

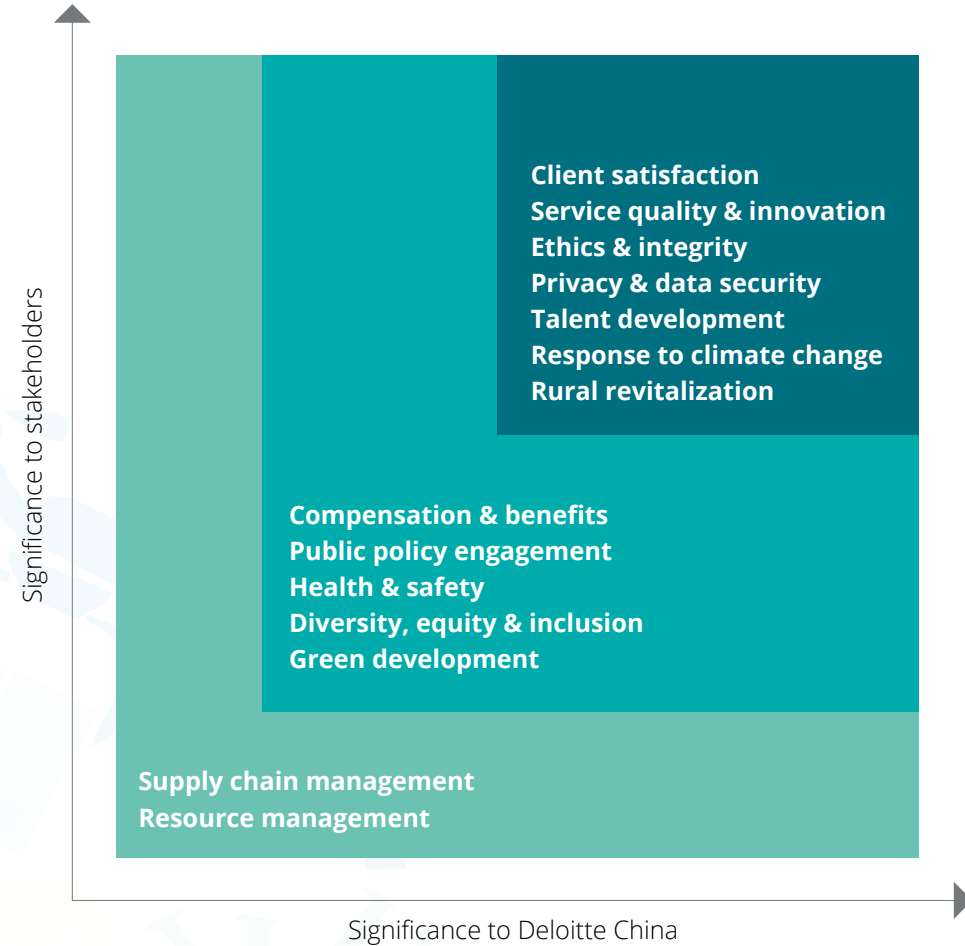
## FY2021 Deloitte China Impact Report



# Analysis of material issues and communication with stakeholders

## Materiality Matrix

In FY2021, based on our continuous discussions and communication with parties inside and outside the firm, we have optimized and developed this fiscal year's matrix of material issues for Deloitte China to illustrate the main focus areas in extending our social impact and the key disclosures in this report.



## Communication with stakeholders

We can only achieve common progress on our sustainability journey and expand our social impact by working with stakeholders. Deloitte China highly values its communication with stakeholders in daily operations and constantly works to improve communication mechanisms, listen to and understand the needs of all parties, and actively respond with concrete actions to achieve common development with all stakeholders.

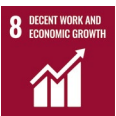
Stakeholders	Ways of communication	Topics of concern		
<b>Clients</b>	<ul style="list-style-type: none"> <li>Interactions with clients during contract period</li> <li>Client satisfaction procedure</li> <li>Business development activities</li> <li>Client meetings</li> </ul>	<ul style="list-style-type: none"> <li>Client questionnaire</li> <li>Client labs and/or conferences chaired</li> <li>Replies to proposals &amp; actions following loss</li> </ul>	<ul style="list-style-type: none"> <li>Ethics &amp; integrity</li> <li>Client satisfaction</li> <li>Governance risks &amp; compliance</li> <li>Public interest protection</li> <li>Anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>Commitment to corporate responsibility</li> <li>Privacy &amp; data security</li> <li>Environmental performance</li> <li>Supply chain risks</li> <li>Value of services</li> </ul>
<b>Deloitte staff, their family &amp; future talent</b>	<ul style="list-style-type: none"> <li>Social networking platforms (internal &amp; external)</li> <li>Recruitment activities</li> <li>Internal discussions</li> <li>24/7 support &amp; emergency hotline</li> <li>Confidential ethics hotline</li> <li>Professional development meetings</li> <li>Mentorship policy</li> </ul>	<ul style="list-style-type: none"> <li>Performance check/review</li> <li>Community engagement &amp; volunteer opportunities</li> <li>Exit interview</li> <li>Deloitte alumni</li> <li>Career development talks</li> <li>Meetings</li> <li>Leadership videos</li> <li>Deloitte China annual talent survey</li> </ul>	<ul style="list-style-type: none"> <li>Career development</li> <li>Diversity &amp; equal treatment</li> <li>Inclusive leadership</li> <li>Ethics &amp; integrity</li> <li>Client satisfaction</li> <li>Privacy &amp; data security</li> <li>Governance risks &amp; compliance</li> <li>Corporate responsibility commitment</li> <li>Protection of public interest</li> <li>Public policy position</li> </ul>	<ul style="list-style-type: none"> <li>Environmental performance</li> <li>Health &amp; safety</li> <li>Community engagement</li> <li>Labor rights</li> <li>Compensation</li> <li>Work/life balance</li> <li>Professional standards</li> <li>Work performance</li> <li>Sense of happiness</li> </ul>
<b>Government &amp; regulatory authorities</b>	<ul style="list-style-type: none"> <li>Active engagement with regulators &amp; decision makers on issues affecting the industry &amp; capital market</li> <li>Contribution to development of new regulations</li> <li>Participation in policy making</li> </ul>	<ul style="list-style-type: none"> <li>Response to regulatory &amp; public policies</li> <li>Quality/performance check &amp; review</li> <li>Work meetings</li> </ul>	<ul style="list-style-type: none"> <li>Public interest protection</li> <li>Ethics &amp; integrity</li> <li>Future development of audit</li> <li>Innovation &amp; disruptive technology</li> <li>Privacy &amp; data security</li> <li>Standardized model</li> <li>Governance risks &amp; compliance</li> <li>Anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>Diversity &amp; equal treatment</li> <li>Environmental performance</li> <li>Business &amp; staff safety risk aversion</li> <li>Inclusive growth</li> <li>International trade</li> <li>Future development of business</li> <li>Flexibility</li> </ul>
<b>Professional associations</b>	<ul style="list-style-type: none"> <li>Participation in the work of committees &amp; working groups</li> <li>Leading &amp; representing committees</li> <li>Attending meetings</li> </ul>	<ul style="list-style-type: none"> <li>Co-development of industry white papers</li> <li>Speaking engagements</li> <li>Participation in standards setting</li> </ul>	<ul style="list-style-type: none"> <li>Public interest protection</li> <li>Ethics &amp; integrity</li> <li>Governance risks &amp; compliance</li> <li>Professional standards</li> <li>Work performance</li> <li>Career development</li> </ul>	<ul style="list-style-type: none"> <li>Public policy position</li> <li>Open market</li> <li>Digital economy &amp; technology</li> <li>Future development of business</li> <li>Information disclosures &amp; reporting</li> </ul>

Stakeholders	Ways of communication	Topics of concern
<b>Non-profit organizations &amp; local communities</b>	<ul style="list-style-type: none"> <li>Engagement in local activities</li> <li>Pro bono activities</li> <li>Collaboration</li> <li>Volunteer services</li> </ul>	<ul style="list-style-type: none"> <li>Social media</li> <li>E-mails</li> <li>Meetings</li> <li>Speaking engagements</li> </ul>
<b>International organizations</b>	<ul style="list-style-type: none"> <li>Serving as key member of committees</li> <li>Participation in stakeholder meetings of international organizations</li> <li>Meetings &amp; communications</li> <li>Participation in working groups</li> </ul>	<ul style="list-style-type: none"> <li>Youth education &amp; employment</li> <li>Diversity &amp; equal treatment</li> <li>Ethics &amp; integrity</li> <li>Anti-corruption</li> <li>Human rights</li> <li>Transparency</li> <li>Commitment to corporate responsibility</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>Negotiation</li> <li>Meetings</li> <li>Vendor purchases</li> </ul>	<ul style="list-style-type: none"> <li>Industry conferences</li> <li>Ongoing supply chain management</li> </ul>
<b>Industry &amp; market analysis firms</b>	<ul style="list-style-type: none"> <li>Global engagement strategy that involves Deloitte executive leadership, subject matter experts and other stakeholders of all geographies, businesses and industries</li> </ul>	<ul style="list-style-type: none"> <li>Pros &amp; cons of digital development</li> <li>Technology &amp; emerging technology</li> <li>Client experience</li> <li>Business transformation</li> </ul>
<b>Educational institutions</b>	<ul style="list-style-type: none"> <li>Project participation</li> <li>Cooperation</li> <li>Recruitment</li> <li>Guest lectures &amp; speeches</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> <li>Ethics &amp; integrity</li> <li>Diversity &amp; inclusion</li> </ul>

# Alignment with the United Nations' Sustainable Development Goals (SDGs)

## SDGs

## Deloitte's support initiatives



- Deloitte China commits to establishing sound mechanisms for talent development and encourages all employees to pursue lifetime learning and growth. We provide an open, transparent environment for career development as well as a clear path for promotion. We offer full care and support for employees, help them balance work and life, and create a favorable working and living environment to enhance their sense of happiness. In FY2021, Deloitte China introduced flexible work arrangements and Smart Dress to allow as much flexibility and comfort as possible while ensuring our professional services are delivered. The health and safety of our people has been protected to the greatest extent possible during the COVID-19 outbreak.
- In light of China's reality, and aligning public welfare with the state's rural revitalization strategy, Deloitte China launched the *WorldClass* initiative in China on 29 August 2019, aiming to leverage our professional insights and capabilities to drive progress across three areas of focus – agricultural modernization, employment in the professional services sector, and children and youth empowerment. Our goal is to positively impact 15 million rural children and farmers between now till 2030 in education, skills, and opportunities.



- Deloitte China works to build trust and respect among employees, and stands against any discrimination of any form. We actively promote cultural diversity, and create equal opportunities for all employees. To this end, Deloitte China has established the Diversity & Inclusion Council, members of which include staff and partners from different regions, age groups and professional backgrounds, and launched ALL IN, a global strategy that promotes diversity, equity and inclusion. Based on our emphasis on respect and inclusion, the strategy focuses on multiple spectrums of diversity, with three main aspects: advocating gender balance, promoting LGBT+ inclusion, and providing mental health support for employees to facilitate the implementation of all related initiatives. We build a friendly working environment where our people can feel respected and included. We also work to advance gender equality and diversity in society to create an equal world.



- Deloitte China formulated its *WorldClimate* strategy, in which we commit to achieving net-zero emissions by 2030 and a series of goals regarding transition to a low-carbon economy. Deloitte's greenhouse gas (GHG) emissions targets are validated by the Science Based Targets initiative (SBTi). Moreover, Deloitte has committed to the three core initiatives of the Climate Group, supporting renewable electricity (RE100), electric vehicle adoption (EV100) and energy efficiency/productivity (EP100).
- In terms of green operation, Deloitte China follows green building standards and strives to cut energy consumption and improve resource utilization in offices to the greatest extent possible. We aim to reduce waste generation and establish facilities in every work location to collect paper, plastics, batteries and other waste for sorting and recycling. We advocate virtual working and require that remote conferencing replaces non-essential travel, minimizing travel emissions.
- Deloitte China connects with others to act on climate change. By engaging and educating our employees on climate change impacts – decisions about what they consume, use, and buy – we enable them to make positive climate choices at home and at work, with the aim that they will amplify what they have learned through their personal networks. We also collaborate with clients, alliance partners, NGOs, industry groups, suppliers, and others to address climate change at a systems and operations level.
- Since the launch of *WorldClimate*, Deloitte China has taken proactive actions and delivered on our climate promises. In 2021, we purchased 25,230 tons of GS CERs and 7,175 I-RECs, achieving carbon neutral operations and business travel for FY2020. The offsets program we chose focuses on the development of rural communities in China and provides clean, affordable methane for low-income families in Sichuan province, which can be used for cooking, heating, and lighting.



Deloitte China continues to contribute to national economic growth and provides high-quality professional services and intellectual support to governments, enterprises, and organizations.

- In terms of political participation, Deloitte China provides advice and suggestions on developing a prosperous economy and sound business environment. About 20 Deloitte China executives are NPC deputies or CPPCC members on NPC or CPPCC National Committees, people's congresses or CPPCC committees across 14 provinces and municipalities, covering nearly half of provincial-level administrative regions. So far, Deloitte China representatives have put forward more than 70 key proposals.
- In supporting the state-owned economy, Deloitte China not only provides world-class audit and advisory services, but has also published a series of reports on SOE reform and developed systematic research on hot reform topics and solutions to help more SOEs address related challenges. In FY2021, Deloitte China published a few research reports and white papers to serve as references for the deepening of reform. Besides, in FY2021, we completed eight special research studies engaged by SASACs in Beijing, Shanghai, and Shenzhen, and delegated four partners to take part in the Benchmarking against World-class Management Improvement Actions webcast of the State Council SASAC to explain content including benchmarking methodology, smart risk management, and organization and human resources management improvements.
- In supporting the private economy, we leverage our world-leading consulting experience and insights into the practices of Chinese enterprises and have developed several initiatives including the China Best Managed Companies (BMC) Program and Sustainability Accelerator Camp to drive green, low-carbon, healthy development of the private economy, enhance enterprises' soft power, and build them into companies with global competitiveness to achieve sustainable growth.



- Based on the present and future situation, Deloitte China assists clients in integrating sustainability into economic development strategy and provides professional smart city solutions. By optimizing resource utilization, we help build the circular economy to increase value, improve people's livelihoods, and protect the environment, thus developing sustainable cities and communities. For instance, in the Deloitte China-Chongqing Pengshui Autonomous County Strategic Cooperation, our WCWP WR team leveraged their world-class architectural design capability and urban planning experience to complete onsite research, analysis, and design planning in three months. Leveraging its ethnic, ecological, and cultural strengths, the team developed the overall rural tourism strategy and conceptual plan for the region and supported the development of the county's mainstay industry. Their work was highly recognized by leaders of the Pengshui County Party Committee.



- Deloitte China upholds its commitments to quality and integrity. Our Global Principles of Business Conduct outline Deloitte's ethical commitments and expectations for each Deloitte professional, providing a strong foundation for us to act upon: integrity, quality, objectivity, fair business practices built upon high-level competence and professional behavior, and privacy and data security. To ensure strict adherence to the Principles, we have launched mandatory online courses in ethics for all partners and staff, the contents of which are updated every year, to support Deloitte China to act in the public interest with quality work of the highest standards and be a gatekeeper for capital markets.
- Deloitte China stands against any corruption of any form, and strongly resists bribery. Deloitte Global has included a chapter on anti-corruption in the DTTL Policies Manual, and developed specific anti-corruption policies regarding purchases, gifts, and entertainment. We conduct anti-corruption training every year and require each staff member and partner to participate in and pass the related test. We have also established a reporting procedure with smooth, easy access.





- On the basis of the DTTL Policies Manual – Independence, we have developed policies to ensure the independence of our professional services. Professionals at every level serving different business lines can find specific guidelines on independence. Moreover, we have integrated independence and conflict checks into our standard business procedures, and developed tools that all business practitioners are required to learn and use.
- Deloitte attaches great importance to data security and privacy protection. All our staff must comply with Deloitte's IT policy to minimize the risk of information leakage. Meanwhile, our IT and security teams provide services via multiple channels, including office work and online platforms, to ensure the security and reliability of our IT environment. All staff members are required to be trained on privacy and confidentiality. In addition, we have set up a standard emergency procedure specifically to respond to confidentiality, privacy, and IT security incidents to ensure these are properly handled once they occur.
- Deloitte China has put in place the Deloitte China Green Procurement Standard (DCGPS), which provides guidelines for us to screen targeted products based on environmental criteria specified in respective product categories. Only products that comply with the DCGPS minimum level in terms of choice of material, energy consumption, and other environmental factors are considered for procurement.

## About the United Nations' Sustainable Development Goals



In September 2015, 193 member states adopted the United Nations' new Agenda for Sustainable Development. The agenda, consisting of 17 Global Goals, aims to complete the legacy tasks of the Millennium Development Goals, and guide the work of global development from 2015 to 2030, addressing the many challenges that humanity faces including poverty, hunger, disease, inequality, climate change, and environmental degradation.

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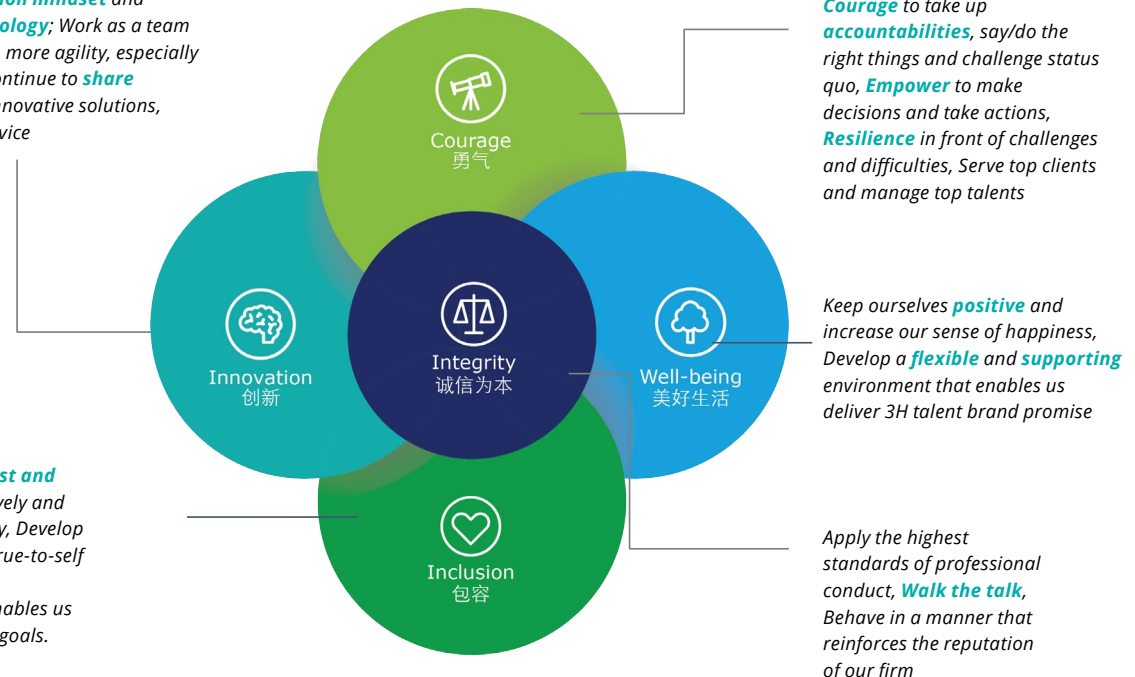
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## Our culture

4+1 – Courage, Innovation, Inclusion, Well-Being and Integrity

Develop an **innovation mindset** and embrace new **technology**; Work as a team with our clients with more agility, especially on **big accounts**, Continue to **share knowledge**, Offer innovative solutions, Deliver excellent service

Build on mutual **trust and respect**, Listen actively and communicate openly, Develop an **inclusive, fair, true-to-self and collaborative** environment that enables us to achieve common goals.





# GRI Index

No.	Content	Page	No.	Content	Page
<b>Organizational profile</b>					
102-1	Name of the organization	44	102-6	Markets served	44
102-2	Activities, brands, products, and services	44	102-7	Scale of the organization	44
102-3	Location of headquarters	44	102-8	Information on employees and other workers	42
102-4	Location of operations	44	102-10	Significant changes to the organization and its supply chain	44
102-5	Ownership and legal form	44	102-11	Precautionary Principle or approach	39
102-12	External initiatives				40
102-13	Membership of associations				24
<b>Strategy</b>					
102-14	Statement from senior decision-maker				2-3
102-15	Key impacts, risks, and opportunities				2-3
<b>Ethics and integrity</b>					
102-16	Values, principles, standards, and norms of behavior				39
102-17	Mechanisms for advice and concerns about ethics				39

No.	Content	Page	No.	Content	Page
<b>Governance</b>					
102-18	Governance structure	39	102-23	Chair of the highest governance body	39
102-19	Delegating authority	39	102-24	Nominating and selecting the highest governance body	39
102-20	Executive-level responsibility for economic, environmental, and social topics	39	102-25	Conflicts of interest	40
102-21	Consulting stakeholders on economic, environmental, and social topics	3-4 (this document)	102-26	Role of highest governance body in setting purpose, values, and strategy	39
102-22	Composition of the highest governance body and its committees	39			
<b>Stakeholder engagement</b>					
102-40	List of stakeholder groups	3-4 (this document)	102-44	Key topics and concerns raised	2-4 (this document)
102-42	Identifying and selecting stakeholders	3-4 (this document)			
102-43	Approach to stakeholder engagement	3-4 (this document)			
<b>Reporting practice</b>					
102-45	Entities included in the consolidated financial statements	44	102-49	Changes in reporting	Not applicable
102-46	Defining report content and topic Boundaries	44			
102-47	List of material topics	2 (this document)	102-50	Reporting period	44
			102-51	Date of most recent report	Not applicable
102-48	Restatements of information	Not applicable	102-52	Reporting cycle	44
			102-53	Contact point for questions regarding the report	44
			102-55	GRI content index	9 (this document)

No.	Content	Page	No.	Content	Page
<b>GRI 201: Economic performance</b>					
103-1	Explanation of the material topic and its Boundary	9-22, 39-40	201-1	Direct economic value generated and distributed	43
103-2	The management approach and its components	39			
103-3	Evaluation of the management approach	39	201-2	Financial implications and other risks and opportunities due to climate change	24-26
<b>GRI 203: Indirect economic impacts</b>					
203-1	Infrastructure investments and services supported	9-22	203-2	Significant indirect economic impacts	9-22
<b>GRI 205: Anti-corruption</b>					
103-1	Explanation of the material topic and its Boundary	40	103-3	Evaluation of the management approach	40
103-2	The management approach and its components	40	205-2	Communication and training about anti-corruption policies and procedures	40
<b>GRI 301: Materials</b>					
103-1	Explanation of the material topic and its Boundary	25	301-1	Materials used by weight or volume	25
103-2	The management approach and its components	25			
103-3	Evaluation of the management approach	25	301-2	Recycled input materials used	25
<b>GRI 302: Energy</b>					
103-1	Explanation of the material topic and its Boundary	24-25	302-1	Energy consumption within the organization	25, 43
103-2	The management approach and its components	24-25	302-4	Reduction of energy consumption	25
103-3	Evaluation of the management approach	24-25	302-5	Reduction in energy requirements of products and services	9, 24-25
<b>GRI303: Water</b>					
103-1	Explanation of the material topic and its Boundary	26	103-3	Evaluation of the management approach	26
103-2	The management approach and its components	26			
<b>GRI 304: Biodiversity</b>					
304-2	Significant impacts of activities, products, and services on biodiversity				9
<b>GRI 305: Emissions</b>					
103-1	Explanation of the material topic and its Boundary	24-26	305-2	Energy indirect (Scope 2) GHG emissions	43
103-2	The management approach and its components	24-26			
103-3	Evaluation of the management approach	24-26	305-3	Other indirect (Scope 3) GHG emissions	43
305-1	Direct (Scope 1) GHG emissions	43	305-4	GHG emissions intensity	43
			305-5	Reduction of GHG emissions	25
<b>GRI 306: Effluents and waste</b>					
103-1	Explanation of the material topic and its Boundary	25	103-3	Evaluation of the management approach	25
103-2	The management approach and its components	25			

No.	Content	Page	No.	Content	Page
<b>GRI 401: Employment</b>					
103-1	Explanation of the material topic and its Boundary	28-33	103-3	Evaluation of the management approach	28-33
103-2	The management approach and its components	28-33	401-1	New employee hires and employee turnover	6-7, 42
<b>GRI 404: Labor/management relations</b>					
103-1	Explanation of the material topic and its Boundary	28-33	404-2	Programs for upgrading employee skills and transition assistance programs	28-33
103-2	The management approach and its components	28-33			
103-3	Evaluation of the management approach	28-33	404-3	Percentage of employees receiving regular performance and career development reviews	42
404-1	Average hours of training per year per employee	30, 42			
<b>GRI 405: Diversity and equal opportunity</b>					
103-1	Explanation of the material topic and its Boundary	28-33	103-3	Evaluation of the management approach	28-33
103-2	The management approach and its components	28-33	405-1	Diversity of governance bodies and employees	42
<b>GRI 406: Non-discrimination</b>					
103-1	Explanation of the material topic and its Boundary	31	103-3	Evaluation of the management approach	31
103-2	The management approach and its components	31			
<b>GRI 412: Human rights assessment</b>					
103-1	Explanation of the material topic and its Boundary	28-33	103-3	Evaluation of the management approach	28-33
103-2	The management approach and its components	28-33			
<b>GRI 413: Local-communities</b>					
103-1	Explanation of the material topic and its Boundary	34-37	103-3	Evaluation of the management approach	34-37
103-2	The management approach and its components	34-37, 39			
<b>GRI 415: Public policy</b>					
103-1	Explanation of the material topic and its Boundary	31	103-3	Evaluation of the management approach	31
103-2	The management approach and its components	31			
<b>GRI 418: Customer privacy</b>					
103-1	Explanation of the material topic and its Boundary	40	103-3	Evaluation of the management approach	40
103-2	The management approach and its components	40			



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