



銀城生活服務有限公司

YINCHENG LIFE SERVICE CO., LTD.

(Incorporated in the Cayman Islands with limited liability)
(於開曼群島註冊成立之有限公司)

Stock Code 股票代號: 1922

ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE REPORT
環境、社會及管治報告
2022

SERVE
The Better
LOVE
The Community
服務美好 善愛生活



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

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ABOUT THIS REPORT

Overview

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

Reporting Period

This report covers the period from January 1, 2022 to December 31, 2022 (the “**Reporting Period**”), with some contents dating back to previous years.

Reporting Scope and Boundary

This report covers all businesses directly controlled by Yincheng Life.

Basis of Preparation

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

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

Source of Information and Reliability Assurance

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

關於本報告

概覽

本報告是銀城生活服務有限公司（以下簡稱「**本公司**」、「**銀城生活**」或「**我們**」）發佈的第四份《環境、社會及管治報告》（以下簡稱「**ESG報告**」或「**ESG**」），面向公司各利益相關方，重點披露本公司在經濟、環境、社會及管治方面的管理、實踐與績效。

報告時間範圍

本報告覆蓋的週期為2022年1月1日至2022年12月31日（即**報告期內**），部分內容追溯以往年份。

報告範圍及邊界

本報告覆蓋銀城生活直接控制的所有業務。

編製依據

本報告編製參考香港聯合交易所有限公司（以下簡稱「**聯交所**」）上市規則附錄二十七《環境、社會及管治報告指引》進行編製。

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

資料來源及可靠性保證

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

ABOUT THIS REPORT (continued)

Language and Form of the Report

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

Report Preparation Process

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

Confirmation and Approval

This report was approved by the Board of Directors on 28 March 2023 upon confirmation by the management.

關於本報告 (續)

報告語言及形式

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

報告編製流程

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

確認及批准

本報告經管理層確認後，於2023年3月28日獲董事會通過。

ABOUT YINCHENG LIFE

Company Profile

Yincheng Life was established in 1997 and listed on the Hong Kong Stock Exchange in 2019. With over 25 years of experience in the property management industry, Yincheng Life provides our customers with high-quality and diversified property management services and value-added services. We ranked second among the Top 50 Property Management Companies in Jiangsu Province in terms of comprehensive strength in 2022, and ranked 17th among the Top 100 Property Management Companies in China in 2022, evidencing our leading position in property management service providers of Jiangsu Province.

The Company has a wide geographic coverage, covering 22 cities in 7 provinces, with a geographical span from the Huaihai region to the north through Hangzhou to the south, and a GFA under management of over 65.33 million sq.m. Our business covers a variety of property projects, involving two business types of residential properties and non-residential properties at a total of "1 + 11" service product lines, with 974 contracted projects under management. On the basis of the existing projects, we have also continuously improved the brand matrix of "clothing-food-housing-travel-health-learning-entertainment-purchase-financing-elderly care", striving to provide customers with full life cycle scenario services.

走進銀城生活

公司概況

銀城生活成立於1997年，於2019年在香港聯交所上市，具有逾25年深耕於物業管理的行業經驗，為我們的客戶提供優質且多元的物業管理服務及增值服務，2022年度江蘇省物業服務行業綜合實力五十強企業排名第2，於2022年中國物業百強企業中名列第17位，是江蘇省物業管理服務供應商中的翹楚。

本公司覆蓋區域廣，管理服務區域已涵蓋7個省的22個城市，北至淮海區域，南及杭州，在管建築面積超過6,533萬平方米。我們的業務囊括多種物業類型，涉及住宅物業及非住宅物業兩類業態「1+11」條服務產品線，在管合約項目974個。在原有項目的基礎上，我們亦不斷完善「衣-食-住-行-健-學-娛-購-金-養」的品牌矩陣，爭取為客戶提供全生命週期全場景服務。

ABOUT YINCHENG LIFE (continued)

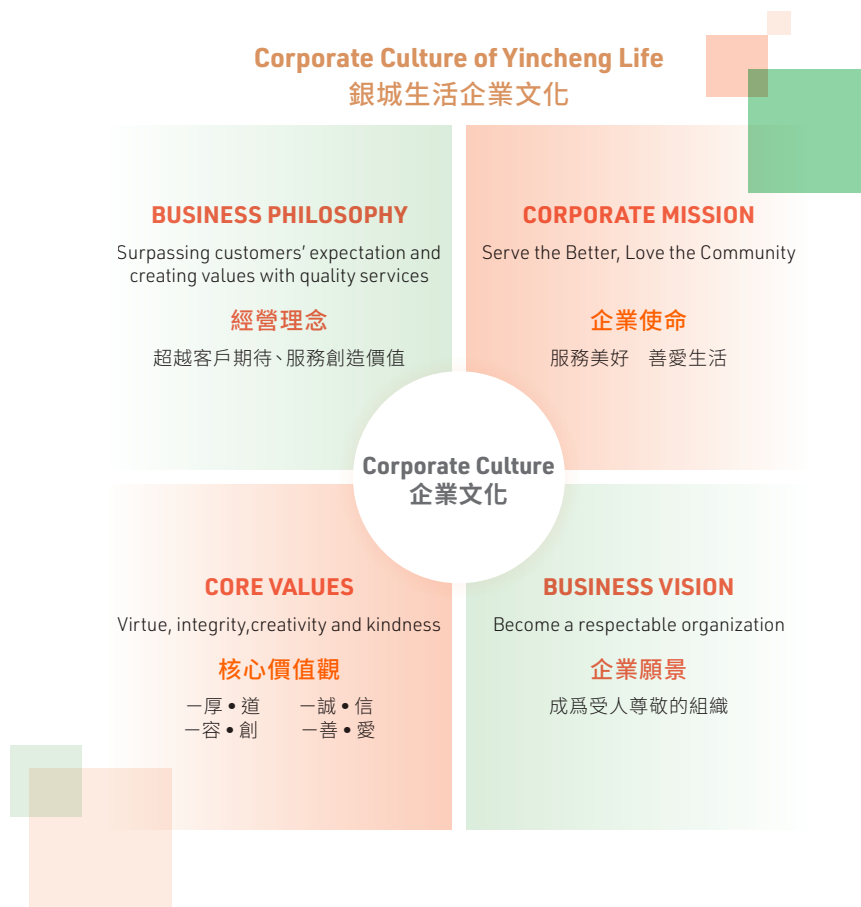
Corporate Culture

Based on the business philosophy of "Surpassing Customers' Expectation and Creating Values with Quality Services", the Company takes "Serve the Better, Love the Community" as its corporate mission, strives to bridge the gap between the Company and its customers, and strives to provide professional and considerate services while safeguarding customers' pursuit of a better life.

走進銀城生活 (續)

企業文化

本公司以「超越客戶期待，服務創造價值」的經營理念為基礎，以「服務美好，善愛生活」作為企業使命，努力打造本公司與客戶之間的聯繫橋樑，爭取在提供專業貼心服務的同時，為客戶追求美好生活保駕護航。



ABOUT YINCHENG LIFE (continued)

Strategic Direction

Yincheng Life always takes the “five corporate strategies” as the guiding direction for the Company’s development. In the past few years, through our “3 + 6” market expansion strategy (3 metropolitan area service networks + 6 urban layout), we have basically completed the initial market expansion goal of “increase density in Nanjing, expand our presence in southern Jiangsu, and deploy in Huaihai”. We will continue to adhere to our highly intensive market strategy, and obtain more outstanding projects outside Nanjing on a quality-first basis, and establish scale effect and brand effect in the indigenous area.

After years of exploration, Yincheng Life has developed the business model of “property management service + professional service + life service” through flexible combination, with the property management service that the Company has been deeply engaged in for many years as the cornerstone to acquire customers, in the operation of professional service and life service, the Company has further increased customer loyalty through diversified and considerate services, and finally achieved a win-win situation among customers, employees, investors, partners, society and other stakeholders.

走進銀城生活 (續)

戰略方向

銀城生活始終以「5大企業戰略」作為公司發展的指引方向，過去幾年中，通過我們的「3+6」市場擴張戰略（3個環城大都市圈服務網+6大城市佈局），已基本完成了「加密南京，做大蘇南，佈局淮海」的初步市場拓展目標。我們將繼續堅持高度密集化的市場戰略，南京以外地區擇優取得更多優質項目，並在當地建立起規模效應和品牌效應。

銀城生活經過多年探索，靈活組合出了「物業服務+專業服務+生活服務」的商業模式，以公司深耕多年的物業管理服務作為獲取客戶的基石，在專業服務和生活服務的運營中，通過多元且貼心的服務進一步增加客戶粘度，最終達成客戶、員工、投資人、合作夥伴、社會等利益相關方的多方共贏。

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



CORPORATE CULTURE OF YINCHENG LIFE (continued)

Development History

Headquartered in Nanjing, Yincheng Life has been providing quality services to customers and property owners since 1998, with a development history of 25 years.

走進銀城生活(續)

發展歷史

銀城生活根植於南京，自1998年起開始向客戶和業主提供品質服務，至今已走過25年征程。

Year 年份	Milestones 歷程
2022	<p>The Company established Jiangsu Shuimei Yincheng Property Services Co., Ltd. in cooperation with Jiangsu Ermu Cultural Tourism Development Group to explore the new track of scenic spot property services; the sports training project of Nanjing Yincheng Fitness East Garden has been recognised as a demonstration project by the provincial sports administration, which is a major breakthrough of the Company in community life services.</p> <p>本公司與江蘇爾目文化旅遊發展集團合作成立江蘇水美銀城物業服務有限公司，開拓景區物業服務的新賽道；南京銀城健身東苑會館體育培訓項目獲省體育局示範項目的認定，是本公司社區生活服務方面的一大突破。</p>
2021	<p>Nanjing Yincheng Century Business Management Co., Ltd. and Nanjing Yincheng Commercial Properties Management Co., Ltd. were established by the Company through joint ventures, which started working on commercial property management services; Yincheng Life Service (Xi'an) Co., Ltd. was jointly established by the Company so as to explore the development of property service business in other provinces; with a further addition to our professional services, the Company established Nanjing Meihe Environmental Technology Co., Ltd. which is mainly engaged in the provision of park cleaning services; Hangzhou Lin'an Zhonghang Property Service Co., Ltd. and Jiangsu Youlin Property Management Co., Ltd., among others, were acquired to continuously expand the scope of property services to cities other than Nanjing.</p> <p>本公司通過合資成立南京銀城世紀商業管理有限公司及南京銀城商業物業管理有限公司等，開始開展商業物業管理服務；合資成立銀城生活服務(西安)有限公司，開拓外省物業服務業務；在專業服務上再添一員，成立南京美禾環境科技有限公司，提供園區清潔服務；收購杭州臨安眾航物業服務有限公司、江蘇友鄰物業管理有限公司等，不斷向南京以外城市擴大物業服務範圍。</p>
2020	<p>The Company and Yincheng Construction jointly established Yincheng Jiazhu with an equity interest of 51%. The newly established company is engaged in home decoration business; Invested RMB5 million to establish Jiahe Catering, mainly providing catering services for the staff canteens in non-residential properties managed by the Group; Meanwhile, the Group acquired 51% equity interest in Nanjing Hui ren Hengan Property Management Co., Ltd. at a consideration of RMB45.9 million to enter into the field of hospital property management.</p> <p>本公司與銀城建設合資成立銀城嘉築，股權佔比51%，新設立公司從事家庭裝修業務；投資人民幣500萬成立家禾餐飲，主要為集團管理的非住宅物業的員工食堂提供餐飲服務；同時以人民幣4,590萬收購南京匯仁恒安物業管理有限公司51%股權，進入醫院物業管理領域。</p>
2019	<p>The Company was successfully listed on the Main Board of the Hong Kong Stock Exchange (stock code: 1922) and started to provide property management services in Hangzhou, the People's Republic of China.</p> <p>本公司成功在香港聯合交易所主板上市，股份代號：1922，並開始於中國杭州提供物業管理服務。</p>

CORPORATE CULTURE OF YINCHENG LIFE (continued)

走進銀城生活 (續)

Development History (continued)

發展歷史 (續)

Year 年份	Milestones 歷程
2018	The Company started to provided property management services in Changzhou, the People's Republic of China; we were awarded the 2018 Leading Brand of East China Property Service Companies and the 2018 China Property Management Industry Marketing Operation Leading Company. 開始於中國常州提供物業管理服務；我們獲頒2018中國華東物業領先品牌及2018中國物業服務行業市場化營運領先企業。
2017	The Company started to provide property management services in Suzhou, China; we were awarded the 2017 China Top 100 Property Services Enterprises, 2017 Top 100 Satisfactory Property Services Enterprises, 2017 China Featured Brand Property Services Enterprises and 2017 China Blue Chip Property Management Enterprise. 本公司開始於中國蘇州提供物業管理服務；獲頒2017中國物業服務百強企業、2017中國物業服務百強滿意度領先企業、2017中國物業服務特色品牌企業及2017中國藍籌物業企業。
2016	The Company started to provide property management services in Hefei and Zhenjiang, the People's Republic of China; Yincheng Plaza and Juzeyuan residential properties managed by the Company were elected as the 2016 Provincial Demonstration Property Management Project. 本公司開始於中國合肥及鎮江提供物業管理服務； 由本公司進行管理的銀城廣場及聚澤園住宅物業獲頒2016年度省級示範物業管理項目。
2009	The Company started to provide property management services in Wuxi, the People's Republic of China; We obtained ISO 9001 and ISO 14001 certifications for the first time. 本公司開始於中國無錫提供物業管理服務；我們首次獲得ISO9001及ISO14001認證。
2008	Residential properties of Jufuyuan West Garden, Baochuan Tingtao and Yincheng East Garden managed in Nanjing, the People's Republic of China were elected as the 2008 Jiangsu Provincial Property Management Demonstration and Excellent Project. 由本公司管理的中國南京聚福園西園、寶船聽濤及銀城東苑住宅物業獲頒2008年度江蘇省物業管理示範、優秀項目。
2007	The residential property The Lord's Road in Nanjing, the People's Republic of China managed by the Company were elected as a 2007 Jiangsu Provincial Property Demonstration and Excellent Project. 由本公司管理的中國南京御道家園住宅物業獲頒2007年度江蘇省物業管理示範、優秀項目。
1998	The Company started to provide property management services to Residence 99 in Nanjing, our first residential property management project. 本公司開始向中國南京九九公寓提供物業管理服務，為我們第一個住宅物業管理項目。

AWARDS AND RECOGNITIONS

Following the long-term value orientation of "Operation is The Key, Reputation Comes First", Yincheng Life continues to provide customers with high-quality property services, professional services and life services, and strives to create more value for customers and partners. During the Reporting Period, we were widely recognised by regulatory authorities and other organisations inside and outside the industry.

獎項榮譽

遵循著「運營為王，口碑至上」的長期價值導向，銀城生活持續地向客戶們輸出優質的物業服務、專業服務和生活服務，並爭取為客戶與合作夥伴們創造更多的價值。報告期內，我們獲得了來自監管部門和其他行業內外組織的廣泛認可。

Award Name 獎項名稱

Awarded by 頒獎機構

Ranked 17th among the Top 100 Property Management Companies in China 中國物業服務百強企業第17位	China Index Academy, China Real Estate TOP10 Research Team 中國指數研究院、中國房地產TOP10研究組
Ranked 2nd among the Top 50 Property Management Companies in terms of Comprehensive Strength in Jiangsu Province 江蘇省物業服務行業綜合實力排名50強企業榜單第2位	Jiangsu Real Estate Association 江蘇省房地產協會
Ranked 47th in Top 100 Blue Chip Property Management Companies 2022 2022藍籌物業百強榜單第47位	The Economic Observer 經濟觀察報
Advanced Enterprise in Epidemic Prevention and Control 疫情防控先進企業	Nanjing Residential Community Comprehensive Management Joint Conference Office 南京市住宅小區綜合治理聯席會議辦公室
The Hongpu Jiezuo Project was awarded the title of "Red Property Management Demonstration Site" 宏普捷座項目被授予「紅色物業示範點」稱號	People's Government of Jianye District, Nanjing 南京市建鄴區人民政府
8-star Certification of Household Waste Sorting Service 生活垃圾分類服務認證八星級	Guanghui United (Beijing) Certification Services Co., Ltd. 廣匯聯合(北京)認證服務有限公司
5-star Capability of Contract Performance 履約能力五星級	Guoyu (Shanghai) Certification Services Co., Ltd. 國宇(上海)認證服務有限公司
2022 Municipal Garden-style Units (Residential Area) 2022年市級園林式單位(居住區)	Nanjing Greening Garden Bureau and Office of Nanjing Greening Committee 南京市綠化園林局和南京市綠化委員會辦公室
2022 Leading Enterprise in Market-oriented Operation of Property Management Industry in China 2022中國物業管理行業市場化運營領先企業	China Index Academy 中國指數研究院

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.1 ESG Governance (continued)

1.1.1 ESG Governance System

ESG Working Mechanism

The ESG governance structure of Yincheng Life can be divided from top to bottom into three levels: the Board, the Environmental, Social and Governance working group (ESG working group) and the representatives of various functional departments. The Board, as the leader and decision-maker, is responsible for proposing ESG governance objectives, reviewing and approving ESG-related strategies and policies, while the specific work plan is proposed, coordinated and improved by the ESG working group, and finally submitted to the representatives of various functional departments to organise the implementation and performance of work in the responsible departments.

At the same time, Yincheng Life also actively created a bottom-up reporting channel, and the feedback from functional departments in the practise process was also paid attention to by the Board to effectively avoid the inconsistency between the guidance of the Board and the current situation faced by the functional departments. The top-down management structure is combined with bottom-up information exchange, which is a solid foundation for the Company to carry out ESG-related work efficiently.

1 合規運營，強化企業管治 (續)

1.1 ESG治理 (續)

1.1.1 ESG治理體系

ESG工作機制

銀城生活的ESG管治架構從上至下可分為董事會，環境、社會及管治工作小組 (ESG工作小組) 和各職能部門代表三個層級。由董事會作為牽頭人與決策人，負責提出ESG治理目標、審核和批准ESG相關戰略、政策，而具體的工作方案由ESG工作小組提出、協調、完善，最終交由各職能部門代表在各負責部門組織執行與落實工作。

同時，銀城生活也積極打造由下至上的匯報條徑，職能部門在實踐過程中的反饋也受到董事會的關注，以有效避免董事會的指導意見與職能部門面臨的現狀發生脫節。由上而下的管理架構與由下向上的信息互通相結合，是本公司能夠高效開展ESG相關工作的堅實基礎。

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.1 ESG Governance (continued)

1.1.1 ESG Governance System (continued)

ESG Working Mechanism (continued)

1 合規運營，強化企業管治 (續)

1.1 ESG治理 (續)

1.1.1 ESG治理體系 (續)

ESG工作機制 (續)

ESG Management Structure

ESG管理架構

The Board of Directors 董事會

- Keep abreast with the latest ESG developments at Yincheng Life and in the broader market;
- Confirm ESG issues related to ESG risks and opportunities proposed by the ESG working group, and approve ESG-related targets;
- Define and refine ESG-related policies;
- Approve the ESG Report.
- 瞭解市場及銀城生活最新的ESG發展進程；
- 確認ESG工作小組提出的ESG風險、機遇相關的ESG議題，以及審批ESG相關目標；
- 制定並完善本公司的ESG相關政策；
- 審批ESG報告。

The ESG Working Group 環境、社會及管治工作小組

- Pay close attention to the updates and application of ESG-related policies and practises to ensure that the Company complies with legal and regulatory requirements;
- Identify, supervise and address those ESG issues Yincheng Life is concerned with and the stakeholders are interested in;
- Identify ESG-related risks, formulate risk response measures, and determine ESG-related goals and implementation paths;
- Brief the Executive Committee and the Board on the effectiveness of relevant work and management on a regular basis;
- Regularly confirm the progress of ESG-related work of various functional departments and provide guidance opinions.
- 時刻關注ESG相關政策及常規的更新和適用情況，確保企業符合法律及監管要求；
- 識別、監察及應對與銀城生活相關及利益相關方關注的ESG議題；
- 識別ESG相關風險並制定風險應對舉措，確定ESG相關目標及實施路徑；
- 定期向執行委員會及董事會匯報相關工作和管理的有效性；
- 定期確認各職能部門ESG相關工作的進展，給予指導意見。

Representatives of various functional departments 各職能部門代表

- Implement ESG risk response plans and ESG target implementation measures;
- Timely report practical issues to the ESG working group and put forward relevant suggestions to improve ESG performance;
- Strengthen engagement and awareness of the staff regarding sustainable development.
- 執行ESG風險應對方案及ESG目標實施舉措；
- 適時向ESG工作小組反饋實操問題，提出相關建議，以提升ESG表現；
- 加強員工在可持續發展範疇上的參與及意識。

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.1 ESG Governance (continued)

1.1.1 ESG Governance System (continued)

Board Statement

As the highest leader of ESG work of Yincheng Life, the Board of Directors is responsible for supervising ESG matters, evaluating and reviewing the Company's risks related to sustainable development, ensuring that the Company has established an appropriate and effective sustainable development policy and management system, and taking the ultimate responsibility for ESG management strategy, related target formulation, target progress review and ESG performance.

The Board regularly reviews and manages ESG risks in the process of determining the importance and priority of ESG issues every year, and conducts materiality analysis on the identified risks in combination with the importance to stakeholders. The materiality analysis is based on the questionnaire responses from stakeholders, and the numerical representation of the importance of each topic is presented in detail in the 'Communication with Related Parties' section below. In addition, suggestions and opinions are put forward on ESG issues that may affect the long-term sustainable development of the Company. At the same time, the progress of ESG goals is reviewed and the future ESG development direction is proposed based on the completion status.

During the Reporting Period, we reviewed the progress of the 2022 ESG environmental targets, and regularly reported to the Board on the achievement of the targets and the effectiveness of related work and management. We will continue to draw on our experience in daily work to lay a solid foundation for future work. The Board, as the promoter, continuously evaluates the ESG-related risks and opportunities proposed by the working group, and updates the management strategies and measures in a timely and appropriate manner according to the operating conditions of the enterprise. In addition, based on the results of 2022, the Board proposed the direction of future development and provided guidance for the follow-up work of the working group and various functional departments.

In addition to the above matters which are based on the operation of Yincheng Life, Yincheng Life also regularly collects the recent performance of outstanding peers in terms of sustainable development, so as to analyse and review its own shortcomings, and continuously improve the Company's sustainable development performance.

1 合規運營，強化企業管治(續)

1.1 ESG治理(續)

1.1.1 ESG治理體系(續)

董事會聲明

作為銀城生活ESG工作的最高領導者，董事會負責監督ESG事宜，評估和審閱公司有關可持續發展的風險，確保公司設立合適及有效的可持續發展方針及管理體系，對ESG管理策略、相關目標制定、目標進度檢討以及ESG表現肩負最終責任。

董事會每年在參與ESG議題的重要性以及優先級判定的過程中，定期對ESG風險進行回顧與管理，並結合對於利益相關方的重要性對識別的風險進行重大性分析。重大性分析以利益相關方的問卷回答，作為基礎，對各議題的重要性程度進行數值化表示，在下文'與關聯方溝通'節進行詳細展示。此外，對可能影響本公司長期可持續發展的ESG議題提出建議與觀點。同時，對ESG目標的進度進行檢討並基於完成情況提出未來ESG發展方向。

報告期內，我們針對2022年ESG環境目標完成進度進行回顧，定期向董事會匯報目標達成情況及有關工作和管理的有效性。在日常工作中不斷總結經驗，為日後開展相關工作打下堅實的基礎。董事會作為發起人，持續評估工作小組提出的ESG相關風險與機遇，根據企業經營狀況，因時制宜地更新管理戰略與措施。於此之外，董事會基於2022年成果，提出未來發展方向，為工作小組與各職能部門後續工作提供指引。

除了以上基於銀城生活本身運營的事項外，銀城生活也會定期收集優秀同行近期在可持續發展方面的表現，用以分析和檢討自身的不足，以不斷完善本公司的可持續發展表現。

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.1 ESG Governance (continued)

1.1.2 Communication with Stakeholders

The Company conducts various forms of communication with internal and external stakeholders to understand their expectations on ESG-related issues. Our core stakeholders include shareholders/investors, customers, employees, business partners, suppliers, media, community/non-governmental organisations, the public, regulators, etc. We have established a normalised communication mechanism to understand their expectations and feedback on the ESG performance of Yincheng Life, making targeted response and strategic implementation, so as to improve the sustainable development ability of the enterprise and promote high-quality development.

1 合規運營，強化企業管治 (續)

1.1 ESG治理 (續)

1.1.2 利益相關方溝通

本公司開展多種形式的內外部利益相關方溝通，以期了解他們對環境、社會及管治相關議題的期望。我們的核心利益相關方包括股東／投資者、客戶、員工、業務夥伴、供應商、傳媒、社區／非政府團體、公眾、監管機構等類別。我們已建立常態化溝通機制，通過了解他們對銀城生活ESG表現的期望與反饋，從而進行針對性的回應和戰略性的落實，以提升企業可持續發展的能力，助力高質量發展。

Stakeholders 利益相關方

Communication Channels 溝通渠道

Shareholders/Investors
股東／投資者

- Annual general meetings and other general meetings
股東周年大會與其他股東大會
- Interim reports and annual reports
中期報告與年報
- Results announcements
業績公佈
- Investors' meetings
投資者會議
- Senior management meetings
高級管理人員會議
- ESG Meetings
ESG會議

Customers
客戶

- Customer satisfaction survey and feedback forms
客戶滿意度調查和意見表
- Customer Service Centre
客戶服務中心
- Daily operation/communication and telephone calls
日常運營／交流和電話

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.1 ESG Governance (continued)

1.1.2 Communication with Stakeholders (continued)

1 合規運營，強化企業管治 (續)

1.1 ESG治理 (續)

1.1.2 利益相關方溝通 (續)

Stakeholders 利益相關方	Communication Channels 溝通渠道
Employees 員工	<ul style="list-style-type: none"> - Employee surveys 員工意見調查 - Meetings 會議面談 - Performance interviews 工作表現會談 - Special advisory committees/panel discussions 特別諮詢委員會／專題討論小組
Business Partners 業務夥伴	<ul style="list-style-type: none"> - Reports and meetings 報告和會議
Suppliers 供應商	<ul style="list-style-type: none"> - Meetings 日常會議 - Communication with suppliers/contractors 與供應商／承辦商溝通 - Site visits 實地視察
Media 傳媒	<ul style="list-style-type: none"> - Press releases 新聞發佈會 - Interviews with senior management 高級管理人員訪問 - Results announcements 業績公佈
Community/NGOs 社區／非政府團體	<ul style="list-style-type: none"> - Volunteer activities, donations 義工活動、捐贈 - Community activities 社區活動
Public 公眾	<ul style="list-style-type: none"> - Media information 媒體信息 - Website of the Group 集團網站 - Events of the Group 集團活動
Regulatory authorities 監管機構	<ul style="list-style-type: none"> - Meetings and submission of required documents from the regulatory side 會議、監管要求資料的報送 - Accept inspections 接受檢查

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.1 ESG Governance (continued)

1.1.2 Communication with Stakeholders (continued)

The assessment of material ESG issues is an important task to assess the materiality of the report. During the Reporting Period, we formed an updated matrix of material issues based on the Company's strategic development direction and the concerns of external stakeholders. In 2022, we summarised a total of 22 material issues, including 6 issues of high importance, 12 issues of moderate importance and 4 issues of low importance.

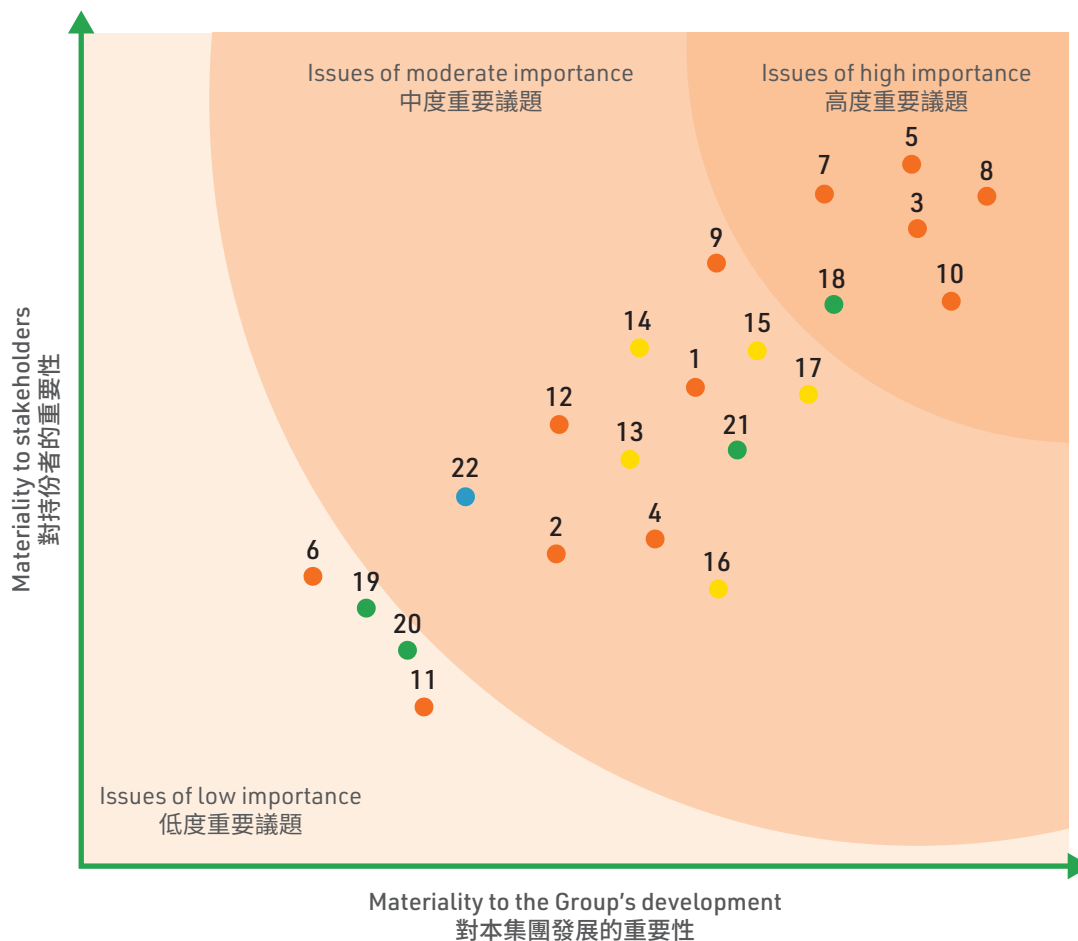
1 合規運營，強化企業管治 (續)

1.1 ESG治理 (續)

1.1.2 利益相關方溝通 (續)

ESG重要性議題的評估是評估報告實質性的重要工作。報告期內，我們結合本公司戰略發展方向和外部利益相關方的關注重點，形成了更新的重大性議題矩陣。2022年，我們共總結出22項重要議題，包括6項高度重要議題，12項中度重要議題及4項低度重要議題。

2022 Materiality Matrix
 2022年重大性議題矩陣



- Governance issue
管治議題
- Employee issue
員工議題
- Environmental issue
環境議題
- Social issue
社會議題

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.1 ESG Governance (continued)

1.1.2 Communication with Stakeholders (continued)

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

During the Reporting Period, we have disclosed the relevant performance of the above identified material issues. For details, please refer to the relevant sections of this report.

報告期內，對於以上識別出的重要性議題，我們均對相關表現和績效進行了披露，詳見本報告各章節。

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.2 Risk Management and Control

We attach great importance to corporate risk management and control, and have established a closed-loop risk management mechanism with prior guidance, active supervision during the process, and clear rewards and punishments after the event, so as to ensure effective control of operational risks in the process of flexibly exploring new paths for corporate operation and development. After reviewing the Company's business situation, we have identified possible risks in the Company's finance, procurement, anti-corruption and other aspects. We have formulated and improved the Total Risk Management Measures, the Internal Control Management Measures and other policies and systems covering risks, as well as the governance structure of internal control risks and the internal control system documentation system which have been continuously improved in the past few years, to provide guarantee for the orderly and effective implementation of relevant processes.

Yincheng Life has established a comprehensive risk management system, mainly through the three lines of defence consisting of the Board, the Audit Committee and each major department (business department, intelligent control department and audit and supervision department), to comprehensively manage and monitor risks in the course of business operation. Through a standardised system and a standardised internal control and supervision mechanism, we have basically achieved comprehensive management and control of internal risks before, during and after the event.

1 合規運營，強化企業管治(續)

1.2 風險管控

我們高度重視企業風險管控工作，建立了事前提供指引、事中積極督導、事後賞罰分明的風險閉環管理機制，在靈活探索企業運營發展新道路的過程中確保運營風險得到有效控制。經過對公司業務情況的梳理，我們識別了公司財務、採購、反貪腐等方面可能出現的風險點，通過建立健全《全面風險管理辦法》《內部控制管理辦法》等涵蓋風險點的政策與制度，以及在過去幾年中不斷完善的內控風險的管治架構與內部控制制度文件體系，為相關流程的有序、有效進行提供保障。

銀城生活內已建立完善的風險管理體系，主要通過由董事會、審核委員會和各主要部門（業務部門、智能管控部門、審計監察部門）組成的三道防線，全面管理和監控企業運營過程中的風險。通過標準化的制度、規範化的內控監察機制，我們基本實現了內部風險的事前、事中、事後全面管控。

1 COMPLIANCE OPERATION AND STRENGTHENING
CORPORATE GOVERNANCE (continued)

1.2 Risk Management and Control (continued)

1 合規運營，強化企業管治 (續)

1.2 風險管控 (續)

Internal risk control structure system of Yincheng Life
銀城生活風險內控架構體系



1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.2 Risk Management and Control (continued)

At the same time, we have established an internal risk control process with internal audit as an important control measure. The process covers four aspects, namely risk point assessment, audit plan formulation, audit implementation and supervision and rectification, ensuring the closed-loop management of risks.

Risk Control Process 風險控制流程



1 合規運營，強化企業管治 (續)

1.2 風險管控 (續)

同時，我們構建了以內部審計為重要控制手段的內部風險控制流程，流程涵蓋了風險點評估、審計計劃制定、審計實施和督促整改四個環節，保障了風險的閉環管理。

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.2 Risk Management and Control (continued)

Based on the mature governance system, internal control document system and risk control process, Yincheng Life has basically controlled most of the project risks in the daily operation process. For the two projects with significant room of improvement in previous years, we conducted two special audits during the Reporting Period.

Special audit of parking lots 停車場專項審計

With respect to the daily operation of the parking lot, Yincheng Life has issued two internal regulations, namely Yincheng Property Management Standard Operating Guidelines and the Parking System Authority Management Regulations, which set out detailed requirements for the parking spaces with ownership rights, leased parking spaces and temporary parking spaces in the parking lot. With strong guidance, the standardisation of management and fees can be effectively improved. During the Reporting Period, we carried out annual special inspection on car parks. No major risk hazards were identified during the inspection, and a small amount of irregularities were reported to the front-line business departments for rectification, and the rectification was followed up simultaneously.

對於停車場的日常運營，銀城生活已出臺了《銀城物業停車場管理規範操作指引》和《停車場系統權限管理規範》兩項內部規範，對停車場內產權車位、租賃車位、臨時停車位的不同要求進行了詳細規定，指導性強，可以有效提高管理和收費的規範性。報告期內，我們開展了年度停車場專項檢查。檢查未發現重大風險隱患，少量不規範行為已通過報告形式反饋一線業務部門實施整改，同步跟進了整改情況的覆核。

Special audit of cleaning services 保潔服務專項審計

For cleaning services, in order to better ensure the quality of on-site cleaning work, improve customer satisfaction and protect the Company's interests, the Company newly issued the Notice on the Management and Control Requirements for Outsourcing Cleaning Personnel at the end of May 2022, and issued the Operation Guidelines for Cleaning Photo Library to strengthen the supervision of outsourcing cleaning services by introducing the cleaning photo library system. During the Reporting Period, we conducted special audit on annual cleaning services. No major violations were found in the audit. A small number of irregularities were reported to the front-line business departments for rectification, and the rectification was followed up simultaneously.

針對保潔服務，為更好地保證現場保潔的工作品質，提升客戶滿意度，保障公司利益，本公司2022年五月底新出臺了《關於外包保潔人員管控要求的通知》，並配套發佈了《保潔照片庫操作指引》，以期通過引入保潔照片庫系統加強對外包保潔服務的監管力度。報告期內，我們開展了年度保潔服務專項審計工作。審計未發現重大違規違紀行為，少量不規範行為已通過報告形式反饋一線業務部門實施整改，同步跟進了整改情況的覆核。

In terms of intellectual property protection, since the Company's business does not involve patent registration, in terms of trademark and domain name registration, we legally register our important trademarks in accordance with the Trademark Law of the People's Republic of China, and apply for renewal in a timely manner to effectively protect the legitimate rights and interests of the Company. The total number of trademarks acquired by Yincheng Life is 4.

在知識產權保護方面，由於本公司業務暫未涉及到專利的註冊，在商標和域名註冊層面，我們根據《中華人民共和國商標法》合法地為我們重要的商標進行註冊，並及時申請續期，有效保障公司合法權益。銀城生活累計獲得的商標總量為4件。

1 合規運營，強化企業管治（續）

1.2 風險管控（續）

基於成熟的管治體系、內控文件體系和風險控制流程，銀城生活已經基本控制日常運營過程中的大部分項目風險。針對以前年度存在較大改進空間的兩個項目，我們在本報告期內開展了兩項專項審計。

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.3 Business ethics

Yincheng Life always regards business ethics as the bottom line of its business operation, and strictly complies with the Company Law of the People's Republic of China, the Anti-Money Laundering Law of the People's Republic of China, the Anti-Corruption Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China, the Criminal Law of the People's Republic of China, the Interim Provisions on Banning Commercial Bribery and other relevant laws and regulatory requirements promulgated by the state. We have formulated internal regulations such as the Anti-corruption and Anti-bribery Code of Conduct, the Anti-fraud System, the Prevention of Fraud and Encouragement of Reporting System and the Employee Handbook-Code of Conduct for Employees. We have established a sound business ethics maintenance standard system, actively carry out anti-corruption and anti-fraud work, effectively uphold the ethical business image of the enterprise.

In addition, we have obtained the Enterprise Integrity Management System Certification Credential, representing that the enterprise has established good performance ability and bidding reputation, and is a trustworthy business partner.

1 合規運營，強化企業管治 (續)

1.3 商業道德

銀城生活始終將商業道德作為企業運營的底線，嚴格遵守《中華人民共和國公司法》《中華人民共和國反洗錢法》《中華人民共和國反貪污法》《中華人民共和國不正當競爭法》《中華人民共和國刑法》，以及《關於禁止商業賄賂行為的暫行規定》等國家頒佈的相關法律及規範要求，相應制定內部規範《反腐敗反賄賂行為守則》《反舞弊制度》《防止舞弊與鼓勵舉報制度》《員工手冊—職員職務行為準則》等內部規範，建立起完善的商業道德維護規範體系，積極開展反腐敗、反舞弊工作，切實地維護企業的商業道德形象。

此外，我們已獲得企業誠信管理體系認證證書，代表企業已建立起良好的履約能力與投標信譽，是值得合作的商業夥伴。

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



1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.3 Business ethics (continued)

During the reporting period, the Company measured employees' daily work behaviours in strict accordance with the "System of Red and Yellow Lines", encouraged employees to report their work behaviours, and continued to promote the "Three-positive Culture" that emphasises justice, integrity and the right way.

1 合規運營，強化企業管治 (續)

1.3 商業道德 (續)

報告期內，本企業嚴格按照「紅黃線制度」衡量員工日常職務行為，鼓勵員工對職務行為申報，持續宣揚講正氣、辦正事、走正道的「三正文化」。

Standard for the System of Red and Yellow Lines 紅黃線制度標準

Red Line Standard 紅線標準

- No alcohol abuse and gambling
- No misappropriation or theft of company or customer property
- Prohibit the use of power for personal gain and the use of power for indirect profit
- No physical conflicts with customers
- No leakage of customer information or privacy
- No charge without receipt, etc.
- 禁止酗酒、賭博
- 禁止挪用或盜竊公司或客戶財產
- 禁止以權謀私、利用職權間接獲利的行為
- 禁止與客戶發生肢體衝突
- 禁止泄露客戶資料或隱私
- 禁止收費不給票據等

Yellow Line Standard 黃線標準

- No private acceptance of gifts from customers
- No disregarding the needs of customers or breaking any promise made to customers
- No speech conflicts with customers
- No gathering at work, hanging about or leaving one's post without authorization, etc.
- No unrelated activities during working hours
- 禁止私自接受客戶贈送的物品
- 禁止輕視客戶需求或對客戶言而無信
- 禁止與客戶發生言語衝突
- 禁止聚崗、串崗、擅自脫崗等
- 禁止上班期間從事與工作無關的活動等

1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.3 Business ethics (continued)

Whistleblowing system and channels

We voluntarily accept the supervision of the Company's behaviour from all walks of life and set up various reporting channels. Whistle-blowers can report any improper behaviours through multiple channels such as telephone, Yincheng Life Supervision and Reporting applet, mail and on-site reporting. At the same time, we have adopted strict confidentiality measures for the information of the whistle-blowers. Only a few investigating members have access rights to protect the privacy and security of the whistle-blowers as much as possible.

After receiving a report, we will immediately set up a special investigation team to conduct a secret investigation on site based on the information provided by the whistleblower, and report the verification results to the superior leader to determine the level of punishment; in order to prevent senior management from being involved in the incident and that early reporting may hinder the follow-up investigation and disposal, the report of the inspection results will always be later than the final investigation results of the incident. For incidents involving criminal offences, we will hand them over to the judicial authorities with zero tolerance.

1 合規運營，強化企業管治 (續)

1.3 商業道德 (續)

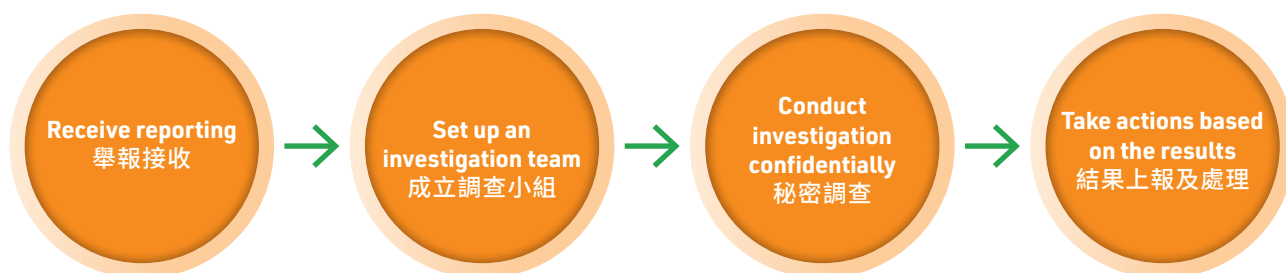
舉報制度和渠道

我們自願接受社會各界對公司行為的監督，並開設了多種舉報途徑。舉報人可以通過固定電話、銀城生活監察舉報小程序、信件郵寄和現場舉報等多種渠道舉報任何不正當行為。同時，我們對舉報人的信息採取了嚴格的保密措施，只有少數調查成員具有查閱權限，盡最大可能保護舉報人的隱私安全。

在接到舉報後，我們將立即成立專項調查小組，依據舉報人提供的信息前往現場進行隱秘調查，並將核查結果向上級領導匯報，以確定處罰力度；為防止因事件涉及高層管理人員，過早匯報對後續調查與處置工作造成阻礙，核查結果的匯報一定晚於事件最終調查結果的得出。對於涉及刑事犯罪的事件，我們會移交司法機關，絕不姑息。

Yincheng Life Whistle-blowing and Handling Process

銀城生活舉報處理流程



1 COMPLIANCE OPERATION AND STRENGTHENING CORPORATE GOVERNANCE (continued)

1.3 Business ethics (continued)

Anti-corruption Culture Building

We attach great importance to the construction of anti-corruption culture and strive to create a culture of integrity and honesty. During the Reporting Period, we carried out internal anti-corruption publicity and training on a regular and irregular basis, to strengthen employees' anti-corruption awareness and eliminate corruption from the source. During the Reporting Period, Yincheng Life and the employees were not involved in any litigation cases of corruption.

During the Reporting Period, we further strengthened the coverage of internal anti-corruption training. Our anti-corruption training is divided into directors and employees, covering the headquarters of Yincheng Life and all subsidiaries. During the Reporting Period, the Company provided 5 anti-corruption trainings to the directors, with a total of 20 directors participating; and provided 12 anti-corruption trainings to the employees, with a total of 1,440 employees participating.

1 合規運營，強化企業管治（續）

1.3 商業道德（續）

反貪腐文化建設

我們高度重視反貪腐文化建設，致力於營造廉潔誠信的文化氛圍。報告期內，我們定期、不定期開展內部的反貪腐宣傳與培訓，強化員工的反貪腐意識，從源頭杜絕貪腐事件的發生。報告期內，銀城生活及其僱員們未涉及任何貪污腐敗的訴訟案件。

報告期內，我們進一步強化了公司內部的反貪腐培訓工作的覆蓋範圍。我們的反貪污培訓分為面向董事與面向員工兩類，範圍覆蓋銀城生活總部及所有附屬公司。報告期內，本公司向董事提供了反貪污培訓5次，累積參與的董事達20人次；向員工提供了反貪污培訓12次，累積參與的員工達1,440人次。

Posters on integrity promotion 廉潔宣傳海報



2 MAKING A LIFE AND PROVIDING QUALITY SERVICES

No matter in spring, summer, autumn or winter, our original intention of “serve the better, love the community” remains unchanged. Adhering to the principle of “customer-oriented and customer first”, Yincheng Life strives to provide every customer with considerate, diversified and personalised services through quality assurance and professional customer service.

2.1 Quality Assurance

Based on the needs of property owners, Yincheng Life has designed a comprehensive service platform consisting of two major business lines, namely property management services and value-added services, to provide customers with high-quality and caring service experience in all aspects by leveraging the complementary advantages of the two major business lines.

We continuously strengthened the construction of the quality management system, applied for and obtained the ISO 9001 quality management system certification in 2020 to ensure that our service assurance level and the construction and operation of the quality relationship system are recognised by professional qualifications, and further strengthen the trust and reputation of customers.

2 創享生活，提供優質服務

春生夏長，秋收冬藏，不變的是我們「服務生活，善愛美好」的一片初心。銀城生活秉承著「以客為本、顧客至上」的宗旨，通過品質保障和專業的客戶服務，力求為每一位客戶提供貼心、多元、個性化的服務。

2.1 品質保障

銀城生活以業主的需求為主要出發點，設計了由兩大業務線（即物業管理服務及增值服務）組成的綜合服務平台，利用兩大業務線間的互補優勢，為客戶帶來優質貼心的全方面服務體驗。

我們不斷強化質量管理體系建設工作，並於2020年申請並獲得了ISO 9001質量管理體系認證證書，以確保我們的服務保障水平、質量關係體系的構建與運行情況獲得專業資質認可，進一步強化客戶信賴和口碑。

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



2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued)

2.1 Quality Assurance (continued)

2.1.1 Property Management

In accordance with the requirements of laws and regulations such as the Real Estate Management Law of the People's Republic of China and the Property Management Regulations, we adhere to the business philosophy of "surpassing customers' expectation and creating values with quality services", and adopt the business model of "grid of services, modularization of businesses, professionalization of modules and digitization of management" to manage traditional residential properties and other non-residential property projects. Yincheng Life's existing property management services can be divided into five modules, providing customers with various high-quality professional services through close cooperation with internal service providers.

2 創享生活，提供優質服務(續)

2.1 品質保障(續)

2.1.1 物業管理

我們遵循《中華人民共和國房地產管理法》與《物業管理條例》等法規規定，秉承著「超越顧客期待，服務創造價值」的經營理念，採用「服務網格化、業務模塊化、模塊專業化、管理數據化」的業務模式對傳統的住宅物業及其他非住宅物業項目進行管理。銀城生活現有的物業服務內容可分為5個模塊，通過與內部服務供應商的緊密協作，向客戶提供各類優質的專業化服務。

Yincheng Life Property Services Matrix 銀城生活物業服務矩陣

	Gardening and Landscaping Module 園林綠化模塊	<ul style="list-style-type: none"> Based on the project area and layout, the species and number of flowers, grass and trees planted are reasonably arranged in the prescribed greening area, and the species and number of flowers, grass and trees are trimmed and maintained according to the characteristics of green plants. 根據項目面積及布局，在規定的綠化區域內合理安排種植的花草樹木的品種和數量，並根據綠植特性進行修剪、養護工作。
	Special Equipment Module 特種設備模塊	<ul style="list-style-type: none"> Mainly involves the repair and maintenance of specialised elevators, escalators and mechanical car parking equipment in each project. 主要涉及各項目內特種電梯、自動扶梯及機械車位設備維修和保養。
	Environmental Cleaning Module 環境保潔模塊	<ul style="list-style-type: none"> Mainly responsible for cleaning the public areas of each project; 主要負責各項目內公共區域的清掃工作； During the Reporting Period, the Group significantly improved its operational efficiency through innovative means such as replace posts with machines and tools and platform operation, and effectively optimised the quality of cleaning services through the cleaning photo library system. 本報告期內，通過機具抵崗、平臺化運營等創新手段大幅提升了運營效率，並通過保潔圖片庫系統切實加大管理力度，有效優化了保潔服務質量。
	Safety and Order Module 安全秩序模塊	<ul style="list-style-type: none"> Focusing on the gate guard post service, supplemented by the "integration of guard posts" and the "E-control inspection of first-level and second-level inspection and unannounced visits", we effectively controlled the safety order of the park. 以門崗服務為主，輔以「門崗一體化」與「一級、二級的明查暗訪E控檢查」，切實把好園區安全秩序關。
	General Facilities and Equipment Module 普通設施設備模塊	<ul style="list-style-type: none"> Responsible for the repair and maintenance of facilities and equipment other than special equipment in each project. 負責各項目內除特種設備外，其他設施設備的維修保養工作。

2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued) 2 創享生活，提供優質服務 (續)

2.1 Quality Assurance (continued)

2.1.1 Property Management (continued)

In particular, for services that are of concern to our customers, such as gate guard post services and cleaning services, we continue to promote property standardisation management measures to regulate property work in a systematic and standardised manner to ensure service quality from the source.

2.1 品質保障 (續)

2.1.1 物業管理 (續)

特別對於門崗服務、保潔服務等客戶關注的服務內容，我們持續推進物業標準化管理舉措，以體系化、標準化來規範物業工作，從源頭保障服務質量。

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

Cleaning works 保潔工作

- Cooperate with outsourcing parties to improve cleaning quality through outsourcing party training, industry innovation measures and other actions;
- Yincheng Life organises online and offline training on its own initiative. For the promotion of internal regulations such as the "Special SOP for Entry-level Cleaning of Life Consultants", "SOP for Common Cleaning Chemicals and Utilization" and "Pet Management & Cat Infestation in the Park", the three types of cleaning work-related personnel of life consultants, project managers and cleaning supervisors are all within the scope of the training.
- 與外包方聯動，通過外包方培訓、採取行業創新舉措等行動提升保潔質量；
- 銀城生活自行組織線上線下培訓，針對《生活顧問入門保潔專項SOP》、《保潔常用清潔藥劑及使用SOP》、《園區寵物管理&貓患》等內部規範的推廣，生活顧問、項目經理和保潔主管三類保潔工作相關職責人員均在培訓範圍內。

Gate guard post works 門崗工作

- We issued a safety order manual, formulated ten scenario-based training videos, improved the quality of internal post service, and provided information including the background and objectives of various works, the results and active role of standardised work, and user feedback;
- Daily assistance and testing of gate guard post works are conducted through "mobile stations" and "mystery visitors".
- During the Reporting Period, on-site acceptance and online examinations were carried out to test the implementation of standardisation of gate guard post works.
- 發佈安全秩序工作手冊，制定了十條場景化的培訓視頻，提升內崗服務質量並提供包括各項工作開展的背景與目的、標準化工作的成果與積極作用、用戶的反饋等信息；
- 日常通過「移動驛站」與「神秘訪客」，對門崗工作進行輔助與測試。
- 報告期內，開展現場驗收和線上考試，以檢測門崗工作標準化的推行效果。

2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued)

2.1 Quality Assurance (continued)

2.1.2 Community Value-added Service

In addition to high-quality property services, providing property owners with caring value-added services is also a highlight of our work. Based on the multi-level living needs of property owners of different age groups, we have built a high-quality service ecosystem integrating life, entertainment, culture and sports, and residence. During the Reporting Period, we organised a series of community value-added projects, such as the Escort for High School and College Entrance Examination, festival celebration and convenience activities, to enrich the lives of property owners.

Value-added activities 社區增值活動

Escort students to realise their dreams 護航學子圓夢



- Providing offline caring gifts for high school and college entrance exam candidates, forming exam commuting fleets, and providing free printing and copying services
- Send online reminders before exam to protect the dreams of each candidate
- We prepared thoughtful gift packs for children who started school, and bless them with a new appearance in new terms
- 在線下為中、高考生贈送關懷禮物、組建送考車隊、提供資料免費打印複印服務
- 在線上推送考前溫馨提示，努力為每一位考生的夢想保駕護航
- 為開學的小業主們準備貼心的開學禮包，祝福學生們新學期新氣象

Celebration of Festivals 歡慶美好佳節



- During the National Day, we changed the appearance of the community. The home was filled with the atmosphere of celebrating the country together under the installation of national flag and red lantern, and together blessed to the prosperity and prosperity of the motherland
- Held the Star Film Festival, provided outdoor movies for property owners during summer time, and created memorable summer memories for more than 90,000 people in 21 cities
- Organising activities such as the Mid-Autumn Festival Gala and hand-painted fans, inviting property owners to celebrate the festival of unite and enjoy the moonlight
- 在國慶期間為小區「換裝」，家園在國旗與紅燈籠的裝點下充滿舉國同慶的氛圍，共同祝福祖國繁榮昌盛
- 舉辦星空電影節，在盛夏時節為業主們提供了露天電影，為21個城市超90,000人創造了難忘的夏日回憶
- 舉辦中秋晚會、手繪團扇等活動，邀請業主們歡度團圓佳節，共賞明月

2 創享生活，提供優質服務(續)

2.1 品質保障(續)

2.1.2 社區增值

除了高品質的物業服務，為業主們提供貼心的增值服務也是我們的一大工作亮點。我們從不同年齡段業主的多層次生活需求出發，構建集生活、娛樂、文體、居住一體化的優質服務生態。報告期內，我們組織開展了護航中高考、節日盛會、便民活動等一系列社區增值項目，為業主們的生活增添了豐富的色彩。

2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued) 2 創享生活，提供優質服務 (續)

2.1 Quality Assurance (continued)

2.1 品質保障 (續)

2.1.2 Community Value-added Service (continued)

2.1.2 社區增值 (續)

**Warm heart activities
便民暖心活動**



- In consideration of the inconvenience and diligent and thrifty of many aged property owners, Yincheng Life carried out convenience activities
- In summer, the Group arranged window washing, prepared warm-hearted hot drinks in winter, and also irregularly invited craftsmen to enter the community, a small yet heartfelt service. This event benefited nearly 40,000 property owners in 150 residential projects
- 考慮到許多老業主活動不便、勤儉節約等特點，銀城生活開展了五星服務·便民活動
- 夏日安排紗窗清洗，冬日準備暖心熱飲，還有不定期的老手藝人進社區，服務雖小但心意濃。此活動惠及150個住宅項目中近40,000業主

**Health for all Initiative
全民健康行動**



- We provide various sports training for young people in the community to build a sports training complex in the east of the city. During the Reporting Period, Yincheng Fitness East Garden has been recognised as a demonstration project by the provincial sports administration, and only 7 projects in the province won this award
- We cooperated with primary and secondary schools and sports training institutions to establish swimming, badminton and other cooperative alliances to contribute to the integration of sports and education and the promotion of healthy development of teenagers
- 為社區青少年提供各類體育培訓，打造城東區域體育培訓綜合體。報告期內，銀城體育東苑會館榮獲江蘇省體育培訓示範項目，全省僅7個項目獲此殊榮
- 與各中小學、體育培訓機構合作建立游泳、羽毛球等合作聯盟，為實現體教融合、促進青少年健康發展做出貢獻

2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued)

2.1 Quality Assurance (continued)

2.1.2 Community Value-added Service (continued)

In addition, in terms of optimising customer service experience, we continued to promote service informatization and digital transformation. We have launched various online service platforms, including the "Nice Neighbors" applet, "Four Beauties" applet and "Yinjia shopping mall", to create efficient, convenient and intelligent life service experience for customers.

2 創享生活，提供優質服務(續)

2.1 品質保障(續)

2.1.2 社區增值(續)

此外，在優化客戶服務體驗方面，我們持續推進服務信息化和數字化轉型工作，已上線包括「美鄰」小程序、「四小花旦」小程序、「銀佳好物」購物商城在內的多種線上服務平台，為客戶創造高效、便捷和智能的生活化服務體驗。

Online convenient living services 線上便民生活服務



2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued)

2.2 Customer Protection

Yincheng Life strictly abides by the Law of the People's Republic of China on the Protection of Consumer Rights and Interests and other laws and regulations, actively builds and maintains the channels for normal customer complaints and feedback, focuses on protecting customer privacy, and effectively protects the basic rights and interests of customers.

2.2.1 Customer Communication

Based on customers' perception, Yincheng Life Property Services always adheres to the 2° service principle (service attitude and response speed), regards customers' reputation as the lifeline of the enterprise, and always respects the customers. At the same time, we have a customer-specific feedback channel. While ensuring customer information security, we timely adjust the operational details in existing operations based on customer feedback to maintain a positive interaction with property owners.

Complaint and feedback channels

In order to achieve the purpose of maintaining good customer relationship, we have issued the Customer Communication Operation Guidelines and the Customer Complaint Handling Operation Guidelines to standardise the customer feedback handling process and personnel permission, and urge relevant functional personnel to take every feedback from customers seriously; Through the feedback management model that initially classifies customer feedback and followed up, we improved the efficiency of follow-up and related operational improvement. During the Reporting Period, we supplemented and formulated two practical guidelines, namely the "Operation Guidelines for Basic Setting and Adding Friends" and the "Operation Guidelines for Suggestions and Management Requirements of Moments, Public Broadcast Assistant and Enterprise WeChat Group", and optimised the existing "Work Requirements and Guidelines for Life Consulting Service Network Enterprise WeChat Group".

2 創享生活，提供優質服務(續)

2.2 客戶保障

銀城生活嚴格遵守《中華人民共和國消費者權益保護法》等法律法規，積極建設並維護客戶正常投訴、反饋的渠道，注重保護客戶隱私，切實保護客戶的基本權益。

2.2.1 客戶溝通

面向客戶感知，銀城生活物業服務始終堅持2°服務原則（服務態度、響應速度），視客戶口碑為企業的生命線，對客戶永存敬畏之心。同時，我們設有客戶專用的反饋通道，在保證客戶信息安全的同時，及時根據客戶的反饋調整現有運營中的操作細節，保持與業主的良性互動關係。

投訴與反饋渠道

為了達成維護良好客戶關係的目的，我們發佈了《客戶溝通作業指引》和《客戶訴求處理作業指引》，對客戶反饋處理流程及人員權限等內容進行規範，督促相關職能人員認真對待客戶的每一條反饋內容；並通過對客戶反饋初步分類後再跟進的反饋管理模式，提高後續跟進與相關運營操作改善的效率。報告期內，我們補充制定了《基礎設置、添加好友的操作指引》和《朋友圈、群發助手、企微群建議與管理要求的操作指引》兩項實操指引，並對已有的《生活顧問服務網絡企業微信群相關工作要求及指引》進行了優化。

2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued)

2.2 Customer Protection (continued)

2.2.1 Customer Communication (continued)

Complaint and feedback channels (continued)

During the Reporting Period, Yincheng Life updated and upgraded the customer communication service channels and customer demand feedback mechanism. By integrating the grid service groups into the customer enterprise WeChat groups, we have improved the timeliness and standardisation of our life consultants' WeChat Moments push notifications, and conducted real-time observation and sampling at the Company's back office to improve internal work efficiency. In accordance with the above customer service operation guidelines, the Company's main customer communication methods and complaint handling procedures are as follows:

2 創享生活，提供優質服務(續)

2.2 客戶保障(續)

2.2.1 客戶溝通(續)

投訴與反饋渠道(續)

報告期內，銀城生活對客溝通服務渠道和客戶訴求回訪機制進行了更新升級。我們通過將網格服務群遷移整合到客戶企業微信群，提高了生活顧問的朋友圈推送及時性和規範度，便於公司後臺實時觀測工作並進行抽檢，提升內部工作效率。依照以上客服操作指引，本公司主要的客戶溝通方式和投訴處理流程如下：

Customer communication methods 客戶溝通方式		
Feedback channels 反饋渠道	Customer groups 客戶群體	Feedback 反饋內容
400 Hotline 400熱線	All customers 所有客戶	
Yincheng Youfan WeChat public account 「銀城有範」微信公眾號	All customers 所有客戶	Residential information 居住信息
Home in Yincheng 家在銀城	Certified property owners 認證業主	Service demand 服務需求
WeChat communication groups with life consultants 生活顧問微信 微信溝通群	In-grid owners 網格內業主	Reporting for repair 報事報修
Satisfaction survey 滿意度調研	Participating customers 參調客戶	Opinions and suggestions 意見建議
Re-visit 融冰回訪	Trauma customers ¹ 創傷客戶 ¹	Special age 特殊年齡
Household interview 入戶訪談	Key customers ² 重點客戶 ²	Property Service Evaluation 物業服務評價

¹ Trauma customers: through customer satisfaction surveys, customers with low satisfaction scores in return visits.

² Key customers: customers of major existing projects with high brand recognition.

¹ 創傷客戶：通過客戶滿意度調查，對回訪評價結果滿意度低分的客戶。

² 重點客戶：對品牌高度認可的重大存量項目的客戶。

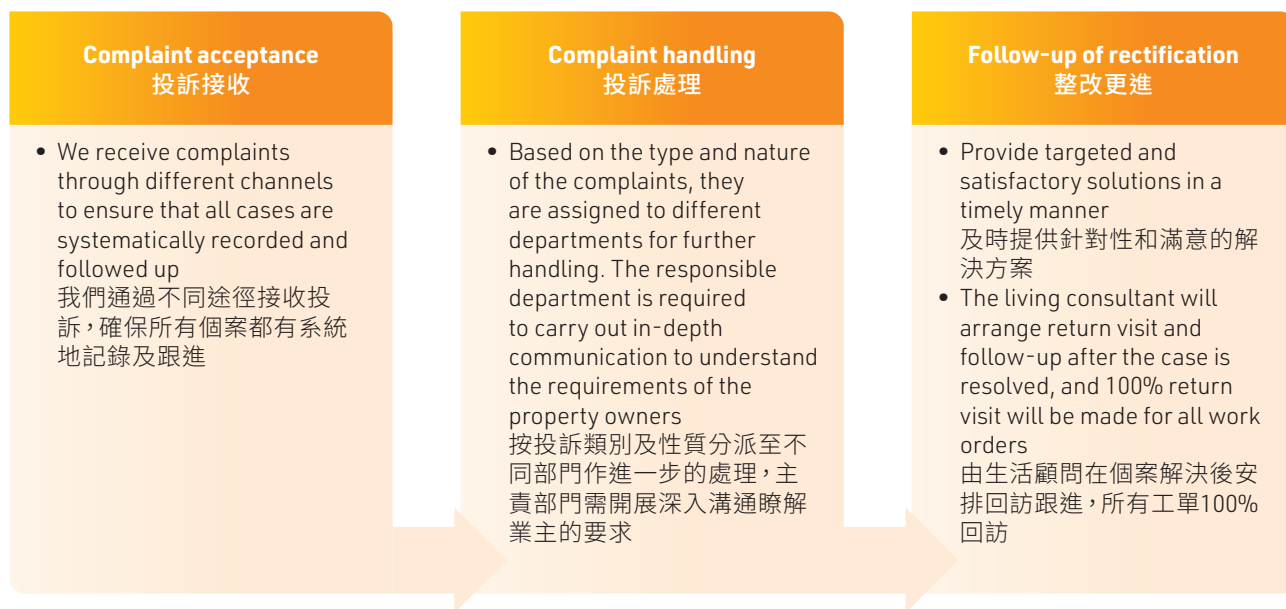
2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued)

2.2 Customer Protection (continued)

2.2.1 Customer Communication (continued)

Complaint and feedback channels (continued)

Complaint handling process
 投訴處理流程



During the Reporting Period, the average number of complaints received from customers in the communities under the management of the Company was 7.84, representing a decrease as compared with last year. Among them, the average number of complaints due to service issues such as response speed was 0.62, and the average number of complaints due to product quality was 0.82. During the Reporting Period, 79.25% of the complaints were handled at the end of the year, fully demonstrating the effectiveness of our complaint resolution and follow-up rectification.

報告期內，本公司各在管小區全年平均接到客戶投訴量為7.84個，較去年數量有所下降。其中因為反應速度等服務問題的投訴平均為0.62件，因產品質量問題的投訴平均為0.82件。報告期內產生的投訴已有79.25%於年末已處理完成，充分展現了我們的投訴解決和後續整改工作有效性。

2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued)

2.2 Customer Protection (continued)

2.2.1 Customer Communication (continued)

Satisfaction survey

In order to further understand the satisfaction of property owners on services, we conduct satisfaction return visits and surveys through the Group's call centre on a monthly and quarterly basis, and engage third-party professional institutions to conduct customer satisfaction surveys every year, aiming to supplement the perspective of supervision and assessment of the work of each project and improve the service level of the park in a targeted manner. According to the satisfaction survey results, we will carry out targeted improvement work to respond to customer needs.

Satisfaction improvement measures: Standard improvement of gate posts

滿意度提升舉措：門崗標準化提升

Based on the results of last year's satisfaction survey, we concluded that customers were dissatisfied with the gate post service, including identifying non-compliance in the process of personnel duty by BI (behavior identity system), weak service awareness, strict control of visitors and parking of vehicles.

根據上年的滿意度調研結果，我們總結出了客戶對門崗服務的幾點不滿，包括BI（行為識別系統behavior identity system）識別出人員值守過程中的不規範行為、服務意識薄弱、外來人員管控不嚴以及車輛停放等問題。

During the Reporting Period, in order to improve the living quality of customers, we further refined the operation specifications for the above issues, revised the work manual for safety order, and issued corresponding coaching videos to improve the learning efficiency of employees. After half a year's improvement, according to the survey of owners in November 2022, the number of orders on safety order by owners dropped significantly; A telephone call was made to property owners who had responded to safety issues in the previous period, which was also recognised as a response. Through this standardised work, the customer satisfaction of the safety order was successfully improved, the safety quality of the community was improved, and the talent pool of the safety order team was also increased.

報告期內，為了針對性提高客戶的居住質量，我們針對以上問題進一步細化操作規範，修訂安全秩序工作手冊，發佈對應事項的教學視頻，提高員工的學習效率。通過大半年的改進，據2022年11月的業主調研顯示，業主對安全秩序單量明顯下降；對前期反應過安全問題的業主進行電話回訪，也得到了認可的回應。通過此次門崗標準化工作，成功提高了安全秩序的客戶滿意度，提升了小區安全品質，同時也增加了安全秩序團隊的人才儲備。

Re-visit Action

In addition, Yincheng Life also insisted on carrying out ice melting action, paying return visits to owners who have reflected negative comments at three levels of project, business department and the Group, and giving feedback to specific projects to understand customer needs more accurately and enhance customer stickiness. During the Reporting Period, Yincheng Life effectively communicated with 1,169 households, of which 865 households were satisfied with an ice-melting rate of 73.99%.

融冰行動

此外，銀城生活還堅持開展融冰行動，按項目、事業部、集團三個層級對曾反映過負面評價的業主進行回訪，並將回訪原聲反饋給具體項目，以求更精準的把握客戶需求，增強客戶黏性。報告期內，銀城生活有效溝通1,169戶，其中865戶表示滿意，融冰率達到了73.99%。

2 創享生活，提供優質服務（續）

2.2 客戶保障（續）

2.2.1 客戶溝通（續）

滿意度調查

為了進一步了解業主對服務的滿意度情況，我們每月、每季度通過集團呼叫中心進行滿意度回訪和調研，每年均聘請第三方專業機構開展客戶滿意度調研活動，旨在補充對各項目工作情況監督與考核的視角，便於項目針對性提升園區服務水平。根據滿意度調查結果，我們將針對性開展改進提升工作，回應客戶需求。

2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued)

2 創享生活，提供優質服務(續)

2.2 Customer Protection (continued)

2.2 客戶保障(續)

2.2.1 Customer Communication (continued)

2.2.1 客戶溝通(續)

Re-visit Action (continued)

融冰行動(續)

During the Reporting Period, thanks to the excellent customer service level, Yincheng Life received 89% customer satisfaction and 5-star after-sales service certification.

報告期內，得益於優秀的客戶服務水平，銀城生活的客戶滿意度89%，獲得了售後服務5星認證。

5-star after-sales service certification 售後服務5星認證



2.2.2 Privacy and Data Security

2.2.2 隱私和數據安全

We strictly abide by the Cybersecurity Law of the People's Republic of China, the Provisions on the Protection of Personal Information of Telecommunication and Internet Users, the Regulations on the Security Protection of Computer Information Systems, the Administrative Measures for the Graded Protection of Information Security and other relevant laws and regulations. We have set up information management measures such as the Information Security Management Measures and the Information Service Management Standards for customer privacy protection, and strictly require relevant functional personnel to desensitize data before exporting customer data.

我們嚴格遵守《中華人民共和國網絡安全法》《電信和互聯網用戶個人信息保護規定》《電腦信息系統安全保護條例》《信息安全等級保護管理辦法》等相關法規，就客戶隱私保護事項特別設立了《信息安全管理辦法》《信息服務管理規範》等信息管理辦法，嚴格要求相關職能人員在客戶數據對外輸出前對數據進行信息脫敏處理。

2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued)

2.2 Customer Protection (continued)

2.2.2 Privacy and Data Security (continued)

We passed the ISO27001 information security system certification in 2020, and conducted annual review on a regular basis. In July 2022, we passed the annual review during the Reporting Period.




2 創享生活，提供優質服務(續)

2.2 客戶保障(續)

2.2.2 隱私和數據安全(續)

我們已於2020年通過ISO 27001信息安全體系認證，並於每年定期開展複審，2022年7月通過了報告期內的年度審核。

Privacy and Data Security Protection Measures 隱私和數據安全保障舉措

 <p>System support 系統保障</p>	<ul style="list-style-type: none"> • Data backup: daily backup of core data, strictly managed and properly kept the data 數據備份：針對核心數據進行每日備份，嚴格管理並妥善保管 • Cyber security: Access security is assured by the presence of an enterprise-grade firewall and login via the fortress machine without direct access to the server 網路安全：應用專業的企業級防火牆保障訪問安全，且通過堡壘機登錄，不直接訪問服務器
 <p>Authority Control 權限控制</p>	<ul style="list-style-type: none"> • Access rights: A hierarchy of database accounts is created. To access a database, an application for system access must be submitted to and approved by IT 訪問權限：資料庫設置多級帳號，數據訪問需通過系統權限申請流程，流程通過後才能由信息部門根據申請內容開通權限 • Software monitoring: The AliCloud application monitoring software is used to monitor any exceptions happening to the applications on real-time basis 軟件監控：通過阿里雲應用監控軟件，實時監控應用異常
 <p>Security Patrol 安全巡查</p>	<ul style="list-style-type: none"> • Frequency: daily inspection of core network; weekly inspection of non-core network 頻次：核心網路每天巡檢；非核心網路每週巡檢 • Feedback on the results: Output inspection reports on a monthly basis based on customer opinions and inspection results 結果回饋：根據客戶意見和巡檢結果每月輸出巡檢報告

At the same time, we also actively carry out data and privacy training for employees to enhance their awareness of cyber security and emergency response capabilities. In addition to the information security related contents that must be provided in the induction training for all employees, Yincheng Life also has special information security training covering all business departments and project CRM owner information change operation training for life consultants to ensure that life consultants and other employees at all levels can correctly and standardise the owner information involved in the project. In 2022, a total of 6 information security training sessions were organised, covering more than 900 people.

同時，我們也積極開展面向員工的數據和隱私培訓，以提升員工的網絡安全意識及應急處理能力。除了所有員工入職培訓中的必修的信息安全相關內容，銀城生活還有覆蓋所有業務部門的信息安全專項培訓和針對生活顧問的項目CRM業主信息更改操作培訓，多管齊下保證生活顧問及其他各級員工能夠正確、規範地處理項目中涉及到的業主信息。2022年共計組織了6場信息安全培訓，覆蓋人數覆蓋900多人。

2 MAKING A LIFE AND PROVIDING QUALITY SERVICES (continued)

2.2 Customer Protection (continued)

2.2.3 Responsible Marketing

The Company strictly abides by the Advertising Law of the People's Republic of China and other laws and regulations related to publicity and marketing, so as to measure the materials and external information, and strictly abide by the quality of true and accurate content.

At the same time, we provide compliance marketing training for customer service personnel and housekeepers, especially for the public information on new media such as WeChat official account, Douyin account and Xiaohongshu. The relevant responsible person of Yincheng Life will conduct a number of strict reviews before the content is officially released to ensure that it does not contain any false publicity or inappropriate values, and maintain a good brand image of Yincheng Life.

2 創享生活，提供優質服務 (續)

2.2 客戶保障 (續)

2.2.3 責任營銷

本公司嚴格遵守《中華人民共和國廣告法》等宣傳營銷相關的法律法規，以此為我們宣傳物料和對外信息的衡量底線，嚴守內容真實、準確的質量關。

同時，我們為客服和管家提供合規營銷相關培訓，特別是對微信公眾號、抖音號、小紅書等新媒體上的公開信息，銀城生活相關負責人在內容正式發佈前會進行多次嚴格審核，確保其中不含有任何虛假宣傳或不恰當價值觀，維持銀城生活良好的品牌形象。

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME

Yincheng Life adheres to the concept of caring for nature and protecting the environment, and actively explores new opportunities for green development based on the environment. We integrate the concept of green operation into the whole process of customer service, reduce environmental impact, give full play to corporate responsibility, promote green integration and build a better future through continuous innovation and improvement of resource utilisation efficiency.

3.1 Green Management

Yincheng Life strictly abides by the Environmental Protection Law of the People's Republic of China and other laws and regulations. In accordance with the requirements of ISO 14001 environmental management system, we have internally formulated the Office Area Management Regulations and the Notice on Strengthening Office Order Management to strengthen the environmental management system, continuously improve the normalised environmental management, and improve the performance of comprehensive environmental management. Yincheng Life has passed the ISO 14001 Environmental Management System Certification and ISO 50001 Energy Management System Certification, and there were no environmental-related violations and major accidents during its operation.



3 低碳發展，共建綠色家園

銀城生活秉持呵護自然，保護環境的理念，以環境為本，積極探索綠色發展的新機遇。我們將綠色經營理念貫穿於整個客戶服務的環節中，通過不斷創新和提高資源利用效率，降低環境影響、發揮企業責任效應，推動綠色共融，共建美好未來。

3.1 綠色管理

銀城生活嚴格遵守《中華人民共和國環境保護法》等法律法規，按照 ISO 14001 環境管理體系的要求，內部制定《辦公區域管理規範》及《關於加強辦公秩序管理的通知》強化環境管理體系，不斷完善環境的常態化管理，提升綜合環境管理的表現。銀城生活已通過了獲 ISO 14001 環境管理體系認證、ISO 50001 能源管理體系認證，且運營期間沒有發生與環境相關的違規情況及重大事故。



Energy Management System and Environmental Management System Certificate
能源管理體系及環境管理體系認證證書

Yincheng Life continuously optimises environmental management to improve our environmental performance. First of all, the Company adheres to the "5S" system to carry out daily environmental management, including organising daily inspections, random inspections and other forms of environmental inspections, and maintaining and inspecting the use of fixed assets and public facilities of the Company to reduce waste of resources. Secondly, we will report the inspection results and impose corresponding penalties on the person in charge of the department who fails to implement the same.

銀城生活不斷優化環境管理，以提升我們的環境表現。首先，本公司堅持用「5S」體系開展日常的環境管理工作，包括組織每日巡檢，不定期抽查等形式在內的環境巡查，對本公司的固定資產、公共設施的使用情況進行維護與檢查，減少資源浪費。其次，我們對巡查的結果進行通報，對落實不到位的部門負責人給予相應的處罰。

³ The "5S" system is the basic method for on-site (including workshops, offices, etc.) management of enterprises, namely organising (Seiri), tidying (Seiton), sweeping (Seiso), cleaning (Seiketsu), literacy (Shitsuke).

³ 「5S」體系是企業現場(包括車間、辦公室等)管理的基本方法，即整理(SEIRI)、整頓(SEITON)、清掃(SEISO)、清潔(SEIKETSU)、素養(SHITSUKE)。

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.1 Green Management (continued)

Environmental Targets

Yincheng Life attaches great importance to the impact of service operation on the environment. Through the establishment of environmental objectives, the top-level design of resource use and emission management system has been established, which has mobilised the Company's enthusiasm for promoting sustainable development. The Company has clarified the implementation path of the objectives based on its own situation, and implemented effective targeted management in greenhouse gas emissions, energy consumption, water resources use, waste reduction and other aspects to further improve the Company's environmental performance. Our four targets and implementation paths are as follows:

3 低碳發展，共建綠色家園(續)

3.1 綠色管理(續)

環境目標

銀城生活重視服務運營環節對於環境的影響，通過設立環境目標，構建了資源使用和排放管理體系的頂層設計，調動了本公司推進可持續發展的積極性。本公司結合自身情況明確了目標的實施路徑，在溫室氣體排放、能源消耗、水資源使用、廢棄物減少等方面實行有效的定向管理，進一步提升本公司在環境方面的績效表現水平，我們的四大目標及實現路徑如下所示：

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



Emission Target 排放量目標

Gradually establish a carbon emission management system and strive to reduce carbon emissions year by year

逐步建立碳排放管理體系，力爭實現碳排放量逐年降低

- Improving the environmental management and data collection process for the property projects under management
完善對在管物業項目的環境管理和數據收集流程
- Carry out low-carbon related publicity and training for property owners, partners and employees
對業主、合作夥伴和員工開展低碳相關的宣貫及培訓
- Explore opportunities for renewable energy and carbon reduction technologies
探索可再生能源和減碳技術機遇



Energy Use Efficiency Target 能源使用效益目標

Accelerating the construction of energy consumption management system to improve energy efficiency

加快用能管理體系建設，提升能源使用效率

- Gradually phase out high energy-consuming property service facilities
逐步淘汰高能耗的物業服務設施
- Strengthen the publicity and implementation of energy conservation awareness of stakeholders of property projects under management
加強對在管物業項目相關方的節能意識宣貫
- Gradually explore opportunities for the development of renewable resources
逐步探索可再生資源發展機遇



Water Use Efficiency Target 用水效益目標

逐步加大節水工藝及技術的投入，提高用水效益

Gradually increase investment in water-saving processes and technologies to improve water efficiency

- Actively explore water-saving facilities and water treatment technologies
積極探索節水型設施及水處理技術
- Strengthen the awareness of water conservation among employees, partners and property owners
加強對員工、合作夥伴及業主的節水意識宣貫



Waste Reduction Targets 減廢目標

Further strengthen waste management and increase the proportion of waste recycling

進一步加強廢棄物管理力度，加大廢棄回收比例

- Strengthen internal and external waste reduction publicity
加強對內對外的減廢宣傳
- Actively explore the iteration of recyclable materials
積極探索可循環材料進行迭代

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.1 Green Management (continued)

Climate change risk identification

While promoting green development, Yincheng Life actively responds to the national dual-carbon goals and incorporates climate change risk identification as an important part of corporate management. We have divided the risks caused by climate change into transformation risks and physical risks in accordance with the guidance of TCFD (Task Force on Climate-related Financial Disclosures). Transformation risk arises from the global transition to a climate-resilient low-carbon economy, including policy and legal risks, technology, market and reputational risks. Physical risks arise from extreme weather events and rising global average temperatures, including acute risks (typhoons, floods), chronic risks (rising average temperatures and rising sea levels).

During the Reporting Period, the Company completed the identification of climate change risks according to the geographical location of its operating locations, with reference to national policies and regional plans, and combined with historical extreme weather events, and formulated targeted response measures by assessing the relevance and impact of a series of risks on the Company's business, so as to actively explore the direction of green transformation while reducing future risks, and continuously improve our green development capabilities. During the Reporting Period, we identified the following climate change risks:

3 低碳發展，共建綠色家園(續)

3.1 綠色管理(續)

氣候變化風險識別

在推進綠色發展的同時，銀城生活積極響應國家雙碳目標，將氣候變化風險識別工作納入企業管理的重要部分，我們依據TCFD (Task Force on Climate-related Financial Disclosures，氣候相關財務披露工作小組) 指南，將氣候變化造成的風險分為轉型風險和實體風險。轉型風險來自全球向氣候適應性強的低碳經濟過渡，包括政策與法律風險、技術、市場、聲譽等風險。實體風險則來自極端天氣事件及全球平均溫度升高，包括急性風險(颱風、洪水)、慢性風險(平均氣溫上升、海平面上升)等風險。

報告期內，本公司根據自身運營地的地理位置，參考國家政策與地區規劃、和結合歷史極端天氣事件，完成了氣候變化風險識別工作，並通過評估一系列風險與本公司的業務相關性與影響程度，制定了針對性的應對舉措，在降低未來風險的同時主動探索綠色轉型方向，持續提升我們的綠色發展能力。報告期內，我們識別出的氣候變化風險如下：

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3 低碳發展，共建綠色家園(續)

3.1 Green Management (continued)

3.1 綠色管理(續)

Climate change risk identification (continued)

氣候變化風險識別(續)

Risk type 風險類型		Risk parameters 風險參數	Response measures 應對舉措
Physical risks 實體風險	Acute 急性	Extreme weather events such as typhoons, floods, droughts, extreme high temperature and cold climate 颱風、洪水、乾旱、極端高溫和寒冷氣候等極端天氣事件	<ul style="list-style-type: none"> Pay close attention to weather forecast to ensure the safety of workers and make adequate preparations; 緊密關注天氣預報以確保工作人員安全及做出充足準備； Formulate emergency plans to respond to the impact of sudden weather events on services; 制定應急預案以應對突發天氣事件對服務的影響； Conduct forward-looking risk identification and assessment for chronic climate risks, and incorporate considerations into service content planning. 對慢性氣候風險進行前瞻性風險識別及評估，並納入服務內容規劃的考量因素。
	Chronic 慢性	Changes in temperature and rainfall, rising sea levels, etc 氣溫與降雨量的變化，海平面上升等影響	
Transition risks 過渡風險	Policies and Laws 政策和法律	Introduction of policies related to energy conservation and emission reduction 節能減排相關政策出臺	<ul style="list-style-type: none"> Timely understanding and complying with relevant regulatory laws and regulations; 及時了解和遵守相關監管法律法規； Formulate relevant environmental objectives and implementation paths; 制定相關的環境目標及實施路徑； Consideration of environmental factors in service content planning and project management; 在服務內容規劃及項目管理的過程中將環保因素納入考量； Continuously update and improve the Company's service standards and raw material procurement standards. 持續更新和完善企業的服務標準和原材料採購標準。
		More stringent emission reporting obligations and compliance requirements 更嚴格的排放量報告義務及合規要求	
	Changes in regulatory requirements and standards for properties 物業監管要求及標準變化		
Technology 技術	Transformation of low-emission services 低排放服務轉型	Renovation, maintenance and management of low-emission facilities 低排放設施的改造、維護及管理	<ul style="list-style-type: none"> Keep abreast of the government's incentive policies for low-carbon technologies; 及時了解政府對低碳技術的激勵政策； Continuously incorporate the concept of energy conservation and emission reduction into the process of service content planning and implementation; 持續將節能減排理念納入服務內容規劃及實施的過程中； Strengthen the feasibility analysis of projects to reduce risks such as investment failure and unstable effects. 加強對項目可行性分析，減少投資失敗及效果不穩定等風險。

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.1 Green Management (continued)

Climate change risk identification (continued)

3 低碳發展，共建綠色家園 (續)

3.1 綠色管理 (續)

氣候變化風險識別 (續)

Risk type 風險類型	Risk parameters 風險參數	Response measures 應對舉措
Transition risks 過渡風險	Property owners' preference for green services 業主對綠色服務的傾向	<ul style="list-style-type: none"> Continue to pay attention to and participate in government support projects for green services; 持續關注並參與政府對綠色服務的扶持項目； Increasing investment in research and development of green services; 逐步增加對綠色服務的研發投入； Develop green service models to meet customers' needs for green consumption; 開發綠色服務模式以迎合客戶對綠色消費的需求； Analyse the trend of raw material prices and effectively manage the risk of rising procurement costs through communication with suppliers and resource integration. 分析原材料價格變化趨勢，通過與供應商交流及資源整合，有效管理採購成本上漲風險。
	Increase in procurement costs 採購成本上漲	
	Property owners' emphasis on corporate responsibility 業主對企業責任的重視	<ul style="list-style-type: none"> Gradually transform green services to meet customers' needs; 逐步進行綠色服務轉型以迎合客戶的需求； Strengthen the disclosure requirements related to sustainable development and climate change, and optimize the external communication channels of corporate social responsibility while ensuring compliance; 加強關注可持續發展及氣候變化相關披露要求，在確保合規的同時，優化企業社會責任對外傳播渠道； Continue to pay attention to and participate in international and domestic green environmental protection activities with high recognition or high applicability to enhance industry competitiveness. 持續關注並參與認可度高或適用性強的國際和國內綠色環保活動，提升行業競爭力。
	Stakeholders' concern about negative news 利益相關方對負面消息的關注	

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.1 Green Management (continued)

Climate change risk identification (continued)

Based on the climate change risks identified by the Company, all departments have formulated relevant measures and strictly implemented measures to cope with climate change, so as to reduce the impact of climate risks on enterprises and improve the sustainability of our services.

Yincheng Life's Response to Climate Change

銀城生活應對氣候變化舉措

Before natural disasters (such as typhoons and rainstorms), we notify residents in advance by text messages, WeChat Moments and other means. At the same time, we send exclusive housekeepers to check whether the doors and windows are closed and whether the power is cut off to ensure safety. 在自然災害情況(如颱風、暴雨等)發生前,我們提前用短信、微信朋友圈等形式提前告知住客,同時針對空置房源,我們派出專屬管家上門查看門窗是否關閉、電源是否斷電,確保安全。

In response to different changes in external environment and weather, we adjusted work arrangements in a timely manner, notified employees in advance and prepared for response. 針對不同的外部環境、天氣變化,我們及時調整工作的安排,提前通知員工,做好應對準備。例如,高溫天氣我們會提醒員工以防止員工中暑而產生服務中斷的風險。

3.2 Green Practise

Yincheng Life actively explores opportunities for green development. While practising green operation, we expand the construction of green business and urban new energy supporting infrastructure, and actively promote the deep integration and development of business and green industry.

3 低碳發展, 共建綠色家園(續)

3.1 綠色管理(續)

氣候變化風險識別(續)

基於本公司所識別出的氣候變化風險,各部門制定相關的措施,並嚴格落實應對氣候變化的舉措,降低氣候風險對企業造成的影響,提高我們服務的可持續性。

3.2 綠色踐行

銀城生活積極探索綠色發展機遇,我們在踐行企業綠色運營的同時,擴展綠色業務和城市新能源配套基礎設施的建設,積極帶動業務與綠色產業的深度融合發展。

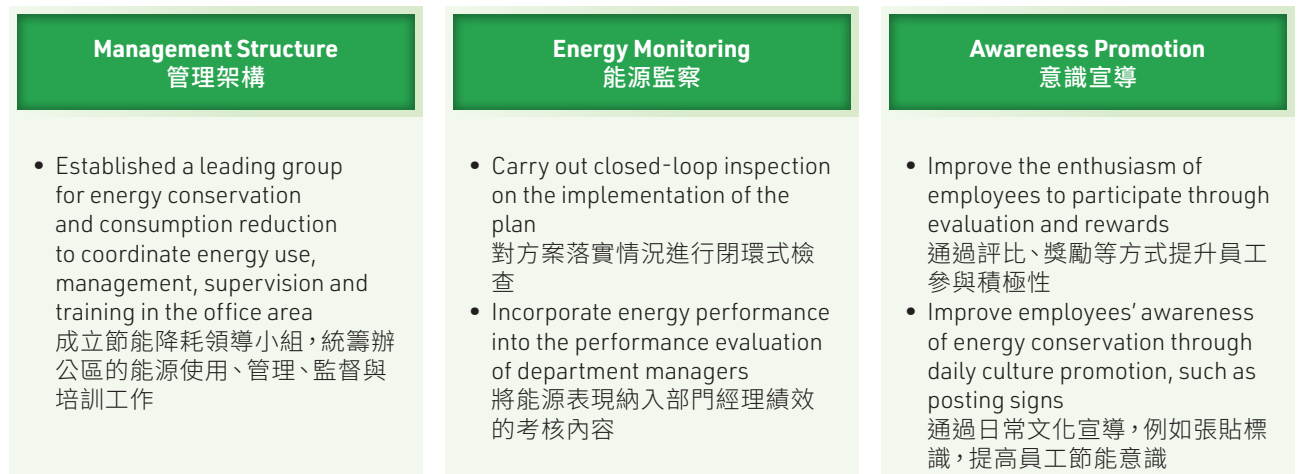
3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.2 Green Practise (continued)

3.2.1 Energy Conservation and Carbon Reduction

Yincheng Life strictly abides by the Energy Conservation Law of the People's Republic of China and other relevant laws, regulations and standards in the places where it operates, and has established an internal energy management system to efficiently manage the energy consumption in the Company's operation. We have standardised the management structure, strengthened energy supervision, and enhanced the awareness and publicity mode to continuously improve the energy management system.

Yincheng Life Energy Management System 銀城生活能源管理體系



In the course of operation, Yincheng Life actively implemented various energy-saving measures to effectively promote the Company's energy-saving and carbon reduction work with practical actions. We actively popularised the use of solar photovoltaic panels in our projects. For example, the housing department of Yincheng Kangyang Hospital applied the solar heating function, which effectively improved the energy efficiency in the water supply process.

在運營過程中，銀城生活積極落實各項節能舉措，以實際行動切實推進本公司的節能降碳工作。我們在項目中積極普及太陽能光伏板使用，如銀城康養醫院住房部應用了太陽能加熱功能，有效提高了供水過程中的能源使用效率。

3 低碳發展，共建綠色家園 (續)

3.2 綠色踐行 (續)

3.2.1 節能降碳

銀城生活嚴格遵守《中華人民共和國節約能源法》等所在運營地的相關法律法規與標準，內部建立能源管理體系，高效管理本公司運營過程中的能源消耗。我們規範管理架構、強化能源監察、增強意識宣導的模式，不斷完善能源管理體系。

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.2 Green Practise (continued)

3.2.1 Energy Conservation and Carbon Reduction (continued)

Energy Saving Initiatives of Yincheng Life

銀城生活節約能源舉措

Vigorously promoting the use of LED energy-saving lamps. During the Reporting Period, 30,000 units were purchased, saving about 60% of energy consumption
大力推廣普及LED節能燈的使用，報告期內採購量3萬盞，節約能耗約60%

Prohibit the use of high-power electrical appliances and increase inspection efforts
禁止使用大功率電器，並且加大巡檢力度

Regulate the conditions for starting air conditioners to avoid turning on when not necessary
規定空調的開啟條件，避免在不必要的時候開啟

Post signs of "Saving Electricity" and "Corresponding Area of Switches"
張貼「節約用電」及「開關對應區域」標識

Arrange special personnel to check and confirm the shut down of public electrical appliances before leaving work every day
安排專人，每天在下班前檢查確認公用電器關閉情況

The Group actively promotes the use of solar photovoltaic panels to convert heat energy into electricity
積極普及太陽能光伏板的使用率，將熱能轉化電能

In the context of the national new energy wave, how to meet the charging needs of property owners and online car-hailing drivers has become a social issue of debate. In this context, Yincheng Life gave full play to the advantages of the innovation platform, actively expanded new models of business development, carried out urban charging and battery exchange businesses, and continued to promote the transformation of business towards low-carbon and green development. At the same time, during the Reporting Period, the Company continued to optimise the "Guidelines for the Installation and Operation of New Energy Charging Piles" and other systems to provide standardised service guarantee for new energy vehicle charging and battery swap for electric bicycles, and further promote the construction of green transportation.

在國家新能源浪潮的背景
下，如何滿足業主和廣大網
約車司機充電難的需求成為
社會議題。在此背景下，銀
城生活發揮創新平台優勢，
積極拓展業務發展的新模
式，開展城市充電、換電業
務，持續推動業務朝低碳綠
色方向轉型。同時，在報告
期內，本公司持續優化《新能
源充電樁安裝操作指引》等
制度，為新能源汽車充電、
電動自行車換電提供標準化
服務保障，進一步助力綠色
交通的建設。

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.2 Green Practise (continued)

3.2.1 Energy Conservation and Carbon Reduction (continued)

Adopt more energy-saving rechargeable batteries

採用更節能的充電電池

In terms of urban battery swap business, the Company purchased a total of 22,500 units of 48V20A batteries that are more green, smart and integrated across the entire chain. The battery uses ternary lithium technology to replace the traditional lead-acid battery technology, and uses car-grade battery cells with energy-saving effect of more than 40%, meeting the power replacement needs of more than 18,000 urban riders, saving more than 360,000 kWh of energy per month.

針對城市換電業務，本公司統一採購更加綠色化、智能化、全鏈路一體化的48V20A電池共2.25萬顆。該電池以三元鋰技術替代傳統鉛酸電池技術，並採用汽車級電芯，節能效果超過40%，滿足超過1.8萬名城市騎手的換電需求，每月節能超過36萬千瓦時。



Rapid deployment in the private charging sector

快速佈局私人充電領域

Big Zebra is a subsidiary of Smart Meijia, a service innovation platform of Yincheng Life, specialising in the field of private charging for new energy vehicles. In September 2022, the charging station of Qixia Driving School, the first commercial DC ultra-charging station of Big Zebra Intelligent Energy, was officially put into operation. The charging station of Qixia Driving School will provide convenient vehicle charging services for thousands of online car-hailing drivers in Qixia area, effectively solving the problem of drivers' charging difficulties and contributing to the low-carbon economic transformation of the society.

大班馬是銀城生活服務創新平台智慧美佳旗下的子公司，專業從事新能源車私人充電領域。2022年9月，大班馬智慧能源首個商業直流超充站——棲霞駕校充電站正式投入運營正式投入使用。棲霞駕校充電站的投入使用，將為棲霞片區上千名網約車司機提供汽車充電便民服務，切實解決司機充電難問題，同時為社會的低碳經濟轉型做出貢獻。



3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.2 Green Practise (continued)

3.2.1 Energy Conservation and Carbon Reduction (continued)

During the Reporting Period, the energy consumption and greenhouse gas emissions of Yincheng Life were as follows:

Energy consumption data 能耗使用數據	2021 2021年	2022 2022年	Unit 單位
Total consumption of purchased electricity 外購電力消耗總量	9,471,297	9,664,948	kWh 千瓦時
Intensity of electricity consumption ⁴ 耗電量密度 ⁴	4.53	4.62	kWh/m ² 千瓦時/平方米
Total diesel consumption 柴油消耗總量	400	350	Litre 公升
Total gasoline consumption 汽油消耗總量	693	786	Litre 公升
Total direct energy consumption ⁵ 直接能源消耗總量 ⁵	9,998	6,822	kWh 千瓦時
Total indirect energy consumption 間接能源消耗總量	9,471,297	9,664,948	kWh 千瓦時
Total comprehensive energy consumption 綜合能源消耗總量	9,481,295	9,671,770	kWh 千瓦時
Comprehensive energy consumption intensity 綜合能源消耗密度	4.54	4.63	kWh/m ² 千瓦時/平方米

3 低碳發展，共建綠色家園(續)

3.2 綠色踐行(續)

3.2.1 節能降碳(續)

報告期內，銀城生活的能源消耗和溫室氣體排放情況如下所示：

⁴ During the Reporting Period, the energy consumption, greenhouse gas and other environmental indicators were calculated based on the management area under the statistical calibre as the denominator for density data.

⁵ The calculation of energy consumption in this report is based on the General Principles for Calculation of Comprehensive Energy Consumption (GB2589-2020) issued by the State Administration for Market Regulation and Standardisation Administration of China.

⁴ 報告期內的能耗使用及溫室氣體等環境指標以數據統計口徑下的在管面積為分母進行密度數據計算。

⁵ 本報告能耗核算依據國家市場監督管理總局和國家標準化管理委員會發佈的《綜合能耗計算通則》(GB2589-2020)進行核算。

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.2 Green Practise (continued)

3.2.1 Energy Conservation and Carbon Reduction (continued)

Greenhouse Gas Emission Data 溫室氣體排放數據	2021 2021年	2022 2022年	Unit 單位
Greenhouse gas emissions (Scope 1) ⁶ 溫室氣體排放量(範疇一) ⁶	2.59	2.59	tCO ₂ e 噸二氧化碳當量
Greenhouse gas emissions (Scope 2) ⁷ 溫室氣體排放量(範疇二) ⁷	6,663	5,512	tCO ₂ e 噸二氧化碳當量
Total greenhouse gas emissions (Scope 1 + Scope 2) 溫室氣體排放總量(範疇一+範疇二)	6,666	5,515	tCO ₂ e 噸二氧化碳當量
Greenhouse gas emissions intensity (Scope 1 + Scope 2) 溫室氣體排放密度(範疇一+範疇二)	3.19	2.64	tCO ₂ e / 000 sq.m. 噸二氧化碳當量 / 千平方米

3.2.2 Water Conservation

Yincheng Life strictly abides by the Water Law of the People's Republic of China and other laws, regulations and relevant systems of the places where it operates, and continuously optimises the Water Management Plan and Implementation Plan for the Office Area. At the same time, the Company actively identifies and manages the water resource use risks of the Company, and rationally plans and uses water resources. We reduce the use of water resources from the source, promote the reuse of water resources from the recycling end, and continuously improve the utilisation efficiency of water resources of the Company by upgrading water-saving equipment, applying water-saving technologies and promoting recycling.

3.2.2 節約用水

銀城生活嚴格遵守《中華人民共和國水法》等所在運營地的法律法規及相關制度，內部持續優化《辦公區域用水管理計劃及實施方案》。同時，本公司積極識別和管理企業的水資源使用風險，並合理規劃與利用水資源。我們從源頭端減少水資源使用、從回收端推動水資源回用，通過升級節水設備、應用節水技術、推進循環利用等方式，持續提升本公司的水資源利用效率。

⁶ Greenhouse gas emissions in this report are presented in carbon dioxide equivalent and calculated in accordance with the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operators issued by the National Development and Reform Commission.

⁶ 本報告溫室氣體核算按二氧化碳當量呈列，並依據國家發展改革委員會發佈的《公共建築運營企業溫室氣體排放核算方法與報告指南》進行核算。

⁷ Greenhouse gas emissions (Scope 2): Greenhouse gas emissions generated by the Company's actual operating entities through the use of purchased electricity. Greenhouse gas emissions are presented in carbon dioxide equivalent and calculated and prepared in accordance with the Guidelines for Accounting and Reporting Greenhouse Gas Emissions of Enterprises (Revised in 2022) (Huan Ban Qi Hou [2021] No. 111) issued by the National Development and Reform Commission. The calculation of electricity emission factor refers to the Notice on Key Work Related to the Management of Corporate Greenhouse Gas Emission Report 2023-2025 issued by the Ministry of Ecology and Environment of the People's Republic of China, in which the grid emission factor was adjusted to 0.5703 tCO₂/MWh.

⁷ 溫室氣體排放量(範疇二): 公司實際運營的主體通過使用外購電力使用所產生的溫室氣體排放。溫室氣體核算按二氧化碳當量呈列，並依據國家發展改革委員會發佈的《企業溫室氣體排放核算方法與報告指南 發電設施(2022年修訂版)》(環辦氣候[2021]111號)進行核算與編製。電力排放因子計算參照中華人民共和國生態環境部發佈的《關於做好2023-2025年企業溫室氣體排放報告管理相關重點工作的通知》，其中電網排放因子調整為0.5703 tCO₂/MWh。

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.2 Green Practise (continued)

3.2.2 Water Conservation (continued)

Update the landscape irrigation system

更新園林灌溉系統

During the Reporting Period, we introduced a new sprinkler irrigation system and set up drip belts in the landscaping module to effectively manage the irrigation mode. Compared with artificial irrigation, the updated irrigation system has greatly improved the utilisation rate of water, with a water-saving rate of 40%, while reducing power consumption and effectively improving labour efficiency. In addition, we also make use of rainwater collection system, landscape pool water reuse and other methods for greening irrigation.

報告期內，我們在園林綠化模塊中，引入新型噴灌系統，並且設置滴灌帶，有效管理灌溉模式。更新後的灌溉系統相較於人工灌溉，大大提高了水的利用率，節水率達到了40%，同時還降低了電能的消耗，有效提升人工效率。另外我們還利用雨水收集系統、景觀水池水再利用等方式，進行綠化灌溉。



During the Reporting Period, the water consumption of Yincheng Life was mainly from the municipal pipe network, and the water consumption was mainly from the domestic water in the office area. The Company has no issue sourcing water that is fit for daily operation. The total water consumption was 203,932 tonnes, and the water consumption intensity was 0.10 tonnes/m².

報告期內，銀城生活的用水主要來自於市政管網用水，水資源消耗主要用於辦公區生活用水。銀城生活在運營過程中沒有面臨取水困難的問題。水資源使用總量為203,932噸，用水量密度為0.10噸/平方米。

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.2 Green Practise (continued)

3.2.3 Pollution Control

Yincheng Life attaches great importance to the management of pollutant emissions. Based on the implementation of national regulations and focusing on "deepening the struggle of pollution prevention and control", we continue to explore innovative management methods, improve the ability of green operation, and minimise the impact of production and operation on the environment.

Air Emissions

In terms of exhaust gas emissions, we strictly abide by the laws, regulations and relevant standards of the places where we operate, such as the Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution. The main types of exhaust gas generated by Yincheng Life are nitrogen oxides, sulphur oxides and particulate matter, which are all from the use of self-owned vehicles.

In order to reduce environmental pollution caused by vehicles, we vigorously advocate green travel. During the Reporting Period, we advocated employees to take subway, public transport and other modes of transportation in the city, preferred high-speed rail travel across the city, and not to provide aircraft travel without necessity, so as to advocate the concept of green travel. When it is necessary to use official vehicles, we will reasonably optimise the type of vehicles according to the number of people, avoid excessive use of vehicles, reduce costs and reduce pollution. During the Reporting Period, the Company's air pollution emissions data are as follows:

Air Pollution Emissions 廢氣排放量	2021 2021年	2022 2022年	Unit 單位
Nitrogen oxides ⁸ 氮氧化物 ⁸	20.23	22.76	kg 千克
Sulphur oxides ⁹ 硫氧化物 ⁹	0.03	0.03	kg 千克
Particulate matter 顆粒物	2.00	2.20	kg 千克

⁸ The emission of nitrogen oxides during the Reporting Period was estimated based on the actual use of vehicles during the Reporting Period.

⁹ During the reporting period, the emission of sulphur oxides and particulate matter was estimated based on the emission data and vehicle configuration in 2022.

3 低碳發展，共建綠色家園 (續)

3.2 綠色踐行 (續)

3.2.3 污染控制

銀城生活十分重視污染物排放管理工作，我們以貫徹國家法規為基礎，以「深化污染防治攻堅戰」為重點，持續探索創新管理方法、提升綠色運營的能力，盡可能減少生產運營對環境的影響。

廢氣排放

在廢氣排放方面，我們嚴格遵守《中華人民共和國大氣污染防治法》等運營所在地的法律法規與相關標準。銀城生活主要產生的廢氣類型為氮氧化物、硫氧化物與顆粒物，源頭均來自於自有車輛使用。

為了降低車輛形式造成的環境污染，我們大力提倡綠色出行。報告期內，我們倡導員工在市區內多乘坐地鐵、公交等交通方式，跨市首選高鐵出行，非必要不提供飛機差旅，以倡導綠色出行的理念。對於必要使用公車的情況，我們會根據人數合理優化用車類型，避免過度使用車輛，減少成本，降低污染。報告期內，本公司廢氣排放數據如下：

⁸ 報告期內氮氧化物排放量基於報告期內車輛實際使用情況進行估算得到。

⁹ 報告期內硫氧化物及顆粒物排放量基於2022年排放數據與車輛配置情況進行估算得到。

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.2 Green Practise (continued)

3.2.3 Pollution Control (continued)

Waste water discharge

In terms of wastewater discharge, the Company strictly abides by the Regulations on the Regulation of Pollutant Discharge Permits, the Law of the People's Republic of China on the Prevention and Control of Water Pollution and other laws and regulations, and strictly regulates the management of wastewater discharge internally. We reduce the generation of sewage through rainwater and sewage diversion, recycling irrigation, and advocating water conservation. The wastewater discharge of the Company comes from domestic water. During the Reporting Period, Yincheng Life's total wastewater discharge volume was 163,145.60 tonnes, and the wastewater discharge density was 78.06 tonnes/thousand square metres, representing a decrease of 7% as compared with 2021.

Waste discharge

In terms of waste discharge, the Company has always complied with relevant legal and compliance requirements such as the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste and the Guidelines for Domestic Waste Classification. The Company has established the Waste Management System to strengthen waste management. The hazardous wastes generated by us mainly come from waste electronic products and ink cartridges in the office, and the non-hazardous wastes mainly come from waste paper and domestic waste in the office.

Office Waste Management

辦公廢棄物管理

**Hazardous Waste
有害廢棄物**

- Hazardous wastes such as ink cartridges and toners are handed over to the lessor for treatment, and hazardous wastes are handled safely and rationally
將墨盒碳粉等有害廢棄物交由出租方處理，安全合理化地處理有害廢棄物
- In order to reduce the use of toner cartridges and other consumables, we add toner to the used toner cartridges to reduce waste
為減少硒鼓等耗材的使用，我們對用完後的硒鼓添加碳粉以減少廢棄物產生

**Non-hazardous Waste
無害廢棄物**

- Encourage double-sided printing
鼓勵雙面列印
- Purchase of environmentally friendly paper
採購環保紙張
- Strengthen the management of waste sorting
加強對垃圾分類的管理

3 低碳發展，共建綠色家園 (續)

3.2 綠色踐行 (續)

3.2.3 污染控制 (續)

廢水排放

在廢水排放方面，本公司嚴格遵守《排污許可管理條例》及《中華人民共和國水污染防治法》等法律法規，內部嚴格規範污水排放管理。我們通過雨污分流、循環灌溉、倡導節水等方式，降低污水的產生量。本公司的廢水排放均來自於生活用水。報告期內，銀城生活的廢水排放量共計163,145.60噸，廢水排放密度為78.06噸/千平方米，較2021年降低7%。

廢棄物排放

在廢棄物排放方面，本公司始終遵守《中華人民共和國固體廢物污染環境防治法》及《生活垃圾分類工作指引》等相關合法合規要求，內部建立《廢棄物管理制度》以強化廢棄物管理。我們產生的有害廢棄物主要來自辦公端產生的廢舊電子產品、墨盒，無害廢棄物主要來自於辦公端的廢舊紙張和生活垃圾。

3 LOW-CARBON DEVELOPMENT TO BUILD A GREEN HOME (continued)

3.2 Green Practise (continued)

3.2.3 Pollution Control (continued)

Waste discharge (continued)

Based on our service segments, we also start from the cleaning service end, actively convey waste classification knowledge to property owners, and guide property owners to form a good habit of waste classification and environmental protection. During the Reporting Period, we carried out the following highlights of waste classification measures:

Promotion of Waste Classification by Yincheng Life 銀城生活推進垃圾分類工作

Popularisation of Waste Sorting 垃圾分類科普



- By carrying out a fun waste sorting activity plan, we set up quizzes with awards, scientific small classes, using interesting teaching forms to guide customer groups to "willing to sort" and "clear distinction" of waste sorting
- 我們通過開展趣味垃圾分類活動方案，設立有獎競猜問答、科學小課堂，風趣的授課形式引導客戶群體對垃圾分類「願意分」、「分得清」

Planning Point Layout 規劃點位佈置



- Under the guidance of the sub-district and community, we reasonably set the location and number of garbage booths, disperse the concentration of household garbage of residents, and facilitate the disposal of household garbage by residents
- 在街道、社區的指導下，我們合理性設置垃圾亭房的位置和數量，分散了居民生活垃圾的集中，便於居民進行生活垃圾投放

Optimising Site Environment 優化站點環境



- We have equipped some waste collection points with LCD televisions and incense disposal machines to broadcast promotional videos of waste sorting on a daily basis. At the same time, we also use green plants to create a good waste sorting atmosphere
- 我們為部分垃圾收集點配備液晶電視機、香薰機，每天循環播放垃圾分類宣傳片，同時還用綠植進行點綴佈置，營造出良好的垃圾分類氛圍

During the Reporting Period, Yincheng Life generated a total of 0.529 tonnes of hazardous waste, with an emission intensity of 0.7 kg/employee. The total amount of non-hazardous waste generated was 26.37 tonnes, and the emission density was 35.1 kg/employee.

報告期內，銀城生活的有害廢棄物產生共計0.529噸，排放密度為0.7千克／員工。無害廢棄物量共計26.37噸，排放密度為35.1千克／員工。

4 JOINING HANDS TO BUILD A TALENT TEAM

Yincheng Life regards talents as the foundation of development, continuously optimises the selection and employment system and system construction, and is committed to building a fair, impartial, diversified, inclusive and promising career stage for employees and talents.

4.1 Employment Compliance

Yincheng Life strictly abides by the Labour Law of the People's Republic of China, the Labour Contract Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Minors and other relevant laws and regulations as well as the core labour standards of the International Labour Organisation, continuously improves the internal recruitment management system, standardises labour and employment management, and ensures that employment behaviours comply with relevant laws, regulations and standards. During the Reporting Period, we updated the "Yincheng Property Services Internal Recommendation System (2022 Revision)". We recommended a total of 707 people internally and distributed an internal promotion bonus of RMB180,400.

The Company adheres to the principles of openness, fairness, justice and equality in recruitment, attaches great importance to the diversity of talents, strictly prohibits any form of discrimination, treats employees of different genders, ages, races, nationalities, religious beliefs, political stance and cultural backgrounds equally, prohibits the employment of employees who have not reached the legal working age, resists all forms of forced labour and coercive labour, and provides employees with legal and equal work opportunities. During the Reporting Period, we issued the "Regulations on Employment of Female Security Guards" to encourage the recruitment of female security guards and increase the employment opportunities for women.

In order to accurately attract targeted talents, we constantly reform the recruitment forms and channels according to the recruitment needs of the Group, actively expand the recruitment cooperation channels, carry out various targeted recruitment activities and interviewer empowerment courses, improve the quality of talent recruitment, and seek high-quality talents that match the business needs of Yincheng Life.

4 攜手同行，打造人才團隊

銀城生活視人才為發展之本，不斷優化選人用人制度及體系建設，致力為員工和人才搭建公平公正、多元包容、前景廣闊的職業舞台。

4.1 合規僱傭

銀城生活嚴格遵循《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國未成年人保護法》等相關法律法規以及國際勞工組織的核心勞工標準，不斷完善內部招聘管理制度，規範勞動用工管理，確保僱傭行為符合相關法律法規及標準。報告期內，我們更新了《銀城物業內部推薦制度2022修訂版》，內部推薦共計707人，發放內推獎金人民幣180,400元。

本公司堅持以公開、公平、公正、平等的原則開展招聘，重視人才的多樣性，嚴禁任何形式的歧視，堅持對不同性別、年齡、種族、國籍、宗教信仰、政治立場和文化背景的員工一視同仁，嚴禁僱傭未到法定工作年齡的員工，抵制一切形式的強迫勞動和強制勞動，為員工提供合法、平等的工作機會。報告期內，我們發佈了《關於女性保安員的用工規範》，鼓勵招聘女性保安，增加女性的就業機會。

為精準吸納對口人才，我們根據集團的招聘需求，不斷在招聘形式、招聘渠道上革故鼎新，積極拓寬招聘合作渠道、開展多種精準化招聘活動及面試官賦能課程，提高人才招聘質量，為銀城生活尋求與業務需求相匹配的高質量人才。

4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.1 Employment Compliance (continued)

4 攜手同行，打造人才團隊(續)

4.1 合規僱傭(續)



School-Enterprise Cooperation 校企合作

Yincheng Life signed contracts with three colleges through school-enterprise cooperation, attracting a total of 28 students to intern at the Company.
銀城生活通過校企合作的形式與三家院校進行簽約，共吸納學生28人到本公司實習工作。

Channel cooperation 渠道合作

We actively expanded channel cooperation and cooperated with housekeeping companies, human resources companies and party communities, covering various regions in Nanjing.
我們積極擴大渠道合作，與家政公司、人力資源公司及黨群社區進行合作，覆蓋南京多個地區。

Localised recruitment 本地化招聘

In order to promote employment in Wangwei Village, Yincheng Life cooperated with local agencies to import labour into Nanjing.
為帶動汪圩村就業，銀城生活與當地中介進行合作，向南京輸入勞動力。

Gold interviewer 金牌面試官

We independently developed the "Gold Interviewer" course and carried out a total of four training sessions, covering all employees in the human resources department of the Company.
我們自主研發《金牌面試官》課程，開展培訓共計四場次，並覆蓋公司所有片區人力資源部員工。

4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.1 Employment Compliance (continued)

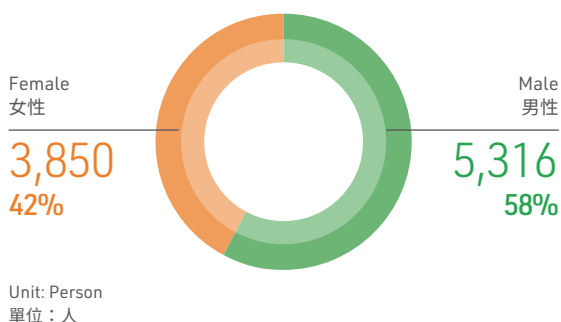
As at 31 December 2022, the total number of employees of the Company was 9,166, representing an increase of approximately 32.3% as compared with last year. The breakdown by gender, age, region and employment type is as follows:

4 攜手同行，打造人才團隊(續)

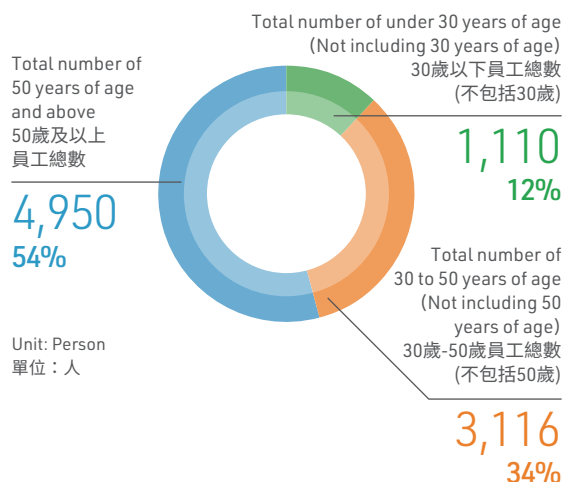
4.1 合規僱傭(續)

於2022年12月31日，本公司的員工總數為9,166人，較去年增長約32.3%。其按照性別、年齡、地區和僱傭類型的劃分如下：

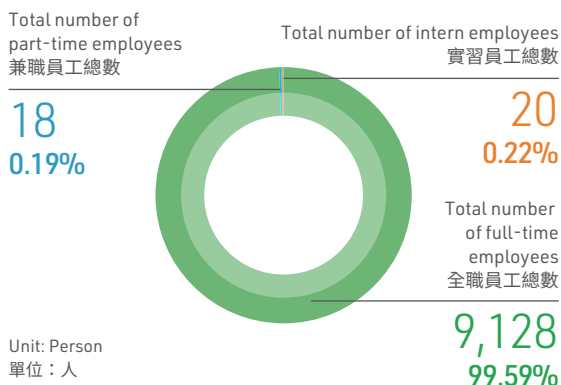
Total Number of Employees by Gender
 按性別劃分的僱員總數



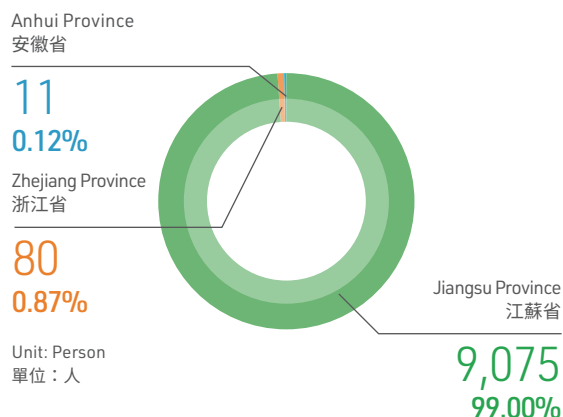
Total Number of Employees by Age
 按年齡組別劃分的僱員總數



Total Number of Employees by Employment Type
 按僱員類型劃分的僱員總數



Total Number of Employees by Region
 按區域劃分的僱員總數



4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.2 Communication and Care

Employees are the most important resources of an enterprise. Caring for employees is the foundation for the sustainable development of an enterprise. It is a powerful measure to enhance the centripetal force of an enterprise and an important way to pass on the warmth of an enterprise. Yincheng Life adheres to the people-oriented principle. On the basis of effectively protecting the rights and interests of employees, Yincheng Life cares for employees with sincerity, listens to the voices of employees with heart, continuously improves the human resource management system, enriches employees' life, and makes employees feel the care and warmth of the Company.

4.2.1 Remuneration and Welfare

Yincheng Life follows the principles of fairness, competitiveness, incentives and strategic orientation, and determines employee compensation and benefits based on factors such as employee qualifications, position salary standards, and market talent supply and demand. In order to stimulate employees' enthusiasm for work and improve talent retention, we continue to follow the Employee Remuneration and Welfare Management Measures, and manage employees' remuneration and benefits in the two dimensions of "salary grade" and "salary level" based on comprehensive factors such as position value, ability value, performance value and market value.

The salary of the Company's employees comprises basic salary, social security, performance-based salary, year-end bonus, allowances and benefits, and employees' salary is flexibly adjusted according to the Company's operating conditions, employee assessment results, development potential, etc. In addition, in order to protect the safety of employees, we have paid accident insurance for employees who have signed labour contracts. During the Reporting Period, a total of 350 employees of Yincheng Life participated in the supplementary medical insurance, with a total insurance premium of RMB283,200. As of November 2022, the compensation for supplementary medical insurance has been resolved to exceed RMB240,000, and the pay out ratio is 87%.

4 攜手同行，打造人才團隊(續)

4.2 溝通關懷

員工是企业最重要的资源，关心员工是企业持续发展的根基，是提升企业向心力的有力举措，是传递企业温暖的重要途径。银城生活坚持以人为本，在切实保障员工权益的基础上，用真诚关怀员工，用心聆听员工心声，不断健全人力管理体系，丰富员工生活，让员工感受到公司的关爱和温度。

4.2.1 薪酬福利

银城生活以公平性、竞争性、激励性以及战略导向性为原则，结合员工资历、岗位薪酬标准、市场人才供需等因素确立员工薪酬福利。为激发员工工作热情、提高人才保留度，我们继续沿用《员工薪酬福利管理办法》，依据岗位价值、能力价值、绩效价值以及市场价值等综合因素，以「薪等」与「薪级」两个维度管理员工的薪酬福利。

本公司员工的薪资由基本工资、社保、绩效工资、年终奖金、津贴和福利组成，并根据公司的经营状况、员工考核结果、发展潜力等灵活调整员工薪资。此外，为保障员工安全，我们已为签订劳动合同的员工缴纳意外伤害保险。报告期内，银城生活参加补充医疗保险的在保人数共计350人，保费金额总计人民币28.32万元。截至2022年11月，补充医疗保险已决赔付超过人民币24万元，赔付率达87%。

4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.2 Communication and Care (continued)

4.2.1 Remuneration and Welfare (continued)

While protecting the basic rights and interests of employees, we are also committed to seeking benefits for employees, continuously increasing the types of benefits based on actual conditions, and improving employees' sense of identity and belonging.

Employee Benefits of Yincheng Life 銀城生活員工福利

Work meal benefits 工作餐福利

The Company provides lunch or meal subsidies to employees according to the project situation
公司根據項目情況，為員工提供午餐或餐費補助

Birthday benefits 生日福利

Holding birthday parties from time to time to celebrate the birthday of employees
不定期舉辦生日會，為員工慶生

Uniform benefits 工裝福利

Provide free working uniforms according to the job nature of employees
根據員工崗位性質免費提供工裝

Health examination benefits 體檢福利

Organise regular health proceed checkup for employees
定期組織員工進行健康體檢

Festival benefits 節日福利

Distribute gifts to all employees during traditional festivals
傳統佳節，向全體員工發放節日禮品

High temperature subsidies 高溫補貼

High temperature subsidies for front-line employees under high temperature
高溫天氣下，為一線員工發放高溫補貼

Duty allowance 值班津貼

Allowances and subsidies are provided to employees on duty during weekends outside standard working hours
向在標準工作時間外的週末值班員工提供津貼補助

Assisting settlement 助力安家

Assisting employees start Yincheng Real Estate Home Action and enjoy Yincheng's service business
助力員工開啟銀城置業安家行動，享受銀城服務業務

We are committed to creating a relaxed and pleasant workplace atmosphere to help employees achieve work-life balance. During the Reporting Period, we actively paid attention to the needs of employees, and held a variety of themed and forms of activities such as mountaineering, catering benefits, and Women's Day care to enrich employees' life and improve team cohesion of employees.

我們致力於打造輕鬆愉悅的職場氛圍，助力員工實現工作和生活的平衡。報告期內，我們積極關注員工需求，舉辦登山、餐飲福利、婦女節關懷等多種主題及形式的活動豐富員工生活，提高員工的團隊凝聚力。

Employee Welfare Activities 員工福利活動



Zijin mountain hiking
紫金山祈福登山活動



Jiuhua mountain hiking
九華山祈福之旅



Staff activities of Jiahe Catering
家禾餐飲員工活動



Women's Day activities
三八婦女節活動

4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.2 Communication and Care (continued)

4.2.2 Health and Safety

The physical and mental health of employees is of paramount importance to Yincheng Life. We strictly implement the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases and other relevant laws and regulations, and improve the Employee Handbook-Occupational Health and Safety Notification Agreement, Occupational Health and Safety Management System, Occupational Safety Training Guidelines, Emergency Safety Rules and other systems and guidelines.

At the same time, we carry out a variety of training courses and safety knowledge activities around the cultivation of employees' safety awareness to improve employees' occupational safety quality and enhance employees' safety awareness, so as to ensure the health and safety of employees and achieve the sustainable development of the Company and employees. During the Reporting Period, the Company has carried out six sessions of safety education themed training courses, covering approximately 7,000 employees, with an average of 16 training hours per employee.

4 攜手同行，打造人才團隊(續)

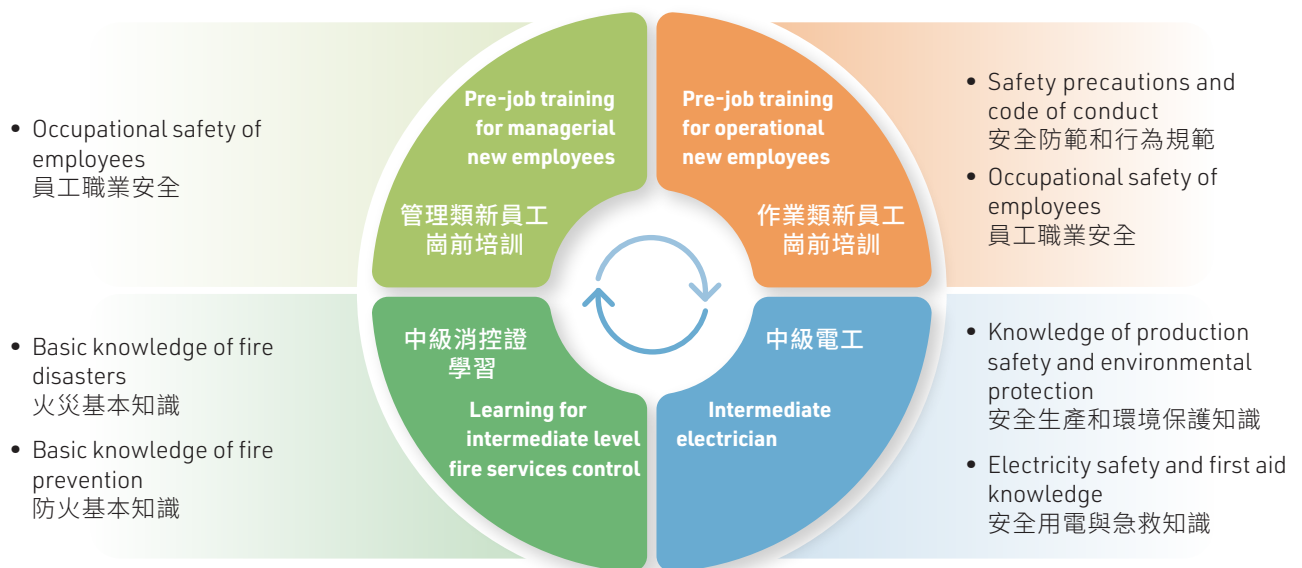
4.2 溝通關懷(續)

4.2.2 健康安全

員工的身心健康對銀城生活而言至關重要。我們嚴格貫徹《中華人民共和國職業病防治法》及其他相關法律法規，完善《員工手冊—職業健康安全告知協議書》《職業健康安全管理制度》《職業安全培訓指引》《應急安全細則》等制度及指引。

同時，我們圍繞員工安全意識培養開展多種培訓課程及安全知識活動，提高員工職業安全素養，增強員工安全意識，以此保障員工健康安全，實現企業與員工的可持續發展。報告期內，本公司已開展6期安全教育主題培訓課程，覆蓋人員近7,000名，人均培訓時長達16小時。

Health and Safety Training System 健康安全培訓體系



4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.2 Communication and Care (continued)

4.2.2 Health and Safety (continued)

4 攜手同行，打造人才團隊(續)

4.2 溝通關懷(續)

4.2.2 健康安全(續)

Occupational Safety Education

職業安全教育

In order to enable occupational safety education to "enter the heart and mind of people", Yincheng Life carried out the promotion in the form of videos, comics and other funny graphics, such as promoting and educating issues of the common safety accidents during commuting in a scenario-based form, so that publicity and education are more closely related to life and safety knowledge are more deeply rooted in people's hearts.

為讓職業安全教育「入心入腦」，銀城生活以視頻、漫畫等趣味的圖文形式宣傳，如採取場景化的方式對上下班途中常見的安全事故進行宣教，讓宣傳教育更加貼近生活、安全知識更加深入人心。



Promotion of occupational safety
職業安全宣傳

During the Reporting Period, the Group lost 7,686 working days due to work-related injuries, and there were no work-related fatalities from 2019 to 2022. In response to the existing work-related injury cases, we timely analyse and rectify the process and potential risks of the cases to avoid the recurrence of similar cases.

報告期內，本集團因工傷損失工作日7,686天，在2019至2022年期間未出現因工死亡事件。針對已經出現的工傷案件，我們及時針對案件發生過程及存在的潛在風險點進行分析和整改，避免類似的情況再次出現。

4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.2 Communication and Care (continued)

4.2.3 Employee Communication

Yincheng Life attaches great importance to hearing the voices of employees, actively communicates with employees through various channels, and seeks common development between the enterprise and employees. During the Reporting Period, the Company kept abreast of employees' thoughts and dynamics through 400 hotlines, interviews with resigned employees, and work reports of management employees, and continued to improve the Company's internal management and improve the stability of the workforce based on the feedback from employees.

In order to reduce the turnover rate of employees, Yincheng Life continued to expand the coverage of interviews with resigned employees, deeply analysed the feedback of resigned employees, summarised the main reasons for resignation of employees in various regions and business categories, and took corresponding countermeasures. During the Reporting Period, as regards our life consultants, we formulated the Life Consultant Retention Plan, which was sorted out from the perspectives of salary matching, reduction of work load, employee care, teacher-apprentice profit sharing and incentive policies, which enhanced the Company's attention to life consultants, improved the sense of happiness of life consultants, and effectively reduced the average turnover rate of life consultants.

4 攜手同行，打造人才團隊(續)

4.2 溝通關懷(續)

4.2.3 員工溝通

銀城生活注重聆聽員工心聲，積極通過多種渠道與員工溝通，共謀企業與員工的共同發展。報告期內，公司通過400熱線、與離職員工進行訪談、管理層員工述職等方式近距離了解員工想法與動態，並根據員工反饋的信息，不斷改進公司內部管理，提高員工隊伍穩定性。

為降低員工離職率，銀城生活持續擴大離職員工訪談覆蓋面，深度剖析離職員工反饋信息，總結各地區及業務類別員工離職的主要原因，採取相應的應對措施。報告期內，我們針對生活顧問制定了《生活顧問保有方案》，該方案從薪酬適配、工作減負、員工關懷、師徒利潤分享、激勵政策等維度進行了方案梳理，提升了公司對生活顧問的關注，提高了生活顧問的幸福度，有效降低了生活顧問平均離職率。

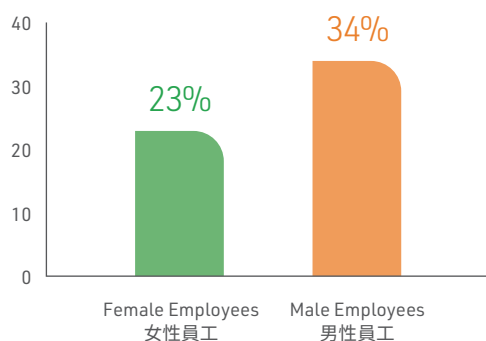
4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.2 Communication and Care (continued)

4.2.3 Employee Communication (continued)

During the Reporting Period, the employee turnover rate of the Company was 33.5%. The detailed turnover rate is as follows:

Employee Turnover Rate by Gender
 按性別劃分的僱員流失率



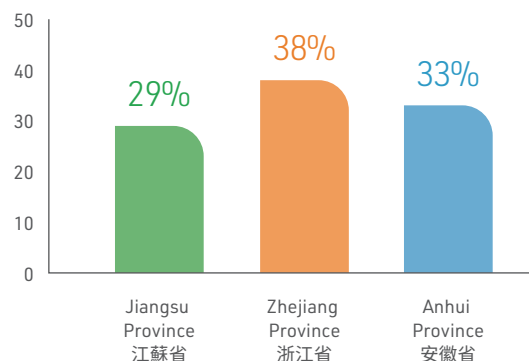
4 攜手同行，打造人才團隊 (續)

4.2 溝通關懷 (續)

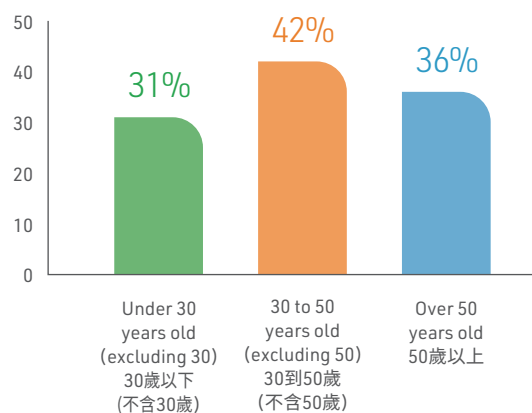
4.2.3 員工溝通 (續)

報告期內，本公司的員工流失率為33.5%，詳細流失率情況如下：

Employee Turnover Rate by Region
 按地區劃分的員工流失率



Employee Turnover Rate by Age
 按年齡劃分的員工流失率



4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.2 Communication and Care (continued)

4.2.4 Employee Care

We also pay attention to employee care, and strive to create a harmonious and loving workplace environment for employees, so that Yincheng Life's culture of kindness and love could warm every family member of Yincheng.

4 攜手同行，打造人才團隊(續)

4.2 溝通關懷(續)

4.2.4 員工關懷

我們亦注重員工關懷工作，力所能及地為員工營造和諧、有愛的職場環境，讓銀城生活的善·愛文化溫暖每一位銀城家人。

Caring for family members of anti-pandemic employees

抗疫員工家屬關懷

During the pandemic, Yincheng Life's employees actively supported Qixia District, Nanjing. In order to solve the worries of supporting employees who went to the epidemic area, Ms. Fan Xingxia, vice president of the Group, together with the colleagues of human resources, distributed the Company's caring package to the families of anti-pandemic employees. When successfully completing the pandemic support task, the regional directors personally brought flowers to the heroes.

疫情期間，銀城生活員工積極支援南京市棲霞區，為解決前往疫區支援員工的後顧之憂，集團副總裁范興霞女士攜人力資源的同事一起為抗疫員工家屬發放公司關懷物資。在圓滿完成疫情支援任務時，各區域總監親自帶鮮花贈送英雄。



Subsidies for impoverished employees

貧困員工補助

In order to reduce the burden of impoverished employees and their families, Yincheng Life implements a system of one-off or long-term subsidies for impoverished employees. For employees with incapacity or deceased due to accident, we provide financial subsidies and corresponding assistance to solve the worries. At the same time, we flexibly adjust working arrangements according to changes in external environment and weather to ensure the safety of employees.

為減輕貧困員工及其家庭負擔，銀城生活對貧困員工實施一次性補助或長期補助。針對喪失勞動能力或意外死亡員工，我們提供資金補助及相應援助，解決員工的後顧之憂。與此同時，我們根據外部環境、天氣變化，靈活調整工作安排，保障員工安全。

4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.3 Employee Development

Yincheng Life is committed to building a high-quality employee team, creating professional and standardised customer service, and continuously optimising the talent training system, performance evaluation system and promotion system according to the training needs of employees at different positions and ranks, so as to help the common development of the enterprise and employees, and achieve a win-win situation between organisational development and employee growth.

4.3.1 Talent Cultivation

In order to improve the competency of employees, Yincheng Life has formulated corresponding training plans based on employees' level, performance and position requirements, combined with offline centralised empowerment, online course review and on-the-job practise, constantly recharging employees and unlocking their potential. Our training system covers different types of graduates, new employees, management level and basic level employees to meet the personalised development needs of different types of employees.

4 攜手同行，打造人才團隊(續)

4.3 員工發展

銀城生活致力於建設高質量的員工隊伍，打造專業化、標準化的對客服務，依據不同崗位、不同職級員工的培訓需求，不斷優化人才的培養體系、績效考核體系及晉升體系，助力企業和員工的共同發展，實現組織發展與員工成長的雙贏。

4.3.1 人才培養

為提高員工崗位勝任能力，銀城生活根據員工層級、績效表現、崗位要求等制定相應的培養計劃，結合線下集中賦能、線上課程複盤及在崗實踐的方式，不斷為員工充電，挖掘員工潛能。我們的培訓體系涵蓋應屆畢業生、新入職員工、管理層、基層員工等不同類別，滿足不同類型員工的個性化發展需求。

Employee Training System of Yincheng Life
銀城生活員工培訓體系

Training participants 培訓對象	Training projects 培訓計劃	Training objectives 培訓目標
New employees 新入職員工	Pre-job training for management type new employees 管理類新員工崗前培訓	Enable new employees to integrate into the corporate culture as soon as possible, clearly understand the Company's general situation and rules and regulations, and enhance their sense of corporate identity. 使新員工能儘快融入企業文化，清楚了解公司的概況和規章制度，增強新員工的企業認同感。
	Pre-job training for operational type new employees 作業類新員工崗前培訓	Unify the training standards for operational type new employees, optimise the training process, help new employees integrate into the corporate culture as soon as possible, and deepen the job responsibilities and skill specifications of the operation positions. 統一作業類新員工培訓標準，優化培訓流程，幫助新員工儘快融入企業文化，深入了作業類崗位的崗位職責及技能規範要求。
Graduates 應屆畢業生	Maple Leaf Plan 楓葉計劃	Through all-round training to enable the trainees to quickly integrate into the corporate culture, master the core skills of the position and grow steadily, providing effective talent strategic support for the sustainable development of the Company. 經過全方面的培養，使應屆生其快速融入企業文化、熟練掌握崗位核心技能、穩步成長，為公司的持續發展提供有效的人才戰略支持。

4 JOINING HANDS TO BUILD A TALENT TEAM
(continued)

4.3 Employee Development (continued)

4.3.1 Talent Cultivation (continued)

4 攜手同行，打造人才團隊(續)

4.3 員工發展(續)

4.3.1 人才培養(續)

Employee Training System of Yincheng Life 銀城生活員工培訓體系		
Training participants 培訓對象	Training projects 培訓計劃	Training objectives 培訓目標
Life consultants and basic management staff 生活顧問、基層管理類員工	Life+ Improvement Training for Life Consultants 生活+生活顧問培訓提升	Unified customer service standards to provide better promotion channels for junior management employees. 統一對客服務標準，為基層管理類員工提供更好的晉升通道。
	Industry+ Improvement Training for Professional Consultants 產業+專業顧問培訓提升	With six expert modules as the theme, carrying out training on a monthly basis, we cultivate comprehensive talents through various forms such as professional course empowerment, daily training for teachers and apprentices, skill certification competition and action learning. 以六大專家模塊為主題按月培養，通過專業課程賦能、師帶徒日常訓練、技能認證大賽、行動學習等多種形式多緯度的打造複合型人才。
Project leaders 項目負責人	Project Leader Workshop 項目負責人工作坊	Improve management capabilities such as strengthening time management and task practise, and created outstanding professional project leaders of Yincheng through online + offline multi-dimensional empowerment. 強化時間管理、任務實踐等管理能力提升，通過線上+線下多維度賦能，打造銀城出色職業化的項目負責人。
Personnel with ranking of Director and above 總監及以上職級人員	EDP Business School EDP商學院	Cooperated with Nanjing University and Nanjing Normal University to carry out senior manager seminars, and developed a set of targeted short-term intensive courses, covering comprehensive management skills, management knowledge and management skills, and selected personnel at the level of director or above for empowerment. 與南京大學、南京師範大學進行合作，開展高級經理研修班，並研發了一套具有針對性的短期強化課程，內容覆蓋綜合管理技能、管理知識與管理技巧，篩選總監及以上職級人員進行賦能。
All employees 所有員工	Yincheng Talent Lectures 銀才講堂	A series of online training courses, which are guided training based on business needs and directed by the solution to practical issues. We hope to promote business development by creating a good learning atmosphere, improving the professional skills and comprehensive management level of project personnel. 系列線上培訓課程，從業務需求出發、基於解決實際問題的引導式培訓。希望通過營造良好的學習氛圍、提升項目人員的專業技能和綜合管理水平，助力業務發展。

4 JOINING HANDS TO BUILD A TALENT TEAM
(continued)

4.3 Employee Development (continued)

4.3.1 Talent Cultivation (continued)

4 攜手同行，打造人才團隊(續)

4.3 員工發展(續)

4.3.1 人才培養(續)

Yincheng Life 2022 Highlights of Training
銀城生活2022年亮點培訓工作



Employee pre-job training
員工崗前培訓



Maple Leaf Plan
楓葉計劃



Project Leader Workshop
項目管理人工作坊



Improvement Training for Life Consultants
生活+生活顧問培訓提升

4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.3 Employee Development (continued)

4.3.1 Talent Cultivation (continued)

In addition to the above training programmes, we also focus on improving the professional skills of employees, encourage employees to actively obtain property-related grade certificates, participate in academic upgrading and re-education, and improve their personal profile. In order to improve the education level and comprehensive quality of employees, Yincheng Life selects 10 outstanding talents from management and operational employees respectively on every August to receive education from higher education institutions. As of November 2022, we have completed seven sessions of the Double Ten Plan, and organised a total of 46 employees to attend higher education institutes and staff colleges in Nanjing, and 29 employees obtained bachelor's degree or junior college diploma.

Encourage Employees to Improve Their Skills and Qualifications 鼓勵員工技能和資質提升

Sit for property management related examinations

物業證書報考

Yincheng Life regularly organises attendance of various property management certificate examinations, and the Company would bear the corresponding expenses.
銀城生活定期組織各類物業證書報考，並由公司承擔相應費用。

Skill level training for individuals

個人技能等級培訓

In order to improve the comprehensive personal occupational ability, employees are arranged to receive personal skill level training for housekeeping, parental care, elderly care and health management specialist.
為提升個人職業綜合能力，安排員工進行家政、育嬰、養老、健康管理師個人技能等級培訓。

Traning for intermediate fire control certificate

中級消防證書培訓

In order to ensure the operation safety and standardisation of the fire-fighting module, we carried out training for intermediate fire control certificate.
為保證消防模塊的作業安全和規範，開展中級消防證書培訓。

4 攜手同行，打造人才團隊(續)

4.3 員工發展(續)

4.3.1 人才培養(續)

除以上培訓計劃外，我們亦專注於提升員工的專業技能，鼓勵員工積極考取物業相關等級證書，參與學歷提升和再教育，提升個人履歷。為提升員工學歷水平及自身綜合素質，銀城生活每年8月從管理類員工和作業類員工中各選拔出10名優秀人才輸送到高等院校接受學歷提升教育。截至2022年11月，我們已完成七屆雙十計劃，共組織46名員工報考南京多所高等及職工院校，並有29名員工獲得本科學歷或專科學歷。

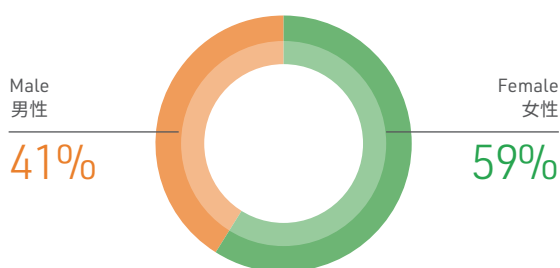
4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.3 Employee Development (continued)

4.3.1 Talent Cultivation (continued)

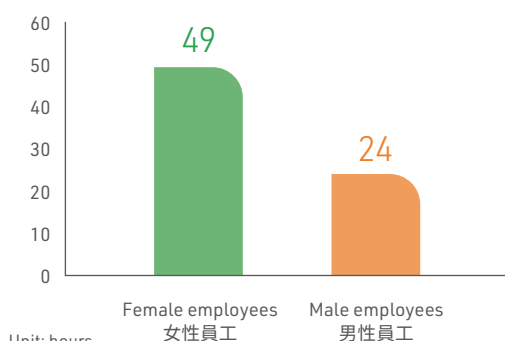
During the Reporting Period, our employee training is as follows:

Percentage of Training by Gender
按性別劃分的受訓僱員百分比



Unit: Percentage
單位：百分比

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



Unit: hours
單位：小時

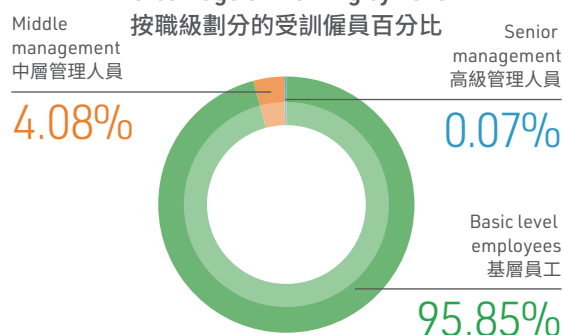
4 攜手同行，打造人才團隊 (續)

4.3 員工發展 (續)

4.3.1 人才培養 (續)

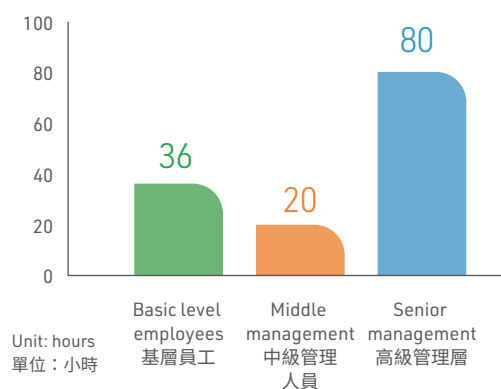
報告期內，我們的員工培訓情況如下：

Percentage of Training by Level
按職級劃分的受訓僱員百分比



Unit: Percentage
單位：百分比

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



Unit: hours
單位：小時

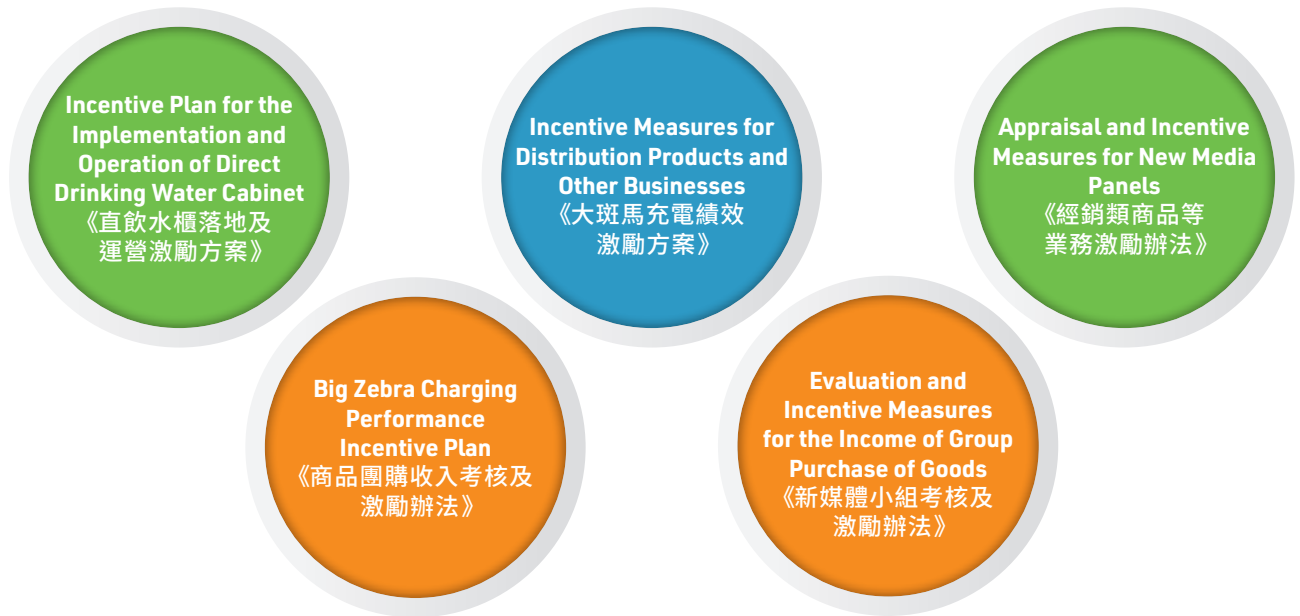
4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.3 Employee Development (continued)

4.3.2 Promotion Assessment

To ensure the orderly operation of the Company's internal management mechanism, Yincheng Life continuously optimises the employee performance appraisal mechanism, adapts to the nature of different positions, establishes the external restraint mechanism and self-incentive mechanism for employees, and encourages employees to continuously surpass themselves and realise the integration of personal value and enterprise value.

Promotion System and Performance Appraisal Plan of Yincheng Life 銀城生活晉升制度及績效考核方案



In order to help talent training and build a solid talent team, Yincheng Life broke the management-based approach, continuously improving the talent promotion system and talent evaluation system based on the original foundation, and increased the exchange and rotation mechanism before the promotion of the reserve controllers and above, so as to promote the cross-regional, cross-department, cross-ranking and cross-position communication of managers.

4 攜手同行，打造人才團隊 (續)

4.3 員工發展 (續)

4.3.2 晉升考核

為保障公司內部管理機制有序運轉，銀城生活不斷優化員工績效考核機制，適配不同崗位的性質，建立員工外部約束機制及自我激勵機制，鼓勵員工不斷超越自我，實現個人價值與企業價值的融合。

為助力人才培養，建設夯實的人才梯隊，銀城生活打破管理本位主義，不斷在原有基礎上完善人才晉升體系及人才評價體系，在試點儲備總監及以上人員晉升前增加交流輪崗機制，促進管理者跨地區、跨部門、跨職級、跨崗位交流。

4 JOINING HANDS TO BUILD A TALENT TEAM (continued)

4.3 Employee Development (continued)

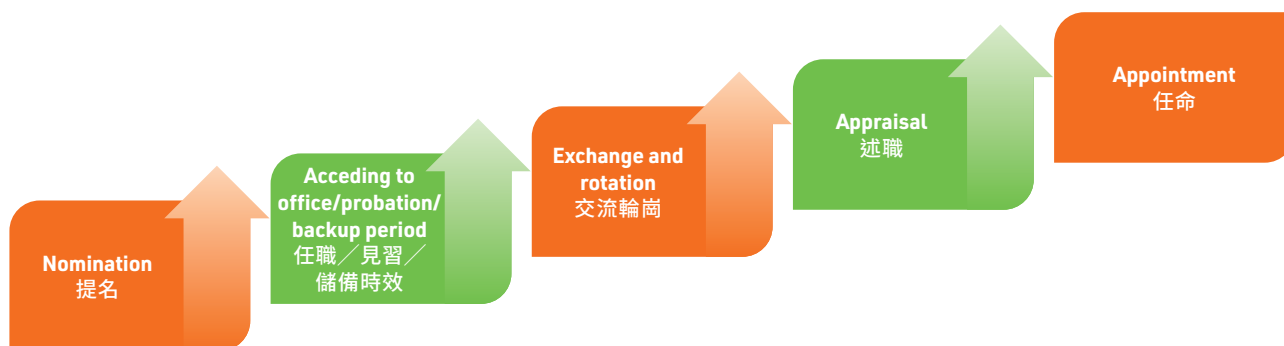
4.3.2 Promotion Assessment (continued)

4 攜手同行，打造人才團隊 (續)

4.3 員工發展 (續)

4.3.2 晉升考核 (續)

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



5 CO-CONSTRUCTION AND SHARING TO PROMOTE INDUSTRY DEVELOPMENT

Yincheng Life is committed to the common prosperity of the industry and looking forward to grow together with the society and creating sustainable development value together. We actively cooperate with business partners to create a mutually beneficial supply chain system and promote local economic development; we always insists on giving back to the society through public welfare actions and strives to create a happy and warm community.

5.1 Supplier Management

Yincheng Life attaches great importance to the cooperation relationship with suppliers, continuously optimises the supplier management system and system, strengthens the construction of the bidding and procurement platform, and strives to build a sustainable supply chain management system to achieve mutual benefit and win-win.

During the Reporting Period, under the management systems such as the "Procurement Management System" and the "Supplier Selection, Evaluation and Management Control Procedures", we continued to improve the supplier access, evaluation and assessment mechanism, and updated the service procurement approval process outside the business scope of professional companies and the supplier rating mechanism.

During the Reporting Period, the Company had a total of 605 registered suppliers, all from Eastern China.

5 共建共享，助力行業發展

銀城生活以行業共榮為己任，期待與社會共同成長、共創可持續發展價值。我們積極與商業夥伴合作，打造互惠的供應鏈體系，助推本土經濟發展；始終堅持以公益回饋社會，努力創建幸福溫暖的社區。

5.1 供應商管理

銀城生活十分珍視與供應商的合作關係，不斷優化供應商管理制度和體系，強化招採平台的建設，同時致力於打造可持續發展的供應鏈管理體系，以期實現互惠共贏。

報告期內，在《採購管理制度》、《供方選擇、評價與管理控制程序》等管理制度下，我們持續完善供應商的准入、評價和考核機制，更新了關於專業公司業務範疇外的服務採購審批流程以及供應商評分等級機制。

報告期內，本公司在冊供應商共計605家，均來自華東地區。

5 CO-CONSTRUCTION AND SHARING TO PROMOTE INDUSTRY DEVELOPMENT (continued)

5.1 Supplier Management (continued)

Evaluation method 評審辦法

- The assessment targets are suppliers in all segments of Yincheng Life, and the responsible persons of the projects/departments/companies shall be the assessors
以銀城生活各板塊年度內有合作的供應商為評審對象，合作的項目／部門／公司的負責人為評審評委
- Review the supplier management module on the bidding and procurement platform, the suppliers are divided into two dimensions: material suppliers and service suppliers
通過招采平臺供應商管理模塊進行評審，分為物質類供應商與服務類供應商兩個維度

Assessment criteria 評審標準

- The average score of the assessors is taken as the evaluation score of the supplier
以各評委打分均分作為該供應商的評審得分
- According to the assessment scores, suppliers are divided into four levels: A (excellent), B (good), C (medium) and D (disqualified). Class A, B and C are qualified suppliers, which are included in the list of qualified material suppliers, and Class D suppliers are eliminated
根據評審得分將供方分為A (優秀)、B (良好)、C (中等)、D (不合格) 四個等級。A、B、C類為合格供應商，列入合格物資供方名錄，D類淘汰
- The supply distribution rate for the following year will be determined based on the assessment level
評審等級決定次年供貨分配率

Supplier selection 供應商選擇

- Suppliers that are included in the "List of Qualified Suppliers" and cannot perform product supply and service supply as required due to various reasons, and are unable to improve or cooperate actively, will be disqualified as qualified suppliers
已納入《合格供方名錄》的供方，由於各種原因不能按要求履行產品供應和服務供應的供方，且沒能力改進或配合不積極的，取消合格供方資格
- In principle, suppliers are selected from the List of Qualified Suppliers, and new suppliers may be introduced where the procurement needs cannot be met. The procurement team would conduct internal evaluation based on suppliers' service capabilities, price advantages and cooperation advantages, and the cooperation relationship will be determined after price comparison against three parties or bidding
原則上供應商從《合格供方名錄》中選擇，不能滿足採購需求的可引進新供方，採供組結合供應商的服務能力、價格優勢、合作優勢做內部評估，經三方比價或招投標後確定合作關係

In terms of service procurement, we adopt the management policy of "strengthen internal sourcing and refine control of outsourcing": in the business areas involving professional companies, we will strengthen the creation of internal sourcing and expand the scope of internal sourcing; in order to ensure the quality of operations and customer satisfaction, the selection of external contractors and process management are refined and strictly controlled. While effectively improving the efficiency of procurement, it also reduces the risk of service procurement.

在服務採購方面，我們採取「強化內包、精控外包」的管理方針：在涉及專業公司業務領域，強勢打造內包並擴大內包範圍；為確保作業品質和客戶滿意，對外包方選擇及過程管理進行精密和嚴格控制，有效提高採購時效的同時，也降低了服務採購風險。

5 CO-CONSTRUCTION AND SHARING TO PROMOTE INDUSTRY DEVELOPMENT (continued)

5.1 Supplier Management (continued)

In addition, during the Reporting Period, we optimised the management methods of material consumption, and continuously improved the procurement efficiency from the aspects of system improvement, digital application and personnel management.

Optimisation of Material Consumption Management 物耗管理優化

System improvement 制度完善

- Formulated the 2022 Material Consumption Management Manual to coordinate regional procurement and inventory management
制定2022年物耗管理手冊，區域統籌採購和庫存管理

Digital application 數字化應用

- Utilised the bidding platform system to manage the and set up digital functions such as budget reminders and data reports
運用招采平臺系統管理，設置預算提醒、數據報告等數字化功能

Personnel Management 人員管理

- Set up dedicated procurement management personnel and issue material consumption management responsibility credentials
設定專職採購管理人員，下發物耗管理責任狀

Sunshine procurement

We are committed to maintaining a clean, fair and transparent supply chain system. We established and implemented a range of mechanisms and initiatives to effectively help the company identify and mitigate environmental and social risks. In the bidding and procurement process, we require enterprises to provide relevant qualification certificates according to the professional types, including the person-in-charge post certificate, the practising skills certificate, company financial proof, the performance contract, etc. At the same time, a "Sunshine Agreement" must be attached to each expenditure contract to resist corruption, monopoly and other unfair competition behaviours. In addition, we have also developed a monitoring and reporting applet to create an open and transparent cooperation environment for suppliers.

陽光採購

我們始終以維護廉潔、公平、透明的供應鏈體系為己任。我們建立並實施一系列完善的機制和舉措，有效地幫助公司識別和應對各項環境和社會風險。在招採環節中，我們要求企業根據專業類型提供相關資質證明文件，包括負責人崗位證書、執業技能證書、公司財務證明、業績合同等。同時，在每一份支出合同簽署時，都必須附帶一份「陽光協議」，以抵制貪污腐敗、壟斷等不正當競爭行為。此外，我們還開發了監察舉報小程序，為供應商營造出公開透明的合作環境。

The Monitoring and Reporting applet 監察舉報小程序



5 CO-CONSTRUCTION AND SHARING TO PROMOTE INDUSTRY DEVELOPMENT (continued)

5.1 Supplier Management (continued)

Green procurement

We are committed to building a green supply chain. We give priority to suppliers with excellent environmental performance and environmental protection certifications, actively introduce environmentally friendly, energy-saving and emission-reducing equipment, and work with suppliers to create a clean and green home.

5 共建共享，助力行業發展 (續)

5.1 供應商管理 (續)

綠色採購

我們致力於打造綠色供應鏈，優先與環保表現優良且具備環保認證的供應商合作，積極引入環境友好、節能減排的設備，與供應商攜手創建清潔綠色家園。

Introduce a cleaning and transportation platform company to operate all non-domestic waste removal and transportation business online, and realise whole-process visualisation
引進清運平臺公司，所有非生活垃圾清運業務上線運營，清運流程及路線實現了全程視覺化

Unified procurement of green batteries to meet the environmental needs of battery swapping stations
統一採購綠色電池，滿足換電站的環保需求

In the Gardening and Landscaping Module, we purchased and introduced a new sprinkler irrigation system to save water resources
在園林綠化模塊中，採購和引入新型噴灌系統，節約水資源

5 CO-CONSTRUCTION AND SHARING TO PROMOTE INDUSTRY DEVELOPMENT (continued)

5.1 Supplier Management (continued)

Localised procurement

We cooperated with local brands in Jiangsu to allocate suitable suppliers in the region where the project is located, which effectively controlled the delivery time and distribution costs, whereby ensuring the flexibility and uniformity of the Group's management. During the Reporting Period, the proportion of local suppliers of Yincheng Life reached 90%.

Localised Procurement Efficiency 本土化採購時效

After classification according to the types of materials, 1-2 service suppliers shall be distributed according to the area of the project. the delivery of materials shall be completed by manual delivery or express delivery within 3 days of emergency procurement, or within 7 days of planned procurement (except where agreed otherwise and customised products),

按物料大類進行分類後，再按項目所屬區域分配1-2個服務供方，要求應急採購3天內，計畫採購7天內（另外約定及定製品除外），以人工送貨或者快遞形式完成物資配送工作

Return or exchange within 15 days from the date of arrival, and reach out to supplier for return of goods
退換貨為到貨之日起15日內，對接供應商完成實物退貨

5 共建共享，助力行業發展 (續)

5.1 供應商管理 (續)

本土化採購

我們與江蘇本土品牌開展合作，利用項目所屬區域分配合適供方，有效控制了配送時效和配送成本，同時又能保證集團在管理上的靈活性與統一性。報告期內，銀城生活的本土供應商佔比達到90%。

5 CO-CONSTRUCTION AND SHARING TO PROMOTE INDUSTRY DEVELOPMENT (continued)

5.2 Win-win Cooperation

Yincheng Life actively carried out diversified cooperation with business partners to form resource sharing and complementary advantages, smooth economic circulation, promote industry development and industry ecosystem construction, and form a good pattern of win-win cooperation.

5 共建共享，助力行業發展 (續)

5.2 合作共贏

銀城生活積極與商業夥伴開展多樣化合作，形成資源共享與優勢互補，暢通經濟循環，促進行業發展與行業生態圈建設，形成了合作共贏的良好格局。

Yincheng Life joined hands with Ermu to create heart-warming cultural tourism services

銀城生活攜手爾目，共鑄暖心文旅服務

On 14 May 2022, the signing ceremony of cooperation between Yincheng Life and Jiangsu Ermu Cultural Tourism Development Group was held in Jinling Hotel, Nanjing. Both parties will carry out in-depth cooperation in property management, cultural and tourism services and other related fields, and jointly establish Jiangsu Shuimei Yincheng Property Services Co., Ltd., a cultural and tourism property professional company that is nationally leading and with modelling effect in Jiangsu with cultural characteristics and warm experience, with an aim to play a demonstration role in promoting the upgrading of cultural and tourism quality in Jiangsu Province, and promote the development of scenic spot property services into a new era.

2022年5月14日，銀城生活與江蘇爾目文化旅遊發展集團合作簽約儀式在南京金陵飯店隆重舉行。雙方圍繞物業管理、文旅服務等相關領域展開深度合作，共同組建打造全國領先和具有江蘇樣板的有文化特色、有溫度體驗的文旅物業專業公司——江蘇水美銀城物業服務有限公司，旨在為全力促進江蘇文旅品質的提檔升級發揮示範作用，推動景區物業服務步入全新時代。



Cooperation signing ceremony

合作簽約儀式

5 CO-CONSTRUCTION AND SHARING TO PROMOTE INDUSTRY DEVELOPMENT (continued)

5.3 Community Contribution

As a property management service provider with years of experience in the industry, Yincheng Life adheres to the original intention of "improving residents' sense of happiness", optimises community services, actively participates in public welfare, and contributes to the construction of a better community and a better life.

Support of Education with Mutual Love

Yincheng Life continues to devote itself to charity, and has built a platform for employees and customers to participate in public welfare activities, gathering love into the flame, lighting the warmth of the community, injecting the power of Yincheng into the society, and creating a harmonious and beautiful home.

During the Reporting Period, we actively cooperated with the Jiangsu Youth Development Foundation to carry out diversified public welfare activities for young people.

5 共建共享，助力行業發展 (續)

5.3 社區貢獻

作為擁有多年行業經驗的物業管理服務供應商，銀城生活秉持著「提高居民幸福感」的初心，優化社區服務，熱心投身公益，為建設美好社區、助力美好生活貢獻力量。

助學互愛

銀城生活持續投身慈善事業，為員工和客戶打造了參與公益活動的平台，將愛心凝聚成火焰，照亮社區的溫暖，將銀城力量注入社會，共創和諧美好的家園。

報告期內，我們積極與江蘇省青少年發展基金會合作，針對青少年群體開展了多樣化的公益活動。

Yincheng Life Charity Fund 銀城生活善愛基金

In order to promote the development of Yincheng Life Charity Fund and help more children from impoverished families, Yincheng Life Service Co., Ltd. and Jiangsu Youth Development Foundation established the "Yincheng Life Charity Fund", focusing on the development of youth public welfare projects among the service groups. On 28 October 2022, the signing ceremony of "Yincheng Life Charity Fund" was successfully held.

為了促進銀城生活善愛基金的發展，為更多貧困家庭的孩子助學紓困，銀城生活服務有限公司攜手江蘇省青少年發展基金會設立了「銀城生活善愛基金」，重點在服務群體中開展青少年公益項目。2022年10月28日，「銀城生活善愛基金」簽約儀式圓滿舉行。



Signing ceremony of "Yincheng Life Charity Fund"
「銀城生活善愛基金」簽約儀式

5 CO-CONSTRUCTION AND SHARING TO PROMOTE INDUSTRY DEVELOPMENT (continued)

5.3 Community Contribution (continued)

Support of Education with Mutual Love (continued)

5 共建共享，助力行業發展 (續)

5.3 社區貢獻 (續)

助學互愛 (續)

Warm Winter Education Assistance Programme

暖冬助學計劃

Yincheng Life joined hands with the Jiangsu Youth Development Foundation to launch the "Thousand Students Assistance Programme", hoping to realise the dream of 1,000 students in three years, making "Yincheng Red" their exclusive memory in this winter. As of 16:00 on 26 December 2022, 1,062 people have participated in the "Thousand Students Assistance Programme", raising a total of RMB291,072.6, which is expected to help 300 children.

銀城生活攜手江蘇省青少年發展基金會發起了「千人助學計劃」，希望在三年時間內圓一千位學子的上學夢，讓一抹抹鮮豔的「銀城紅」成為他們在這個冬天最絢麗的獨家記憶。截至2022年12月26日16點，已有1,062人參與了千人助學計劃，累計籌得善款人民幣291,072.6元，預計幫助300位兒童。



Warm Winter Education Assistance Programme
暖冬助學計劃

Pandemic Prevention and Control

At the beginning of 2022, the COVID-19 pandemic has once again brought a huge impact on China's economic development and people's lives. Under the severe challenges, Yincheng Life not only implemented various prevention and control mechanisms in a timely manner, strengthened the protection and health protection for employees and residents, but also actively participated in volunteer services to overcome the difficulties together.

疫情防控

2022年初，新冠疫情再次對我國的經濟發展和百姓生活帶來了巨大的衝擊。在嚴峻的考驗下，銀城生活不僅及時落實各項防控機制，加強對於員工、居民的守護與健康保障，也積極參與到志願服務工作中去，眾志成城，共克時艱。

5 CO-CONSTRUCTION AND SHARING TO PROMOTE INDUSTRY DEVELOPMENT (continued)

5.3 Community Contribution (continued)

Pandemic Prevention and Control (continued)

In response to the sudden outbreak of the pandemic, we have formulated the Emergency Plan for Pandemic Prevention and Control, under which the property manager will perform more roles and take more responsibilities, strictly implement responsibilities from top to bottom to protect the last 100 metres of the community. From comprehensive strengthening of prevention and control to normalised management and control, we have unified and established a set of Yincheng pandemic prevention action standards for various service scenarios and special groups in the community. At the same time, we pay attention to the pandemic prevention policies at all levels and update the information in relation to vehicle licence plates in high and middle risk areas in real time to adjust pandemic prevention measures in a timely manner.

5 共建共享，助力行業發展 (續)

5.3 社區貢獻 (續)

疫情防控 (續)

我們針對疫情突發制定了《疫情防控緊急預案》，物業一人多角、一人多擔，從上到下嚴格落實責任，守護社區最後100米的平安。從全面強化防控，到常態化管控，我們針對園區各種服務場景和特殊人群，統一建立起一套銀城防疫動作標準，同時關注各級地區防疫政策，實時更新高中風險地區車牌信息，以便及時調整防疫舉措。



5 CO-CONSTRUCTION AND SHARING TO PROMOTE INDUSTRY DEVELOPMENT (continued)

5.3 Community Contribution (continued) Pandemic Prevention and Control (continued)

5 共建共享，助力行業發展 (續)

5.3 社區貢獻 (續) 疫情防控 (續)

Pandemic Prevention and Control Measures of Yincheng Life

「銀城人」志願抗疫活動

In response to the urgent demand for pandemic prevention and control of Qushui Wenhua Garden, Yincheng Life immediately sent volunteers to work with the community, sub-district and other parties to build a solid anti-pandemic battle line. In order to ensure the normal living supply and living environment of residents, the employees of Yincheng Life have left their small homes for the good of the big home, strictly followed the Emergency Plan for Pandemic Prevention and Control, did a good job in basic cleaning and disinfection, and actively participated in volunteer services such as assisting nucleic acid testing, delivering supplies to the doorstep and caring for the elderly, so that home owners can be quarantined at ease at home.

面對曲水文華苑疫情防控的緊急需求，銀城生活即刻派出志願者，攜手社區、街道等多方力量，牢築防疫戰線。為保證居民正常生活供給和居住環境，銀城生活的員工們舍小家為大家，嚴格按照《項目疫情防控應急預案》做好基礎保潔、消毒工作，還主動參與協助核酸檢測、物資送貨上門、老人就醫關懷等志願服務，讓居家業主得以安心隔離。



“Yincheng People” anti-pandemic volunteer activity
銀城生活防疫管控

APPENDIX I: LIST OF LAWS, REGULATIONS AND
INTERNAL POLICIES

附錄一：法律法規及內部政策清單

Classification 分類	Type 類型	Name 名稱
Environmental 環境類	National laws and regulations 國家法律法規	Environmental Protection Law of the People's Republic of China 《中華人民共和國環境保護法》 Energy Conservation Law of the People's Republic of China 《中華人民共和國節約能源法》 Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution 《中華人民共和國固體廢物污染防治法》 Regulations on Domestic Waste Management 《生活垃圾管理條例》
	Internal policies 內部政策	Operation Guidelines for Installation of New Energy Charging Piles 《新能源充電樁安裝操作指引》 Water Management Plan and Implementation Plan for Service and Office Areas 《服務辦公區域用水管理計劃及實施方案》 Service Waste Management System 《服務廢棄物管理制度》 Guidelines for Domestic Waste Classification 《生活垃圾分類工作指引》
Labour 勞工類	National laws and regulations 國家法律法規	Labor Contract Law of the People's Republic of China 《中華人民共和國勞動合同法》 Labor Law of the People's Republic of China 《中華人民共和國勞動法》 Law of the People's Republic of China on the Protection of Minors 《中華人民共和國未成年人保護法》 Law of the People's Republic of China on the Prevention and Control of Occupational Diseases 《中華人民共和國職業病防治法》 Interim Measures for the Supervision and Administration of Work Safety of Central State-owned Enterprises 《中央企業安全生產監督管理暫行辦法》
	Internal policies 內部政策	Recruitment Management System 《招聘管理制度》 Employee Handbook 《員工手冊》 Management Measures for Employee Compensation and Benefits 《員工薪酬福利管理辦法》 Management Measures for Promotion of Managers 《管理者職級晉升管理辦法》 Group Occupational Health and Safety Management System 《集團職業健康安全管理制度》 Occupational Safety Operation Guidelines 《職業安全作業指引》 Emergency Safety Rules 《應急安全細則》

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

**附錄一：法律法規及內部政策清單
(續)**

Classification 分類	Type 類型	Name 名稱	
Anti-corruption and corporate governance 反貪污和公司治理類	National laws and regulations 國家法律法規	Company Law of the People's Republic of China 《中華人民共和國公司法》	
		Code of Corporate Governance for Listed Companies 《上市公司治理準則》	
		Anti-money Laundering Law of the People's Republic of China 《中華人民共和國反洗錢法》	
		Anti-corruption Law of the People's Republic of China 《中華人民共和國反貪污法》	
		Criminal Law of the People's Republic of China 《中華人民共和國刑法》	
		Interim Provisions on Banning Commercial Bribery 《關於禁止商業賄賂行為的暫行規定》	
		Anti-Unfair Competition Law of the People's Republic of China 《中華人民共和國反不正當競爭法》	
		Internal policies 內部政策	Total Risk Management Measures 《全面風險管理辦法》
			Management Measures for Internal Control 《內部控制管理辦法》
			Guidelines for Standardized Operation of Car Park Management 《停車場管理規範操作指引》
	Anti-corruption and Anti-bribery Code of Conduct 《反腐敗反賄賂行為守則》		
	Anti-fraud System 《反舞弊制度》		
	Anti-fraud and Whistle-blowing Policy 《防止舞弊與鼓勵舉報制度》		
	Intellectual property 知識產權類		National laws and regulations 國家法律法規

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

**附錄一：法律法規及內部政策清單
(續)**

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

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

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

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Environmental, Social and Governance Areas, General Disclosures and KPIs 環境、社會及管治範疇與一般披露及關鍵績效指標		Sections 所在章節	
Aspect A3 層面A3	The Environment and Natural Resources 環境及天然資源		
General Disclosure 一般披露	Policies on minimising the issuer's significant impact on the environment and natural resources. 減低發行人對環境及天然資源造成重大影響的政策。	3.1	Green Management 綠色管理
KPI A3.1 關鍵績效指標A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	3.1	Green Management 綠色管理
Aspect A4 層面A4	Climate Change 氣候變化		
General Disclosure 一般披露	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer. 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。	3.1	Green Management 綠色管理
KPI A4.1 關鍵績效指標A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them. 描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。	3.1	Green Management 綠色管理

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Environmental, Social and Governance Areas, General Disclosures and KPIs 環境、社會及管治範疇與一般披露及關鍵績效指標		Sections 所在章節
SOCIETY 社會		
Aspect B1 層面B1	Employment 僱傭	
General Disclosure 一般披露	Information on: 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) the policies; and 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer 對發行人有重大影響的相關法律及規例的資料。 relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	4.1 Employment Compliance 合規僱傭
KPI B1.1 關鍵績效指標B1.1	Total workforce by gender, employment type, age group and geographical region. 按性別、僱傭類型、年齡組別及地區劃分的僱員總數。	4.1 Employment Compliance 合規僱傭
KPI B1.2 關鍵績效指標B1.2	Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的僱員流失比率。	4.2.3 Employee Communication 員工溝通
Aspect B2 層面B2	Health and Safety 健康與安全	
General Disclosure 一般披露	Information on: 有關提供安全工作環境及保障僱員避免職業性危害的： (a) the policies; and 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer 遵守對發行人有重大影響的相關法律及規例的資料。 relating to providing a safe working environment and protecting employees from occupational hazards.	4.2.2 Health and Safety 健康安全

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Environmental, Social and Governance Areas, General Disclosures and KPIs 環境、社會及管治範疇與一般披露及關鍵績效指標		Sections 所在章節
KPI B2.1 關鍵績效指標B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. 過去三年(包括匯報年度)每年因工亡故的人數及比率。	4.2.2 Health and Safety 健康安全
KPI B2.2 關鍵績效指標B2.2	Lost days due to work injury. 因工傷損失工作日數。	4.2.2 Health and Safety 健康安全
KPI B2.3 關鍵績效指標B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored. 描述所採納的職業健康與安全措施，以及相關執行及監察方法。	4.2.2 Health and Safety 健康安全
Aspect B3 層面B3	Development and Training 發展及培訓	
General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 Training refers to vocational training. It may include internal and external courses paid by the employer. 培訓指職業培訓，可包括由僱主付費的內外部課程。	4.3 Employee Development 員工發展
KPI B3.1 關鍵績效指標B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management). 按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。	4.3 Employee Development 員工發展
KPI B3.2 關鍵績效指標B3.2	The average training hours completed per employee by gender and employee category. 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	4.3 Employee Development 員工發展
Aspect B4 層面B4	Labour Standards 勞工準則	
General Disclosure 一般披露	有關防止童工或強制勞工的： Information on: (a) the policies; and 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer 遵守對發行人有重大影響的相關法律及規例的資料。 relating to preventing child and forced labour.	4.1 Employment Compliance 合規僱傭

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Environmental, Social and Governance Areas, General Disclosures and KPIs 環境、社會及管治範疇與一般披露及關鍵績效指標		Sections 所在章節
KPI B4.1 關鍵績效指標B4.1	Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	4.1 Employment Compliance 合規僱傭
KPI B4.2 關鍵績效指標B4.2	Description of steps taken to eliminate such practises when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	4.1 Employment Compliance 合規僱傭
Aspect B5 層面B5	Supply Chain Management 供應鏈管理	
General Disclosure 一般披露	Policies on managing environmental and social risks of the supply chain. 管理供應鏈的環境及社會風險政策。	
KPI B5.1 關鍵績效指標B5.1	Number of suppliers by geographical region. 按地區劃分的供應商數目。	5.1 Supply Chain Management 供應鏈管理
KPI B5.2 關鍵績效指標B5.2	Description of practises relating to engaging suppliers, number of suppliers where the practises are being implemented, how they are implemented and monitored. 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。	5.1 Supply Chain Management 供應鏈管理
KPI B5.3 關鍵績效指標B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 描述有關識別供應鏈每個環節的環境及社會風險的管理，以及相關執行及監察方法。	5.1 Supply Chain Management 供應鏈管理
KPI B5.4 關鍵績效指標B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 描述在揀選供應商時促使多用環保產品及服務的管理，以及相關執行及監察方法。	5.1 Supply Chain Management 供應鏈管理

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Environmental, Social and Governance Areas, General Disclosures and KPIs 環境、社會及管治範疇與一般披露及關鍵績效指標		Sections 所在章節
Aspect B6 層面B6	Product Responsibility 產品責任	
General Disclosure 一般披露	Information on: 有關所提供產品和服務的健康與安全、廣告、標籤、私隱事宜以及補救方法的： (a) 政策；及 (a) the policies; and (b) 遵守對發行人有重大影響的相關法律及規例的資料。 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	2.2 Customer Protection 客戶保障
KPI B6.1 關鍵績效指標B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons. 已售或已運送產品總數中因安全與健康理由而須回收的百分比。	The company is not involved in manufacturing goods 公司不涉及製造商品
KPI B6.2 關鍵績效指標B6.2	Number of products and service related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	2.2 Customer Protection 客戶保障
KPI B6.3 關鍵績效指標B6.3	Description of practises relating to observing and protecting intellectual property rights. 描述與維護及保障知識產權有關的慣例。	1.3 Business Ethics 商業道德
KPI B6.4 關鍵績效指標B6.4	Description of quality assurance process and recall procedures. 描述質量檢定過程及產品回收程序。	The company is not involved in manufacturing goods 公司不涉及製造商品
KPI B6.5 關鍵績效指標B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored. 描述消費者數據保障及私隱政策，以及相關執行及監察方法。	2.2 Customer Protection 客戶保障

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Environmental, Social and Governance Areas, General Disclosures and KPIs 環境、社會及管治範疇與一般披露及關鍵績效指標		Sections 所在章節
Aspect B7 層面B7	ANTI-CORRUPTION 反貪污	
General Disclosure 一般披露	Information on: 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) the policies; and 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	1.3 Business ethics 商業道德
KPI B7.1 關鍵績效指標B7.1	Number of concluded legal cases regarding corrupt practises brought against the issuer or its employees during the reporting period and the outcomes of the cases. 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	1.3 Business ethics 商業道德
KPI B7.2 關鍵績效指標B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	1.3 Business ethics 商業道德
KPI B7.3 關鍵績效指標B7.3	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	1.3 Business ethics 商業道德
Aspect B8 層面B8	COMMUNITY INVESTMENT 社區投資	
General Disclosure 一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 有關以參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	5.3 Community Contribution 社區貢獻
KPI B8.1 關鍵績效指標B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	5.3 Community Contribution 社區貢獻
KPI B8.2 關鍵績效指標B8.2	Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源(如金錢或時間)。	5.3 Community Contribution 社區貢獻



銀城生活服務有限公司

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