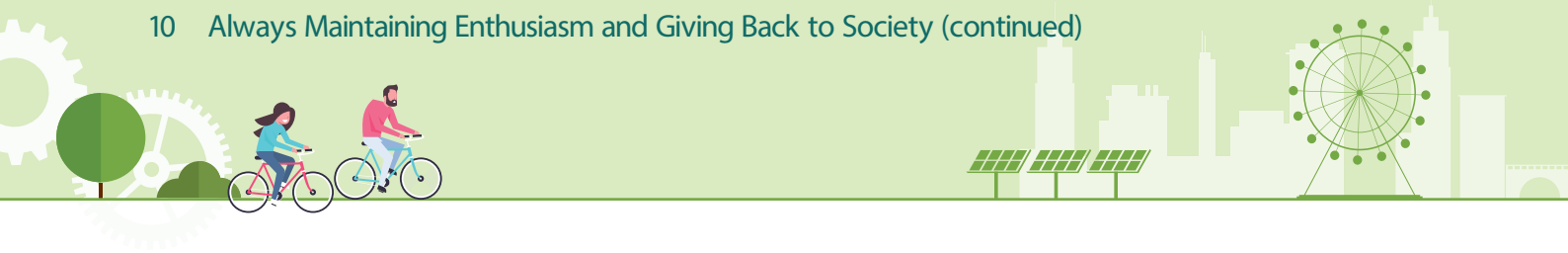
In April 2021, the Group's La Cite Greenville Zhongshan project joined hands with Zhongshan City People's Hospital to offer voluntary medical consultations. In which, more than 20 physicians from over 10 departments of the hospital were invited to conduct on-site medical consultations in the community and distribute health leaflets for the purpose of sharing the knowledge about COVID-19 prevention and control and daily health care with property owners. This activity helped property owners have a correct understanding about their own symptoms in a more scientific way and improved their sense of safety and happiness in life, receiving full recognition and praise from the property owners.



Site of the voluntary medical consultations



Group photo of the physicians and staffs



Case: Voluntary Haircut Activity Brought Convenience and Benefit to Residents



In October 2021, Agile Garden Huiyang project of the Group carried out a voluntary haircut activity to provide the property owners with free services, bringing the property owners convenience and improving their happiness and satisfaction.



Site photo of the voluntary haircut activity

Case: Members and Cadres of the Party Provided Voluntary Labor Services for the Communities



In May 2021, Guangzhou Yuehua Property Co., Ltd.*, a subsidiary of the Group, organized a community voluntary labor service activity involving its employees who are members of the Party. The staff gave full play to the spirit of model workers and craftsmanship and translated the theories they learnt from the Party's history and the refined service standards into action, which further enhanced the service quality and capability of the Party members and cadres and served as a practice of staying true to the original aspiration of serving the people.



Group photo of volunteers in the voluntary labor service activity



Site photo of the voluntary labor service



Case: Visit to the Elderly Living Alone with Warm Care

In February 2021, the Agile Garden Guangzhou project organized a visiting-elderly activity, during which, the property management staff asked the property owners carefully about their living and physical conditions, helped check the electrical equipment, and recorded and summarized the property owners' requests for timely follow-up and resolution. The Group gained an in-depth understanding of life situation of the elderly property owners living alone through this activity, and effectively helped to solve their problems, showing the loving care for the elderly in the community with concrete actions.



The loving visit to the elderly



Group photo of the activity

Case: Visiting Retired Teachers on the National Teachers' Day

On the National Teachers' Day in September 2021, the Group's staff visited retired teachers in communities and expressed sincere greetings by presenting gifts to them. This visit increased the happiness and belongingness of the retired teachers and made them truly feel the care and warmth of the community, reflecting an inheritance of the virtue of respecting teachers and valuing education.



Group photos of visiting retired teachers





3. SHARING WARMTH AND KINDNESS

While focusing on building high-quality services, the Group strives to make a contribution to public welfare. Group’s Party Branch of Agile Eden Yunnan project has been guiding the corporate development with the Party building mindset. During the Year, it organized public welfare activities themed on “Delivering Exquisite Life Services with Innovation Powered by the Spirits of the Party” to fulfill the corporate social responsibilities.

Case: Caring for Education and Poverty Alleviation

In June 2021, the Group’s Party Branch of Agile Eden Yunnan project teamed up with the Neighborhood Committee of Shuiping Community in Qushi Town, Tengchong City to organize a love activity entitled “Caring for Education and Poverty Alleviation” in support of local poverty alleviation and rural revitalization. The property owners and employees of the Group were encouraged to participate in this activity, bringing school supplies to 16 needy students in Qushi Town and nutritional products to the elderly living alone, the disabled and the needy elderly from 15 households.



Case: Charitable Blood Donation to Pass Down the Love

On 14 June 2021, Changzhou Zhongfang Property Company Limited* (“Changzhou Zhongfang”), a subsidiary of the Group, organized a charitable blood donation event and called on its staff to participate in. Changzhou Zhongfang has organized such event around the World Blood Donor Day every year since 2017, involving 164 participants with 53,600 ml of charitable blood donation in total.

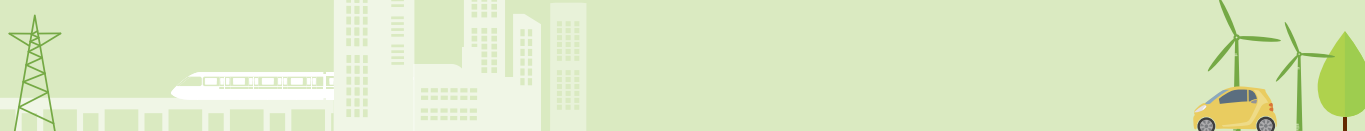


Group photo of blood donation volunteers



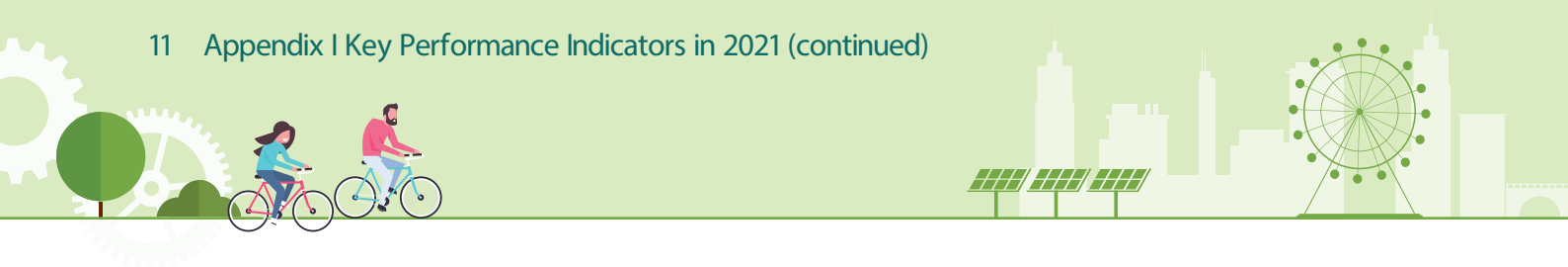
Site of the charitable blood donation

11 Appendix I Key Performance Indicators in 2021



ENVIRONMENTAL KPIS

ESG indicators	Unit	Figure
A1.1 The types of emissions and respective emissions data		
Nitrogen oxides ¹	kg	6,223.04
Sulphur oxides ²	kg	8.85
Particulate matter ³	kg	517.55
A1.2 Direct and energy indirect greenhouse gas emissions		
Total greenhouse gas emissions ⁴	tons of CO ₂ equivalent	203,475.50
Greenhouse gas emissions (Scope 1) ⁵	tons of CO ₂ equivalent	24,232.68
Greenhouse gas emissions (Scope 2) ⁶	tons of CO ₂ equivalent	179,242.82
A1.3 Total hazardous waste produced⁷		
Waste lamp tube	number	48,169
Waste batteries generated	ton	4.47
A1.4 Total non-hazardous waste produced		
Office domestic garbage produced	ton	7,964.98
A2.1 Direct and indirect energy consumption by type in total and intensity⁸		
Total energy consumption	MWh	301,065.51
Energy consumption intensity	MWh/'000 m ²	0.77
Direct energy consumption	MWh	88,756.62
Indirect energy consumption	MWh	212,308.89
Gasoline consumption	MWh	15,239.76
Diesel consumption	MWh	68,678.24
Liquefied petroleum gas	MWh	706.45
Pipeline natural gas	MWh	4,132.17
Purchased electricity	MWh	212,308.89
A2.2 Water consumption in total and intensity		
Total water consumption	m ³	9,400,572.97
Total water consumption intensity	m ³ '000 m ²	24.15



Notes on environmental KPIs:

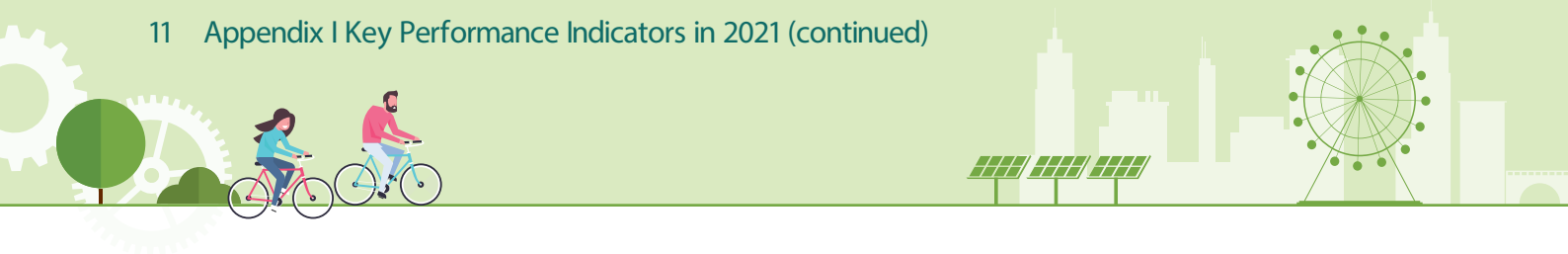
The period of data collection was from 1 January to 31 December 2021, with data collection covering the headquarters of the Group, headquarters of regional offices, 2 business segments and the headquarters of member companies, 599 service project office areas and non-public areas under each sector, and all non-outsourced canteens.

1. Emissions of nitrogen oxides are generated from pipeline natural gas, liquefied petroleum gas and official vehicles, and the emission factors are primarily based on the Reporting Guidance on Environmental KPIs issued by the Hong Kong Stock Exchange. The heating value factors for liquefied petroleum gas are based on the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operating Enterprises (Trial) 《公共建築運營企業溫室氣體排放核算方法和報告指南(試行)》 issued by the General Office of the National Development and Reform Commission of the PRC in 2015; the emission factors for natural gas are based on the Pollutants Discharge Coefficients and Material Accounting Methods Applicable for Industries not Subject to Pollutants Discharge Permitting Administration (Trial) 《未納入排污許可管理行業適用的係數物料衡算方法(試行)》 issued by the Ministry of Ecology and Environment of the PRC in 2017;
2. Emissions of sulphur oxides are generated from liquefied petroleum gas and official vehicles, and the emission factors are primarily based on the Reporting Guidance on Environmental KPIs issued by the Hong Kong Stock Exchange;
3. Emissions of particulate matter are generated from official vehicles, and the emission factors are primarily based on the Reporting Guidance on Environmental KPIs issued by the Hong Kong Stock Exchange;
4. Total greenhouse gas emissions include direct greenhouse gas emissions and indirect greenhouse gas emissions;
5. Direct greenhouse gas emissions are generated from uses of diesel, gasoline, liquefied petroleum gas and pipeline natural gas, and the energy emission factors are based on the Reporting Guidance on Environmental KPIs issued by the Hong Kong Stock Exchange;
6. Indirect greenhouse gas emissions are generated from purchased electricity, and the greenhouse gas emission factors for purchased electricity are based on the Baseline Emission Factor of China's Regional Power Grids for 2019 《2019年度中國區域電網基準線排放因子》 issued by the Ministry of Ecology and Environment of the PRC;
7. According to the business nature and actual operations of the Group, the wastes were mainly generated from property management service projects and office environment, and no wastes covered in the National Catalogue of Hazardous Wastes of the People's Republic of China were generated;
8. Total energy consumption includes the total energy consumption generated by gasoline, diesel, liquefied petroleum gas, pipeline natural gas and purchased electricity, and the heating value factors for direct energy are based on the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operating Enterprises (Trial) issued by the General Office of the National Development and Reform Commission of the PRC in 2015.



SOCIAL KPIS

ESG indicators		Unit	Figure
B1 Employment			
B1.1 Total workforce by gender, employment type, age group and geographical region			
Total number of employees		Person	87,603
By gender	Male	Person	46,851
	Female	Person	40,752
By age group	Below 30	Person	14,423
	31-50	Person	36,452
	Over 50	Person	36,728
By level	Staff	Person	85,090
	Middle management	Person	2,229
	Senior management	Person	284
By geographical region	Mainland China	Person	87,598
	Hong Kong, Macao and Taiwan, and overseas	Person	5
B1.2 Employee turnover rate by gender, age group and geographical region¹			
Total turnover rate		%	39.81%
By gender	Male	%	20.79%
	Female	%	19.02%
By age group	Below 30	%	9.52%
	31-50	%	12.02%
	Over 50	%	18.27%
By geographical region	Mainland China	%	39.805%
	Hong Kong, Macao and Taiwan, and overseas	%	0.003%
B2 Health and Safety²			
B2.1 Number of work-related fatalities			
2021		Person	1
2020		Person	1
2019		Person	0
B2.2 Lost days due to work injury			
Lost days due to work injury		Day	2,796
B3 Development and Training			
B3.1 The percentage of employees trained by gender and employee category³			
By gender	Male	%	51.47%
	Female	%	48.53%
By level	Staff	%	97.14%
	Middle management	%	2.59%
	Senior management	%	0.27%



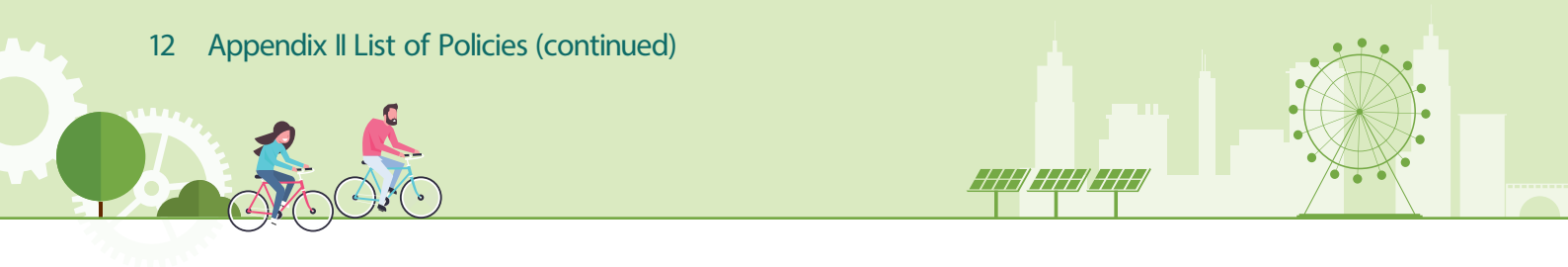
ESG indicators		Unit	Figure
B3.2 The average training hours completed per employee by gender and employee category⁴			
By gender	Male	Hour	15.49
	Female	Hour	17.79
By level	Staff	Hour	16.41
	Middle management	Hour	19.64
	Senior management	Hour	15.98
B5 Supply Chain Management			
B5.1 Number of suppliers by geographical region			
Region	Mainland China	Number	2,460
	Hong Kong, Macao and Taiwan, and overseas	Number	0
B6 Product Responsibility			
B6.2 Number of products and service related complaints received			
Number of complaints received		Number	5,139
Number of customer complaints dealt with		Number	5,139
B7 Anti-corruption			
B7.1 Number of concluded legal cases regarding corrupt practices and the outcomes of the cases			
Number of concluded legal cases regarding corrupt practices		Case	0
B7.3 Anti-corruption training provided to directors and staff			
Number of training participants	Directors	Person	8
	Staff	Person	18,150
Training hours	Directors	Hour	8
	Staff	Hour	26,465
B8 Community Investment			
B8.2 Resources contributed to the focus area			
Money contributed to the focus area		RMB	107,679
Manpower contributed to the focus area		Person	526

Notes on social KPIs:

1. The employee turnover rate is calculated based on: Turnover rate (per category) = Employees in the specified category leaving employment/Number of employees;
2. The health and safety data covers all A-Living employees, and the remaining social KPIs cover A-Living and its subsidiaries;
3. The percentage of employees trained is calculated based on: Percentage of employees trained = Employees in the specified category who took part in training/Number of employees who took part in training;
4. The average training hours completed per employee is calculated based on: Average training hours completed per employee = Total number of training hours completed by employees in the specified category/Number of employees in the specified category.

12 Appendix II List of Policies

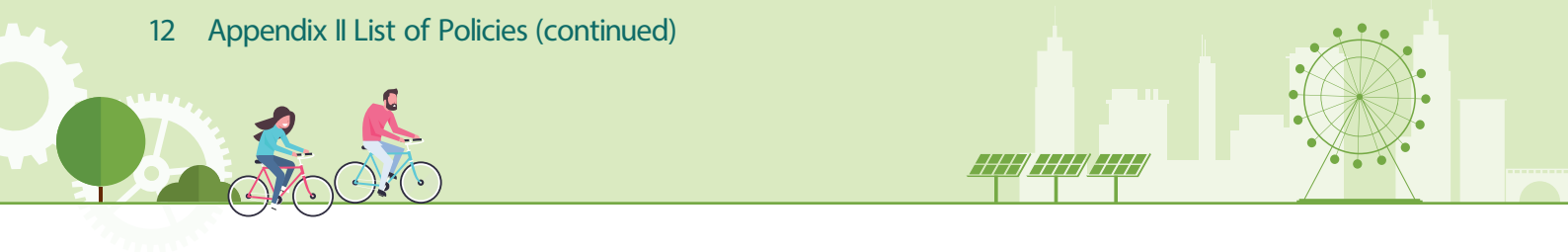
ESG Indicators	Compliance with Laws	Internal Policies
A1 Emissions	Environmental Protection Law of the People's Republic of China	
A2 Use of Resources	Law of the People's Republic of China on Prevention and Control of Environmental Noise Pollution	
A3 The Environment and Natural Resources	Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution	
A4 Climate Change	Law of the People's Republic of China on Prevention and Control of Water Pollution	
	Marine Environment Protection Law of the People's Republic of China	
	Administrative Regulations of the People's Republic of China on the Prevention of Marine Environment Pollution Caused by Land-based Pollutants	
	Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste	Waste Management Measures
	National Catalogue of Hazardous Wastes	Work Procedures for Collection and Disposal of Domestic Garbage
	Measures on the Management of Hazardous Waste Manifests	Public Energy Consumption Management Regulations
	Work Plan for Controlling Greenhouse Gas Emissions during the 13th Five-Year Period	Management Measures and Procedures for Water and Electricity Consumption
	Regulations on the Administration of Construction Project Environmental Protection (2017 Revision)	Management Measures for Energy Saving and Consumption Reduction
	Technical Policy for Prevention and Control of Hazardous Waste Pollution	Management Measures for Oil Consumption by Vehicles
	Measures on the Administration of Automatic Monitoring of Pollution Sources	
	Administrative Measures for Urban Living Garbage	
	Regulations on Urban Water Conservation Management	
	Management Measures for Saving Electricity	
	Environmental Impact Assessment Law of the People's Republic of China	
	Regulations on the Administration of City Appearance and Environmental Sanitation of Cities	



ESG Indicators	Compliance with Laws	Internal Policies
B1 Employment B2 Health and Safety B3 Development and Training B4 Labor Standards	Labor Law of the People’s Republic of China Labor Contract Law of the People’s Republic of China Law of the People’s Republic of China on Promotion of Employment Social Insurance Law of the People’s Republic of China Provisions on Minimum Wages Law of the People’s Republic of China on Prevention and Control of Occupational Diseases Law of the People’s Republic of China on Work Safety Fire Protection Law of the People’s Republic of China Emergency Response Law of the People’s Republic of China Regulations on the Safety Management of Hazardous Chemicals Provisions on the Administration of Fire Control Safety of State Organs, Organizations, Enterprises and Institutions Regulations on Reporting, Investigation and Handling of Work Safety Accidents Interim Provisions on Investigation and Treatment of Hidden Dangers in Work Safety Accidents Regulations on Work-Related Injury Insurance of the People’s Republic of China Provisions on the Supervision and Administration of Occupational Health at Work Sites Law of the People’s Republic of China on the Protection of Women’s Rights and Interests Special Provisions on the Labor Protection of Female Employees Trade Union Law of the People’s Republic of China Regulations on Safety Supervision of Special Equipment	Staff Manual Internal Trainer Management Measures Management Measures for the Learning and Development of New Employees Learning and Development Management Policy Regulations for Basic Business Risk Management and Control at Project Sites Barrier-free Facilities Safety Management Regulations Emergency Preparation and Emergency Response Control Procedures Operation Safety Management Regulations Elevator Maintenance Supervision and Management Regulations Emergency Handling Procedures for Engineering Accidents Handling Procedures for Emergency or Abnormal Situations Special Incident Reporting Procedures Fire Safety Management Work Procedures Related Party Management and Control Procedures Employee Physical Examination Management Measures Policy for Corporate Certificates and Licenses Occupational Health Management Measures Internal Competition Management Measures Promotion Management Policy Management Measures for Internal Personnel Changes Attendance Management Policy Retirement Management Policy Probation Appraisal Management Policy Onboarding Management Policy Labor Contract Management Policy Recruitment Management Policy Management Measures for External Learning and On-the-job Training of Employees LOHAS π Management Policy of A-Living Group Policy on the Appointment of Directors, Supervisors and Senior Management of A-Living Group Management Measures for Expatriates (Trial) Management Measures for Financial Controllers of Member Companies (Trial) Accident Management Regulations Regulations on Management of Operation Safety Inspection Regulations on Management of Operation Quality Inspection Emergency Plans for Work Safety and Natural Disasters



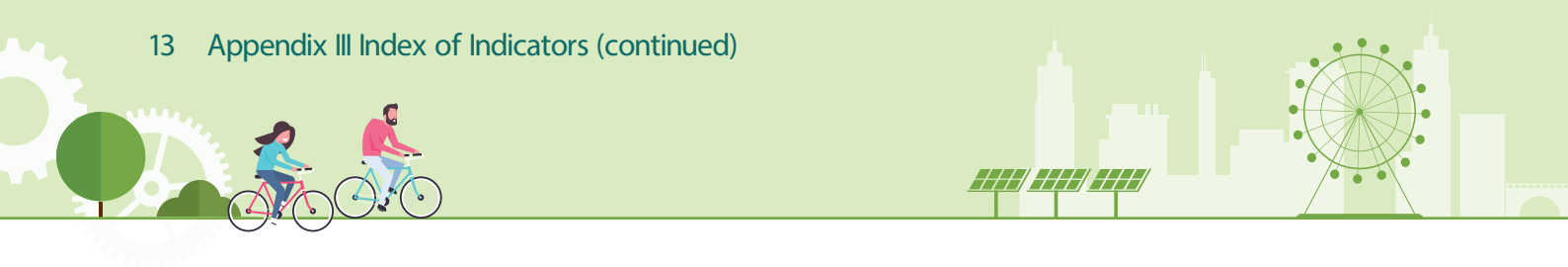
ESG Indicators	Compliance with Laws	Internal Policies
B5 Supply Chain Management	<p>Tendering and Bidding Law of the People's Republic of China</p> <p>Government Procurement Law of the People's Republic of China</p>	<p>Operational Guidelines for the Introduction of Suppliers and Contract Signing</p> <p>Procurement Management Policy</p> <p>Procurement Supplier Management Procedures</p> <p>Procurement Tendering Management Procedures</p> <p>Procurement Tendering Management System</p> <p>Service Supplier Management Policy</p> <p>Management Regulations for Work Handover between Old Suppliers and New Suppliers of Outsourcing Services</p> <p>Supervision Work Procedures for Environmental Outsourcing</p> <p>Homecare Services Partners Management Measures</p> <p>Home Improvement Services Tendering Management Measures</p> <p>Management Measures for Operational Procurement of City Service Projects</p> <p>Management Measures for Tendering and Bidding of Extended Projects in City Service Markets</p> <p>Management Measures for City Service Project Tendering</p> <p>Management Policy on Project Warehouse Supplies</p>
B6 Product Responsibility	<p>Law of the People's Republic of China on the Protection of Consumer Rights and Interests</p> <p>Tort Law of the People's Republic of China</p> <p>Cybersecurity Law of the People's Republic of China</p> <p>Advertising Law of the People's Republic of China</p> <p>Construction Law of the People's Republic of China</p> <p>Regulations of the People's Republic of China on Property Management</p> <p>Law of the People's Republic of China on the Protection of Consumer Rights and Interests</p> <p>Copyright Law of the People's Republic of China</p> <p>Trademark Law of the People's Republic of China</p> <p>Patent Law of the People's Republic of China</p>	<p>Property Service Standardisation Manual (Quality Operation)</p> <p>Property Takeover and Acceptance Management Regulations</p> <p>Guidelines on Post-acquisition Empowerment Work</p> <p>Management Measures for Property Management Service Quality of Commercial Office Building Projects (Interim)</p> <p>Sales Centre Standardisation Management Manual</p> <p>Monitoring and Measurement Control Procedures for Services and Provision Process</p> <p>Monitoring and Measurement Control Procedures for Corrective and Provision Process</p> <p>Procedures for Corrective and Preventive Measures</p> <p>Public Facilities and Equipment Management Regulations</p> <p>Operation and Maintenance Procedures for the Power Supply and Distribution System</p> <p>Central Air Conditioner Operation and Maintenance Procedures</p> <p>Dereliction of Duty and Accountability Management Measures for Elevator Repair and Maintenance Monitoring</p> <p>Equipment Room Inspection Management Procedures</p> <p>Fire Safety Management Work Procedures</p> <p>Handling Procedures for Emergency or Abnormal Situations</p> <p>Customer Demands Management Work Procedures</p> <p>400 Hotline Complaint Handling and Reward and Punishment Measures</p> <p>Customer Satisfaction Survey Work Procedures</p> <p>Information System Security and Operation Management Policy</p> <p>Information System User Account and Authority Management</p>



ESG Indicators	Compliance with Laws	Internal Policies
		Network Security Management Standards Information System Disaster Recovery Policy Information System Error and Accident Handling Standards Machine Room Management Policy Data Backup and Recovery Policy User Privacy Policy Confidentiality Policy Work Procedures for Customer Profile Management Administrative Measures on Legal Affairs of A-Living Group Trademark Affairs Management Measures Standardization Manual for Trademark Property Indicators for Comprehensive Evaluation of Project Site Quality Quality, Environmental, Occupational Health and Safety Management System Management Manual Quality, Environmental, Occupational Health and Safety Management System Public Standardization Manual Intellectual Property Management Policy Information System Password Management Policy Management System for Safety of Sensitive Privacy Data within Information System
B7 Anti-corruption	Anti-Unfair Competition Law of the People's Republic of China Interim Provisions on Prohibiting Commercial Bribery Anti-Monopoly Law of the People's Republic of China	Code of Business Conduct of Agile Integrity Policy (2021 Revision) Dereliction of Duty and Accountability Management Measures (2021 Revision) Audit Management Policy for Term of Office and Departure Staff Manual of A-Living Management Measures for Employee Rewards and Accountability Implementation Measures for Accountability Inquiry for Operation and Management of A-Living Group Internal Audit Policy for Post-acquisition Management of A-Living Group (Trial) Internal Audit Management Policy of A-Living Group Risk Management Policy of A-Living Group (2021 Edition) Confidentiality Policy

13 Appendix III Index of Indicators

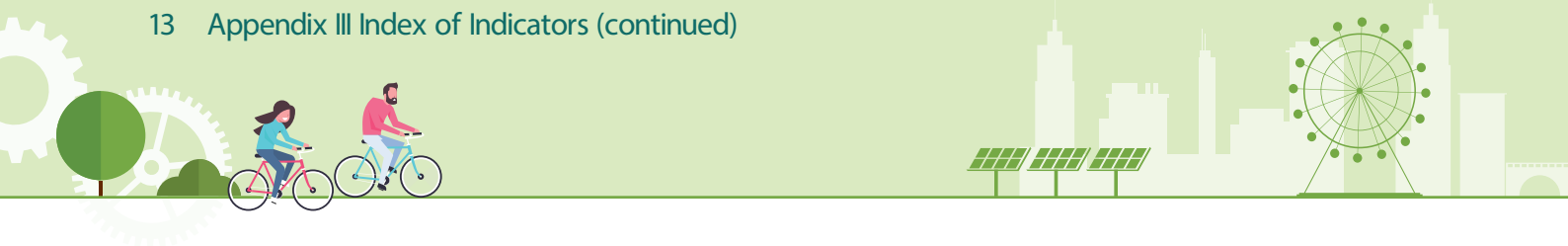
ESG Indicators	Disclosure	Corresponding Section	
A1 General Disclosure	Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Disclosed	Protecting the Environment Diligently at All Times
A1.1	The types of emissions and respective emissions data.	Disclosed	Appendix I Key Performance Indicators in 2021
A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Disclosed	Appendix I Key Performance Indicators in 2021
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Disclosed	Appendix I Key Performance Indicators in 2021
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Disclosed	Appendix I Key Performance Indicators in 2021
A1.5	Description of emissions target(s) set and steps taken to achieve them.	Disclosed	Protecting the Environment Diligently at All Times
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.	Disclosed	Protecting the Environment Diligently at All Times
A2 General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Disclosed	Protecting the Environment Diligently at All Times
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).	Disclosed	Appendix I Key Performance Indicators in 2021
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Disclosed	Appendix I Key Performance Indicators in 2021
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Disclosed	Protecting the Environment Diligently at All Times
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.	Disclosed	Protecting the Environment Diligently at All Times
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Not applicable. The Group is a non-production enterprise, which / does not use packaging material	



ESG Indicators		Disclosure	Corresponding Section
A3 General Disclosure	Policies on minimising the issuer’s significant impacts on the environment and natural resources.	Disclosed	Protecting the Environment Diligently at All Times
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Disclosed	Protecting the Environment Diligently at All Times
A4 General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Disclosed	Protecting the Environment Diligently at All Times
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.	Disclosed	Protecting the Environment Diligently at All Times
B1 General Disclosure	Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Disclosed	Caring for Employees with Sincerity
B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Disclosed	Caring for Employees with Sincerity
B1.2	Employee turnover rate by gender, age group and geographical region.	Disclosed	Caring for Employees with Sincerity
B2 General Disclosure	Information on the policies and 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.	Disclosed	Caring for Employees with Sincerity
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Disclosed	Appendix I Key Performance Indicators in 2021
B2.2	Lost days due to work injury.	Disclosed	Appendix I Key Performance Indicators in 2021
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Disclosed	Caring for Employees with Sincerity
B3 General Disclosure	Policies on improving employees’ knowledge and skills for discharging duties at work. Description of training activities.	Disclosed	Caring for Employees with Sincerity
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Disclosed	Caring for Employees with Sincerity
B3.2	The average training hours completed per employee by gender and employee category.	Disclosed	Caring for Employees with Sincerity



ESG Indicators	Disclosure	Corresponding Section	
B4 General Disclosure	Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.	Disclosed	Caring for Employees with Sincerity
B4.1	Description of measures to review employment practices to avoid child and forced labor.	Disclosed	Caring for Employees with Sincerity
B4.2	Description of steps taken to eliminate such practices when discovered.	Disclosed	Caring for Employees with Sincerity
B5 General Disclosure	Policies on managing environmental and social risks of the supply chain.	Disclosed	Faithful Cooperation to Achieve Win-win Results
B5.1	Number of suppliers by geographical region.	Disclosed	Faithful Cooperation to Achieve Win-win Results
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Disclosed	Faithful Cooperation to Achieve Win-win Results
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Disclosed	Faithful Cooperation to Achieve Win-win Results
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Disclosed	Faithful Cooperation to Achieve Win-win Results
B6 General Disclosure	Information on the policies and 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.	Disclosed	Adhering to Ingenuity and Improving Services
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable. The Group is a non-production enterprise, which does not produce products subjects to recalls for safety and health reasons	/



ESG Indicators	Disclosure	Corresponding Section	
B6.2	Number of products and service related complaints received and how they are dealt with.	Disclosed	Adhering to Ingenuity and Improving Services
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Disclosed	Adhering to Ingenuity and Improving Services
B6.4	Description of quality assurance process and recall procedures.	Not applicable. The Group is a non-production enterprise, which does not involve quality assurance and recall procedures	/
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Disclosed	Adhering to Ingenuity and Improving Services
B7 General Disclosure	Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Disclosed	Compliant Management and Performing Duties with Integrity
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.	Disclosed	Compliant Management and Performing Duties with Integrity
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Disclosed	Compliant Management and Performing Duties with Integrity
B7.3	Description of anti-corruption training provided to directors and staff.	Disclosed	Compliant Management and Performing Duties with Integrity
B8 General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Disclosed	Always Maintaining Enthusiasm and Giving Back to Society
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	Disclosed	Always Maintaining Enthusiasm and Giving Back to Society
B8.2	Resources contributed (e.g. money or time) to the focus area.	Disclosed	Always Maintaining Enthusiasm and Giving Back to Society

A-LIVING SMART CITY SERVICES CO., LTD.*
雅生活智慧城市服務股份有限公司

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*For identification purposes only