



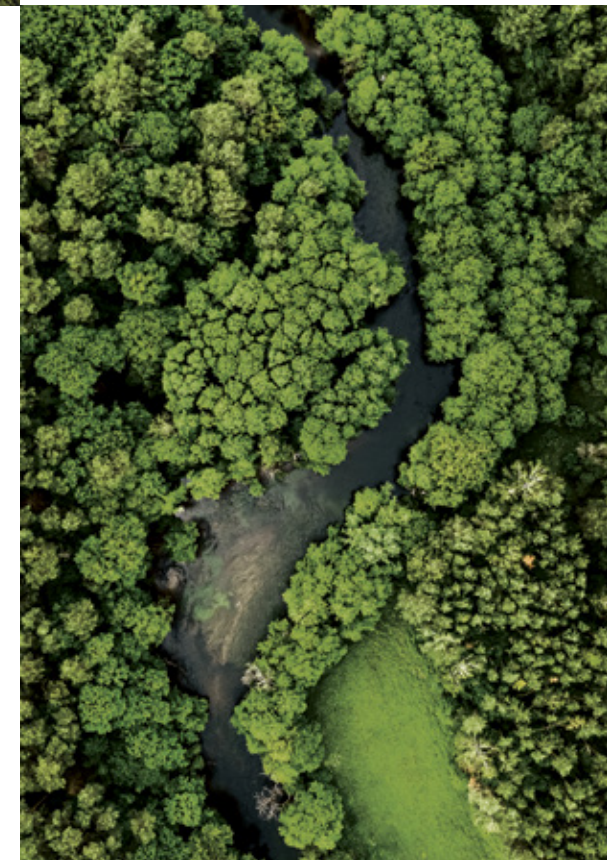
仁恒
YANLORD

Yanlord
Land
Group
Limited



STAYING THE COURSE

Sustainability
Report
2022





CONTENTS

2	Overview	23	Caring for Our Customers
3	Reporting Scope and Period	24	Quality of Products and Services
3	Reporting Standards	43	Customer Privacy
3	Feedback		
4	Introduction and Leadership Statement	45	Empowering Our People
5	2022 Sustainability Highlights	46	Employee Demographics
6	About Yanlord	49	Employment and Training
7	Awards	57	Occupational Health and Safety
8	Board Statement		
9	Sustainability Governance	63	Preserving Our Planet
10	Stakeholder Engagement	64	Climate Change
14	Materiality Assessment	68	Green Buildings
15	Sustainable Development Goals		
16	Sustainability in Our Value Chain	83	Creating Shared Value for Our Society
		84	Economic Performance
17	Upholding Good Governance	85	Local Community and Social Investment
18	Anti-Corruption and Business Ethics		
22	Compliance with Laws and Regulations	88	GRI Content Index





Overview

To sustain longevity,
you have to evolve.

ARIES SPEARS



Yanlord Land Group Limited (“Company” and together with its subsidiaries, “Yanlord” or “Group” or “we” or “our” or “us”) remains committed on its journey towards sustainability. Notwithstanding the challenging economic and social environment in 2022 due to COVID-19 pandemic, the Group is determined towards embedding sustainable practices across its business operations where possible, supporting its own employees, customers and local communities, and strives to uphold a robust governance over its processes.

This full sustainability report for the financial year ended December 31, 2022 (“FY 2022”) (“Sustainability Report”) provides stakeholders a holistic and transparent account of Yanlord’s approach, initiatives and performances in the environmental, social and governance (“ESG”) and sustainability aspects.

In FY 2022, Yanlord continues to enhance quality of its sustainability disclosures, and key updates set out in this Sustainability Report encapsulate:

- Transitioning from Global Reporting Institute (“GRI”) Standards 2016 to GRI Standards 2021¹.
- Climate-related disclosures prepared according to the Task Force on Climate-Related Financial Disclosures (“TCFD”) recommendations which has been set out under Practice Note 7.6 Sustainability Reporting Guide of the Listing Manual of Singapore Exchange Securities Trading Limited (“Listing Manual”) where Yanlord will be taking a phased approach and start with Singapore Exchange’s recommendation for Year 1 reporters.

Yanlord has conducted an internal review over selected sustainability aspects. Yanlord has not conducted an external independent assurance for this reporting period, but will consider doing so in future as our sustainability reporting practices mature.

This Sustainability Report should be read together with Yanlord’s Annual Report for FY 2022 (“Annual Report 2022”) for a comprehensive view of our businesses and performance.

REPORTING SCOPE AND PERIOD

Unless otherwise stated, the reporting scope for FY 2022 covers:

The People’s Republic of China (“PRC”)

- Yanlord’s main business segments
 - Property Development²
 - Managed Properties³
 - Hotels & Serviced Apartments

Singapore

- United Engineers Limited
- Yanlord Corporate Office

Hong Kong Special Administrative Region (“Hong Kong SAR”)

- Yanlord Corporate Office

The reporting period is from January 1, 2022 to December 31, 2022.

REPORTING STANDARDS

This Sustainability Report is prepared with reference to the GRI Standards 2021 and the sustainability reporting requirements set out in the Listing Manual. In addition, the GRI G4 Construction and Real Estate (“CRE”) Sector Disclosures has also been included in this Sustainability Report. The GRI Standards 2021 was selected as it is an internationally recognised reporting framework, comprising a comprehensive range of disclosures suitable and relevant for Yanlord to communicate to its stakeholders Yanlord’s sustainability initiatives and approach to address its socioeconomic and environmental impacts on local community.

FEEDBACK

We welcome any feedback, comments or suggestions relating to this Sustainability Report or on our sustainability approach and practices. Please direct your queries to:

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Mr. Wang Pu

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Notes:

¹ GRI Standards 2021 is effective for reports published on or after January 1, 2023.

² Property Development refers to ongoing property development projects.

³ Managed Properties refers to operational investment properties (including owned and managed hospitality properties).



INTRODUCTION AND LEADERSHIP STATEMENT

The greatest threat to our planet is the belief that someone else will save it.

ROBERT SWAN



2022 SUSTAINABILITY HIGHLIGHTS



ECONOMIC

Revenue of the Group
RMB28.712 billion
in FY 2022

2022 TOP 50
of China Real Estate Developers

2022 TOP 10
of China Foreign Real Estate Developers

Property contracted pre-sales of the Group together with its joint ventures and associates reached
RMB68.091 billion
for FY 2022, an increase of **14.3%** year-on-year

Yanlord Arcadia was ranked
No. 1
Residential Property Project Sales in Shanghai and
No. 2
in the PRC by CRIC in 2022

Yanlord was ranked
No. 2
Residential Property Sales Developer in Shanghai by CRIC in 2022



ENVIRONMENT

51 out of 55
Property Under Developments
across the PRC and/or Singapore met
Green Building design requirements
in the PRC and
Singapore BCA Green Mark

1 LEED v4 Platinum
(Existing Buildings: Operation and Maintenance)
Certification for properties in the PRC

1 BCA Green Mark
1 BCA Green Mark Gold^{Plus}
Certifications for properties in Singapore

2 Three-Star
3 Two-Star
Green Building pre-certificates for newly started developments in the PRC in 2022

94%
newly started developments met Green Building design requirements in the PRC



SOCIAL

28%
female executive management and supervisors up **1.9%**

Zero
occupational diseases and work-related fatalities

Zero
non-compliance concerning health and safety impacts of products and services incidents

Continuous employee engagement
through annual townhall and employee appreciation events

34
Training hours per employee

88%
Customer satisfaction score from annual customer satisfaction survey for customers in the PRC



GOVERNANCE

Majority Independence of Board of Directors
composed of 9 directors, of whom 5 are independent non-executive directors and 4 are executive directors

Zero
Corruption and unethical business conduct incidents in all our business operations

Zero
Breaches of Yanlord's Code of Business Conduct incidents

100%
Anti Corruption Training Coverage

100%
coverage of new projects on **Sunshine Procurement Platform** Anti-bribery and anti-corruption policy included as part of Supplier Contract

2021 ASEAN Corporate Governance Scored Award
"ASEAN Asset Class" received in 2022

ABOUT YANLORD

Yanlord is a real estate developer focusing on developing high-end fully-fitted residential, commercial and integrated property projects in strategically selected key and high-growth cities in the PRC and Singapore. Our brand is synonymous with quality due to our premium and iconic properties, which are bolstered by notable architectural design and quality construction in prime locations. Our track record also distinguishes us from our peers in various geographical markets. To date, we have significant subsidiaries mainly in the PRC (including Hong Kong SAR) and Singapore. We have established presence in 20 key high-growth cities within the six major economic regions of the PRC. Additionally, we hold a high-quality investment property portfolio and residential projects in Singapore. While we retain some of our commercial and integrated developments as investment properties for lease, we also provide property management services for residential and other properties developed by us. For more details on our portfolio, please refer to the Annual Report 2022.

KEY ECONOMIC HIGHLIGHTS FOR FY 2022

RMB28.712 billion
in revenue

RMB2.870 billion
of profit for the year

RMB1.533 billion
of profit attributable to owners of the Company

RMB68.091 billion
of property contracted pre-sales of the Group together with its joint ventures and associates for a total gross floor area ("GFA") of 1.4 million square metres ("sqm")

RMB189.066 billion
in total assets
as at December 31, 2022

Corporate Income Tax
RMB2.579 billion

OUR CORE VALUE

Corporate Philosophy

Developing land with devotion,
building quality accommodation with passion

善待土地 用心造好房

Mission Statement

Managing with benevolence and integrity,
achieving perpetuity through perseverance

仁信治业 持之以恒



AWARDS

Yanlord Land Pte. Ltd.

- 2022 TOP 50 of China Real Estate Developers
- 2022 TOP 10 of China Foreign Real Estate Developers

Yanlord Arcadia, Shanghai

- The Paper 2021 Urban Renewal Conference “The Best Future Community”
- GBE (Global Business Engine) Real Estate Design Award – “2021-2022 Best Real Estate Design Award” – Gold Award
- The 7th REARD Global Design Award – 2022 Silver Award in Residence
- Green Construction Category 1 Award
- Green Construction Development Project Award
- Shanghai Yangpu District Civilised Construction Site
- Shanghai Civilised Demonstration Construction Site
- Shanghai Engineering Construction Outstanding QC Team Achievement
- WAF World Architecture Festival – Urban Landscape Shortlist Award

The Oasis Mansion, Shanghai

- 2022 Residential Construction Silver Award

Riverbay Gardens, Suzhou

- 2022 China Civil Engineering Zhan Tianyou Award for Outstanding Residential Community Gold Award
- Suzhou Gusu District Standardised Inspection – First Place
- Livable Community

Lantern (Phase 2), Suzhou

- Building Information Modeling (BIM) Application Competition – Second Prize

Yanlord Begonia Park, Haikou

- Hainan Province Construction Engineering Quality Structural Evaluation Award
- Hainan Province Property Services – Excellent Residential Community

Yanlord Gardens, Haikou

- 2022 Most Anticipated Property Development in Haikou

InterContinental Residences, Chengdu

- Traveller Review Awards – Booking.com
- Green Engage Award – IHG Greater China

- Participation in the 9th CSR Awards Leadership in CSR & Sustainable Growth-Regional – European Chamber
- Best Service Index Award – Ctrip

InterContinental Hotel, Zhuhai

- Most Beautiful Scenery Hotel Ranking – Ctrip

ParcVue Hotel Residence, Nanjing

- Serviced Apartment of the Year

Crowne Plaza Sanya Haitang Bay Resort, Sanya

- Hotel Industry Contribution Award in Assisting in the Development of Hainan Free Trade Port
- Traveller Review Awards – Booking.com
- 2022 Best Family-Friendly Theme Park Hotel – Ctrip

Yanlord Landmark, Chengdu

- 2021-2022 Annual First Store Economic Contribution Award

Yanlord Riverside Plaza, Tianjin

- 2022 Business Leadership Award

Shanghai Yanlord Property Management Co., Ltd.

- Shanghai Property Management Industry Integrity Commitment AAA Enterprise – Shanghai Property Management Industry Association
- 2022 Shanghai Property Service Comprehensive Capability “Five-star Enterprise” – Shanghai Property Management Industry Association
- 2022 Shanghai Excellent Demonstration Project for Property Management (Yanlord on the Park)

- 2022 Shanghai Excellent Demonstration Project for Property Management (Yanlord Western Gardens)
- 2022 Shanghai Excellent Demonstration Project for Property Management (Yanlord Sunland Gardens-Community Centre)
- 2022 Social Public Satisfaction Evaluation - First Place
- 2022 Shanghai Summer Open Swimming Services – Advanced Swimming Facility (Yanlord Sunland Gardens – Y-time Sport Club)

Yanlord Riverbay, Chengdu/Chengdu Yanlord Property Management Co., Ltd.

- Chengdu Demonstration Community for Domestic Waste Classification
- 2022 Visiting Scholar Season – Activity & Learning Base
- 2022 The 3rd China Happy Community – Property Service Example Award

Stream In Cloud, Chengdu/Chengdu Yanlord Property Management Co., Ltd.

- 2022 TOP 100 Chengdu • New Lifestyle Aesthetics Scene – Stream In Cloud Book Club

Tianjin Yanlord Property Management Co., Ltd. – Shenyang Branch

- 2022 Liaoning Province Top 30 Property Service Enterprises
- 2022 Northeast Property Service Office Building Benchmark Project (Orchard Summer Palace)

New Tang’s Mansion, Suzhou

- Suzhou Municipal Demonstration Property Management
- Five-star Garbage Processing Room

Canal Times, Suzhou

- Suzhou Municipal Demonstration Excellent Management Project

Tang Yue Bay Gardens, Suzhou

- Suzhou Five-Star Residential Community for Garbage Classification

Yanlord on the Park, Wuhan

- Wuhan Most Beautiful Garden-style Residential Community

Oasis New Island Gardens, Nanjing

- Demonstration Team for Garbage Sorting

The Park Mansion, Nanjing

- 2022 Nanjing Municipal Demonstration Property Management Project

Plum Mansions, Nanjing

- 2022 Nanjing Landscaped Residential Community

Shenzhen Yanlord Property Management Co., Ltd.

- Harmful Pest Control Services Enterprise Qualification Certificate
- Cleaning Industry Qualification Certificate - National Level 1 in the People’s Republic of China
- Certificate of Information Security Management System
- 2022 Longgang District Property Management Excellent Project

Cangjie Commercial Plaza, Suzhou

- 2022 GBE Commercial Complex Grand Prize

BOARD STATEMENT

The Board of Directors of the Company (“Board”) is pleased to present Yanlord’s sixth Sustainability Report.

Yanlord remained committed towards integrating sustainability into its core business and value chain. In FY 2022, despite the challenging socioeconomic situation as we trudged through COVID-19 pandemic, Yanlord continued the journey together with our employees, customers, business partners, suppliers and other relevant stakeholders to embed sustainable practices within the Group’s long-term strategy, initiatives and operations wherever feasible.

The sustainability governance structure at Yanlord begins with the Board overseeing key business affairs and strategic directions for the Group, with an appropriate focus on sustainability. The Board is supported by the Risk Management and Sustainability Committee (“RMSC”) which oversees the appropriateness of the monitoring and the management of ESG topics which are material and relevant to our business as well as the Company’s approach towards sustainability reporting. Based on the

high-level materiality reassessment carried out in FY 2022, it revealed that the 10 existing material ESG topics remained relevant to the Group’s business. Results of the reassessment were presented to the RMSC and the Board for review and thereafter, it was determined that the 10 existing material ESG topics remained pertinent to the business of the Group for FY 2022.

In this Sustainability Report, Yanlord stepped up its ESG disclosures with the following key updates. As part of the enhanced requirements on climate-related disclosures according to the TCFD, Yanlord will be taking a phased approach and start with Singapore Exchange’s recommendation for Year 1 reporters. Meanwhile, transition from GRI Standards 2016 to GRI Standards 2021 which came into effect as of January 1, 2023, has also been taken into consideration, as appropriate, in this Sustainability Report.

As climate change intensifies across the globe, relevant stakeholders, including the government, investors, and communities have raised expectations over how

corporates are addressing and integrating sustainability in their businesses. During the summer of 2022, record-breaking high temperatures hit the south-western region of the PRC and river level dropped to historical low. This has put hydropower plants out of action and resulted in power shortage across cities where hydro energy provides majority of municipal supply. Chengdu is one of the cities in the PRC that suffered from the climate impact and local authorities were forced to issue energy emergency alert to address the power crisis. Yanlord, with property management business operating in Chengdu, responded promptly to the local authorities’ alerts. Yanlord’s Chengdu team managed to execute a comprehensive crisis management plan across our Managed Properties within the same day upon receiving the alerts, which helped to ensure safety and daily activities for local communities during the power shortage.

As we progress further on our journey towards sustainability, Yanlord remains humble and dedicated. We hope to work hand in hand with our stakeholders to deliver long-term value and build a sustainable future for all.



SUSTAINABILITY GOVERNANCE

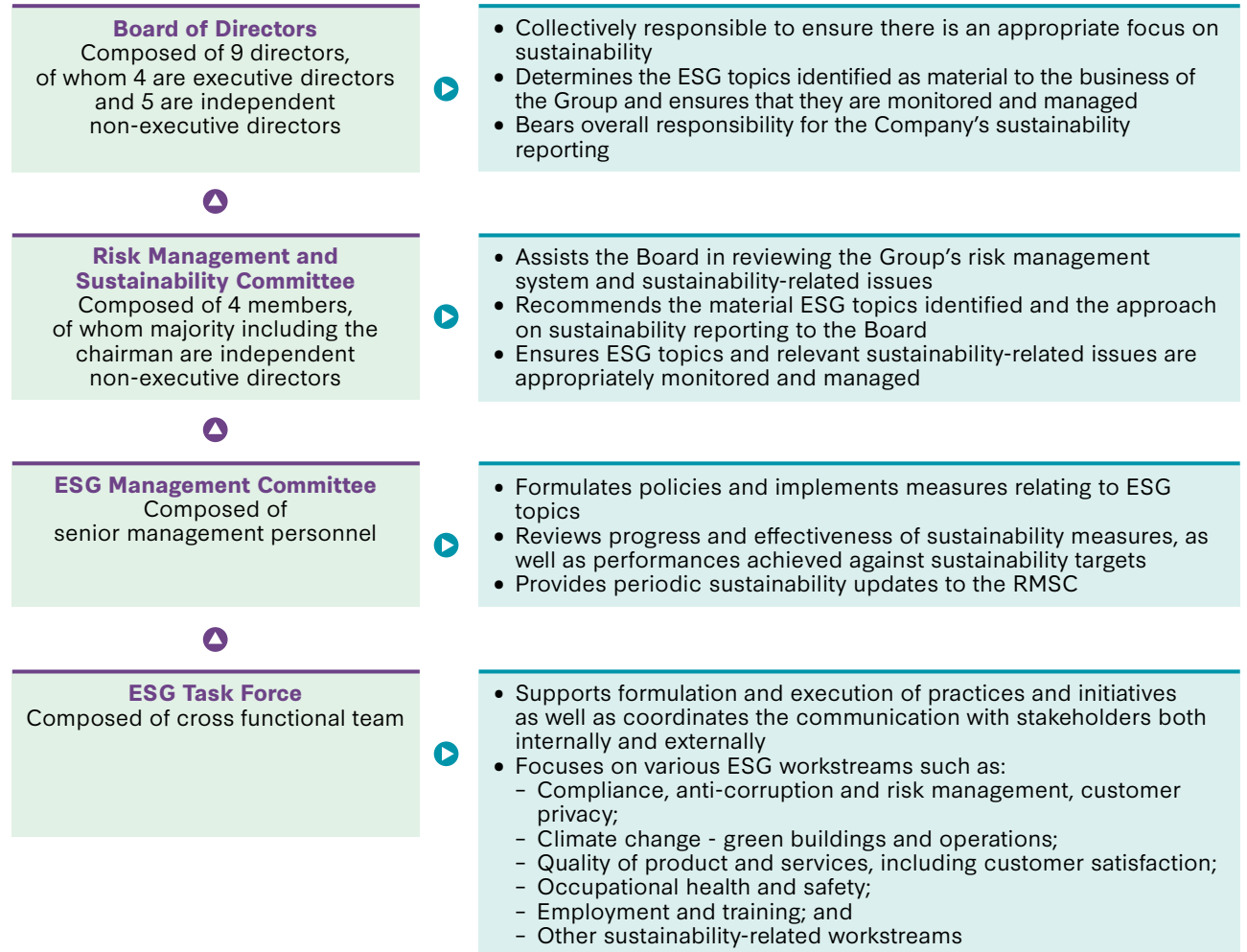
The four-tier sustainability governance structure begins at the top with the Board, which is ultimately responsible for the Company’s sustainability reporting. The Board maintains oversight on the business affairs and strategic directions of the Group as well as determining the material ESG topics pertinent to the Group’s business on an annual basis.

The Board is supported by the RMSC which ensures there is an appropriate focus on sustainability by management. RMSC oversees the ESG Management Committee which comprises members of senior management personnel who formulate and supervise the policies and initiatives relating to Yanlord’s material ESG topics. Through the support of the ESG Task Force, the specific sustainability practices are shared across the respective departments and communicated to stakeholders.

Progress updates on this Sustainability Report were presented to RMSC and the Board for their consideration and approval. The progress updates include updates on the 10 material ESG topics that are pertinent to the Group’s business for FY 2022.

More details are elaborated in the sustainability governance structure on the right.

SUSTAINABILITY GOVERNANCE STRUCTURE



Roles and Responsibilities

STAKEHOLDER ENGAGEMENT

Yanlord interacts with a wide range of stakeholders to better understand their interests, needs and concerns. This enables Yanlord to identify potential risks and opportunities which will effectively guide the formulation of appropriate follow-up actions. Yanlord leverages on a myriad of channels to proactively engage with key stakeholders. Further elaborations on each stakeholder group are as follows:



INVESTORS

Yanlord prioritises transparency and accuracy in communication with the investment community. Various channels are established to ensure timely publication of both financial and non-financial information to help Yanlord’s investors to make sound judgement and investment decisions.

In line with Yanlord’s continuous disclosure obligations, information that is material to the Group including those that may affect the trade price or value of the Company’s shares is made available immediately and promptly to investors, while information including but not limited to those relating to the Company’s annual general meeting as well as financial results announcements are published within the stipulated period. In addition, investors are also kept abreast of Yanlord’s developments through, among others, monthly key operating figures’ releases, quarterly newsletters, occasional analyst and investor meetings as well as other announcements and media or press releases published to the Singapore Exchange’s website and/or made available at Yanlord’s corporate website. Email alert service is available for subscription by investors who wish to be notified of the SGXNET announcements published by the Company.



BUSINESS PARTNERS

Yanlord believes that longstanding and healthy business relationships are impactful and beneficial to the economic and ESG aspects. The Group maintains both online and offline channels such as dialogue sessions, meetings, conferences and forums to ensure timely communication with business partners to align on expectations.



SUPPLIERS

Yanlord works closely, and maintains long-lasting business relationships, with suppliers who adhere to regulations and environmental, health and safety (“EHS”) standards. All of Yanlord’s suppliers are required to conduct regular risk assessments relating to EHS. Quarterly seminars as well as peer sharing and ongoing vendor evaluation were conducted during FY 2022 to align expectations and foster cooperative business relationships.



EMPLOYEES

Yanlord values its employees across different levels and cares for their wellness as well as personal and professional development. Yanlord is committed to create and maintain a conducive, safe and healthy working environment for its employees, while ensuring the remuneration packages offered to its employees are fair and appropriate. Through performance appraisal system and taking into consideration corporate performance as well as relevant budget in line with the Group’s business plans, the Group is able to ensure its employees’ remuneration packages are commensurate with their roles, responsibilities and performance as well as the appropriateness and reasonableness of such remuneration packages, while balancing the long-term sustainability and development of the Group’s business. In FY 2022, the employee training and development programs were conducted via online and offline channels amidst resurgence of COVID-19 epidemic in certain locations across the PRC. To better adapt to local market situations, Yanlord’s property management teams in different cities of the PRC focused on rolling out structured training programs with unique topics to help employees at various functions acquire most relevant skillsets. The company intranet is a general communication channel between the Group and its employees, whilst other engagements such as dialogue sessions, counselling service and grievance handling channel are ongoing programs made available to employees to provide continuous support to them.

STAKEHOLDER ENGAGEMENT (Cont'd)



CUSTOMERS (RESIDENTS, TENANTS, GUESTS AND VISITORS)

Yanlord commits to maintain the highest standards in products and services delivered to its customers. In FY 2022, various activities were carried out, for instance pre-launch media and customer gala, show suites pre-viewing events and to engage customers across different markets Yanlord operates in. The Group conducts regular satisfaction surveys and leverages its integrated customer and call centres to proactively obtain feedback from its customers. In FY 2022, Yanlord's online Customer Relationship Management data platform was visited by over 80,000 customers for more than 1.9 million times. The Group's '400' customer service hotline answered more than 4,500 call-in and completed more than 60,000 call-back and communications with customers. All feedback received would be collected for timely review and follow up to continuously improve service levels to customers.



LOCAL COMMUNITIES

Yanlord operates and grows in a socially responsible manner through efficient use and allocation of resources, with universal design for its properties that maximises the spaces for a safe and healthy lifestyle. Yanlord provides support to the local community especially during COVID-19 epidemic whereby, among others, Yanlord property management teams across many cities of the PRC geared up and formed emergency response groups to support government, local communities and individual tenants and residents. Yanlord also implements various Corporate Social Responsibility ("CSR") initiatives, including collaborates with charities and non-governmental organisations for community developments. Philanthropic donations, in monetary and in-kinds, made to charitable organisations focused at alleviating poverty, increasing education and health.



MEDIA

Yanlord keeps both online and offline engagement channels open and active, including but not limited to annual reports, project launch functions, media or press releases and interviews, to ensure transparent and timely communication of information relating to the Group such as information on business operations and performance as well as corporate and business updates with the media, which are also made available publicly.







REGULATORS

Yanlord is committed to regulatory compliance and is subscribed to industry update meetings, policy awareness briefings, news releases by government authorities and participation in workshops/seminars on topics relating to the new (including changes of) policies or measures in order to keep abreast with new rules and regulations development.







STAKEHOLDER ENGAGEMENT (Cont'd)

Key Stakeholder Groups	Key Concerns/ Interests Raised by Stakeholder Groups	Yanlord's Response	Modes of Engagement	Frequency of Engagement
 <p>Investors</p>	<ul style="list-style-type: none"> Yanlord's growth strategy and market outlook Business operations and performance Impact of COVID-19 and Yanlord's response to mitigate 	<ul style="list-style-type: none"> Maximise shareholder returns, maintain good corporate governance for continued business success Transparent and timely communication of both financial and non-financial information 	Annual General Meeting (conducted virtually in FY2022), Annual Report and Sustainability Report	Annually
			Financial results announcements and briefings (conducted virtually in FY 2022)	Half-yearly
			Analyst and investor meetings (conducted virtually in FY2022)	Ongoing
			Announcement, media releases, and interviews through Company's website and via email alerts	Ongoing
			Presentations	As appropriate
 <p>Business Partners</p>	<ul style="list-style-type: none"> Longstanding and healthy business relationships which are impactful and beneficial in relation to the economic and ESG aspects 	<ul style="list-style-type: none"> Transparent and timely communication with business partners Align expectations between both parties through regular engagement 	Dialogue sessions, town halls, and forums (physical meetings resumed, with some events conducted virtually due to resurgence of COVID-19 pandemic in certain cities of the PRC in FY 2022)	Ongoing
			Announcement, media releases, and interviews through Company's website and via email alerts	Ongoing
			Presentations	As appropriate

Key Stakeholder Groups	Key Concerns/ Interests Raised by Stakeholder Groups	Yanlord's Response	Modes of Engagement	Frequency of Engagement
 <p>Suppliers</p>	<ul style="list-style-type: none"> Cooperative and long-lasting business relationships Adherence to regulations and environmental, health and safety ("EHS") standards 	<ul style="list-style-type: none"> Align expectations between both parties through regular reviews Ensure regular risk assessments relating to EHS is conducted 	EHS assessment	Annually
			Seminars and peer sharing (physical meetings resumed, with some events conducted virtually due to resurgence of COVID-19 pandemic in certain cities of the PRC in FY 2022)	Quarterly
			Vendor evaluation	Annually
 <p>Employees</p>	<ul style="list-style-type: none"> Conducive, safe and healthy work environment Competitive salary rates, equal remuneration, compensation and benefits Training and development opportunities Talent retention and career advancement Employee wellness 	<ul style="list-style-type: none"> Provide performance appraisal system to review development of employees Identify potential staff for career advancement opportunities Provide work and non-work related workshops and learning opportunities to improve both technical skill sets and employee well-being 	Employee performance review	Annually
			Dialogue sessions, town hall meetings, and forums (physical meetings resumed, with some events conducted virtually due to resurgence of COVID-19 pandemic in certain cities of the PRC in FY 2022)	Ongoing
			News bulletin and announcements via Company intranet	Ongoing
			Employee assistance programme (counselling service)	Ongoing
			Employee grievance handling channel	Ongoing
			Employee volunteering platform	Ongoing
			Training and development programmes	Ongoing

STAKEHOLDER ENGAGEMENT (Cont'd)

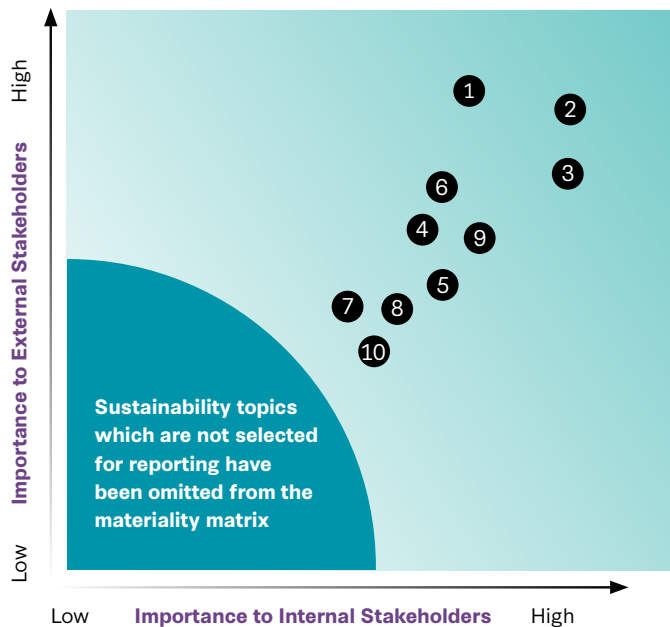
Key Stakeholder Groups	Key Concerns/Interests Raised by Stakeholder Groups	Yanlord's Response	Modes of Engagement	Frequency of Engagement
Customers (residents, tenants, guests and visitors) 	<ul style="list-style-type: none"> Customer satisfaction Quality of Yanlord's services and property assets Impact of COVID-19 and Yanlord's response to mitigate 	<ul style="list-style-type: none"> Maintain highest standards in product and services delivered Increase value added to customers Timely response and prompt follow-up actions taken to address customers' feedback Closely monitor assets through frequent inspections and conduct regular maintenance and repair works 	Customer satisfaction surveys	Annually
			Tenant satisfaction surveys	Annually
			Tenant engagement/networking events (physical meetings resumed, with some events conducted virtually due to resurgence of COVID-19 pandemic in certain cities of the PRC in FY 2022)	Quarterly
			Integrated customer and call centre	Ongoing
			Show suites feedback (physical meetings resumed, with some events conducted virtually due to resurgence of COVID-19 pandemic in certain cities of the PRC in FY 2022)	Ongoing
			Campaigns and programs (physical meetings resumed, with some events conducted virtually due to resurgence of COVID-19 pandemic in certain cities of the PRC in FY 2022)	Ongoing
			Welcome parties (physical meetings resumed, with some events conducted virtually due to resurgence of COVID-19 pandemic in certain cities of the PRC in FY 2022)	As appropriate
Healthy Workplace Ecosystem	Ongoing			
Local Communities 	<ul style="list-style-type: none"> Yanlord's support towards the local community, especially during COVID-19 outbreaks Safe and healthy spaces Responsible use of resources 	<ul style="list-style-type: none"> Operate and grow the business in a socially responsible manner through efficient use and allocation of resources Support initiatives that focus on corporate giving through implementing CSR practices Universal design for homes and offices 	Collaborations with charities and NGOs partners for community development	Ongoing
			Monetary and in-kind donations	Ongoing

Key Stakeholder Groups	Key Concerns/Interests Raised by Stakeholder Groups	Yanlord's Response	Modes of Engagement	Frequency of Engagement
Media 	<ul style="list-style-type: none"> Business operations and performance Sustainability initiatives of Yanlord 	<ul style="list-style-type: none"> Transparent and timely communication of both financial and non-financial information 	Annual Report and Sustainability Report	Annually
			Project launch functions (physical meetings resumed, with some events conducted virtually due to resurgence of COVID-19 pandemic in certain cities of the PRC in FY 2022)	As appropriate
			Announcement, media releases, and interviews through Company's website and via email alerts (physical interviews with senior management executives resumed, with some interviews conducted virtually due to resurgence of COVID-19 pandemic in certain cities of the PRC in FY 2022)	As appropriate
Regulators 	<ul style="list-style-type: none"> Corporate governance Compliance with laws and regulations 	<ul style="list-style-type: none"> Ensure regulatory compliance Closely monitoring new (including changes of) policies or measures introduced by relevant government departments to keep abreast with new rules and regulations developments 	Industry update meetings, policy awareness briefings, news releases by government authorities and participation in workshops/seminars on topics relating to the new (including changes of) policies or measures	Ongoing

MATERIALITY ASSESSMENT

A holistic understanding of stakeholders’ concerns and the issues that matter the most to them, facilitates the prioritisation of ESG topics of Yanlord. As Yanlord draws upon insights from its regular interactions with key stakeholders as well as the ever-changing business environment, it assesses the continued relevance of its material ESG topics on an annual basis. Following the review in FY 2022, Yanlord’s 10 existing material ESG topics remain relevant to the Group’s business. Results of this review were subsequently presented to the RMSC and the Board for their consideration and approval.

Yanlord’s Materiality Assessment Process



No.	ESG Category	Material ESG Topics	GRI Topic Standards ¹	Boundary of Impact
1	Governance	Anti-Corruption and Business Ethics	GRI 205	Within and outside Yanlord
2	Governance	Compliance with Laws and Regulations	GRI 2	Within Yanlord
3	Social	Quality of Products and Services	GRI 416 GRI 2	Within and outside Yanlord
4	Social	Customer Privacy	GRI 418	Within and outside Yanlord
5	Social	Employment and Training	GRI 401 GRI 404 GRI 405	Within Yanlord
6	Social	Occupational Health and Safety	GRI 403	Within and outside Yanlord
7	Environment	Climate Change	GRI 201 GRI 302 GRI 305	Within and outside Yanlord
8	Environment	Green Buildings	GRI G4 - CRE 8 GRI 303 GRI 306	Within and outside Yanlord
9	Economic	Economic Performance	GRI 201	Within and outside Yanlord
10	Social	Local Community and Social Investment	GRI 413	Outside Yanlord

Note:

¹ With the introduction of GRI Standards 2021, GRI 102 is now replaced with GRI 2.

SUSTAINABLE DEVELOPMENT GOALS

Yanlord has been aligning its sustainability efforts to the United Nations Sustainable Development Goals (“UN SDGs”) since 2020. Yanlord continues to map its material matters to 9 UN SDGs, which have been summarised in the table below.

UN SDGs	Corresponding Material ESG Topics	UN SDGs	Corresponding Material ESG Topics
 <p>Goal 3 Ensure healthy lives and promote well-being for all at all ages</p>	<ul style="list-style-type: none"> Green Buildings Occupational Health and Safety 	 <p>Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<ul style="list-style-type: none"> Green Buildings
 <p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p>	<ul style="list-style-type: none"> Climate Change 	 <p>Goal 12 Ensure sustainable consumption and production patterns</p>	<ul style="list-style-type: none"> Climate Change Green Buildings
 <p>Goal 8 Promote inclusive and sustainable economic growth, employment and decent work for all (promote safe and secure working environments)</p>	<ul style="list-style-type: none"> Economic Performance Employment and Training Occupational Health and Safety 	 <p>Goal 13 Take urgent action to combat climate change and its impacts</p>	<ul style="list-style-type: none"> Climate Change
 <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p>	<ul style="list-style-type: none"> Economic Performance Quality of Products and Services 	 <p>Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<ul style="list-style-type: none"> Anti-Corruption and Business Ethics Compliance with Laws and Regulations Customer Privacy
 <p>Goal 10 Reduce inequality within and among countries</p>	<ul style="list-style-type: none"> Employment and Training 		

SUSTAINABILITY IN OUR VALUE CHAIN

OUR VALUE CHAIN

Yanlord’s vast and diversified business is supported by different levels of the organisation and various business partners and customers within our value chain. Across the PRC (including Hong Kong SAR) and Singapore, there are three main types of suppliers, contractors, and vendors whom we engage closely with. They are service providers related to construction¹, consultancy², and product³, covering construction for our property development projects, maintenance and repair works, cleaning, security and housekeeping operations across our investment properties and hotels. Downstream entities within our value chain include Yanlord’s customers (residents, tenants, guests and visitors) across the markets we operate in.

We firmly believe that incorporating sustainable business practices across the value chain contributes to good sustainability governance. As part of our efforts to integrate sustainability within our value chain, we consistently choose environmentally-friendly materials where possible, for instance by replacing oil-based paints with water-based paints where possible. In addition, when it comes to selecting suppliers, Yanlord team carefully evaluates vendors in peer-benchmarking exercises. Suppliers with stronger performance in terms of corporate governance, environmental protections, community involvements and other relevant criteria across the ESG aspects will be given priority for consideration of business relationship. The Group also targets to further integrate our business partners and customers in our sustainability journey by promoting and encouraging socially and

environmentally responsible practices among their business dealings and daily activities. Following the holistic approach to sustainability governance, Yanlord strives to create and maintain positive stakeholders’ relationships based on respect for the environment and local communities across the markets we operate in, as such, achieving creation of shared value for the long term.

Notes:

- ¹ Construction service suppliers include general contractors and subcontractors for labour-intensive work. The contract amounts are relatively large.
- ² Consultancy service suppliers include design institutes, project supervisors, cost consultations, bidding agencies, etc. for labour-intensive work. We generally partner small businesses, and the contract amounts are relatively small.
- ³ Product service suppliers include suppliers of materials and equipment, etc. It is partly capital-intensive.



Construction

Product

Consultancy



Regional exchange can be a source of growth and development, and of enhancing good governance.

ANNA LINDH



UPHOLDING GOOD GOVERNANCE

- Anti-Corruption and Business Ethics
- Compliance with Laws and Regulations



We are committed to maintaining high standards of corporate governance and transparency within our business operations and have complied in all material respects with the principles and provisions in the Code of Corporate Governance 2018 (“2018 Code”). The Corporate Governance Statement on pages 191-220 of Annual Report 2022 outlines Yanlord’s corporate governance practices with specific reference to the principles and provisions set out in the 2018 Code and the complementary Practice Guidance.

The corporate governance structure is set out on the right.

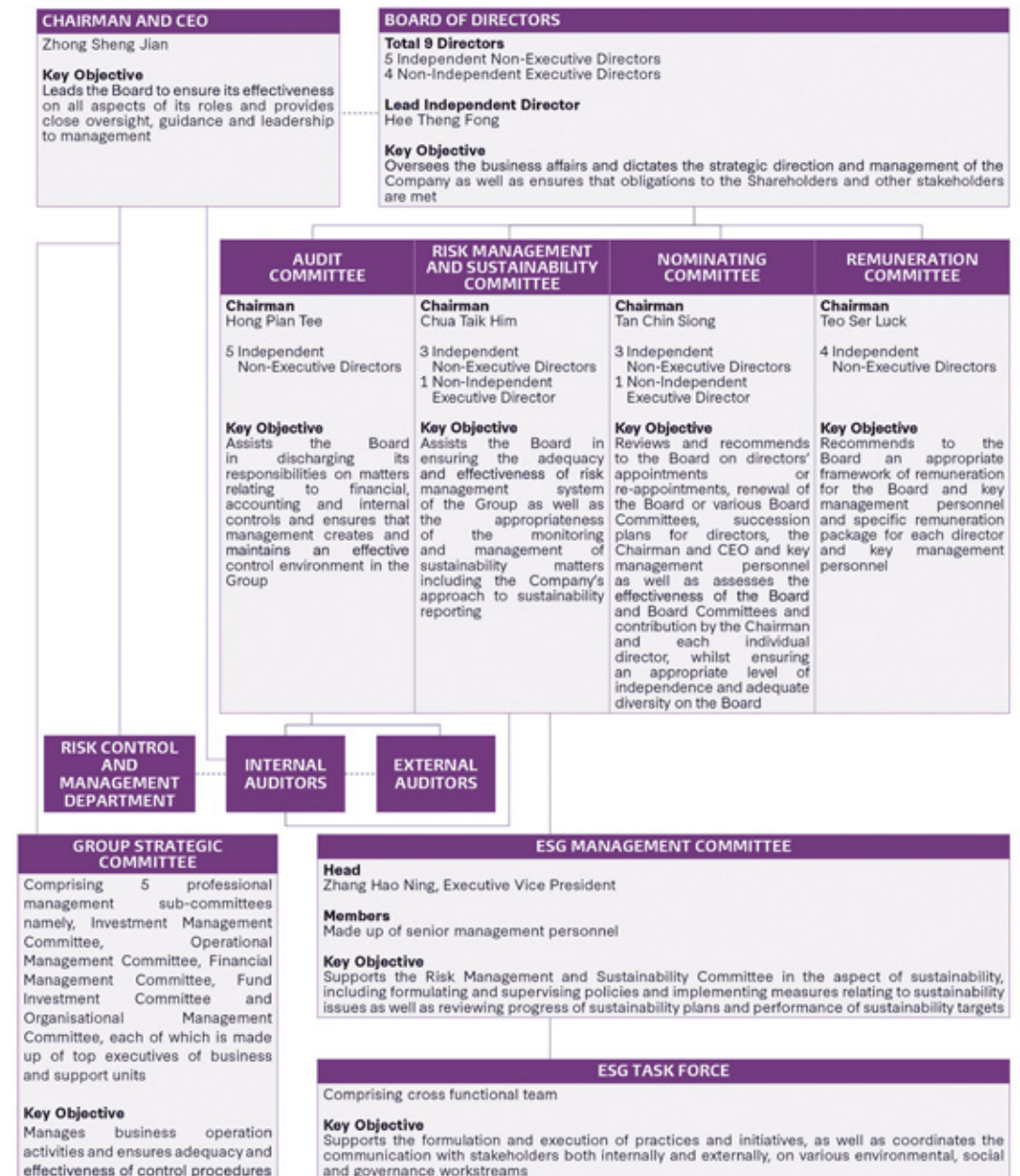
ANTI-CORRUPTION AND BUSINESS ETHICS

MANAGEMENT APPROACH

Yanlord stands firmly against any form of corruption and unethical behaviour throughout our business operations. At the core of our zero-tolerance approach, the internal controls, risk management and sustainability-related matters including but not limited to anti-corruption and business ethics issues is closely monitored by the Board, assisted by the Audit Committee (“AC”) and RMSC, which are further supported by the Internal Audit (“IA”) Department. The IA ensures that regular and *ad hoc* internal audits are performed on all functions within the Group. Findings from these audits in respective areas will be reported to the AC or RMSC, and subsequently to the Board.

In addition to the internal audit carried out by the IA, the daily business and operation processes are monitored by the Risk Control and Management (“RCM”) Department, comprising members from both Group and subsidiary levels. Findings from the RCM, together with that from the IA, will be shared with the management responsible for such functions and of the Group or the local company concerned for consideration of necessary improvement or remediations. The IA Department will then report key findings to the AC and/or RMSC for regular review.

As the final step, the Board will review and provide approval on such reports, at the recommendation of the AC or RMSC. The IA shall report any material findings to the AC and/or RMSC (and the Board) on an immediate basis.



ANTI-CORRUPTION AND BUSINESS ETHICS (Cont'd)

We have a comprehensive management system which comprises a suite of policies and procedures aimed at preventing incidences of corruption, unethical business means or misconduct across our business operations. This management system references the ISO 37001 Anti-bribery management systems standards which details the eight major control measures. The system further encourages the inclusion of fraud, cartel, competition and money-laundering, beyond the scope of ISO 37001. The system also incorporates elements adopted from the Hong Kong SAR's Independent Commission Against Corruption Framework.

Examples of Policies, Manuals and Documentation including but not limited to

- Code of Business Conduct
- Group Tendering Management Policy
- Guidelines for Yanlord's Agent Management System for Disclosures
- Statement of Yanlord Land Cooperative Relationship
- Project Procurement Risk Control Work Manual
- Construction Work Change Approval-related Risk Control Manual
- Project Contract Management Risk Control Work Manual
- Marketing Procurement Risk Control Work Manual
- Marketing Expense Contract Risk Control Work Manual
- Sales Management Risk Control Work Manual
- Financial Management Risk Control Audit Work Manual
- Property Management Risk Control Audit Work Manual

As part of employee onboarding, all new hires will have to undergo a mandatory training on the Code of Business Conduct ("Business Conduct Code") which details our expectations and guidelines pertaining to confidentiality, work and ethical standards, giving and receiving corporate gifts as well as concessionary offers.

Employees are also informed of the procedures to take should they encounter suspected cases of misconduct such as workplace harassment or any other improprieties and the respective channels to raise such issues or grievances during the course of their employment. Upon completion of the course, they are required to sign off and acknowledge their understanding of the Business Conduct Code. The Business Conduct Code is publicly available on our website at yanlordland.com/corporate-governance/

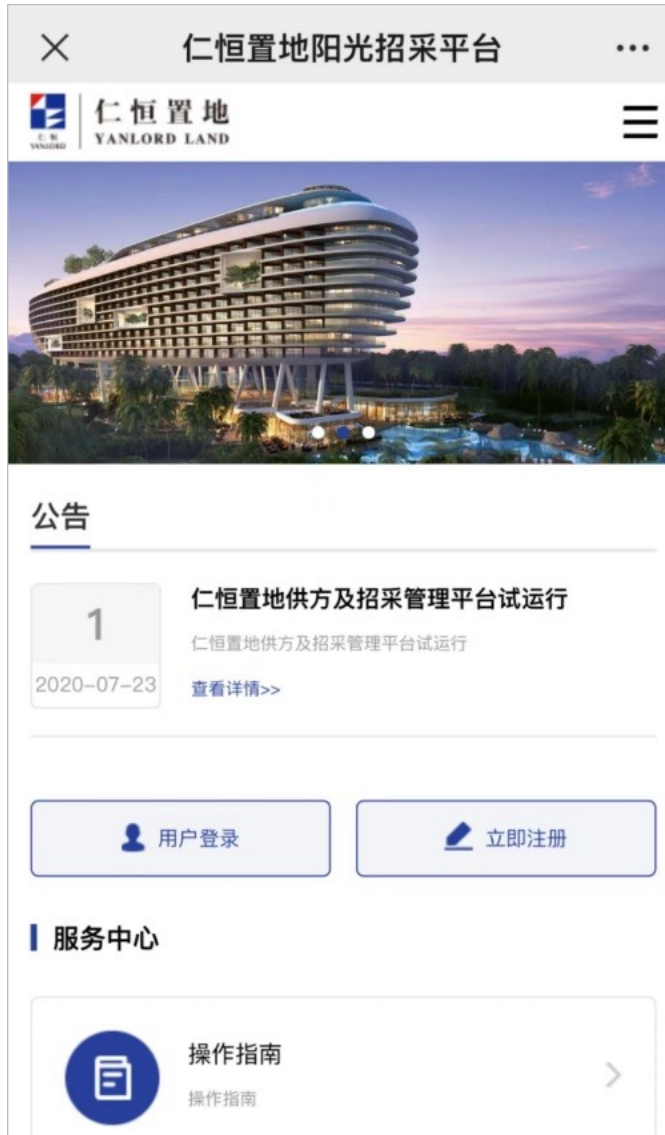
for all stakeholders to access. All other manuals and documents are made available on Yanlord's intranet for employees' reference.

In FY 2022, we continued the journey with our employees on expanding awareness of corruption risks. All members of the Board have undergone training on issues and material topics relating to ESG conducted by Deloitte & Touche LLP, Singapore as well as sustainability training courses prescribed by the SGX-ST. The Company has also provided video training on anti-corruption to the directors. Anti-corruption courses were offered to all Yanlord employees via the Employee Online Training Centre to cater for remote learning during COVID-19 lockdown periods across cities of the PRC.



ANTI-CORRUPTION AND BUSINESS ETHICS (Cont'd)

Sunshine Procurement Platform



We hold our contractors, vendors, and suppliers to the same standards of anti-corruption and anti-bribery as we hold ourselves. Prior to working with us, these parties are obliged to read and acknowledge our Business Conduct Code, which contain information about our zero-tolerance approach to corruption and bribery. They are also required to agree to practise anti-corruption and other relevant measures, as set out in our Partnership Statement that outlines expectations regarding fair and honest dealing. In addition, we require suppliers to provide documentation proving the credibility of their sources, and that their products and services meet Yanlord’s quality standards.

Yanlord is committed to keeping up to date with the latest developments through regular industry benchmarking studies, risk analyses, and research, to strengthen our risk control measures. We prioritise suppliers’ integrity and mitigating fraud and corruption risks in our procurement process. In FY 2022, we continued to leverage the Sunshine Procurement Platform (“Platform”) to consolidate reviews and approvals of the procurement process. This centralised Platform is a one-stop shop that enables us to check and access tender details, pricing information, and project scope.

Launched in 2020, the Platform has gone through pilot testing phase with all new project tenders now hosted online. In FY 2022, we registered 3,285 suppliers for 225 types of materials and registered products on the platform, compared to 2,015 suppliers for 179 types of materials and products registered in the database in the financial year ended December 31, 2021 (“FY 2021”).



2,015 suppliers
for
179 types
of materials and products
registered in database in
FY 2021



3,285 suppliers
for
225 types
of materials and product
registered in database in
FY 2022

At Yanlord, we are committed to responsible and ethical business practices, while maintaining a culture of integrity. We are proud to report that in FY 2022, there were no breaches against our Business Conduct Code, and we will continue to stay at this level of performance in the future.

ANTI-CORRUPTION AND BUSINESS ETHICS (Cont'd)



Whistleblowing Policy

RAISING CONCERNS

Reporting of incidents or concerns can be raised via email or mail to the authorised person of our IA in Hong Kong SAR.

To facilitate investigation, the whistleblower should provide specific and factual information whenever possible.

Every effort will be made to protect the complainant's identity and shall be kept strictly confidential, except under limited circumstances as set out in the Whistleblowing Policy where disclosure of the information is necessary.

REVIEW AND INVESTIGATION

All cases received are reviewed by the authorised person of our IA and the details of the cases are recorded in the Complaints Register. Where cases are confirmed, the IA will report to the AC accordingly.

The AC decides on the appropriate actions in the best interests of the Group which can include conducting further investigation and involving IA and/or relevant key management staff (or engaging such third parties) to take such action as it deems appropriate.

OUTCOME OF REVIEW

Following the investigation, a formal report will be submitted to AC.

The AC shall review the report and advise and authorise the relevant personnel (or third-parties) to take the appropriate actions in respect of the investigated incident (if applicable) such as to take remedial action.

Whistleblowing Mechanism

Our Whistleblowing Policy provides a trusted avenue and sets out the procedures for a whistleblower, whether an internal or external party, to report in confidence to the Company any possible improprieties, including malpractices, irregularity, corruption, bribery, fraud, unethical or unlawful conduct and/or any other misconduct or wrongdoing relating to the Group and our employees or officers, without fear of reprisal, detriment, unfair treatment or other retaliatory action.

We are pleased to report that there were no whistleblowing complaints received by the Company in FY 2022.

Our Whistleblowing Policy can be found on our website at yanlordland.com/corporate-governance/.

TARGET AND ETHICAL STANDARDS



Perpetual Target

Zero incidents of corruption and unethical business conduct in all our business operations

Zero incidents of breach of the Business Conduct Code



FY 2022 Performance

Achieved

Achieved

We have met our target set and there were no reported incidents of corruption or unethical business in FY 2022.

COMPLIANCE WITH LAWS AND REGULATIONS

MANAGEMENT APPROACH

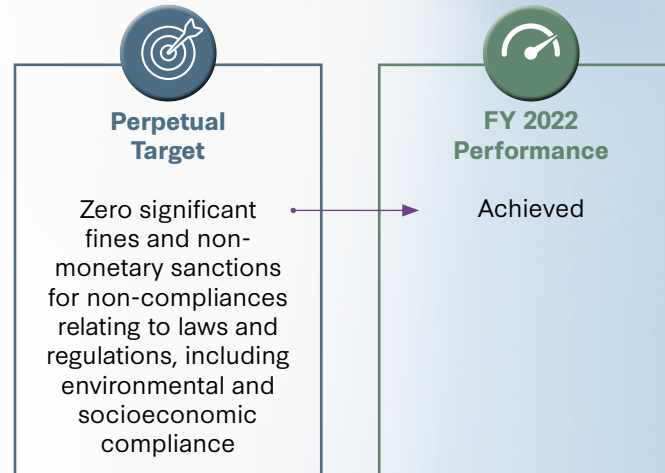
Yanlord pledges to keep up with all applicable laws and regulatory requirements across various markets we operate in. We strive to achieve full regulatory compliance in our business dealings and operations. Not only does it ensure our licence to continue operations, it also facilitates effective risk management within our business context. Instances of non-compliance may result in detrimental impacts to the Company’s reputation and serious financial repercussions.

Across the major markets in the PRC (including Hong Kong SAR) and Singapore, we have identified the relevant laws and regulatory obligations which cover but are not limited to building standards, labour practices, workplace health and safety, data privacy and environmental protection. During day-to-day operations, various business functions within the Group bear the responsibility to regularly monitor updates and changes with laws and regulation, which will then guide any updates of internal procedures where necessary so that Yanlord’s operations remain within regulated boundaries. Major changes are communicated with the Board and relevant stakeholders as required.

On top of responsibilities shared across business functions, the IA Department conducts internal checks regularly to ensure overall compliance with laws and regulations. Findings of these checks are reported to the Board on a quarterly basis. Complementary training courses are also in place to help our employees stay abreast of relevant regulatory changes and leading practices with regards to regulatory compliance for easy application during their course of work at Yanlord.

In FY 2022, albeit challenging social and economic environment due to the COVID-19 pandemic, Yanlord continues to work closely with the respective government and local authorities on latest COVID-19 regulations. We are pleased to report that there were no incidents of non-compliance with the respective COVID-19 regulations.

TARGET AND PERFORMANCE



In FY 2022, we achieved our target of zero significant fines and non-monetary sanctions for non-compliance to laws and regulations, including environmental and socioeconomic compliance - a performance we aim to upkeep.





CARING FOR OUR CUSTOMERS

- Quality of Products and Services
- Customer Privacy

Nobody cares how much
you know, until they
know how much you care.

THEODORE ROOSEVELT



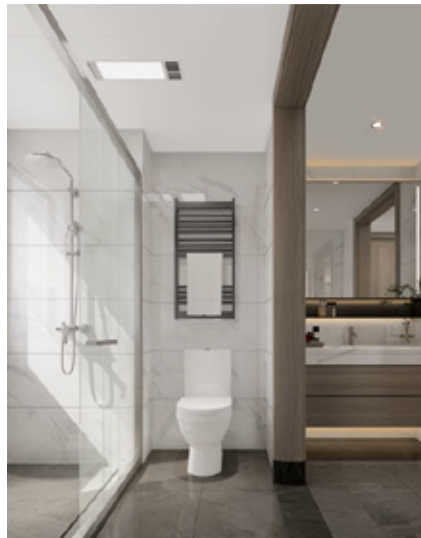
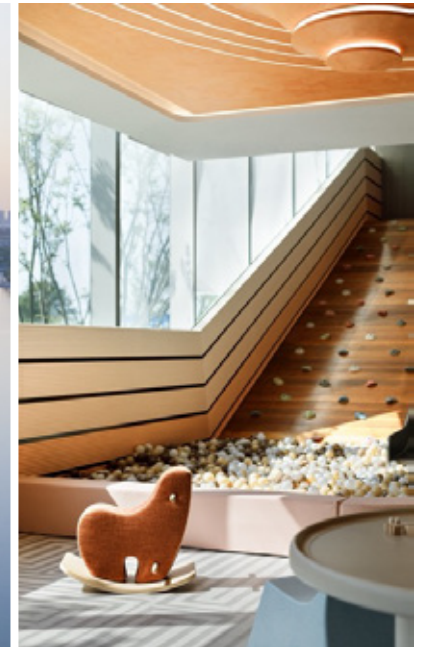
At Yanlord, we consistently prioritise the needs and expectations of our customers and consider their well-being throughout the stages of our operations – from design to construction of a development to the operations and maintenance of properties. We adopt leading practices so as to stay relevant and uphold our commitment towards delivering quality products and services to all our customers.

QUALITY OF PRODUCTS AND SERVICES

Yanlord aspires to provide a secure and well-thought-out environment for its customers of all types of properties, residential, commercial office, hotels, and more sophisticated integrated buildings. Our projects adhere to a series of stringent quality standards that address everything from architecture to landscaping to indoor ambiance to building management systems (such as mechanical and electrical, heating, ventilation and air-conditioning (HVAC) systems), which will be monitored closely throughout the entire development and life cycle of a project.

Adhering to Yanlord’s customer-oriented culture and the Company’s core philosophy, our customer service system continues to evolve. In FY 2022, we focus on extending the coverage of our customer relationship management in all markets the Group operates in and strengthening working relations between operations across different locations. This is in line with the objective of refining Yanlord’s service offerings to provide exceptional customer experiences.

YANLORD PROPERTY DEVELOPMENT PROJECTS IN FY 2022



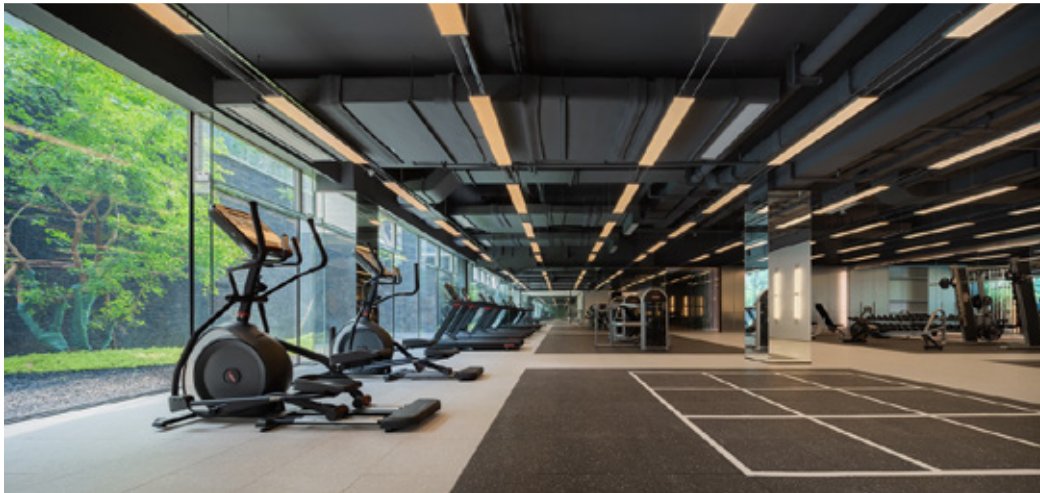
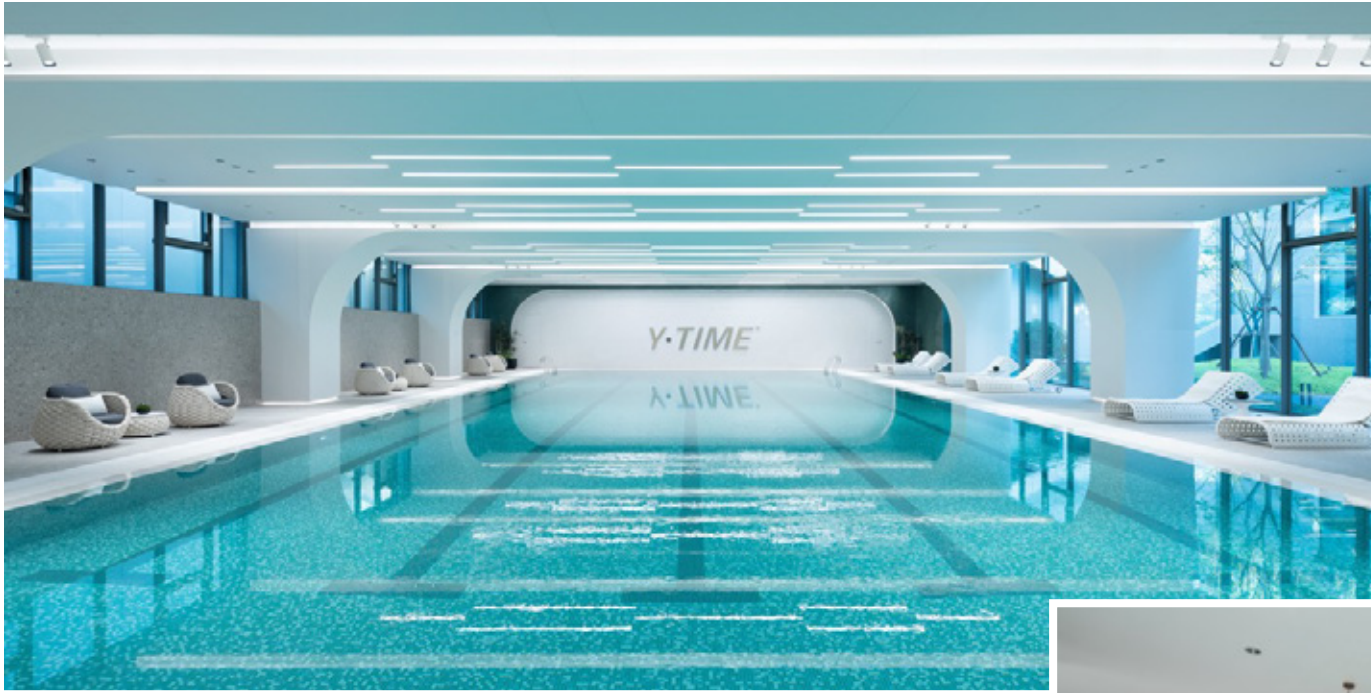
QUALITY OF PRODUCTS AND SERVICES (Cont'd)



QUALITY OF PRODUCTS AND SERVICES (Cont'd)



QUALITY OF PRODUCTS AND SERVICES (Cont'd)



QUALITY OF PRODUCTS AND SERVICES (Cont'd)

MANAGEMENT APPROACH

Property Development

Responsibility of ensuring project quality control and compliance to national legal requirements and Yanlord's internal quality standards lies with the Research and Development ("R&D") Department. There are milestone inspections scheduled at the initial, mid-term, pre-completion, and post-delivery stages to check quality standards of Property Development projects. Reporting protocols are in place to ensure that relevant departments receive prompt notification relating to concerns associated with product quality for remediation.

Property Development Laws We Comply With:

PRC

Product Quality Law of the PRC, "Construction Law of the PRC, "Construction Engineering Quality Management Regulations", "Unified Acceptance Standard for Building Construction Quality" (GB50300-2013) and other relevant laws, regulations and standards.

Singapore

Quality Mark and Green Mark certification and Construction Quality Assessment System by Building & Construction Authority as well as other relevant laws and regulations by various authorities such as Urban Redevelopment Authority and National Environment Agency.

Yanlord has created an effective system of 32 internal quality engineering management standards that cover subject matters relating to overall engineering quality, project management, project quality rewards and discipline, third-party evaluation, and leakage-proofing. These standards provide the guidance for Yanlord teams to develop high-quality products in a timely and cost-effective manner. In FY 2022, three new internal quality engineering management standards were introduced, and two existing standards were updated. Adjustments were made on "Notice of Adjustment of "Third Party Construction Quality Evaluation Method (V5.0) and "Third Party Construction Quality Evaluation Management Measures (V6.0). The three newly launched standards in FY 2022 were Anti-leakaging Construction Specialised Measures Manual, Project Construction Planning Standard Manual, Enhanced Construction Standardisation Manual.

Keeping in mind the Group's objectives on strategic development while striving to navigate through adverse market conditions, our R&D Department has been working towards achieving standardised designs and precise project implementations by reviewing past practices so as to optimise future operations throughout the various phases across the project lifecycle.

As part of the initial design phase, the Group rolled out the Design Stage Assessment and Customer Relationship Review Checklist ("Checklist") in FY 2022 to further enhance project quality control. This document aims to provide universal standards for assessment of Property Development projects, covering indoor space, public

areas, and landscape gardens within each project where applicable, and specifies detailed requirements on safety, aesthetics, ease of use, impact to neighbourhood and other key considerations at the initial design phase. With help of the Checklist, Yanlord teams across different locations manage to identify issues concerning quality in early stages of the project lifecycle and deliver professional advice to manage downstream operations.

Post conclusion of the project development phase, the R&D team will conduct reviews over the entire process, covering design, usage of materials, project timeline and suppliers' performance. This process enabled our teams to clearly identify core values of the project and best practices for further improvements. In FY 2022, the R&D team conducted a detailed study which targeted at areas of customer concerns within public areas such as electromechanical features and interior design of the property. The study discussed cases concerning home-returning traffic flow at residential buildings, referred to the best practices in current and past Yanlord projects, and provided effective recommendations to improve space layout, interior finishing and furnishing for future considerations.

QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Training

We conduct product quality training for employees, contractors, and supervisory units to ensure that our unified work standards are upheld.

Examples of Product Quality Training for Various Parties:

Employees

Anti-leakage training, fine decoration training, quality management system training

Contractors

Third-party assessment training, civil engineering training safety, quality risk training, construction model documentation training, masonry training and refined decoration training

Supervisory units

Third-party assessment training, civil engineering safety training, quality risk training

Our efforts in achieving the highest quality standards have been recognised as well. Yanlord continues to win various awards for architectural design and quality. In FY 2022, notably the “Green Construction Category 1 Award and Green Construction Development Project Award” awarded to Yanlord Arcadia in Shanghai; “2022 Residential Construction Silver Award” awarded to The Oasis Mansion in Shanghai; “2022 China Civil Engineering Zhan Tianyou Award for Outstanding Residential Community Gold Award” awarded to Riverbay Gardens in Suzhou; “Hainan Province Construction Engineering Quality Structural Evaluation Award” awarded to Yanlord Begonia Park in Haikou, the PRC and etc.



QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Case Study

YANLORD ARCADIA, SHANGHAI, GARNERS DESIGN, CONSTRUCTION MANAGEMENT, SALES AND DEVELOPMENT AWARDS IN FY 2022

Located near the heart of Yangpu district in Shanghai, Yanlord Arcadia comprises residential properties and retail shops. It has won numerous awards since the project launched for its design, construction management, sales and development aspects, of which, awards received in FY 2022 including:

- The Paper 2021 Urban Renewal Conference “The Best Future Community”,
- GBE (Global Business Engine) Real Estate Design Award – “2021-2022 Best Real Estate Design Award” – Gold Award,
- The 7th REARD Global Design Award – 2022 Silver Award in Residence,
- Green Construction Category 1 Award,
- Green Construction Development Project Award, Shanghai Yangpu District Civilised Construction Site,
- Shanghai Civilised Demonstration Construction Site,
- Shanghai Engineering Construction Outstanding QC Team Achievement,
- WAF World Architecture Festival - Urban Landscape Shortlist Award, etc.
- Yanlord Arcadia was ranked No. 1 Residential Property Project Sales in Shanghai and No. 2 Residential Property Project Sales in the PRC by CRIC in 2022



QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Guest Satisfaction

Guided by Yanlord's customer-oriented culture and core values, our Customer Relations Department continues to leverage the Group's internal business operations network and commits to its leadership role in maximising synergies between the headquarter office and local teams across the markets we operate in.

In FY 2022, Yanlord completed a total of 34 batches of project delivery, covering over 14,000 units of properties. Challenged by the record high delivery intensity and dual impact from business recession of the real estate sector and the COVID-19 pandemic, the Group's Customer Relationship Management ("CRM") data system fully integrates within the project development lifecycle. The CRM data system enables Yanlord teams to coordinate and organise project delivery with suppliers and customers. Its feature modules focus on risk investigation, project planning and quality supervision throughout various stages of the project delivery cycle. The CRM data system reached more than 80,000 customers throughout the year with total annual visits exceeding 1.9 million. Apart from the Group's CRM data system, our "400" customer service hotline remains an active customer engagement channel. The "400" customer service hotline has answered more than 4,500 call-in throughout the year and completed more than 60,000 call-back and communication with customers.

Another aspect of focus for the Group's Customer Relations Department in FY 2022 was to enhance synergies within the Group's internal business organisation. In terms of risk control, the Group's Customer Relations Department led the pre-opening risk inspection for 16 newly opened projects, supervised and guided local cities' customer relationship teams to complete self-inspection for other 29 renewal projects in FY 2022 across nine cities in the PRC. Throughout FY 2022, a total of 101 "mystery customers visits" and inspections were carried out on 27 projects of the Group, across 13 cities to continuously check for gaps



and to close them, improve management and service levels, as well as enhance customer perception. For internal communications, there were more than 10 cross-functional gatherings organised throughout the year. These sessions facilitated internal coordination and sharing on case studies such as common and typical cases relating to customer relationship management. They aimed to motivate local customer service teams to continually adapt to the changing customer needs and identify ways to improve our product and service standards.

Through the continuous touchpoints with local customer service teams, the Group's Customer Relations Department was able to put forward critical suggestions to formulate rectification plan, improve service standards and risk control. In July 2022, Customer Relationship Review Checklist rolled out by the Group's Customer Relations Department and R&D Department with

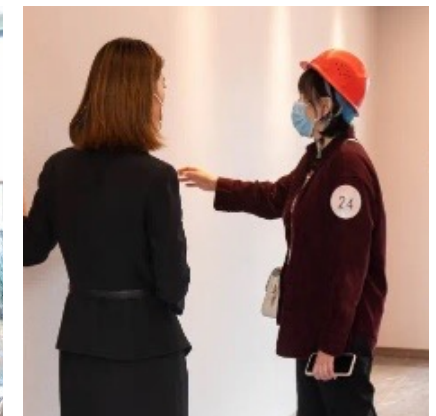
support from all relevant function teams. Referencing customer feedback gathered till date and past projects' experience, the document puts together salient points, consolidated from the Group's past operation experience, that need to be paid attention to in the design stage, generating a total of 132 points in the joint review checklist of customer relations. The team then implemented more than 200 key services connection and internal control points which achieved front-end control of customer concerns points, and eliminated risks from design phase to a great extent.

Going forward, Yanlord strives to remain agile so as to adapt to the rapid market changes, and focus on collaborating with our customers. We target to further refine our approach towards building customer relations, delivering quality products and services to our customers, further promoting the Yanlord brand.

QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Site Opening Days in Cities across the PRC for Training and Customer Viewing

We have also carried out inspections to identify any issues across all our projects prior to their pre-sales opening. During these inspections, we focused on assessing design and appearance, as well as workmanship defects. Prior to project delivery, we also arrange "Open Days" for customers for pre-delivery property viewing.



QUALITY OF PRODUCTS AND SERVICES (Cont'd)

YANLORD CUSTOMER SERVICES TEAMS IN THE PRC

Suzhou



Hangzhou



Shenzhen



Customer Services Training

快报
PEI XUN KUI BAO
2022.06.11 星期五
第 29 - 41 页

本期主题
《客户满意度及审图清单专题分享》 主讲嘉宾 曹万勇
—— 曹万勇

培训纪实

学习不止，专业精进。品质和客户是仁恒逾30年来能持续发展的根本，也成就了仁恒独特的企业文化。面对沪海两地，今年下半年大量的区域施工量和交付量，为该公司奋进一步达成共同品质管控，以最佳品质交付的期待。8月10日下午，集团及上海公司客户关系负责人曹万勇先生带来了《客户满意度及审图清单专题分享》专题培训。来自沪、杭两地的销售经理、部门中心负责人、项目总、各案场PM、客户关系部全体员工及物业、装饰公司同事，线上线下共计200余人参加了此次分享。

曹总首先带来了《2022上半年客户与服务表现分析》的分享，包括总体满意度扫描、产品与服务表现两部分。曹总为大家展示了近3年来对客户满意度提升数据，公司整体满意度近5年稳步提升，稳中有进，客户结构仍以老业主为主；各城市的表现各异，东部地区表现分化情况加剧。

随后，曹总进行了近年来公司产品品质与服务表现分析，在产品端，分别从户型设计、户型设计、园林绿化、区内规划配套、物业品质等方面展示了近年来的提升。与行业整体对比的对比，也进行了各公司近年来的变化对比，并针对现状进行了重要分析。

在服务端，曹总通过从物业服务满意度、交付沟通服务、交付服务、物业服务、物业服务到设施设备维护等方面详细进行了数据分解，各公司间在提升空间不大，典型案例与现状分析的可能原因进行展示。

接着，曹总针对各城市公司的表现进行了一一深入分析，上海公司是近几年表现最稳定高值，但个别项目物业服务关注度提升，同时多家兄弟公司的经验分享，曹总提供了未来的改进重点，为后续项目的品质提升提供了重要的参考。

最后，曹总总结到，公司各部门，各案场面对交付任务，务求团结一致，积极提升品质交付，应重点关注项目的品质提升，新交付项目的品质把控，老项目的物业服务，品质提升的持续稳定，产品和服务是品牌落地的关键，守住客户底线，持续提升交付，确保品质交付，才能为项目交付提供坚实的保障。

专题分享后，曹总还针对《仁恒置地集团客户关系管理清单要点》进行了详细解读。

培训内容非常丰富，分别针对建筑交付、建筑交付、景观园林三大方面，其中交付方面涵盖了所包的具体项目、要点、风险提示、提升方法等内容。曹总还进一步进行了详细的公司案例分析和其中的亮点与不足，也强调了项目风险防范的落地管理，希望各同事积极配合落地，为交付工作提供助力。

上海仁恒30年来积累的忠实地客户和高品质的服务，是仁恒人打造品牌的核心和基石，正新的理想需要品质在交付的每个环节，离不开公司所有员工的辛勤付出，让我们不忘初心，砥砺前行，携手共进，只争朝夕！

敬请期待下一期【匠心学堂】专题分享

仁恒置地上海公司 人力资源部

Zhuhai



Haikou



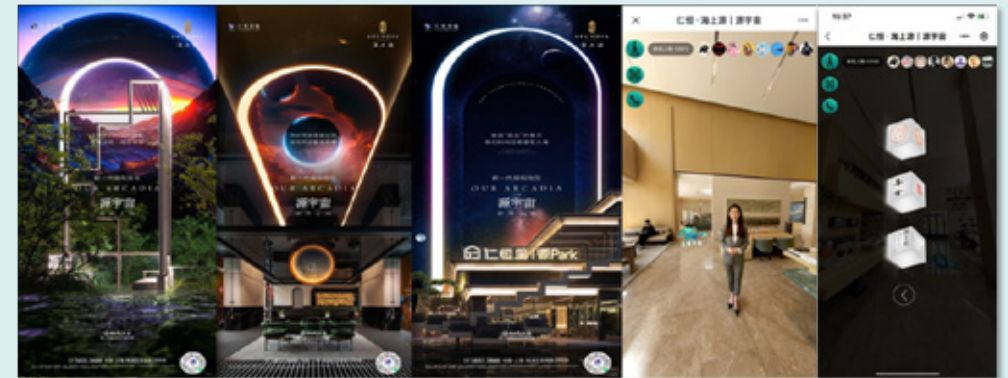
QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Case Study

YANLORD MARKETING AND SALES DIGITAL TRANSFORMATION UNDER STRINGENT EPIDEMIC CONTROL MEASURES IMPLEMENTED IN THE PRC

Faced by challenges from the COVID-19 restrictions and unstable market trends, the Company launched a series of initiatives across the PRC to digitalise the sales and marketing process.

- Yanlord online property viewing Mini-App was piloted in Shanghai in December 2021. The pilot program in Shanghai features property viewing with Virtual Reality (“VR”) and showcases project introduction and videos, unit layouts and real-time contact channels to Yanlord sales team. Customers are no longer held back by lockdowns due to resurgence of COVID-19 cases and are provided with project updates and property viewing options at their fingertips. The Mini-App was continuously enhanced and went through testing-launch in April 2022 across the PRC.
- Yanlord has integrated VR technology and Metaverse concept to build a virtual space for immersive, real-time property viewing experience. Since its official launch in April 2022, multiple of Yanlord’s projects in Wuhan, Shenzhen and more cities across the PRC were featured in the VR program, which was accessed by over almost 20,000 viewers with over 890 groups of customers converted and 29 groups confirmed interest. The VR Metaverse program enhanced interaction with customers, while overcoming lockdown constraints, also preventing crowding.



QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Case Study

YANLORD MARKETING AND SALES DIGITAL TRANSFORMATION UNDER STRINGENT EPIDEMIC CONTROL MEASURES IMPLEMENTED IN THE PRC (Cont'd)

- Live streaming is another digital channel where Yanlord sales team leveraged extensively to proactively interact with customers and promote branding. Throughout the second quarter of FY 2022, Yanlord Shanghai team rolled out a series of live-streaming sessions with sales personnel co-hosting with industry as Key Opinion Leaders (KOL) and collaborated with the local media outlets. The series of live-streaming sessions recorded over 33,000 hits, enabling our teams to effectively engage with both existing property owners and potential new customers. This is aligned with our purpose to build and enrich the community.



全国房地产市场月度观察-2022年5月报	20220720上海22年入市项目情况简析 (8版次)	上海仁恒市场营销部-上海城市监测月报 (2022年7月)	2022.05 - 疫情常态化及投资偏好分析-市场篇
全国房地产市场月度观察-2022年6月报	20220816上海22年入市项目情况简析 (4版次)	上海仁恒市场营销部-上海城市监测月报 (2022年8月)	2022.07 - 疫情常态化-上海市场研究及趋势研判
全国房地产市场月度观察-2022年9月报	20220923上海22年入市项目情况简析 (5版次)	上海仁恒市场营销部-上海城市监测月报 (2022年9月)	2022.10 - 疫情常态化-上海市场研究及趋势研判
全国房地产市场月度观察-2022年10月报	20221021上海22年入市项目情况简析 (6版次)	上海仁恒市场营销部-上海城市监测月报 (2022年10月)	2022.10 - 上海郊区市场分析及趋势研判
全国房地产市场月度观察-2022年11月报	20221114上海22年入市项目情况简析 (7版次)	上海仁恒市场营销部-上海城市监测月报 (2022年11月)	2022.12 - 上海市场分析及趋势研判



- Yanlord Arcadia in Shanghai completed an online sales cycle through online sales subscription registration, property unit selection and digital payment methods. This meant that customers were able to make a property purchase online and payment online without having to make a trip down to the sales centre in primary market launch. This significantly shortened the process of purchasing a property and payment, ultimately allowing the sales team to achieve close to 100% of units sold on launch day across several projects in FY 2022.



- By analysing industry trends and conducting peer-benchmarking in aspects of product features, launch schedule, Yanlord's R&D Department came up with innovative ideas to improve design and development of its launches. This information was subsequently made available via our internal portal, to be leveraged for ongoing and future projects.

Facilitated by the series of tech-friendly solutions, advancements in digital marketing, coupled with proactive engagement from sales teams, we have overcome COVID-19 limitations and are pleased to emerge with top residential sales across Shanghai. With this foundation laid, we endeavour to replicate this success across all other cities in the PRC.

QUALITY OF PRODUCTS AND SERVICES (Cont'd)

MANAGED PROPERTIES

Yanlord actively engages customers across our Managed Properties in order to remain informed of their evolving expectations and needs. We encourage all customers to submit feedback through various channels and platforms, including the Group's CRM data system and customer service hotline. This ensures that customer concerns are promptly attended to and effectively resolved. Due to the resurgence of COVID-19 cases across certain cities within the PRC, it made in-person customer interactions challenging in FY 2022. As such, leveraging online channels was crucial to maintain effective customer communications.

There are customer feedback check points set in place to engage with Yanlord property owners on their level of satisfaction. New property owners will receive check-in calls for feedback on the services rendered from the point of sale till the point of delivery. One year post delivery, these property owners will receive another check-point call for feedback collection. Phone calls and door-to-door surveys are carried out to collect feedback from property owners who have become Yanlord's long-term customers (two years and above). In FY 2022, we continued regular customer surveys via online channels and phone calls with door-to-door survey visits temporarily on hold due to COVID-19 lockdowns.

In FY 2022, with the assistance of an independent research agency, we continued to conduct our annual customer satisfaction survey for customers in the PRC. In response to the results, local teams reach out to the corresponding groups of customers to learn more about their expectations to provide customised resolutions where possible.

Throughout FY 2022, a total of 5,267 feedback responses and complaints were filed via various platforms for customer communication. Among these responses, over 82% (up by 7% from 2021) were received via online channels including Yanlord WeChat Official Account and various online APPs. This reflects customers' growing preference for online communication, which may in turn raise dependency on the CRM data system. All feedback and complaints collected from our customers in FY 2022 were successfully addressed and whenever feasible, resolved.

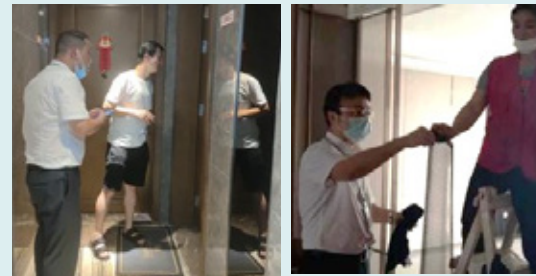
Going forward, Yanlord remains committed towards providing top-notch services, enhancing customer satisfaction and delivering to all residents and tenants a comfortable, safe and convenient service experience.

Case Study

YANLORD WUHAN PROPERTY MANAGEMENT SERVICES HIGHLIGHTS IN FY 2022

Throughout the past year, Yanlord Property Management team in Wuhan continued to focus on extending outstanding services to our residents, tenants, and potential customers in granular details from customer engagement to facility maintenance to compliance and safety.

Conducted indoor servicing for 9,682 units



Delivered 15,789 packages to-door



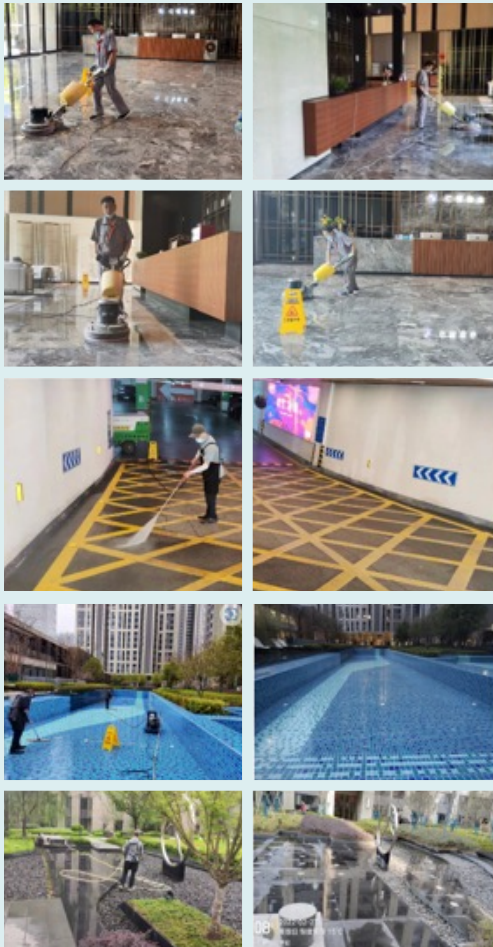
Supported 165 COVID-19 PCR tests for 140,176 individuals in first half of 2022



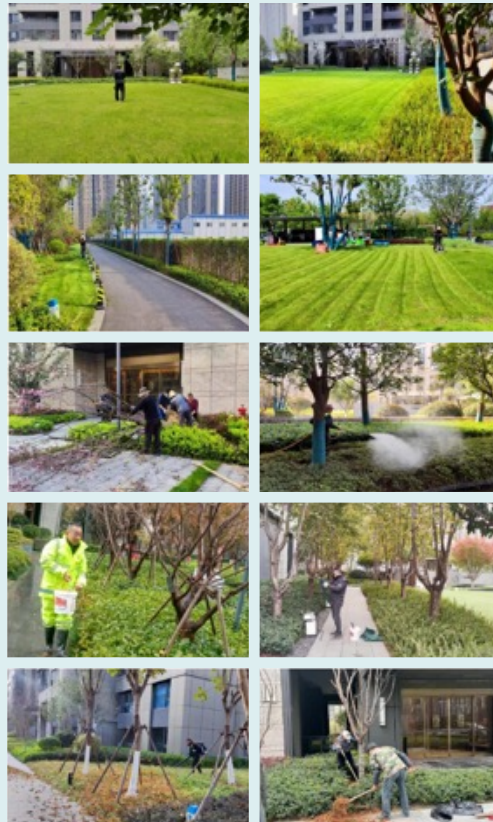
QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Case Study YANLORD WUHAN PROPERTY MANAGEMENT SERVICES HIGHLIGHTS IN FY 2022 (Cont'd)

Monthly cleaning of building exterior and flooring at residential lobby, basement carpark, recreational facilities etc.



Monthly greenery maintenance



Facilitated renovation and help property owners with home-moving



Regular patrolling and inspections of safety monitoring systems



QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Hotels & Serviced Apartments

Hotels & Serviced Apartments of Yanlord operates under major hotel brands including InterContinental and Crowne Plaza. Quality service is among the top priorities across our hotels and service apartments. A rigorous set of Standard Operating Procedures (“SOPs”) are instituted to ensure delivery of the highest-standard cleanliness, safety, brand standards and food safety.

Monthly inspections are carried out by employees to ensure that such SOPs are effectively implemented and strictly adhered to. For instance, daily checks on food safety and hygiene are performed to ensure food preparation areas are cleaned and disinfected appropriately. High-touch areas would be disinfected thoroughly with suitable and safe chemicals. Qualified independent laboratories are also engaged to conduct microbiological swab tests across the kitchen, serving and food preparation area every six months. In addition to these checks, emergency response drills are conducted to ensure all personnel are aware of relevant SOPs to follow through.

Food safety is of paramount importance at Yanlord. A comprehensive exercise for food safety incidents is conducting to familiarise employees of the appropriate action required. This exercise includes the reporting, investigating, tracing of affected food items (i.e raw food) as well as recalling of affected items across the hotels’ operations. These emergency drills and exercises can be found within the InterContinental Hotel Incident and Crisis Manual. Refresher trainings on these topics are held to ensure employees aware of their roles and responsibilities during such incidents.

Besides, we also have a formal reporting channel in place to record complaints received from guests and diners. These cases would be reported to the food safety committee and management and subsequently brought

up to management. This official reporting mechanism has been established to ensure cases are accurately recorded with appropriate follow-up actions are taken.

Additionally, we have also scheduled regular onsite inspections to be conducted by qualified third-party agencies. We firmly execute food safety management system with regular comprehensive inspections to ensure its robustness within our operations. An InterContinental Group quality inspector also performs annual inspections on product cleanliness as well as equipment functionalities.

Training

All employees under the Hotels and Service Apartments operation undergo comprehensive training upon onboarding. The training program covers specialised topics on handling customer personal data and privacy, and further adhoc trainings to meet specific requirements for special events. Refresher courses are also offered on a regular basis to remind employees on the fundamentals of hotel operations. Trainings held throughout the year include Code of Conduct Training (行为准则培训), Food Safety Management System Training (食品卫生与安全培训) and True Hospitality (真正的待客之道培训). In each hotel, specific training targets are set for employees, e.g. no less than 4 training hours per month for each operation staff and at least 2 training hours per month for back of house employees.

Guest Satisfaction

Guest satisfaction reflects the service quality rendered. Throughout our operations, we consistently strive for better understanding customers’ needs and working towards exceeding their expectations. In the long-run, superior guest experiences enhance guest loyalty and lead to high performance in the keen competition within the hospitality industry.

We continue to track our guest satisfaction through guest satisfaction survey Guest HeartBeat and IHG Guest reviews in conjunction with ratings on review sites such as Ctrip, Booking.com, and TripAdvisor. Key metrics include guest experience at various stages of their stay with us, i.e. service recovery, cleanliness, and food quality, etc.

The following list demonstrates awards received by our Hotels & Serviced Apartments in the PRC in FY 2022.

InterContinental Residences, Chengdu

- Traveller Review Awards – Booking.com
- Green Engage Award – IHG Greater China
- Best Service Index Award – Ctrip

InterContinental Hotel, Zhuhai

- Most Beautiful Scenery Hotel Ranking – Ctrip

ParcVue Hotel Residence, Nanjing

- Serviced Apartment of the Year

Crowne Plaza Sanya Haitang Bay Resort, Sanya

- Hotel Industry Contribution Award in Assisting in the Development of Hainan Free Trade Port
- Traveller Review Awards – Booking.com
- 2022 Best Family-Friendly Theme Park Hotel – Ctrip

QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Yanlord offer various activities for guests in our Hotels & Serviced Apartments including wellness programs and community events during their stay with us. In FY 2022, Yanlord's ParcVue Hotel Residence in Nanjing and InterContinental Residences in Chengdu focused on activities for long-stay guests, with themes ranging from recreations, food, family, to volunteering, sightseeing and cultural experiences.

Recreational Activities

Yanlord Chengdu InterContinental Executive Apartment offers Yoga classes twice a week.

- On March 26, 2022, there was a special fluorescent themed yoga session which was favoured by our guests.

Family Gatherings

For our family guests, there are plenty of activities for children and parents to network and enjoy.

- On Mother's Day and Father's Day, our Chengdu team hosted guest families for brunches
- Yanlord's Chengdu team invited our little guests who love Mickey Mouse and their parents to the Chengdu Mickey's Art Exhibition

Food & Living Quality Improvements

We hope our long-stay guests feel at home whenever staying with us.

- In April 2022, our Nanjing ParcVue team hosted the Serve & Care programme, visiting our guests from door-to-door for gifts delivery and birthday celebrations
- In October 2022, our Chengdu InterContinental team hosted BBQ dinners for guests from Korea and Japan



QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Outdoor Activities

For guests who fancy the nature and outdoor events, our teams in Chengdu and Nanjing organised numerous day and weekend trips, as well as outing carnival for pet owners and lovers.

Cultural and Festive Activities

Throughout the year, Yanlord teams in Chengdu and Nanjing organise various events and activities to create festive environment for our guests.

There were gift delivery and give-away on Halloween and Christmas; Flower bouquet give-away on Chinese Valentines' Day; Dumplings-making session on Chinese New Year; Live show on Christmas Day; Flower arrangement session on Thanksgiving.

Volunteering Activities

On July 28, 2022, our long-term guests joined the voluntary blood donation session in Chengdu, joining hands to contribute to the charitable course.



QUALITY OF PRODUCTS AND SERVICES (Cont'd)

TARGET AND PERFORMANCE

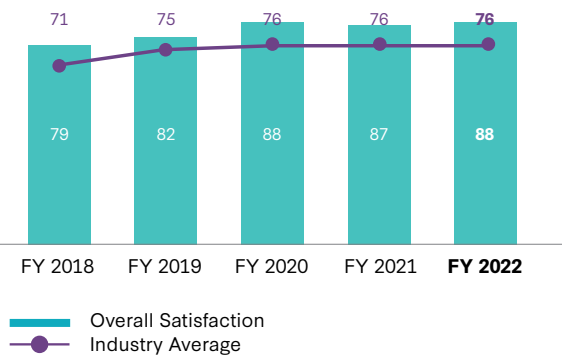
Property Development and Managed Properties

In FY 2022, Yanlord has achieved an overall satisfactory score of 88; improved from the score of 87 achieved in FY 2021. There were consistent improvements of feedback score across the dimensions of customer loyalty, intention for re-purchase and intention for recommendation. The Net Promoter Score (NPS) increased by 7% from FY 2021 survey responses to reach 48% in FY 2022. Positive feedback was widely received from property owners (two years and above) in FY 2022, with noticeable improvements on scoring of customer loyalty and NPS.

Overall Satisfaction (left) and Breakdown of Respective Aspects (right)



Overall Satisfaction Scoring



Breakdown of Satisfaction Scoring



FY 2022 Target

To achieve at least 89% overall customer satisfaction in FY 2022 survey



FY 2022 Performance

Achieved 88% overall customer satisfaction



FY 2023 Target

To achieve at least 89% overall customer satisfaction in FY 2023 survey

QUALITY OF PRODUCTS AND SERVICES (Cont'd)

Hotels & Serviced Apartments

Across the abovementioned hospitality properties, Guest Love Score is leveraged to track guest satisfaction. Each property sets its own target and pending on the key areas of improvements raised by the guests, follow-up actions would be taken for continuous improvements.

We are pleased to share that our Hotels & Serviced Apartments have met their targets set for FY 2022 and will seek opportunities to further enhance performance in FY 2023. Targets and performances across the Hotels & Serviced Apartments are summarised in the table below.

Customer Health and Safety

In FY 2022, there were no major incidents of non-compliances concerning health and safety of products and services. There were also no breaches against voluntary codes in areas of customer health and safety of products and services. As we continue to adopt leading practices in customer health and safety, we strive for upkeeping this performance in the years to come.



FY 2022 Target	FY 2022 Performance	FY 2023 Target
Chengdu: To achieve 91% Guest Love Score	Achieved 95% Guest Love Score	Chengdu: To achieve 91% Guest Love Score
Sanya: To achieve 93% Guest Love Score	Achieved 97% Guest Love Score	Sanya: To achieve 93% Guest Love Score
Zhuhai: To achieve 93% Guest Love Score	Achieved 97% Guest Love Score	Zhuhai: To achieve 91% Guest Love Score

CUSTOMER PRIVACY

MANAGEMENT APPROACH

Yanlord has been implementing a comprehensive Privacy Policy that outlines the methods used for collection, usage, processing, disclosure, and safeguarding of personal data obtained by our Group. This policy is available for viewing on our website. For more information, please visit [Privacy Policy - Yanlord \(yanlordland.com\)](https://www.yanlordland.com/PrivacyPolicy)

Data Protection Laws We Comply With:

PRC

Personal Information Protection Law, Network Security Law, Data Security Law and Cybersecurity Law of PRC

Singapore

Personal Data Protection Act 2012

Hong Kong SAR

Personal Data Privacy Ordinance

Managing Customer Privacy

PRC

In accordance with the “data user is responsible” principle in managing customers’ personal information, Yanlord requires all employees to exercise reasonable caution in performing their personal information security duties related to their respective roles and responsibilities. Employees are strictly prohibited from divulging customer information to unauthorised personnel or personnel who are beyond the scope of their authority. Moreover, all Yanlord hotel employees must receive training on how to handle guests’ personal information.



To maintain the security of our customers’ personal information, Yanlord adheres to strict internal procedures that limit access to personal information to authorised personnel and utilise secured data transfer and archiving of customer data.

Singapore

In Singapore, we stay informed of the latest industry developments by regularly attending seminars, reviewing newsletters, and advising staff of relevant updates. Our Privacy Policy is subject to periodic reviews and updates to stay in line with regulatory and legal requirements, as well as industry trends and future developments.

CUSTOMER PRIVACY (Cont'd)

Managing Cyber Security

PRC

We understand the critical role that cybersecurity plays in our business, and as such, we adhere to the Cybersecurity Classified Protection 2.0 regulations under the PRC Cyber Security Law. This requires us to meet varying levels of security requirements depending on the grade of our network system. At Yanlord, we take a holistic approach to cybersecurity management by focusing on three key pillars: Process, Technology, and People.

On November 18, 2022, the State Administration for Market Regulation and the Internet Information Office of the PRC issued the "Implementation Rules for Personal Information Protection Certification". The "Rules" stipulate that classified protection standard certification is the prerequisite for all personal information processors to carry out personal information processing and certification activities. In accordance with the national recommended standards "Basic Requirements for Classified Protection of Information Security Technology and Network Security", Yanlord implemented classified protection scheme over information systems and has been successfully certified by the Public Security Bureau of the PRC. In the future, we strive to seek personal information related certification where applicable and in accordance with regulatory updates.

On December 19, 2022, the Central Committee of the Communist Party of The PRC and the State Council issued the "Opinions on Building a Data Basic System to Better Play the Role of Data Elements", requiring all levels to accelerate efforts on the construction of a basic data governance system. To further strengthen data security management, Yanlord put forward the security management requirements on "controlling maintenance and operations, controlling data flow direction".

By deploying a centralised management system for operation and maintenance, known as the "fortress machine", we aim to realise full management and control of maintenance and operations, strengthen our internal audit capability over the data flow, so as to remain fully compliant to latest data safety management requirements.

To raise employee awareness of information security protection, we have introduced training courses on information security for all staff with the support of the Group's Human Resources ("HR") Department. The courses covered the basic concepts of information security, common risks, and provided guidance on the necessary steps to enhance cybersecurity protection. Additionally, IT professionals were introduced to specialised trainings on network security to improve their network protection capabilities.

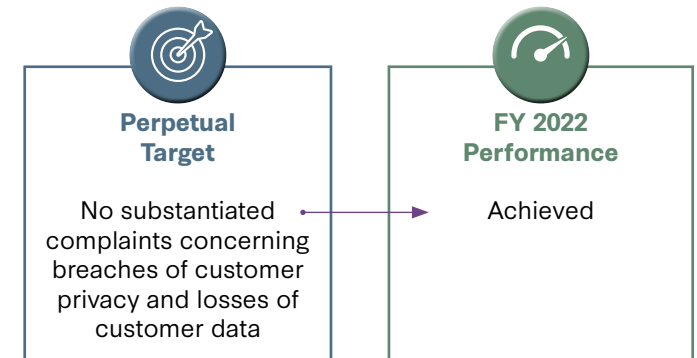
Singapore

In Singapore, we have established both Data Management Policy and Cyber Security Policy to provide guidelines for data management, security and access, as well as measures to prevent security threats to the Company's network, infrastructure, computer systems and our employees.

We ensure responsible data management by maintaining checklists and documentation, requiring authorisation for handling sensitive data, and conducting daily offline tape backup to protect against cyber-attacks. To test the efficacy of our security measures, we conduct regular tests, such as yearly disaster recovery exercises, ethical hacking trials for Proof of Concept, and Data Security Management audits.

To improve employee awareness of cyber risks, we provide trainings for designated employees and distribute electronic direct mail ("EDM") to all employees, featuring case studies on recent cyber-attacks and preventive measures.

TARGET AND PERFORMANCE



In FY 2022, there were no substantiated complaints¹ concerning breaches of customer privacy and losses of customer data. We are moving along with industry practice and aim to achieve the same result in FY 2023 with enhanced protective measures against cyber-attacks.

¹ Written statement by regulatory or similar official body addressed to the organisation that identifies breaches of customer privacy, or a complaint lodged with the organisation that has been recognised as legitimate by the organisation.



EMPOWERING OUR PEOPLE

- Employee Demographics
- Employment and Training
- Occupational Health and Safety

Keep your face to the sun
and you cannot see the
shadows.

HELEN KELLER



EMPLOYEE DEMOGRAPHICS

As of December 31, 2022, the workforce within the reporting scope comprised of 10,296 employees¹, with majority of our workforce based in the PRC. Our employees are majority hired on a full-time basis. Among our entire staff population, female and male employees account for 41% and 59%, respectively across our reporting geographies. In Singapore and Hong Kong SAR, we hire our employees predominantly on a permanent basis, while we hire our employees on a fixed-term² basis in the PRC.

Please refer to the charts and tables below for more details on the breakdown.

BREAKDOWN OF BOARD MEMBERS BY GENDER



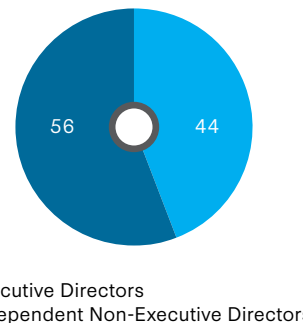
Yanlord recognises the importance and embraces the benefits of having a Board of appropriate structure, size and composition, comprising directors who as a group provide an appropriate balance and diversity of various aspects. Yanlord also believes that diversity is an important attribute of a well-functioning and effective Board as a diverse Board provides multiple perspectives, enhances decision-making, avoids groupthink or uncritical conformity and fosters constructive debate, and accordingly, has in place a Board Diversity Policy (which is also being made available on the Company’s website at yanlordland.com/corporate-governance/) to promoting adequate diversity on the Board. In particular, Yanlord values the Board with diversity in aspect of skillset and expertise, business background and industry knowledge, international experiences, age, gender, tenure and independence. The current structure, size and composition of the Board remain appropriate and effective and provide adequate diversity and independence to the Board, and are conducive to efficient and effective discussion and decision making as the current structure, size and composition of the Board are appropriate for meaningful individual participation by each director with diverse professional perspective.

Taking into account that gender diversity on the Board can bring different perspectives, competencies, functional expertise, approaches to stewardship and risk-reward orientation in enhancing the quality of decision making, Yanlord has set a target to appoint, on merit, a female candidate who possesses all the objective criteria and qualifications that complement the Board mix and composition, to fill Board vacancy that may arise due to retirement or cessation of service of an existing director.

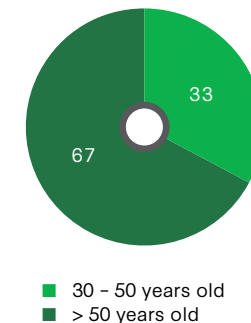
Executive Directors	Independent Non-Executive Directors	Total
4	5	9

BREAKDOWN OF BOARD MEMBERS BY INDEPENDENCY AND AGE GROUP

Breakdown by Independency (%)



Breakdown by Age Group (%)

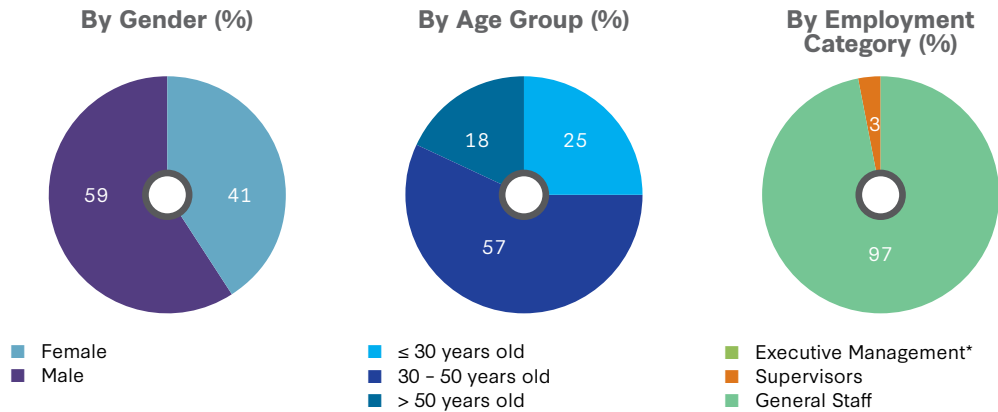


¹ Employees refer to only staff who have entered employment contracts with Yanlord.

² Permanent employees are defined as only those whose employee contracts are for indefinite periods. In PRC, fixed-term contracts of 3 or 5 years are the norm due to employee terminations being regulated to a higher extent than in Singapore or Hong Kong SAR. During the contracted period, they are treated as permanent employees and are provided full employee benefits. Additionally, we offer open-ended contracts after renewal of employment for two consecutive fixed-terms, in line with the Labour Contract Law of the PRC.

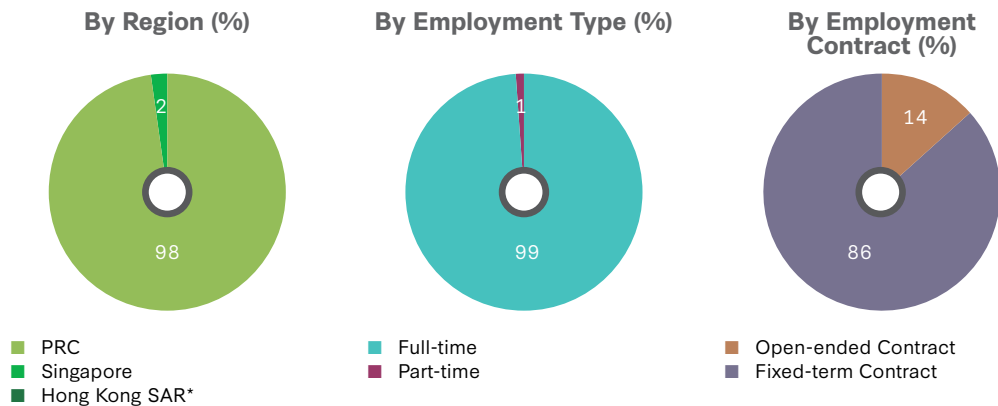
EMPLOYEE DEMOGRAPHICS (Cont'd)

BREAKDOWN OF EMPLOYEES BY GENDER, AGE GROUP AND EMPLOYMENT CATEGORY



	FY 2021	FY 2022
By Gender		
Male	6,012	6,059
Female	4,328	4,237
By Age Group		
≤ 30 years old	2,757	2,516
30 - 50 years old	5,661	5,886
> 50 years old	1,922	1,894
By Employee Category		
Executive Management	43	36
Supervisors	351	309
General Staff	9,946	9,951

Diversity is an important attribute of a well-functioning and effective management. In Yanlord, we have made, and will continue to make, significant progress in terms of gender diversity. In FY 2022, women accounted for 28% of senior management and supervisory roles. Yanlord targets to bring in more qualified women for the management roles.

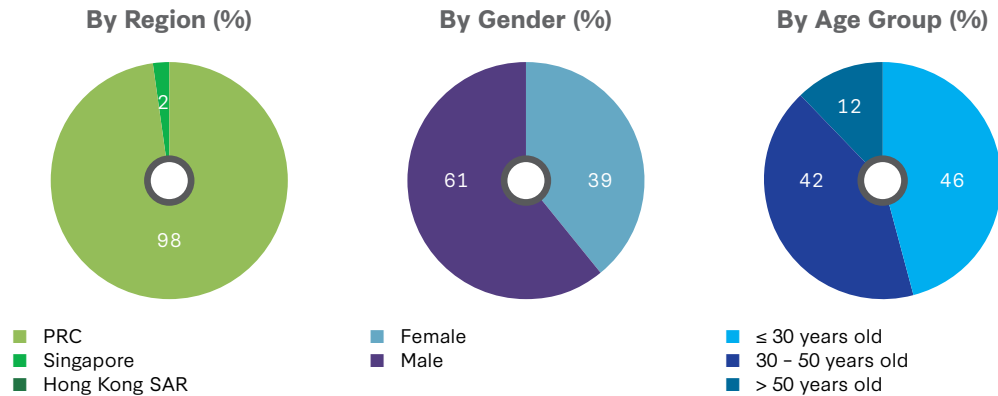


Region	FY 2021		FY 2022	
	Male	Female	Male	Female
PRC	5,917	4,163	5,969	4,073
Singapore	85	146	82	148
Hong Kong SAR	10	19	8	16
	Full-time	Part-time	Full-time	Part-time
PRC	9,979	101	9,944	98
Singapore	231	0	230	0
Hong Kong SAR	29	0	24	0
	Open-ended Contract	Fixed-term Contract	Open-ended Contract	Fixed-term Contract
PRC	1,141	8,939	1,249	8,793
Singapore	202	29	201	29
Hong Kong SAR	29	0	24	0

* Values are less than 1% and do not appear within the pie chart. Please refer to the tables on the right for the exact values.

EMPLOYEE DEMOGRAPHICS (Cont'd)

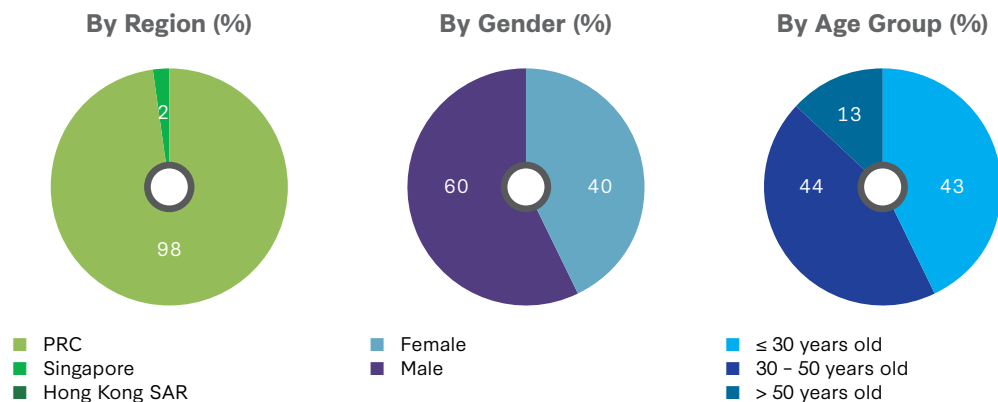
TOTAL NEW HIRES IN FY 2022: 3,552 - NEW HIRE RATE¹ : 34.5%



Region	FY 2021		FY 2022	
	Male	Female	Male	Female
PRC	2,343	1,544	2,140	1,330
Singapore	18	28	25	48
Hong Kong SAR	0	2	3	6

Region	FY 2021			FY 2022		
	< 30 years old	30 - 50 years old	> 50 years old	≤ 30 years old	30 - 50 years old	> 50 years old
PRC	1,511	1,877	499	1,568	1,478	424
Singapore	10	32	4	18	46	9
Hong Kong SAR	1	1	0	1	8	0

TOTAL TURNOVER IN FY 2022: 3,635 - TURNOVER RATE² : 35.3%



Region	FY 2021		FY 2022	
	Male	Female	Male	Female
PRC	2,033	1,365	2,135	1,413
Singapore	30	49	29	44
Hong Kong SAR	0	0	6	8

Region	FY 2021			FY 2022		
	< 30 years old	30 - 50 years old	> 50 years old	≤ 30 years old	30 - 50 years old	> 50 years old
PRC	1,518	1,624	256	1,537	1,554	457
Singapore	19	51	9	9	52	12
Hong Kong SAR	0	0	0	2	9	3

The Property Management business and Hotel and Serviced Apartment Operations contributed to 89% of Group total new hires and 81% of Group total employee turnover in FY 2022. The high turnover rate of general staff especially frontline employees in these business segments in the PRC is common due to the nature of the industry. Aside from that, all new hires and turnover data also cover the internal transfers across different business segments.

¹ New hire rate is determined by dividing the new hires with the average number of employees in the financial year. The average number of employees in the financial year is determined by having the total number of employees at the beginning and end of the year.

² Turnover rate is determined by dividing the number of employees who have terminated their employment by the average number of employees in the financial year.

EMPLOYMENT AND TRAINING

Yanlord sees our employees as key contributors to both our long-term sustainability and success. In ensuring that our employees are treated fairly across all levels and positions, we have employed our staff based on merit regardless of age, race, gender, marital status, or family background. By acknowledging the importance of fair treatment, we can cultivate an environment where there is trust and understanding.

MANAGEMENT APPROACH

The Group views human resources as one of its most valuable strategic assets and a key contributor to the Group’s sustainable development. In line with its mission statement of “managing with benevolence and integrity, achieving perpetuity through perseverance”, the Group is devoted to developing land with devotion and treating its employees with trust and understanding, and respecting them as partners of the organisation. The Group offers opportunities for employees to develop their potential and to progress further in their careers, while creating a positive corporate culture to attract and retain talents for the Group’s continuous development.

In 2022, the Group’s recruitment, training and talent development functions continue to operate in an orderly manner. The Group continues to offer professional and management learning platform for mid to senior management personnel to upgrade their skillsets and capabilities, while grooming talents to take on managerial roles within the Group.

In 2022, the Group also continued to refine the operation management of its business units, by strengthening the development of information systems, optimising technical and functional management, expanding human resources management and office administration system to achieve effective coordination among the organisation and human resources, thereby raising its overall operational efficiency and risk management capabilities.

In 2022, the Group proactively adjusted its organisational structure to become more intensive, flexible, and efficient in response to the current market conditions and future industry trends, with the purpose of maintaining better and longer-term development. The Group reorganised the management structure, building a more capable and efficient team. To groom talent for the future, the Group also continued to strengthen executive training and optimise employee training, including project general managers, technical and professional team head and managers of various functions to create a talent pool.

The establishment of in-house instructors foster a culture of knowledge sharing and continuous learning and facilitate the standardisation of work processes, ultimately improving the performance of the Group.

The Group continued to launch new learning courses through online learning platforms to strengthen communication and linkage between business lines, enhance the multi-functional capabilities of the staff, provide better coverage of employees’ basic management knowledge, and meet the needs of employees for cross-line and cross-professional business learning.

These learning courses are aimed at promoting continuous learning and professional training for the staff. When implementing new initiatives, working experience and current responsibilities were considered to ensure appropriate programs are provided to the respective individuals. For example, new employees have onboarding training to ensure smooth integration into the Yanlord corporate environment, whereas experienced employees have targeted training programs aimed at improving hard and soft skills.

To ensure our training program are of continued relevance to our employees, channels such as surveys and anonymous interviews are our main means to obtain feedback and understand the effectiveness of each course and continue to refine the training programs. Since FY 2021, we have enhanced training by further developing the Yanlord Capability Development Centre focused on building in-house knowledge and capability. We continue to leverage on the online learning platform “Yanlord Learning” for day-to-day learning and to provide an avenue for continuous and professional training for staff.

The training programs for our employees include:

Training categories

Compliance
 Leadership
 Core Skills
 Professional/Technical/
 Functional Development
 Personal Development

Examples of training delivered

Real Estate Operation Administration
 Management Soft Skills, Team Leadership
 Management, Investment and Development, Operations, Customer Service, Marketing
 Real Estate Project Management, Strategic Thinking, Service Recovery, Understanding Member Benefits and True Hospitality
 Taking the Initiative, Taking Responsibility

Specific programs have also been developed for our management team, with each department having their own relevant technical or functional training programs as applicable.

EMPLOYMENT AND TRAINING (Cont'd)

In FY 2022, we focused on delivering functional and technical trainings. While the challenges brought about by COVID-19 remained, we began finding new and innovative ways to boost sales while keeping our business in operations within the restrictions introduced by local authorities. The R&D team introduced a new platform which aimed at enhancing customers experience during the presale phase of our properties. From this platform, our sales team can learn about the various apartment types Yanlord offers across its projects and are taught to leverage on these features. Based on the customer's preference, the platform is able to curate and present the property types best suited to their liking. This has enhanced our sales team's capability, empowering them to better engage with the customers. This has helped mitigate challenges brought about by COVID-19 such as in-person interactions and disruptions to construction works and employment turnover.

MANAGEMENT TALENT TRAINING PROGRAM

To date, Yanlord operates in 20 cities in the PRC, managing more than 100 projects under different stage of developments. It is imperative to develop a strong management team that intimately understands Yanlord's corporate philosophy, our business, has strong leadership ability and the ability to tackle novel issues.

When we design the training programs and curriculum for our management-level staff, we ensure that we design the training programs for the right audience, delivering the right information for our business needs, ensuring our management team's learning is supported, and achieving the desired outcomes. Our goal is to develop a deep talent pool of leaders who can manage the business, manage their teams, manage the available resources, and manage themselves.

Case Study

YANLORD SHANGHAI "CRAFTSMANSHIP SCHOOL" "匠心学堂" TECHNICAL TRAINING SESSION SNAPSHOT

In FY 2022 Yanlord Human Resource Team in Shanghai continued to formulate training opportunities covering technical topics to facilitate sharing, learning, and coordinating among different departments, to help our people grow together with the Company.

Among the first batch of real estate development companies in Shanghai which invested in ultra-low energy consumption projects, the Company never stopped exploring relevant technologies aside from our on-going development projects featuring the same. In May 2022, Yanlord hosted an online session and invited both internal and external domain expertise to share on following topics concerning ultra-low energy consumption. The session was subscribed by over 130 Yanlord employees from Shanghai and Hangzhou.

Topic 1: Selection of low energy consumption doors and windows

Yanlord Procurement team started off by sharing about the background and target of ultra-low energy consumption for project development in Shanghai, followed by introduction of technical terminologies in relation to the windows and doors during development phase, supplemented by real-life examples. With understandings on technical foundation, the team proposed a "Four Low" criteria on selecting doors and windows, namely to select window frames, glasses and spacing bars with "low" heat conduction and keep the window area to frame area ratio as "low" as feasible, provided valuable knowledge for reference of future projects featuring on the same topic.

Topic 2: Swimming pool design and construction

During the same session, Yanlord managed to invite representative from our long-term business partner to share about technical considerations on design and construction of swimming pool for residential projects. He shared extensive details about key design criteria, "Three-in-One" dehumidification system and pool space heating technology. More specifically, he provided best practice cases on incorporating the details throughout various stages of design and construction to ensure smooth progress with a natatorium project.



EMPLOYMENT AND TRAINING (Cont'd)

Case Study YANLORD SHANGHAI “CRAFTMANSHIP SCHOOL” “匠心学堂” TECHNICAL TRAINING SESSION SNAPSHOT (Cont'd)

Topic 3: Product Design Training



Topic 4: Cost Management Training



New Employees Training



Graduate Trainee Program



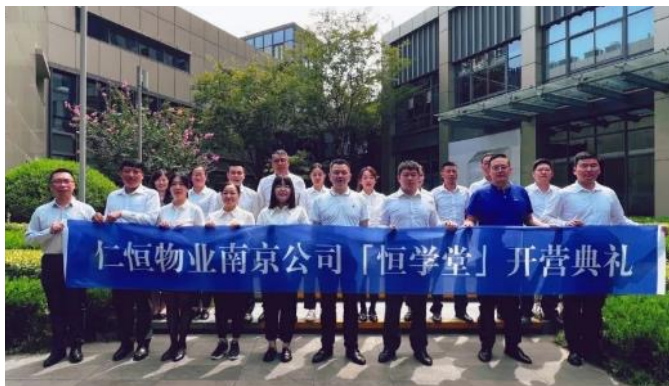
Internal Trainer Sessions



EMPLOYMENT AND TRAINING (Cont'd)

EMPLOYEE TRAINING PROGRAMME HIGHLIGHT

Property Management Training



Hotel Training



EMPLOYMENT AND TRAINING (Cont'd)

ENHANCED APPRAISAL SYSTEM FOR TALENT DISCOVERY AND GROOMING

Since FY 2020, we have enhanced our appraisal system in tandem with our ongoing regional expansion. As part of the enhancements, we improved our performance assessment methodology and mechanisms, to build upon our ability to discover, identify and groom talents. In FY 2022, 100% of our employees have undergone at least one formal appraisal process.

Case Study EMPLOYEE ENGAGEMENT

Yanlord teams across the PRC organised townhalls and awards ceremony to recognise employee achievements and contributions to keep our people united and encouraged.

In ensuring continued engagement with our employees, Yanlord townhall meetings conducted provide key updates and employees to share their feedback on the matter. Such meetings bring forth an educational opportunity to reinforce Yanlord's culture and values. In addition, this would also help remote team members feel connected as a whole, given this opportunity to mingle with their other peers.

Shanghai



Tianjin

At our Tianjin property, the property management teams have also organised management related training for our employees. Through motivating and encouraging our managers, it helps to increase overall productivity of employees as such training helps to build confidence and their ability in implementing strategies as well as mitigating conflicts.



EMPLOYMENT AND TRAINING (Cont'd)

BUILDING A SENSE OF BELONGING AND COMMUNITY

At Yanlord, we recognise that a positive workplace environment is one where employees feel appreciated and recognised for their efforts. In addition to acknowledging accomplishments, we express gratitude and appreciation for employees who have gone above and beyond for our customers and residents. We feature them on our social media platforms as well as on special occasions such as Women’s Day and Mothers’ Day, etc.

To foster a sense of belonging here at Yanlord, we also organise events for our employees to get together and have fun with family and friends. These events include an annual run to celebrate Yanlord’s anniversary, community basketball games, excursions, trips and team building activities across the different business units. Some of our notable events are showcased below.

Case Study

BUILDING A CARING AND CHEERFUL EMPLOYEE COMMUNITY AT YANLORD

On Mothers’ Day, ‘FM Voice of Yanlord’, the internal WeChat official channel featured stories about 12 working mothers at Yanlord from different teams in various cities across the PRC, celebrating their outstanding work contributions whilst being one of the most important roles in a family for their children.



Badminton games were hosted in Shenzhen in FY 2022, open to our employees and residents at the developed or Managed Properties of Yanlord, to promote a healthy lifestyle.



EMPLOYMENT AND TRAINING (Cont'd)

Case Study

BUILDING A CARING AND CHEERFUL EMPLOYEE COMMUNITY AT YANLORD (Cont'd)

In the autumn of FY 2022, the River Time team in Nanjing organised a cycling trip alongside the Yangtze River promoting an active lifestyle and bonding among team members.



InterContinental Hotel in Zhuhai hosted the annual "Celebrate Service Week". We express our appreciation to each and every employee who has contributed greatly to the growth of the Group's business. Over the one-week, fun and relaxing engagement activities were organised such as team building games, fitness classes and wellness workshops.



EMPLOYMENT AND TRAINING (Cont'd)

TARGETS AND PERFORMANCE



FY 2022 Target

50 training hours per employee



FY 2022 Performance

Achieved 34 training hours per employee



FY 2023 Target

40 training hours per employee

In FY 2022, we achieved a total of 34 average training hours per employee. This includes training hours for in-person training and web-based training across all our business segments in the PRC (including Hong Kong SAR) and Singapore.

Cognisant that we have set an ambitious target of 50 training hours per employee for FY 2022, we did not meet this due to COVID-19 control measures while large scale of training modules for general staff, in particular, for property management teams across the PRC, have been suspended or delayed. However, we have managed to achieve an average of 57 training hours across our Management and Supervisors category utilising virtual format of training during lockdown period. For General Staff, we achieved an average of 33 training hours. The table below summarises our employee training statistics across the employee category and gender:

The table below summarises our employee training statistics across the employee category and gender:

FY 2022	Management and Supervisors		General Staff	
	Male	Female	Male	Female
PRC	15,263	4,150	208,114	119,321
Singapore	81	117	1,105	2,130
Hong Kong SAR	35	46	112	87
Average Training Hours	62	46	36	29

Moving forward, our Group Human Resources looks to introduce a wider range of training modules to further enhance our employees' skills and competency across all levels of employees. We will continue to aim for the target of 40 training hours on average per employee in FY 2023.



OCCUPATIONAL HEALTH AND SAFETY

Safeguarding the health and safety of all employees, tenants, residents, contractors and visitors across Yanlord’s properties is of utmost importance. We are cognisant that human capital is key towards an effective organisation and long-term success of the business. Not only does maintaining a conducive, safe and healthy work environment boost employees’ productivity and morale, it can also improve retention rates and overall welfare of the workforce.

MANAGEMENT APPROACH

Occupational Health and Safety (“OHS”)

In PRC, occupational health and safety is enforced across all construction sites through a series of stringent safety management guidelines which ranges from detailed emergency plans, isolation plans as well as protection equipment measures. Use of notice boards are also widely used across our sites as an effective way to communicate safety information to employees.

We have a specific OHS management system which is customised to the needs and nature of work performed by each business segment. These systems are reviewed on a regular basis to ensure their relevance.

OHS Management Systems at Yanlord

Property Development	<p>The OHS system is developed according to the relevant international frameworks and national regulations¹.</p> <p>A three-level safety management system is in place to ensure safety for local city offices, and projects sites. The system takes on safety management processes such as pre-training, in-process inspection, and post-event evaluations. All project supervisors and general contractors are equipped with full-time safety management equipment.</p>
Managed Properties	<p>Our OHS management system is certified by GB/T 45001-2020/ISO 45001:2018 Occupational Health and Safety management standards² in selected offices in the PRC. In FY 2022, following continuous efforts to incorporate the ISO standards into the workplans of Yanlord’s selected offices across the PRC, Tianjin Yanlord Property Management Co., Ltd. obtained certificates on ISO9001:2015, ISO14001:2015, ISO45001:2018. Our Hainan Yanlord Property Service Co., Ltd. obtained GB/T 45001-2020 idt ISO45001:2018. Our occupational health and management system is based on the nature of work done within the property services industry. Various supporting procedures have been implemented, such as Risks and Opportunities Management Control Procedures, Hazards Identification and Risks Control procedures, etc.</p> <p>In Singapore, we have obtained ISO 45001:2018 across our Managed Properties since FY 2019</p>
Hotels & Serviced Apartments	<p>OHS risks across our Hotels & Serviced Apartments are managed by our OHS safety management system which is set out in accordance with the unified Global Risk Management Standards. These standards are set out by the hotel’s management team whereby the team would also conduct annual audits across all hotels, ensuring that their safety management systems maintain compliance with relevant OHS laws and regulations. Findings and recommendations raised from audits would have to be implemented for future improvements.</p>

Across our Singapore properties, we have in place an Occupational Safety and Health (“OSH”) policy and it is made available to employees in three languages – English, Chinese and Bahasa Melayu. Our commitments are outlined below:

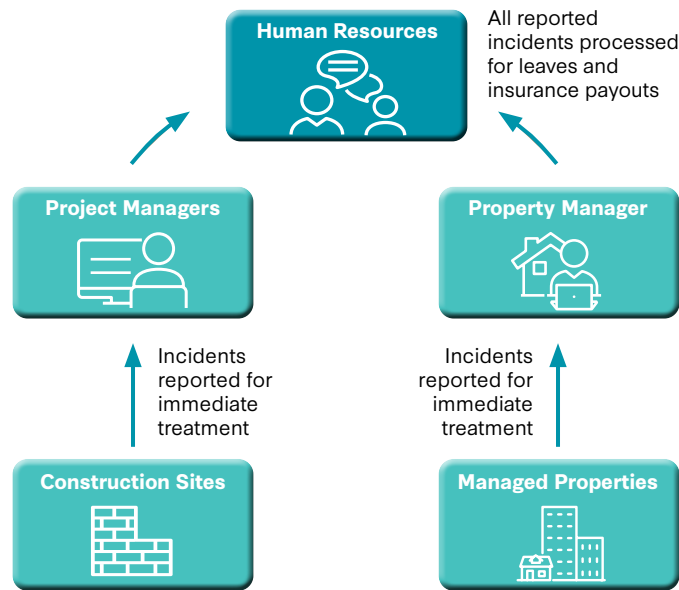
- **U**phold universal occupational safety & health standards by providing a firm framework for setting key OSH objectives
- **N**ever compromise on compliance with relevant regulations, legislations and other requirements
- **I**mprove the OSH management system through the involvement of relevant workers from all levels in the reviewing of existing processes as well as the setting of new processes
- **T**rain and educate all workers on workplace safety & health, and emergency preparedness
- **E**liminate hazards and reduce OSH risks in the workplace; and
- **D**evelop and promote a culture that supports a safe, secure and healthy workplace

¹ As of FY 2022, Yanlord follows (but not limited to) the following: National Standards of the PRC: Unified Code for Technique for Constructional Safety (GB50870-2013), Technical Code for Safety of Construction Machinery (JGJ130-2001) and Safety in Welding and Cutting (GB9448-1999), etc.
² This certification is only applicable in our Shanghai, Nanjing, Suzhou, Nantong, Chengdu and Shenzhen offices.

OCCUPATIONAL HEALTH AND SAFETY (Cont'd)

Incident Reporting Process

We have instituted an incident reporting process which guides employees to report work-related incidents across our business segments. All cases will be first received by the respective Project Managers and Property Managers, thereafter processed by Group Human Resources for further actions to be taken such as reporting to regulations and the processing of insurance claims.

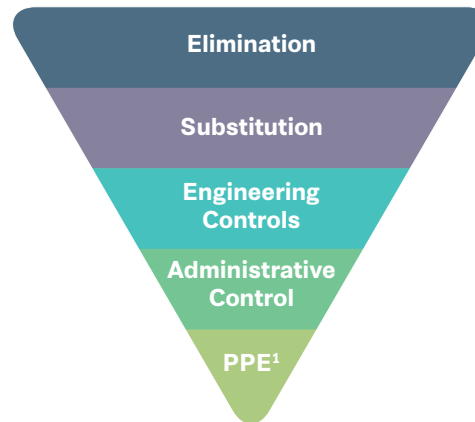


Property Development

All OHS concerns are overseen by our project team comprising representatives of supervising companies, general managers and safety officers from the main contractors. Their respective roles and responsibilities are detailed in the following table.

Project Teams	<ul style="list-style-type: none"> Organise site inspections weekly Ensure compliance to national laws and regulations Assess and identify potential safety risks and hidden dangers
General Inspectors	<ul style="list-style-type: none"> Evaluate OHS risks identified during inspection in an effective manner Notifying main contractors and follow up on corrective action to be taken until closure of case
Safety Officers of Main Contractors	<ul style="list-style-type: none"> Conduct daily onsite assessment by walkabouts, ensuring safety hazards are managed across premises

Our control method is based on the hierarchy of controls as below:



Workers are able to communicate their concerns directly to site safety officer or via feedback boxes. Any safety incident that occurs has to be reported to relevant Group departments within 24 hours of the occurrence. Should there be any follow-ups from the incident, project teams, general inspectors, contractors and supervision teams will be notified at the weekly supervision meeting.

Measures taken at construction sites

- For minor injuries: First-aid is available via an onsite health clinic
- For serious injuries: Direct individuals to the nearest general hospital immediately
- All group employees and contractors onsite are covered by safety insurance which has been subsidised by Yanlord.
- Conduct routine trainings and inspections to ensure corrective actions has been taken to minimise recurrence of workplace injuries

In FY 2022, all employees working in the General and Subcontracting units for new projects received training aimed at improving safety management capabilities within each unit and increasing synergies among units. A total of over 33,300 hours of training on safety management was provided.

In FY 2022, we leveraged Yanlord WeChat official channel to promote occupational health and safety, providing tips to help Yanlord employees foster health lifestyle when working-from-home became the “new normal”.



1 PPE stands for “Personal Protective Equipment”

OCCUPATIONAL HEALTH AND SAFETY (Cont'd)

Managed Properties

At Yanlord, we adopt a risk-based approach to identify and manage potential health and safety impacts which could happen to our employees, visitors and suppliers within our Managed Properties. The risk assessment process considers potential hazards that could happen during the course of both routine and *ad hoc* work arrangements. Additionally, it also considers other social factors such as working hours, harassment, bullying and discrimination as well as the influence of physical environment (i.e facilities and materials that employees may work with). This hazard identification process is iterative and it has allowed us to improve health and safety standards across our offices, retail spaces and residential spaces.

From this process above, the following measures have been taken to mitigate potential work-related hazards, aiming to reduce impacts to a minimum. They include:

- setting targets and implementing safety management plans;
- emphasising on the importance of safe work behaviour and practices as illustrated within SOPs;
- implementing emergency plans;
- conducting regular and *ad hoc* safety trainings; and
- taking corrective actions as required.

We maintain effectiveness of our OHS management systems through conducting daily inspections, annual internal audits as well as obtaining internal (management) and external (customers) feedback as we operate. Feedback received from these three main areas allows Yanlord to continually improve its OHS management system and maintain relevance to our business operations. All findings will be escalated to the relevant departments for corrective actions to be taken, especially on instances of non-conformance identified at external audits. After the findings have been resolved, they may also be compiled and subsequently shared at meetings and trainings as real-life examples.

The respective OHS management representatives review their risk registers regularly to ensure compliance with all applicable laws and regulations. The enterprise labour union acts as an external party to protect workers' rights.

¹ The enterprise labour union is the basic organisation of the All-China Federation of Trade Unions (ACFTU). It is the representative of the legitimate rights and interests of the enterprise labour union members and workers.

Case Study

YANLORD WUHAN FIRE SAFETY EXERCISE

Yanlord Managed Properties team in Wuhan conducted annual fire drill exercise in June 2022 to further promote awareness on the importance of fire safety and equip employees with the knowledge to identify potential fire hazards, preventing them from escalating into a full-blown incident.



OCCUPATIONAL HEALTH AND SAFETY (Cont'd)

Hotels & Serviced Apartments

Likewise across our Hotels & Serviced Apartments, we have a risk management plan in place. This plan sets out roles and responsibilities, hazard identification process, incident management as well as communication.

Workers have direct access to raise their concerns to seniors or supervisors and even the security department. The Management engages employees through roundtables such as General Manager's Roundtable as well as regular meetings among various employee committees, where topics on safety would be discussed. Employees are encouraged to provide inputs based on the nature of work performed, so as to improve the existing OHS management systems. We also leverage on various communication channels such as emails and use of notice boards to convey and remind employees on the importance of upholding highest standards of OHS at the workplace.

Certified trainers are also engaged to train our employees on handling workplace hazards, including skills on how to prevent and mitigate hazards during the course of their work. Such trainings are conducted on a monthly basis along as stipulated by the national regulatory bodies.

Promotion of Worker Health and Well-Being

Across all our business segments, we believe that promoting the health and well-being of our employees is crucial. We recognise that our people are our most valuable asset, and we are committed to providing a safe and healthy workplace that fosters physical, mental, and emotional well-being.

We have implemented a range of programs and initiatives throughout FY 2022. We offer comprehensive health insurance coverage, including provision of annual health examinations, as well as mental health resources and support. Additionally, we have implemented ergonomic workstations and practices, as well as regular health and safety training, to minimise the risk of workplace injuries and illnesses. Employees are encouraged to adopt a non-sedentary lifestyle and to participate in a myriad of fitness classes organised by Yanlord.

We remain committed to promoting the health and well-being of our employees and will continue introducing programs and initiatives that support their physical, mental, and emotional health.

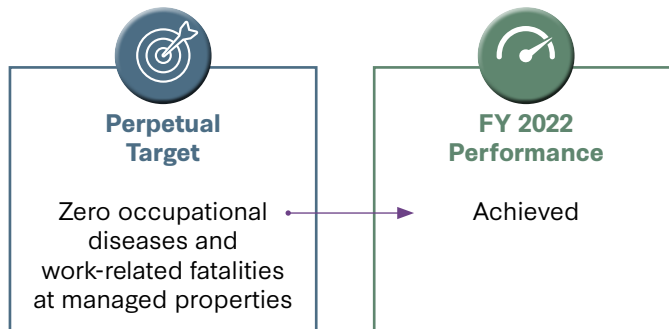
Case Study

MENTAL HEALTH CONSULTATION AND INCIDENT PREVENTION-THEMED TRAINING CONDUCTED IN YANLORD CHENGDU INTERCONTINENTAL RESIDENCE



OCCUPATIONAL HEALTH AND SAFETY (Cont'd)

TARGET AND PERFORMANCE



Property Development

In FY 2022, there were zero cases of work-related fatalities, recordable work-related injuries or work-related ill health at our construction sites, sales centres and offices in the PRC (including Hong Kong SAR corporate office).

A total of 3,261,552 working hours were recorded from our employees¹ during FY 2022, compared to 4,232,032² working hours recorded from our employees during FY 2021. The drop in manhours at Property Development division was mainly attributed to a decrease in number of employees in FY 2022.

	FY 2021	FY 2022
PRC - Employees		
Working hours	4,323,032	3,302,384
Singapore - Employees		
Working hours	137,160	134,171

Managed Properties

In FY 2022, there was zero fatality case recorded at our Managed Properties. We recorded 30 work-related injuries at our managed buildings compared to 28 in FY 2021. The recordable work-related injury for employees has increased slightly to 2.07 from 2.04 in FY 2021. Safety trainings and awareness have been communicated to our employees to prevent recurrence of such incidents and we strive to inculcate a safety-first mindset amongst all. Across both years, there were no work-related ill health incidents recorded. In tandem with an increase in property area under development, we have observed an increase in the working hours of employees which is attributable to the resurgence of COVID-19 cases and lockdown that required more manpower for serving the customers and residents as well as for working to comply with local control measures. The following table details the safety performance of all employees at our Managed Properties.

	FY 2021	FY 2022
PRC - Employees		
Working hours	13,755,384	14,929,534
No. of fatalities	0	0
Rate of fatalities	0	0
No. of high-consequence injuries ³ (excluding fatalities)	0	5
Rate of high-consequence injuries (excluding fatalities)	0	0.34
No. of work-related injuries ⁴	28	30
Recordable work-related injury rate	2.04	2.07
No. of work-related ill health	0	0
PRC - Non-employees - Workers who are not employees but whose work/workplace is controlled by Yanlord		
Working hours	2,714,736	3,604,268
Singapore - Employees		
Working hours	67,279	59,648

¹ Data is unavailable for workers who are non-employees at our construction sites and we will consider to include the figure in future reporting periods.

² The FY 2021 working hours of employees at Property Development in the PRC was restated, taking into account paid leave of absence for a similar year-on-year comparison.

³ A high-consequence injury is one where the employee cannot, does not or is not expected to recover fully to pre-injury health status within six months. The rate is calculated by taking the number of high-consequence injuries over the total working hours of the employees multiplied by 1,000,000.

⁴ A recordable work-related injury is one which arises out of or in the course of work that could or does result in injury or ill health. The rate is calculated by taking the number of recordable work-related injury over the total working hours of employees multiplied by 1,000,000.

OCCUPATIONAL HEALTH AND SAFETY (Cont'd)

Hotels & Serviced Apartments

In FY 2022, we are pleased to record zero work-related fatalities and ill health across our hotels and serviced apartments.

In tandem with the resumption of business activities, we have observed a decrease in the working hours of employees which is attributable to the lower occupancy rate at hotels in the PRC. The following table details the safety performance of all employees at our Hotels & Serviced Apartments.

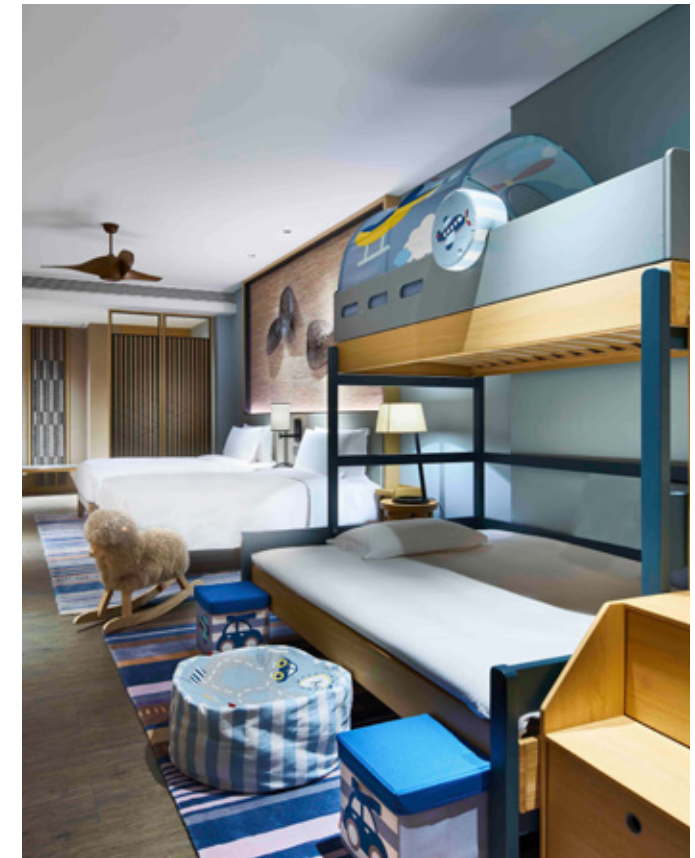
	FY 2021	FY 2022
PRC - Employees		
Working hours	1,860,692 ¹	1,713,690
No. of fatalities	0	0
Rate of fatalities	0	0
No. of high-consequence injuries ² (excluding fatalities)	0	0
Rate of high-consequence injuries (excluding fatalities)	0	0
No. of work-related injuries ³	0	4
Recordable work-related injury rate	0	2.0
No. of work-related ill health	0	0
PRC - Non-employees - Workers who are not employees but whose work/workplace is controlled by Yanlord		
Working hours (hours)	480,952	328,712
Singapore - Employees		
Working hours (hours)	263,868	273,603
Singapore - Non-employees - Workers⁴ who are not employees but whose work/workplace is controlled by Yanlord		
Working hours (hours)	32,744	28,842

¹ The FY 2021 working hours of employees at Hotels & Serviced Apartment in the PRC was restated, taking into account paid leave of absence for a similar year-on-year comparison.

² A high-consequence injury is one where the employee cannot, does not or is not expected to recover fully to pre-injury health status within six months. The rate is calculated by taking the number of high-consequence injuries over the total working hours of the employees multiplied by 1,000,000.

³ A recordable work-related injury is one which arises out of or in the course of work that could or does result in injury or ill health. The rate is calculated by taking the number of recordable work-related injury over the total working hours of employees multiplied by 1,000,000.

⁴ Workers who are not employees (in Singapore) but whose work is controlled by Yanlord include security guards, cleaners, gardeners and vendors that provide laundry and maintenance of the hotel (ACMV, BMS and IT)



PRESERVING OUR PLANET

- Climate Change
- Green Buildings



We make a living by
what we get,
but we make a life by
what we give.

WINSTON CHURCHILL



The PRC's carbon neutral commitment is a pledge made by the PRC government to achieve carbon neutrality by 2060. This is an ambitious goal, given that the PRC is currently the world's largest emitter of greenhouse gases, responsible for around 27% of global emissions. To achieve this goal, a series of action plans and policies have been announced to reduce emissions and transit to a low-carbon economy. This includes increasing renewable energy production, introducing a carbon market, setting targets to improve energy efficiency as well as exploring carbon capture, utilisation and storage technologies.

Similarly, the Singapore government has also announced a sustainability roadmap, Singapore Green Plan 2030 and has since accelerated its efforts towards the targets set out. The plan outlined the country's ambitions and goals over the next ten years in order to achieve Singapore's long-term net zero emissions target. The roadmap sought to enhance the living environment of Singaporeans and create new businesses and job opportunities.

As one of leading property developers in the PRC, Yanlord recognises the impact our business operations may have on the environment, vice versa, and strives to ensure that environmental, climate-related risks and opportunities will be adequately managed.

Yanlord takes a two-pronged approach that focuses on the following:

1. management of climate-related risks and opportunities
2. enhancing responsible use of national resources through optimising our operation.

We are aware of our impact to the environment specifically in the various stages of a project's life cycle. These stages include pre-acquisition of the land, design and construction, and operations and its maintenance.

CLIMATE CHANGE

In order to meet the growing demand for ESG information from investor and ensure compliance to various legislations, Yanlord has started disclosing on our climate-related risks and opportunities and will continue to refine these disclosures in the years to come.

CLIMATE-RELATED FINANCIAL DISCLOSURES

Governance

The governance of climate-related issues falls within Yanlord's broader sustainability structure. A climate change risk assessment team has been established at the Group level who oversees the identification and evaluation of climate-related risks. Regular updates are then provided to the RMSC. For more information, please refer to page 9 of this report.

Strategy

At Yanlord, we have instituted a Climate Change Policy which details our commitment towards managing the impacts of climate change throughout our entire value chain. In FY 2022, we continue to make progress on the action plans to ensure accountability at management level which outline the key steps to be taken. Upon identifying climate-related risks and opportunities by our abovementioned team, these risks will be considered and incorporated into the Company's decision-making model. This policy will be reviewed regularly to ensure its continued relevance in the fast-changing business environment that Yanlord operates in.

We take the following approach in managing climate-related risks:

- Identifying climate risks and opportunities and its potential impacts on our portfolio
- Formulating mitigating actions to address these impacts on the value chain. Such actions can include active monitoring of energy consumption and emissions of the entire life cycle of the project
- Working closely with internal and external stakeholders to roll out green initiatives on energy, emissions, water and waste

For our Property Investment and Hotel Operations segments, we have implemented a groupwide Crisis Management Plan that provides efficient responses and action plans in the event of crisis that are climate-related. The Crisis Management Committee at our hotel sites will oversee this plan and reviews it on a regular basis to ensure its continued relevance to the hotels' operations.



CLIMATE CHANGE (Cont'd)

Main climate risks and opportunities identified at Property Development and Managed Properties as well as potential financial implications and mitigation measures can be found below.

PHYSICAL RISKS

Risks	Financial implications	Mitigation Measures
<p>Increased extreme weather conditions</p> <ul style="list-style-type: none"> E.g. heavy rainfall in summer which lead to urban waterlogging in cities. 	<ul style="list-style-type: none"> Increase in costs, such as the bearing capacity of drainage facilities which are considered in advance at the planning and design stage will indirectly increase the project cost. 	<p>Risks factors are considered in advance during planning and design phase with the consideration of the budget and project management capacity.</p> <p>In order to adapt to climate change, Yanlord responded to the Guidance from the General Office of the State Council on Promoting the Construction of Sponge City by holistically considering aspects of rainwater absorption, storage, seepage, and water purification in projects, as well as recovering rainwater for greening and irrigation.</p>

TRANSITION RISKS

Risks	Financial implications	Mitigation Measures
<p>New policy and regulations</p> <p>'Emission peak' and 'Carbon naturality' pledge made by the PRC and Carbon Pricing in Singapore</p> <ul style="list-style-type: none"> Emerging low-carbon technology Increased stakeholder concern Shifts in consumer preferences 	<ul style="list-style-type: none"> Policy compliance cost Carbon tax passed on to end consumer in the form of higher electricity prices Devaluation of assets Reputational and legal impact 	<p>Yanlord considers the impact of climate change during the entire life cycle of project development (including design, procurement, construction, operation and maintenance), and provides fully-furnished houses to reduce secondary pollution from tenants' furnishings.</p> <p>We actively explore and use low-carbon and energy-saving products and materials; for example, Yanlord adopted use of prefabricated buildings in multiple projects and uses practices such as 'building houses like building blocks'.</p>
Opportunities	Market Opportunities	Plans to Leverage on Opportunities
<p>Regulatory opportunities</p> <ul style="list-style-type: none"> More requirements for green buildings by the regulators due to climate change. More incentives for green buildings provided to developers to achieve the PRC's goal of becoming "carbon neutral" by 2060. Increase in customer awareness of the benefits of living in green developments. 	<ul style="list-style-type: none"> Yanlord is among the best in construction quality in the industry which is the preferred choice of the government and customers. 	<p>Yanlord continues to strengthen the R&D efforts in greening our building through continuous upgrading of our spaces. See pages 68-71 for more information on our green building management.</p>

CLIMATE CHANGE (Cont'd)

RISK MANAGEMENT

Yanlord is aware of the effects of climate change may potentially pose to our operations and will continue to be committed in improving our ability to mitigate and adapt to these threats.

For a start, we have considered the climate-related risks and adopted climate adaptation measures throughout the lifecycle of our properties. They are detailed in the figures below.



Assessing climate-related risk during investment/land acquisition

Right from the start of the investment process, non-financial risks are assessed through a rigorous process which is conducted by the Investment Team. Some of the factors considered includes:

- Purchasing power across various regions and cities
- Demands of various projects
- Environment and climatic conditions such as biodiversity and various climate scenarios in regions and seasons such as summer with heavy rainfall, the flooding season in Yangtze River Delta, coldwaves and typhoons

Where deemed to be manageable, the identified risks will be mitigated during the design and construction process which is further elaborated in the next step. In the event where we deem these risks to be uncontainable such as it potentially being of major stakeholder concern, the team will terminate the process immediately.



Eliminating and mitigating risks during design and construction phase

After the risks are identified, in consultation with the Planning and Design Department, they will propose for appropriate actions based on project budget and existing resources to eliminate or mitigate the risks. The Group has been committed to conserve energy and reduce emission through green buildings and sustainable development. As such, our projects take on the characteristics of 'Green, Health, Comfort and Safety'. The renovation project at Yanlord International Apartments in Nanjing followed the abovementioned characteristics and provided features such as constant temperature, humidity and oxygen, also known as 'Three Constant System,' in each apartment. Furthermore, intelligent energy systems were also implemented within Yanlord Century Mansion in Shenzhen for the first time.

Yanlord will continue to promote and develop green buildings in the upcoming years and monitor our progress of each project to fulfil the relevant certification and standards.

We endeavour to address the identified risks as early as possible through the projects so as to minimise residual climate-related impacts which could potentially hinder the construction phase. Thereafter, our construction team will commence the work based on the design plans.



Monitoring and managing climate or environmental factors during operational phase

At the operation phase, the building management teams oversee various climate and environmental factors across our residential and commercial properties through various features and systems. They are detailed below:

- Early warning systems that detect for typhoons, flooding and hurricanes
- Hydrological monitoring of environmental factors
- Emergency response measures for various natural disasters such as flooding, typhoons, earthquakes and hurricanes
- Crisis management plans are also put in place to ensure business continuity and safeguard stakeholders
- Training for employees and regular emergency response exercises to increase preparedness

A feedback system is in place where the property management team gather comments from the ground and evaluate them for continuous improvement of its existing operations. Where appropriate, they may also be considered for future developments.

Across our serviced apartments and hotel operations, a similar system is also established which comprises extreme weather emergency plans and crisis management plan to ensure preparedness and business resumption.

As we mature in our reporting and management of climate-issues, Yanlord continues to work towards integrating processes to further enhance the processes for identifying, assessing and managing climate-related risks into our enterprise decision making and overall risk management.

CLIMATE CHANGE (Cont'd)

METRICS AND TARGETS

Yanlord tracks and report on our water withdrawal, waste generation, energy consumption, Scope 1 and 2 GHG emission and their respective intensity at our Managed Properties, Hotels & Serviced Apartments across the PRC and Singapore. For further information on Yanlord's performance in managing our carbon footprint and other environmental indicators, please refer to pages 79-82 of this report.

Moving forward in our sustainability journey, Yanlord will continue to explore more detailed procedures to ensure alignment to both TCFD recommendations and SGX's phased approach guidelines.

Case Study

POWER-SHORTAGE IN SUMMER IN CHENGDU, THE PRC

During summer of 2022, cities across the PRC, notably in the south-western region, were hit by a prolonged period of power shortage caused by devastating heatwaves and droughts. The case was especially severe in Sichuan Province and Chongqing City, where hydro energy is the main source of power supply. Record-breaking high temperatures in summer of 2022 caused water level in rivers and dams dropping to historical lows and put the hydropower plants out of action. The area's authorities were forced to issue energy emergency alert to address power shortages in this nation-wide power crisis.

In August 2022, Yanlord Landmark Property Management team in Chengdu, the capital city of Sichuan Province, responded promptly to the city authorities' alert and executed a comprehensive power restriction plan to help tenants and residents within our Managed Properties through the power shortage crisis. The arrangement covered air-conditioning and other main electric units installed within the offices, service apartments and retail mall space with a special operating schedule. A key measure to reduce power load during daytime is to limit the operating hour for the ice-storage colling function



Yanlord Landmark Chengdu operating in emergency lighting mode

of the air-conditioning system within a nightshift from 11pm in the evening till 7am in the morning. Chengdu Landmark team also implemented other measure to soothe the peaking electricity demand, including turning on emergency lighting systems, temporarily occupying fire loads for emergencies and arranging shift-schedule for lifts in offices and retail mall space. Prompt notifications were sent to residents and tenants at the premises about the measures taken, as well as to encourage the community to practice power-saving tips in daily activities.



Yanlord Property Management team in Chengdu actioned swiftly upon receiving alert from city authorities, formulated and implemented the restriction program within the same day, meanwhile ensured timely communication with city power suppliers and customers. The program has ensured safety and daily activities for its residents and tenants during the crisis and was commended by Chengdu city authorities in a formal announcement in September 2022.

TARGET AND PERFORMANCE

See Section: Green Buildings for more information about our energy management and our performance of energy consumption and greenhouse gas emissions.

GREEN BUILDINGS

At Yanlord, we ensure strict compliance to building requirements stipulated by the government. We continue to seek in raising our building standards through the adoption of cutting-edge international green standards (i.e. Leadership in Energy and Environmental Design (“LEED”)) and follow local green building assessment standards (i.e. Chinese Green Buildings Label in the PRC, and Building and Construction Authority (BCA) Green Building in Singapore).

Life Cycle Management



Urban investment

Yanlord aims to mitigate risks arising from climate change starting from our land acquisition process whereby the key environmental factors related to our developments as described in Climate Change section. Aside from that, we have also developed several projects aimed at improving local ecological performance within urban lands. One of our flagship projects was the Nanjing Eco Hi-Tech Island which was mentioned in 2020 report. Yanlord Arcadia in Shanghai and Yanlord The Great Bay in Zhuhai, and Yanlord Four Seasons The Park 3 in Shenzhen are also the urban redevelopment projects under development in 2022.

MANAGEMENT APPROACH

As we work towards achieving PRC’s 2030 emission peak and 2060 carbon neutrality objectives, Yanlord has began experimenting and implementing low-carbon technologies across our building operations. Our efforts will focus on the integration of cutting-edge technologies within our green buildings and low-carbon residential communities. We embrace a life cycle approach to generate positive environmental value and provide an enriching and comfortable experience for our property occupants.

We have obtained a track record of delivering high-quality, sustainable building products that is reflected in our green plans, innovations, designs and low-emissions performance. In 2021, we have piloted the “Three Constant” intelligent energy systems with a list of new property development projects in Nanjing. We believe the ‘Three Constants’ systems is a promising green building feature enabling us to provide constant temperature, constant humidity, and constant oxygen within the indoor environment.

Our action plan comprises three phases: urban investment, planning and construction as well as green building operation and tenant engagement. Details of the action plans are further elaborated in the Life Cycle Management diagram below:



Planning and construction

At Yanlord, construction plans are carefully designed to ensure green building features are effectively integrated within our developments. In FY 2022, we have achieved 94% of our newly commenced developments under Yanlord’s construction project management met relevant local green building designs. Yanlord Arcadia, Shanghai was awarded “Green Construction Category 1 Award and Green Construction Development Project Award”

As part of the supplier management guidance, Yanlord commits in employing environmental-friendly suppliers and sustainable materials, whenever possible. Additionally, we strive to collaborate with industry leading suppliers to provide our customers with qualified and eco-friendly products.

Yanlord also leverages on ecological architecture where feasible. For example, when designing the outdoor landscape, we strive to integrate natural scenery of rivers, lakes into our rainwater treatment technology. Not only do these aspects help to enhance overall ambience of the premises, they also helped to effectively reduce water usage, divert, and manage waste at construction sites.



Green building operation and tenant engagement

Tenant engagement is done frequently through various avenues such as discussions on lease agreement and contracts. These also keep our tenants informed of the applicable national requirements on environmental aspects (i.e fire safety, mechanical and electrical systems, ventilation etc) as well as other green building standards such as LEED requirements.

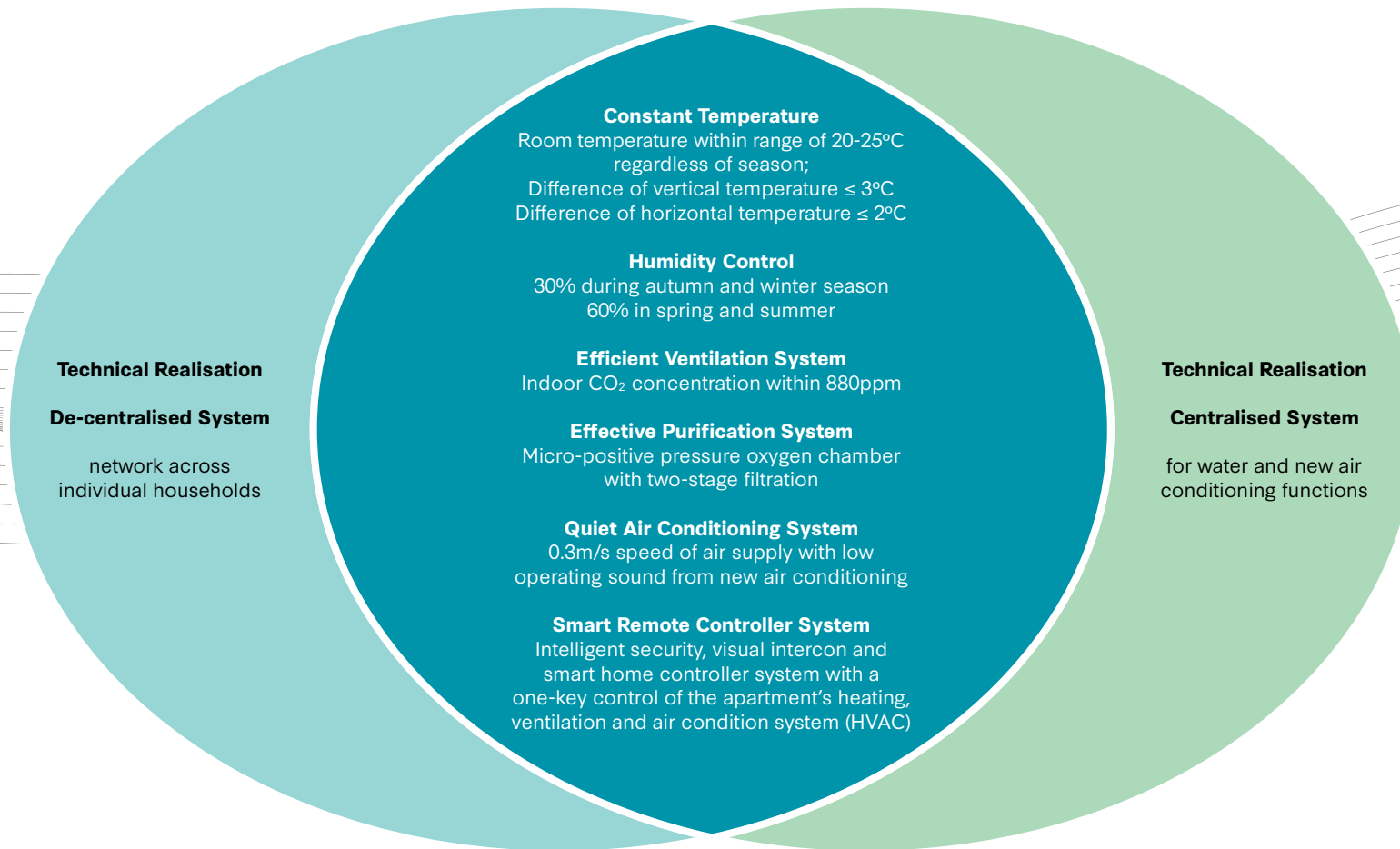
For example, Yanlord utilises a ‘green complex’ business card system to convey the requirements that tenants in Yanlord Landmark in Chengdu should review and comply with. The ‘green complex’ business card includes customer environmental protection requirements, national environmental protection standards and restaurant design guidelines for Food & Beverage tenants. Additionally, guidelines on the management of the COVID-19 pandemic at workplace were also included within the ‘green business card’ to prevent transmission of virus in commercial office buildings.

Other green building aspects such as waste and water management are conducted and further details are provided in the Green Building Initiatives across Yanlord’s developments.

GREEN BUILDINGS (Cont'd)

In FY 2022, Yanlord took one step further to apply the 'Three Constants' concept to new residential development projects in Nanjing, based on experience with property remodeling projects in FY 2021. The project focuses on a few key areas, mainly to provide an innovative and smart building that saves energy while maintaining the health and comfort of our occupants.

Focused on the core concepts of 'Three Constants', Nanjing Jiangbei New District No.G03 Land Parcels follow a set of standard targets of sustainable and smart residential building, whilst leveraging locality characteristics of the project sites and opting for customised systems on project actual design and implementation:



GREEN BUILDINGS (Cont'd)

Green Building Initiatives across Yanlord's Portfolio



Water Management

Rain and sewage diversion at construction sites

At construction sites, rainwater and sewage are collected and discharged into separate pipelines. Rainwater is collected and treated in three-state sedimentation tanks by gravity flow or pump, releasing clean water to municipal rainwater or nearby water bodies. On the other hand, sewage is collected in septic tanks and sent to wastewater treatment plants directly. The purpose of separation of rainwater and sewage is to reduce the impact of wastewater volume on the sewage treatment plant and river pollution respectively.

Water conservation at properties

Water management at properties follows our 'Energy conservation and Emissions Reduction' guidelines.

Other water management at properties

In addition to general water management, some of our projects utilise rainwater collection and reuse systems for green irrigation for water savings.



Waste Management

Waste management at construction sites

For waste generation at construction sites, we have adopted a 'large diversion, small classification' principle to ensure construction and other bulky wastes are clearly divided when transported with domestic wastes. Waste storage points are determined by the type of waste and disposal transportation method. The general construction contractor oversees the waste management procedures while the third-party is engaged for waste classification and collection regularly.

Waste management at properties

As each province has its own standards to treat and classify waste, Yanlord has adopted an active approach to ensure our waste management operations will fully comply with the various province standards.

Our management procedures mainly include diverting recyclable waste (such as paper box, plastic bottles and glasses) from landfills and dispose hazardous waste (such as battery and hazardous solvents). All the waste collected by qualified third-party vendors for disposal and further treatment.



Energy and Emission Management

Energy management at construction sites

Yanlord's construction activities are determined by the design plans and its associated cost. For example, we have adopted thermal insulation measures on the exterior walls of the buildings by using integrated thermal insulation panels, hollow glass and sunshading measures to reduce energy loss of the buildings; for multi-storey and high-rise buildings, solar water heaters or photovoltaic panels are installed on the roof as energy supplies.

LED lamps are preferred and largely used on sites which can help to save around 60% to 70% of electricity compared to conventional lamps. Motion sensor lights were also used in stairs and basements to reduce unnecessary electricity use. Energy saving posters are displayed on site and within offices to spread awareness of energy conservation.

Energy management at properties

Our Group's Property Management Department manages our energy and emissions according to 'Energy Conservation and Emission Reductions' guidelines. We analyse our energy consumption trends regularly through an energy management platform and make adjustments to the equipment usage plans based on the different seasons as well as the intensity of equipment used in peak and non-peak periods.

For most of developments in the PRC, we have introduced a specific type of coated glass, referred to as LOW-E glass, that are low in emissivity for the windows at our development. The use of LOW-E glass aims to improve our overall energy saving performance by blocking secondary radiant heat in summer and minimising indoor heat loss in winter, reducing energy usage. An energy recovery elevator system was also adopted to recover and reuse the kinetic and electrical energy generated by our elevators.

GREEN BUILDINGS (Cont'd)

Case Study

PROMOTING ENERGY SAVINGS FOR OUR RESIDENTS

In 2022, Jiangsu experienced high temperature across the year, which have surged electricity demand significantly, for the use of air conditioning/ cooling systems. With the increasing electricity demand, Yanlord sees the imperative need to manage the use of electricity and electricity consumption. As such, our property sites have rolled out a series of recommendations for energy savings purposes. For example, we encourage air-conditioning temperature to be set to 26-28 degrees as an increment in one degree in temperature may save up electrical use to 6-8%. Over the autumn season, water-heating system will be set to 35-40 degrees to further reduce electricity consumption. We have also encouraged the installation of energy-saving lamps that could help to save up to 80% electricity per minute compared to ordinary light bulbs. Appropriate device charging habit are also encouraged, with devices to be unplugged after charging as chargers will still be consuming electricity. For ceiling fans, we have encouraged to set speed range of electrical fan to mid- or low- range, which can save up one-third of the power.

夏季居家 省电攻略

冰箱类

1. 尽量将冰箱放置在背阴的地方，避免阳光直射；
2. 尽量减少和缩短开门时间与次数；
3. 冰箱内东西不要太少也不要太满，三分之二左右即可；
4. 食物与箱壁之间、食物与食物之间留出1厘米空隙，保证冰箱内冷空气对流；
5. 定期给冰箱除霜，清理疏通冰箱内的排水孔；
6. 调档位，夏天冰箱温控调至2档或3档，冬天调至4档或5档是节能省电的。

空调类

1. 空调温度设置在26至28度之间能达到最佳节能省电效果，空调每调高1度，能节约用电6%至8%。
2. 夏天的空调出风口叶片应选择向上吹；
3. 采用深色窗帘和百叶窗等为窗户进行遮阳处理，减少阳光直射；
4. 适时使用定时、睡眠和除湿功能；
5. 减少电器重启次数，持续运行更省电，长时间不用空调时，要及时拔下电源插头；
6. 每2至3周清洗一次滤尘网，不仅会使空调制冷效果更好，也能省下2%至5%的用电。

电饭煲类

1. 尽量选购大功率电饭煲，煮同量的米饭，700瓦的电饭煲比500瓦的要省时省电；
2. 煮米饭时将米淘净，在清水中浸泡15分钟，用热水或温水煮，可以缩短煮饭时间；
3. 电饭煲煮完饭会自动跳至保温，此时可以关掉电源，利用加热盘的余热保温米饭；
4. 及时清洗电饭煲发热盘、内盖和排气孔，不仅干净卫生，还能省下不少电。

洗衣机类

1. 洗涤前，先将衣物在水中浸泡15分钟，缩短洗衣时间；
2. 将衣物进行分类，厚薄分开洗混在一起洗更有效地缩短洗衣机的运转时间；
3. 根据每次洗涤衣物的数量来选择适合的水位；
4. 使用预约功能，避开峰电时间使用谷电进行洗涤，既省电又省时间；
5. 同等洗涤时间下，洗衣机的强档模式比弱档模式更省电。

Case Study

PROMOTING "REDUCTION IN USE OF PLASTIC" EVENT AT OUR COMMERCIAL IN OUR COMMUNITY RETAILS

In FY 2022, our commercial and leasing team have supported in promoting a 'no plastic' event at one of our community retail at Suzhou to create awareness on plastic use and how to reduce usage. Tote bags and reusable cutlery sets were distributed, in the spirit to encourage use of plastic.

为蓝色星球 做不塑之客

NO PLASTIC

环保袋 正式制作

环保袋 正式制作... 环保材料经严格制作

环保袋 正式制作... 环保袋 正式制作

环保袋 正式制作... 环保袋 正式制作

GREEN BUILDINGS (Cont'd)

TARGET AND PERFORMANCE



Mid- to long-term Targets¹

Within three to five years:

- To maintain 100% of residential projects achieving Green Building One-Star standard or above
- To obtain nine additional Green Building Two Star certifications
- To obtain three additional Green Building Three Star certifications
- To obtain two additional LEED platinum certifications for commercial projects

By 2030:

- To maintain 100% of residential projects achieving Green Building One-Star standard or above
- To obtain 20 additional national Green Building Two Star certifications
- To obtain eight additional Green Building Three Star certifications
- To obtain four additional LEED platinum certifications for commercial projects.
- To construct a zero-carbon community space or a carbon-neutral town

Type and number of sustainability certifications for buildings at Yanlord

We strive to achieve and maintain green building certifications and ratings for our properties.

The table below provides a snapshot of our green building achievements to date in the PRC.

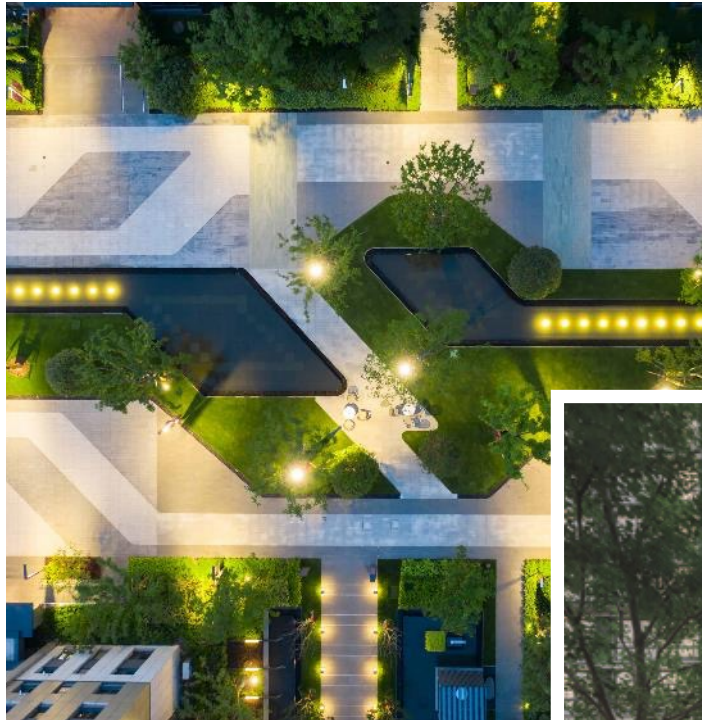
	Green building - One-Star	Green building - Two-Star	Green building - Three-Star
All Projects (including projects that are built and under construction)	57 projects have met the Green Building One-Star Design Requirement; increased from 54 in FY 2021 1 building has achieved the certification in FY 2022	46 projects have met the Green Building Two-Star Design Requirement; increased from 42 in FY 2021 11 projects have obtained certification, up from 6 in FY 2021	9 projects have met the Green Building Three-Star Design Requirement; increased from 8 in FY 2021 3 projects have obtained certification, similar to FY 2021
Projects under construction	24 projects have met the Green Building One-Star Design Requirement 1 building has achieved the certification in FY 2022	22 projects have met the Green Building Two-Star Design Requirement 6 projects have obtained certification, up from 3 in FY 2021	3 projects have met the Green Building Three-Star Design Requirement

¹ Due to the limited years of energy data Yanlord has monitored, the energy or emission related targets were not included this year waiting for further assessment. Yanlord will consider to include such targets in the following years.

GREEN BUILDINGS (Cont'd)

Property Development

In FY 2022, a total of 14 completed developments met relevant Chinese Green Building design requirements, with a total of 7 One-Star developments, 6 Two-Star developments and 1 Three-Star development respectively for a total GFA of 1.80 million sqm, representing 97% of the GFA completed in FY 2022.



Riverbay Century Gardens, Nanjing, PRC
江湾世纪花园, 南京, 中国



Yanlord Gardens, Nantong, PRC
仁恒花园, 南通, 中国



Jingan Century, Shanghai, PRC
璟安悦庭, 上海, 中国

GREEN BUILDINGS (Cont'd)

Yanlord is committed to achieving Green Building Certification for our future projects

For FY 2022, a total of 8 of our new developments met relevant Chinese Green Building design requirements, with a total of 3 One-Star developments, 2 Two-Star developments and 2 Three-Star development and 1 development which achieved both a One-Star and Two-Star certification (across the two phases). This has made up a total GFA of 1.63 million sqm, representing 94% of the GFA of projects newly commenced for FY 2022.



The following table provides the list of new developments met relevant green building design requirements where construction began in FY 20202:

City	Project Name	GFA (sqm)	Met relevant Green Building design requirements - One, Two or Three-Star
Jinan	Riverside City 铁恒河滨园、铁恒河滨府	230,951	One-Star
Nanjing	Nanjing Jiangbei New District No.G10 Land 南京江北新区G10号地块	71,637	Two-Star
Suzhou	Yanlord PRELAND 仁恒·叙澜庭	646,173	One and Two-Star
Tangshan	Tangshan Nanhu Eco-City - Land Parcel A11 唐山南湖生态城, A11 地块	45,324	One-Star
Wuxi	Marina One 清源听澜居	242,858	Three-Star
	Tang Song 山棠雅园	217,965	Three-Star
Yancheng	Yanlord The Mansion in Park 星岸家园	90,567	Two-Star
Yangzhou	Park In City 江湾茗湖雅园	88,241	One-Star

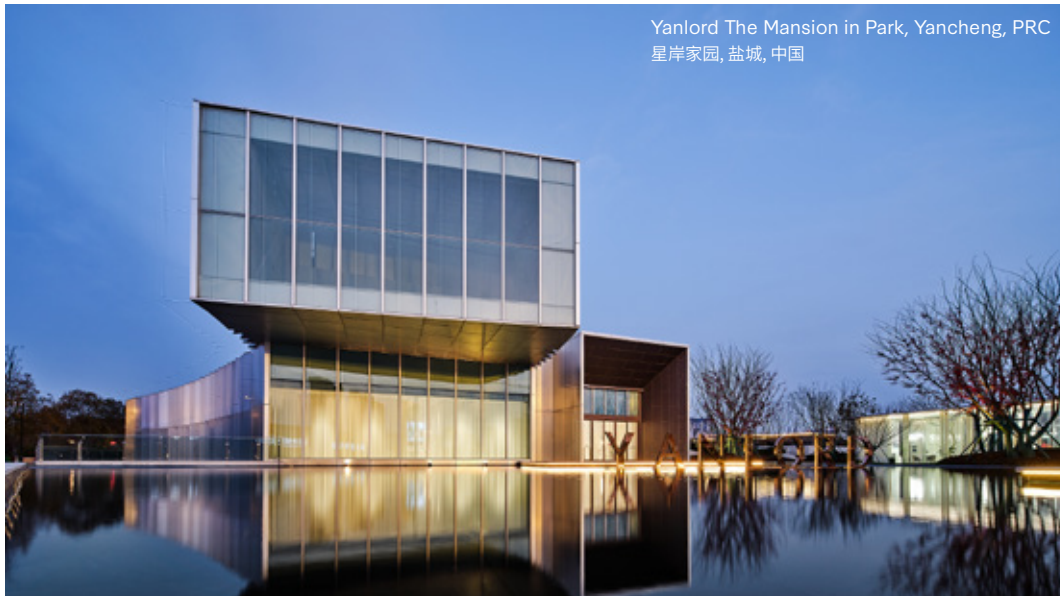
GREEN BUILDINGS (Cont'd)



Riverside City, Jinan, PRC
铁恒河滨园、铁恒河滨府, 济南, 中国



Tang Song, Wuxi, PRC
山棠雅园, 无锡, 中国



Yanlord The Mansion in Park, Yancheng, PRC
星岸家园, 盐城, 中国

GREEN BUILDINGS (Cont'd)

In Singapore, our integrated projects Dairy Farm Residences and Dairy Farm Mall



have both been awarded the Building and Construction Authority (BCA) Green Mark Gold^{PLUS} certification for new residential and new non-residential buildings in FY 2022. These buildings have demonstrated adoption of climatic responsive design, responsible use of resources during construction and use as well as includes features which promote smart and sustainable buildings.

Property under development as at December 31, 2022

Out of the 55 project developments in the PRC and Singapore, 51 of these projects met the relevant Chinese Green Building and Singapore BCA Green Mark design requirement as at December 31, 2022. A total of 25 projects were One-Star developments, 22 projects were Two-Star developments, 3 projects were Three-Star developments in the PRC and 1 BCA Green Mark Award Gold^{PLUS} was obtained for Dairy Farm Residences and Dairy Farm Mall in Singapore, representing 94% of the GFA under development as at December 31, 2022.

In FY 2022, Lan Virtuoso and Riverside Gardens in Suzhou and Yanlord Central Lake in Taicang obtained China Two-Star Green Building pre-certificates



Yanlord Central Lake, Taicang, PRC
仁恒时代天镜, 太仓, 中国



Lan Virtuoso, Suzhou, PRC
桃溪澜园, 苏州, 中国



Riverside Gardens, Suzhou, PRC
河滨花园, 苏州, 中国

GREEN BUILDINGS (Cont'd)

Managed Properties

In the PRC, Yanlord Riverside Plaza (Phase 2) in Tianjin continue to attain LEED¹ Platinum v4 (Building Operation and Maintenance Existing Building) Certificate.

In Singapore, UE BizHub WEST was BCA Green Mark Certified in December 2022.

Moving forward, we remain committed to building and investing in properties with innovative and functional concepts where sustainable features are integrated into architectural design, building details as well as maintenance activities.

Engaging Tenants on Sustainability

Apart from the routine inspections conducted for our energy management systems, Yanlord also held events that focused on energy conservation, emissions reduction and encouraging recycling. These activities include events such as “Reduction in use of plastic Day”, Energy Saving Day activity and earth hour day event that is conducted annually.



Yanlord Riverside Plaza, Tianjin, PRC
仁恒海河广场, 天津, 中国



UE BizHub WEST, Singapore

¹ LEED is a certification programme focused primarily on new, commercial building projects and based upon a points system. LEED-certified buildings, when well maintained, produce less waste products and are more energy-efficient than they would be otherwise.

GREEN BUILDINGS (Cont'd)

Case Study EARTH HOUR IN SIX CITIES IN THE PRC

As we continue to show our support towards the climate change action, partnered with WWF, our commercial developments in 6 cities, including Chengdu, Suzhou, Shenyang, Tianjin, Nanjing and Zhuhai properties participated in the “Earth Hour 2022” movement held on March 26, 2022.

In this event, six commercial developments collectively turned off decorative lighting for one hour, to express our hopes to promote awareness of the importance of protecting the environment through reducing energy consumption and emissions. In addition, various promotions related to “Earth Hour” have been spread through different forms of online and physical activities. Through these methods, we encouraged the public to join us and participate in the Earth Hour movement by switching off the lights for an hour. Yanlord is committed to play our part in bringing our community together to build a low-carbon and climate-resilient nation.



Every year on the last Saturday of March, Earth Hour engages millions of people in more than 180 countries and territories to play a part in shaping a new future for our planet by switching off their lights. (www.earthhour.org)

GREEN BUILDINGS (Cont'd)

WATER WITHDRAWAL

Freshwater is used for our operations across the PRC and Singapore. Water is mainly sourced from the respective local third-party water suppliers. It is used in the operation of chillers in our buildings, common water features such as toilets, fountains and water sprinklers. In our hotels, it is used for cooking, cleaning and other operations within its premises.

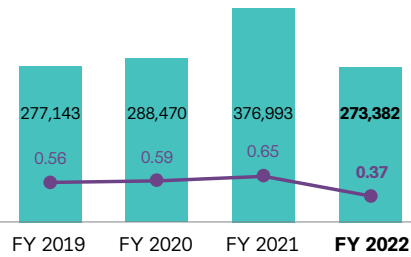
Water Withdrawal - PRC

In FY 2022, total water withdrawal¹ was recorded at 616,689 m³, which is a decrease from 818,943 m³ in FY 2021. This is mainly due to the resurgence of COVID-19 cases across the PRC and the corresponding social restrictions which resulted in reduced business activities Yanlord's Managed Properties and lower occupancy rate in hotels. The respective water withdrawal and intensity² have been plotted for Managed Properties and Hotels & Serviced Apartments below.

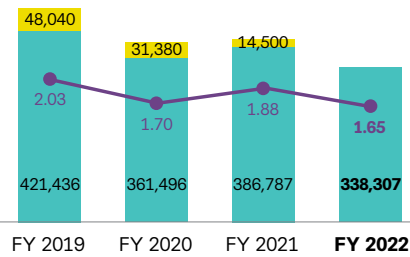
Water Withdrawal - Singapore

In FY 2022, total water withdrawal in Singapore was recorded at 174,750 m³, a 3% increase from 169,387 m³ in FY 2021. The slight increase in water withdrawal volume and intensity is observed due to lifting of social restrictions including reopening of borders for travellers in Singapore post COVID-19 in the past year and the growing occupancy rate in Hotels & Serviced Apartments correspondingly.

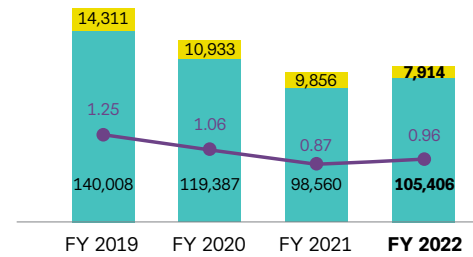
Water Withdrawal and Intensity in PRC (Managed Properties)



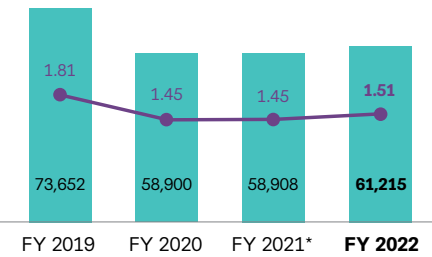
Water Withdrawal and Intensity in PRC (Hotels & Serviced Apartments)



Water Withdrawal and Intensity in Singapore (Managed Properties)



Water Withdrawal and Intensity in Singapore (Hotels & Serviced Apartments)



■ Third-party Water (m³)
■ Surface Water (m³)
● Water Withdrawal Intensity (m³/m²)

■ Third-party Water (m³)
■ NEWater (m³)
● Water Withdrawal Intensity (m³/m²)

¹ The water consumption of managed properties covers buildings' common area only.
² Water withdrawal intensity refers to the total water withdrawal in the year divided per Gross Floor Area.

* FY 2021 values were restated to remove Park Avenue Changi values as it is no longer owned by Yanlord.

GREEN BUILDINGS (Cont'd)

WASTE MANAGEMENT

The scope of waste generation includes all Managed Properties, Hotels & Serviced Apartments in the PRC and Singapore. All waste is disposed through licensed third-party contractors in the PRC and Singapore. Both hazardous and non-hazardous waste would be segregated within the premises and collected regularly by the third-party vendors for proposal disposal. Hazardous waste comprises of waste cooking oil and batteries from our hotels. Non-hazardous waste comprises of domestic waste and recyclables.

Waste Management - PRC

In FY 2022, total waste generated from PRC¹ was at 5,819 tonnes, where 0.03% comprised of hazardous waste. At Managed Properties, almost only non-hazardous waste was generated, which increased slightly from 5,262 tonnes in FY 2021 to 5,819 tonnes in FY 2022. This is attributable to expansion of Yanlord's managed GFA throughout the year, partly offset by COVID-19 lockdown measures in the PRC, with a reduced business activities in the Yanlord's Managed Properties. Furthermore, our Hotels & Serviced Apartments experienced a lower occupancy rate in FY2022. As a result, the waste generation intensity saw a 3.6% decrease from 8.24 kg/m² in FY 2021 to 7.94 kg/m² in FY 2022.

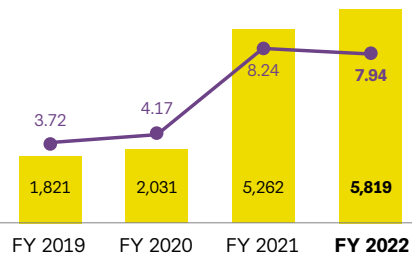
Similarly, waste generated at our Hotels & Serviced Apartments saw a 7.7% decrease due to lower occupancy rate as well. A further breakdown of waste types diverted from disposal is shown in the table below.

Waste Management - Singapore

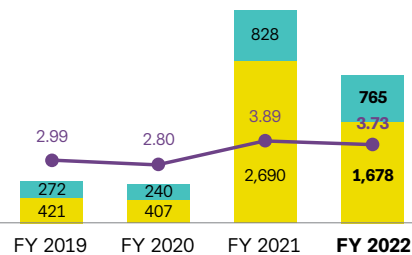
In Singapore, only non-hazardous waste comprising general waste and recyclables such as paper, plastic, metals and glass were generated and disposed of. In FY 2022, weight and intensity of waste generated saw an increase due to revival of business and social activities throughout the year. In Singapore, recyclable waste will be segregated at the hotels prior to sending to recycling facilities. Thereafter, non-recyclable waste along with the other domestic waste will be sent to waste-to-incineration plants. A breakdown of non-hazardous waste diverted from disposal and diverted to disposal are provided below.

Waste diverted from disposal by recovery operation - Singapore (kg)			
Non-hazardous waste	FY 2020	FY 2021	FY 2022
Recycling	13,535	11,209	20,318
Waste diverted to disposal by recovery operation - Singapore (kg)			
Non-hazardous waste	FY 2020	FY 2021	FY 2022
Incineration (with energy recovery)	1,082,441	1,100,097	1,262,552

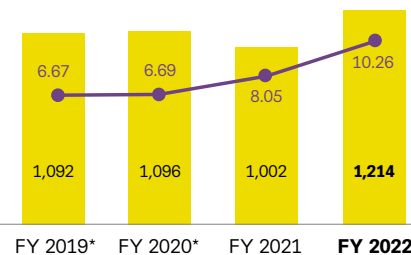
Waste Generated and Intensity in PRC (Managed Properties)



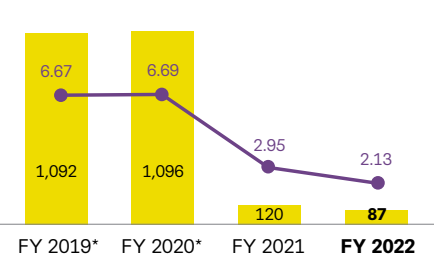
Waste Generated and Intensity in PRC (Hotels & Serviced Apartments)



Waste Generated and Intensity in Singapore (Managed Properties)



Waste Generated and Intensity in Singapore (Hotels & Serviced Apartments)



■ Hazardous Waste (tonnes)
■ Non-hazardous Waste (tonnes)
● Waste Generation Intensity (kg/m²)

■ Non-hazardous Waste (tonnes)
● Waste Generation Intensity (kg/m²)

¹ The waste generated of PRC's managed properties covers buildings' common area only.

* Waste generated and intensity figures for FY 2019 and FY 2020 was for both Managed properties and Hotel and Serviced Apartments. They were eventually separated from FY 2021 onwards.

GREEN BUILDINGS (Cont'd)

ENERGY AND EMISSIONS MANAGEMENT AT YANLORD

Similar to the reporting scope for water withdrawal and waste generated, data disclosed covers Yanlord's Managed Properties, Hotels & Serviced Apartments in the PRC and Singapore.

Energy - PRC

Our primary energy sources include fuel, electricity, heating and cooling. Fuel is mainly used by companies' vehicles in the form of motor gasoline, generators in the form of diesel and natural gas is used for boilers. In PRC, the total energy consumption in FY 2022 was 287 TJ¹, of which Managed Properties² energy consumption accounts for around 46.6%. We have observed reduced energy consumption overall in FY 2022 across Yanlord's Managed Properties and Hotels & Serviced Apartments due to low occupancy rate resulting from COVID-19 pandemic restrictions.

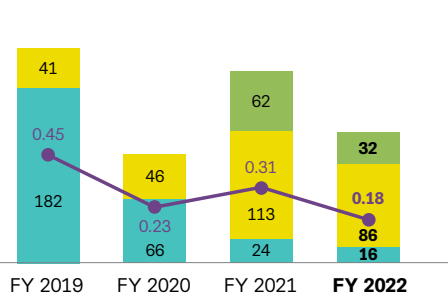
The respective breakdown for Managed Properties, Hotels & Serviced Apartments can be seen in the charts below. The corresponding drop in energy consumption and intensity³ can also be seen in the graph below.

Energy - Singapore

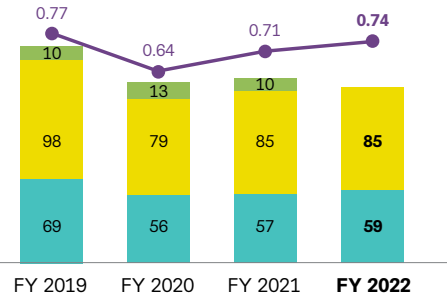
In Singapore, the main source of energy across Managed Properties and Hotels & Serviced Apartments is purchased electricity. At our Hotels & Serviced Apartments, fuel is also used for operating company's vehicles.

The total energy consumed increased from 91 TJ in FY 2021 to 110 TJ in FY 2022. The increase in consumption was a result of Singapore entering an endemic phase, with more activities and movement within our premises such as tenants returning to offices and higher occupancy at Hotels & Serviced Apartments. For detailed breakdown of energy consumption and intensities by business segments, please refer to the charts below.

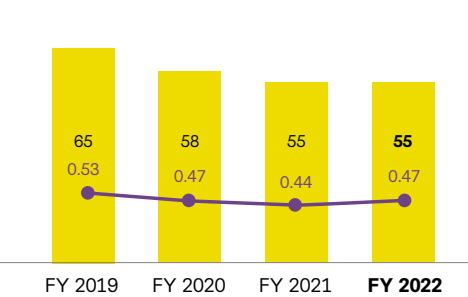
Energy Consumption and Intensity in PRC (Managed Properties)



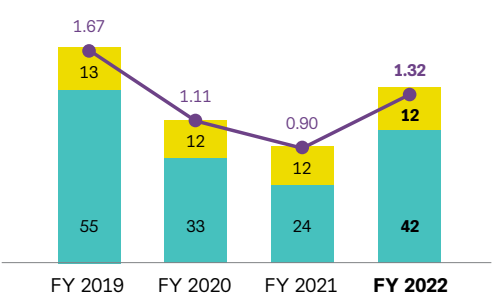
Energy Consumption and Intensity in PRC (Hotels & Serviced Apartments)



Energy Consumption and Intensity in Singapore (Managed Properties)



Energy Consumption and Intensity in Singapore (Hotels & Serviced Apartments)



■ Fuel (TJ)
■ Electricity (TJ)
■ Cooling and Heating (TJ)
● Energy Intensity (GJ/m²)

■ Fuel (TJ)
■ Electricity (TJ)
● Energy Intensity (GJ/m²)

¹ TJ (Terajoules)

² The energy consumption of PRC's Managed Properties covers buildings' common area only.

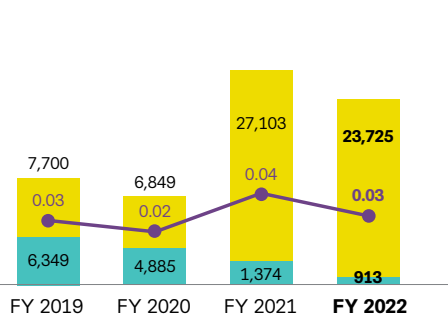
³ Energy intensity is calculated based on the total energy consumption per GFA.

GREEN BUILDINGS (Cont'd)

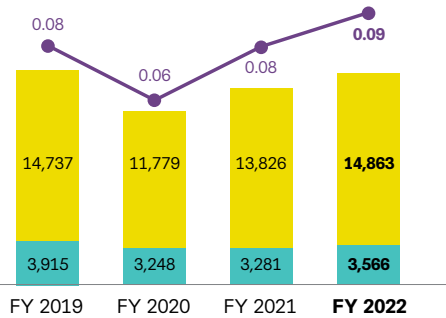
GHG Emissions - PRC

As with the drop in energy usage, total GHG emissions (Scope 1¹ and Scope 2²) in FY 2022 was 41,910 tCO₂e, a 5.5% decrease from 45,854 tCO₂e in FY 2021. This was attributable to the 13.5% decrease across our Managed Properties. Although occupancy rates of Hotels & Serviced Apartments was lower in FY 2022, we have observed a slight increase in GHG emissions and intensity attributable to ParcVue Hotel Residence in Nanjing where there was a full year's worth of data since its new opening in May 2021. Please refer to the charts below for a detailed breakdown of GHG emissions by Scope and overall GHG emissions intensity³ by business segment

GHG Emissions and Intensity in PRC (Managed Properties)



GHG Emissions and Intensity in PRC (Hotels & Serviced Apartments)

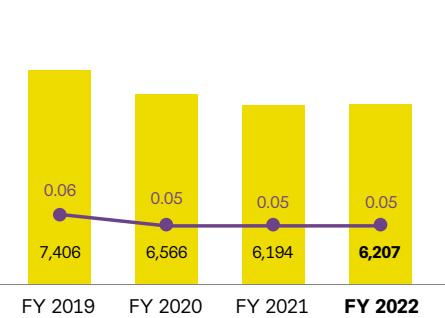


■ Scope 1 (tCO₂e)
■ Scope 2 (tCO₂e)
● GHG Emissions Intensity (tCO₂e/m²)

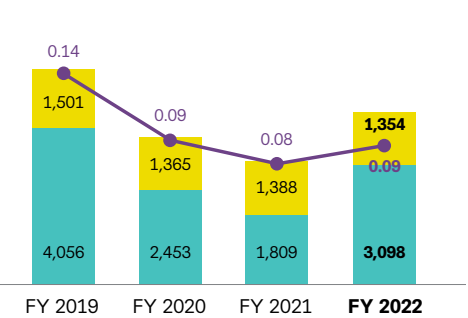
GHG Emissions - Singapore

In Singapore, overall GHG emissions⁴ has increased across our Managed Properties and Hotels & Serviced Apartments during FY 2022. More notably, GHG emissions in Hotels & Serviced Apartments have seen an 18.6% increase in Scope 1 emissions. This is due to revival of activities as well as the operation of company's vehicles as Singapore eased social restrictions on COVID-19 this year.

GHG Emissions and Intensity in Singapore (Managed Properties)



GHG Emissions and Intensity in Singapore (Hotels & Serviced Apartments)



■ Scope 1 (tCO₂e)
■ Scope 2 (tCO₂e)
● GHG Emissions Intensity (tCO₂e/m²)

¹ GHG emissions are calculated following the requirements and principles of ISO 14064-1 and Greenhouse Gas Protocol. Scope 1 emission factors are sourced from 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

² Scope 2 grid emission factors are obtained from 2012 Baseline Emission Factors for Regional Power Grids in China (Ministry of Ecology and Environment of the People's Republic of China).

³ GHG emission intensity is calculated based on the total energy consumption per Gross Floor Area.

⁴ Scope 2 grid electricity emission factors are obtained from Singapore Energy Statistics, Energy Market Authority's annual publication on energy statistics in Singapore.



CREATING SHARED VALUE FOR OUR SOCIETY

Often when you think
you're at the end of
something, you're at the
beginning of something
else.

FRED ROGERS



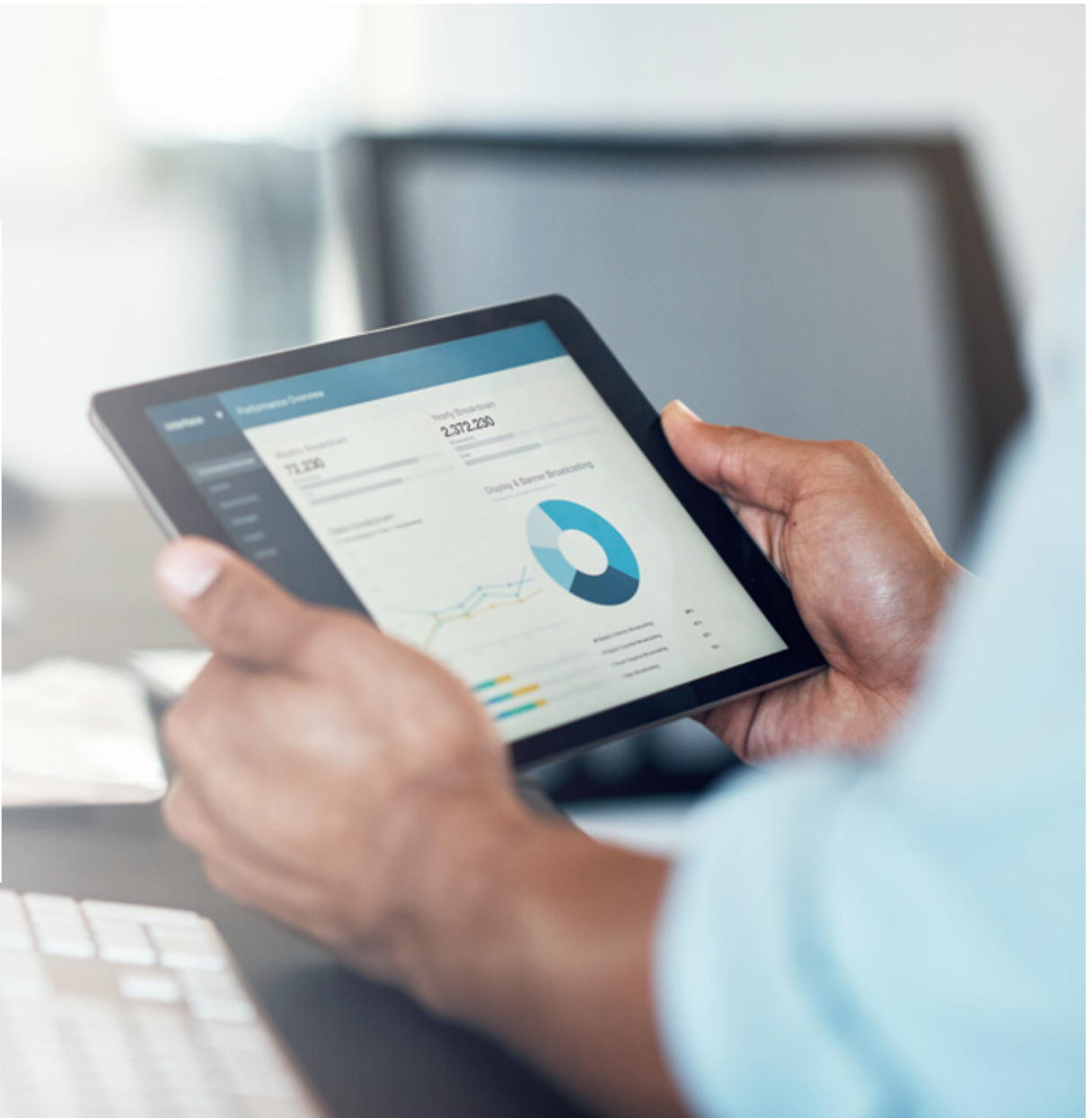
ECONOMIC PERFORMANCE

In FY 2022, Yanlord closed the year with a total revenue of RMB28.712 billion and earnings before interest expenses and tax of RMB6.581 billion. The profit attributable to owners of the Company was RMB1.533 billion. For the detailed breakdown of our financial results, please refer to the relevant sections of Annual Report 2022.

Financial Results ¹	FY 2022 RMB billion
Economic Value Generated	
Revenue	28.712
Other operating income and other gains	1.140
Share of profit and loss of joint ventures and associates	0.584
Total	30.436
Economic Value Distributed	
Operating costs	21.909
Cost of sales, selling, administrative and operating expenses (excluding employee benefits expense and donations)	
Employee wages and benefits	1.775
Payments to capital providers	
Finance cost	1.132
Profit attributable to non-controlling interests	1.337
Payments to government	
Income tax obligation (accrual to government)	2.579
Fair value loss on investment properties	0.171
Community investment	
Donations	—*
Total	28.903
Net Operating Economic Value Retained	
Net amount	1.533

¹ Information in this table is derived from Yanlord's audited financial statements and other accounting/financial data. This information is intended to summarise the overall contribution of Yanlord to its stakeholders and not intended to replace or provide an alternative to the audited financial statements which is made available in the Annual Report 2022.

* Amount less than RMB1 million.



LOCAL COMMUNITY AND SOCIAL INVESTMENT

MANAGEMENT APPROACH

At Yanlord, we are mindful of the potential impact our operations may have on the environment as well as local communities. The management is dedicated to providing guidance to the local teams in different cities to initiate and maintain support for community programs so as to build a positive impact. We recognise that developing goodwill in the community is an integral part of responsible business practices and provides Yanlord with a strong social license to operate.

Community development initiatives are spearheaded by the respective offices located across the markets Yanlord operates in. We strive to support, contribute and address social issues commonly faced in these markets. In FY 2022, Yanlord Property Management teams across various cities in the PRC dedicated their support to residents, tenants and the wider local community, in the fight against the COVID-19 pandemic, and more importantly to create a sustainable and caring lifestyle for all.

Yanlord is dedicated to engaging and connecting with its community. Throughout FY 2022, we have organised a wide range of events ranging from cultural exhibitions, wellness campaigns, music concerts, sports events, excursions and outings. Through these events, we aim to foster a strong bond with our stakeholders, including customers, partners, employees, and the wider community. We remain committed to active stakeholder engagement as it builds positive relationships with our stakeholders and further promotes Yanlord's positive brand image in the community. The pictures below showcases highlights of these events organised in FY 2022.



LOCAL COMMUNITY AND SOCIAL INVESTMENT (Cont'd)



LOCAL COMMUNITY AND SOCIAL INVESTMENT (Cont'd)

Case Study

CASE STUDY: POWERING COMMUNITIES NAVIGATING THROUGH COVID-19 PANDEMIC OUTBREAKS ACROSS THE PRC

During the period of July and August 2022, some cities within the PRC were hit by a wave of COVID-19 outbreaks, following which stringent community lockdown practices were enforced by central and local government agencies to prevent further transmission of the cases. Yanlord Property Management teams in affected cities responded swiftly and supported their local communities throughout the challenging period.

Highlights of Yanlord’s support towards the local community are displayed below. We show our deep appreciation to all relevant parties, community residents and business owners who have offered their kind understanding and cooperation. We are grateful to our employees and contractors who have stood strong at the frontline throughout this challenging period.

Zhuhai



Yanlord team arranging and delivering daily essentials supply to residents

Yanlord Marina Peninsula Gardens team hosting appreciation session for individual employees and contractors with outstanding contribution during COVID-19 pandemic

Chengdu

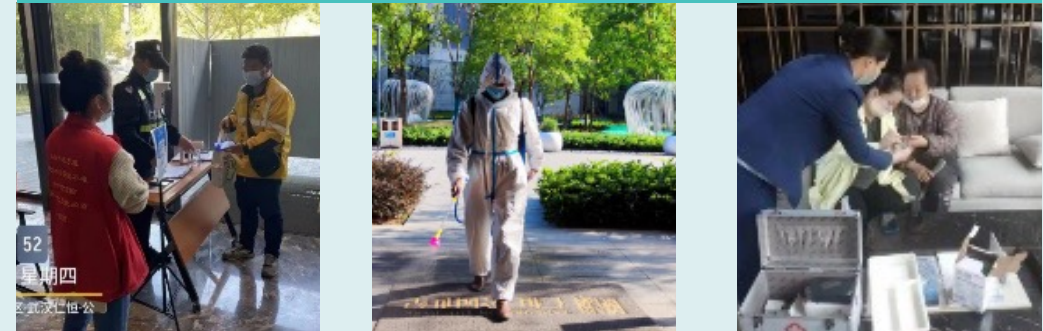


PCR testing organised by Yanlord for community residents, tenants and visitors

Yanlord front-line employees sharing encouragements among each other

Cleaning and disinfection on premises of Yanlord’s Managed Properties

Wuhan



Ensuring safety check at residence entrance

Thorough disinfection at indoor and outdoor common areas, and for essentials supply

Door-to-door visit and special medical care for elderly group of residents

GRI CONTENT INDEX

General Standard Disclosures				
GRI Standard	Disclosure	Section of Report and/or Explanation for Omission	Page Reference	
GRI 2: General Disclosures 2021	The Organisation and its Reporting Practices			
	2-1	Organisation Details	Introduction	6
	2-2	Entities included in the organisation's sustainability report	Reporting Scope	3
	2-3	Reporting Period, frequency, and contact point	Introduction, Reporting Period, Feedback	3
	2-4	Restatement of information	Where applicable mentioned in the report	
	2-5	External Assurance	Introduction	3
	Activities and Workers			
	2-6	Activities, value chain and other business relationships	Sustainability In Our Value Chain	16
	2-7	Employees	Employment and Training	47
	2-8	Workers who are not employees	Employment and Training	61-62
	Governance			
	2-9	Governance structure and composition	Sustainability Governance Annual Report 2022	8-11 64-68
	2-10	Nomination and selection of the highest governance body	Anti-corruption and Business Ethics Annual Report 2022	18-20 201-202
	2-11	Chair of the highest governance body	Anti-corruption and Business Ethics Annual Report 2022	18-20 64-68
	2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance	8-9
	2-13	Delegation of responsibility for managing impacts	Sustainability Governance Annual Report 2022	8-9 193
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	8-9
	2-15	Conflict of interest	Anti-corruption and Business Ethics Annual Report 2022	18-20 192
2-16	Communication of critical concerns	Anti-corruption and Business Ethics Annual Report 2022	18-20 215	
2-17	Collective knowledge of the highest governance body	Anti-corruption and Business Ethics Annual Report 2022	18-20 192	
2-18	Evaluation of the performance of the highest governance body	Anti-corruption and Business Ethics Annual Report 2022	18-20 204-205	

GRI CONTENT INDEX

General Standard Disclosures				
GRI Standard	Disclosure	Section of Report and/or Explanation for Omission	Page Reference	
GRI 2: General Disclosures 2021	Governance			
	2-19	Remuneration policies	Anti-corruption and Business Ethics Annual Report 2022	18-20 205-207
	2-20	Process to determine remuneration	Anti-corruption and Business Ethics Annual Report 2022	18-20 205-207
	2-21	Annual total compensation ratio	Confidentiality constraint; This information is not disclosed as it is view to be confidential.	
	Strategy, Policies and Practices			
	2-22	Statement on sustainable development strategy	Board Statement	8
	2-23	Policy commitments	Anti-corruption and Business Ethics Quality of Products and Services Customer Privacy Occupational Health and Safety Climate Change	18-20 24-42 43-44 57-62 64-67
	2-24	Embedding policy commitments	Anti-corruption and Business Ethics	18-20
	2-25	Processes to remediate negative impacts	Anti-corruption and Business Ethics Quality of Products and Services Occupational Health and Safety Annual Report 2022	18-20 38 58 215
	2-26	Mechanisms for seeking advice and raising concerns	Anti-corruption and Business Ethics Annual Report 2022	18-20 215
	2-27	Compliance with law and regulations	Compliance with Laws and Regulations	22
	2-28	Membership association	PRC: 全国工商联城市基础设施商会中城分会 北京中城联盟企业管理服务有限公司 The PRC Urban Infrastructure Chamber of Commerce ("CUICC") Singapore: WSH Advocate Programme organised by the Workplace Safety and Health Council	
	Stakeholder Engagement			
	2-29	Approach to stakeholder engagement	Stakeholder Engagement	10-13
	2-30	Collective Bargaining Agreements	Not Applicable	

GRI CONTENT INDEX

General Standard Disclosures				
GRI Standard	Disclosure		Section of Report and/or Explanation for Omission	Page Reference
Material Topics				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	14
	3-2	List of material topics	Materiality Assessment	14
Anti-corruption and Business Ethics				
GRI 3: Material Topics 2021	3-3	Management of material topics	Anti-corruption and Business Ethics	18-21
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption and Business Ethics	18-21
	205-3	Confirmed incidents of corruption and actions taken	Anti-corruption and Business Ethics	21
Compliance with Laws and Regulations				
GRI 3: Material Topics 2021	3-3	Management of material topics	Compliance with Laws and Regulations	22
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Compliance with Laws and Regulations	22
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	Compliance with Laws and Regulations	22
Quality of Products and Services				
GRI 3: Material Topics 2021	3-3	Management of material topics	Quality of Products and Services	24-42
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Quality of Products and Services	42
Customer Privacy				
GRI 3: Material Topics 2021	3-3	Management of material topics	Customer Privacy	43-44
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Privacy	44
Employment and Training				
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Demographics	49-56
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Employee Demographics	48
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Employment and Training	56
	404-3	Percentage of employees receiving regular performance and career development reviews	Employment and Training	53
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Employee Demographics	46

GRI CONTENT INDEX (Cont'd)

General Standard Disclosures				
GRI Standard	Disclosure		Section of Report and/or Explanation for Omission	Page Reference
Occupational Health and Safety				
GRI 3: Material Topics 2021	3-3	Management of material topics	Occupational Health and Safety	57-62
GRI 403: Occupational Health and Safety 2018	403-1	Management Approach: Occupational health and safety management system	Occupational Health and Safety	57-62
	403-2	Management Approach: Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	57-62
	403-3	Management Approach: Occupational health services	Occupational Health and Safety	57-62
	403-4	Management Approach: Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	57-62
	403-5	Management Approach: Worker training on occupational health and safety	Occupational Health and Safety	57-62
	403-6	Management Approach: Promotion of worker health	Occupational Health and Safety	57-62
	403-7	Management Approach: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	57-62
	403-9	Work-related injuries	Occupational Health and Safety	61-62
	403-10	Work-related ill health	Occupational Health and Safety	61-62
	Climate Change			
GRI 3: Material Topics 2021	3-3	Management of material topics	Climate Change	64-67, 79-82
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	Climate Change	65
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Green Buildings	81
	302-3	Energy Intensity	Green Buildings	81
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Green Buildings	82
	305-2	Energy indirect (Scope 2) GHG Emissions	Green Buildings	82
	305-4	GHG emissions intensity	Green Buildings	82

GRI CONTENT INDEX (Cont'd)

General Standard Disclosures				
GRI Standard	Disclosure		Section of Report and/or Explanation for Omission	Page Reference
Green Buildings				
GRI 3: Material Topics 2021	3-3	Management of material topics	Green Buildings	68-82
GRI G4 - CRE8: Green Buildings	CRE 8	Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment	Green Buildings	72-77
GRI 303: Water 2018	303-1	Management Approach: Interactions with water as a shared resource	Green Buildings	68-70
	303-2	Management Approach: Management of water discharge-related impacts	Green Buildings	70
	303-3	Water withdrawal	Green Buildings	79
GRI 306: Waste 2020	306-1	Management Approach: Waste generation and significant waste-related impacts	Green Buildings	68, 70
	306-2	Management Approach: Management of significant waste-related impacts	Green Buildings	68, 70
	306-3	Waste generated	Waste Management	80
	306-4	Waste diverted from disposal	Waste Management	80
	306-5	Waste directed to disposal	Waste Management	80
Economic Performance				
GRI 3: Material Topics 2021	3-3	Management of material topics	Economic Performance	84
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Economic Performance	84
Local Community and Social Investment				
GRI 3: Material Topics 2021	3-3	Management of material topics	Local Community and Social Investment	85-87
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Local Community and Social Investment	85-87