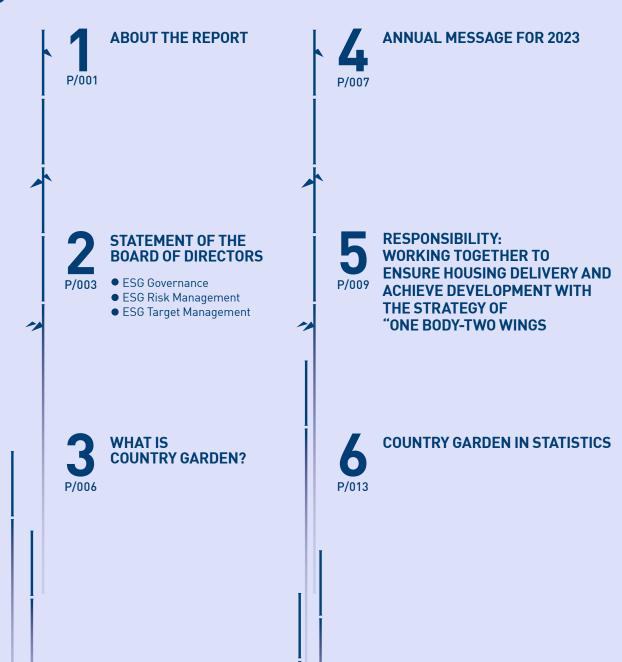




Country Garden is a diversified technology company that creates a happy life for the world.

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ABOUT THE REPORT

BRIEF INTRODUCTION TO THE REPORT

This report is the fifteenth Environmental, Social and Governance Report (hereinafter referred to as the "Report") issued by Country Garden Holdings Limited (hereinafter referred to as the "Company", together with its subsidiaries, "Country Garden", "the Group", "we", "us" or "our") (HKEX stock code: 2007). We hope to disclose our management strategies, initiatives and achievements in Environmental, Social and Governance (ESG) in a transparent manner to respond to the concerns and expectations of our stakeholders and the public, and work together to promote sustainable development.

REPORTING SCOPE

This report reflects the Group's sustainability performance for the period from 1 January 2023 to 31 December 2023 (the "Reporting Period"), and some of the contents are extended as needed.

The general disclosure information and social KPIs in this report cover the business and entity boundaries consistent with the financial report, including real estate development business, technology construction business and other businesses (mainly including property investment and hotel operation, etc.), while the environmental KPIs cover the office area of the Group's headquarters, the office area of 29 regional companies in the real estate sector and the office area, marketing center and non-outsourced staff canteen of 1,338 project companies under it.

In determining the scope and boundaries of the report, we ensure that the report effectively reflects the interaction between the Group's material ESG issues and the Group's business.

REPORTING PRINCIPLES

This report has been prepared in accordance with Appendix C2 of the Rules Governing the Main Board of The Stock Exchange of Hong Kong Limited (the "ESG Reporting Guide"), with partial reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards (the "GRI Standards") and Corporate Social Responsibility Guide for Guangdong Property Development Companies. The appendix to this report provides a detailed index of the ESG Reporting Guide for guick reference.

In line with the initiative of the International Integrated Reporting Council (IIRC), the Group maintains the consistency between ESG reporting and financial reporting and provides an overview of financial information in

this report to present financial and non-financial performance in a coherent manner, so that readers can have a more comprehensive evaluation of the Group's work. Unless otherwise stated, this report is denominated in RMR

REPORTING PROCESS

The preparation process of this report is carried out in accordance with the requirements of the above standards, such as peer benchmarking, business interviews, field research, stakeholder communication, information collection, information review, report collaboration, and management approval.

INFORMATION SOURCES

The information disclosed in this report is derived from official documents, reports or relevant public information of the Company and its subsidiaries, and is officially released after approval by the Board of Directors, and the Board of Directors is responsible for the authenticity, accuracy and completeness of the content of the report.

AVAILABILITY

This report is available in both English and Chinese and is available in electronic form. If there is any discrepancy between the English and Chinese versions of this report, the Chinese version shall prevail. Readers can access the electronic version of this report by visiting the Group's official website www.countrygarden.com.cn or the Hong Kong Stock Exchange's website www.hkexnews.hk.

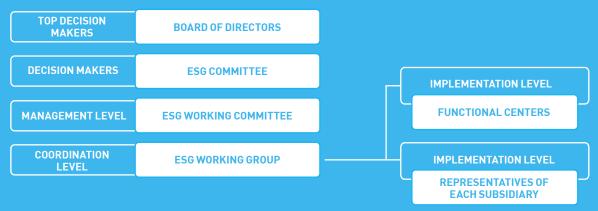
STATEMENT OF THE BOARD OF DIRECTORS

The Board of Directors of Country Garden attaches great importance to corporate sustainable development, follows the requirements of the ESG Reporting Guidelines of The Stock Exchange of Hong Kong Limited, establishes an effective ESG framework, enhances the Board's supervision and participation in ESG matters, and actively integrates ESG concepts into daily business activities.

LESG GOVERNANCE

In order to achieve whole-process sustainable development management from decision-making, communication to execution, the Group has established an ESG governance structure composed of the Board of Directors, ESG Committee, ESG Working Committee, ESG Working Group and various business units, and consolidated responsibilities at all levels through a clear division of functions.

SUSTAINABLE DEVELOPMENT GOVERNANCE STRUCTURE



★ BOARD OF DIRECTORS

The Board of Directors of the Group, as the highest body responsible for the supervision of ESG matters, discusses ESG-related matters through board meetings and other channels, including:

- Overseeing the Group's assessment of its environmental and social impacts.
- Understand the potential impact of ESG matters on the Group's business model and the associated risks.
- Ensuring that the Group's ESG performance is aligned with the expectations and requirements of investors and regulators.
- Strengthen the reporting process for materiality assessment to ensure the accurate and consistent implementation of ESG policies.
- Promote a top-down culture to ensure ESG considerations are integrated into business decision-making processes.
- Approve the disclosure information in the Group's sustainability report.

In order to further enhance the competency of the Board, the Group has engaged third-party professional consultants to conduct special ESG training for the Board to help the Board fully understand the focus of investment, rating and regulatory authorities on ESG-related matters, understand the current status of the Group's ESG governance and the importance and necessity of ESG to the development of the company, and effectively enhance the ESG governance capability of the Board.

A ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE (ESG COMMITTEE)

The Company established the ESG Committee in May 2020, comprising 3 executive Directors and 3 independent non-executive Directors, with the Chairman of the Board of Directors of the Company as the chairman. The ESG Committee is responsible for carrying out and making recommendations to the Board as delegated by the Board of Directors as follows:

- Assessing and determining the Group's ESG-related risks and opportunities
- Reviewing the adequacy and effectiveness of the Group's ESG risk management and internal control systems.
- Formulating the Group's ESG vision, management approach, strategy, framework, principles, policies, issue priorities and targets.
- Regularly review the Group's performance on ESG-related targets and evaluate the effectiveness of the ESG Working Committee.

Based on the actual situation and development needs of the Group, the ESG Committee formulates ESG work plans, organizes ESG work meetings, and coordinates with the Board of Directors and business units to follow up on the practice of sustainable development management matters, formulate suggestions for improvement and supervise rectification. The ESG Committee is supervised by the Board of Directors and reports to the Board of Directors at least twice a year.

★ ENVIRONMENTAL, SOCIAL AND GOVERNANCE WORKING COMMITTEE (ESG WORKING COMMITTEE)

The ESG Committee consists of the ESG Working Committee, which is composed of the senior management of the Company and chaired by the President of the Company. The Group has formulated and updated the Management System of the Environmental, Social and Governance (ESG) Working Committee from time to time to clarify the responsibilities of the ESG Working Committee, stipulate the rules of procedure, provide guidance for the Group's sustainable development strategy research and planning, and continuously improve its ESG risk management capabilities. The ESG Working Committee is responsible for carrying out the following tasks under the delegation of the ESG Committee:

- Overseeing, reviewing and assessing the impact of the Group's business activities on employees, third parties, the communities in which we operate and the reputation of the Group.
- Reviewing the Group's disclosure of information on ESG performance and making recommendations to the ESG Committee.
- Responsible for preparing meetings and implementing ESG Committee resolutions.

AND GOVERNANCE WORKING GROUP (ESG WORKING GROUP)

The ESG Working Committee has set up a working group as the coordinating body for ESG-related matters, which is responsible for implementing the resolutions of the ESG Working Committee and leading various business units to promote various ESG work.

ESG RISK MANAGEMENT

The Group has incorporated ESG risks into its comprehensive risk management system, comprehensively sorted out the ESG-related risk factors of its business, clarified the ESG risk identification process, and conducted a materiality assessment of ESG issues through stakeholder research, expert assessment, board discussions, etc., considering factors such as regulatory requirements, macro policies and industry ESG-related risks. During the year, the Group identified and screened 29 ESG issues, and the Board of Directors approved and confirmed the analysis results of the material ESG issues for the year.

For more information on this year's materiality assessment, please refer to the report, "Strict Governance".

ESG TARGET MANAGEMENT

The Group has set targets on material environmental and social issues, which are regularly discussed and reviewed by the Board, and the progress of achieving the targets is continuously monitored and reviewed.

The details of the above targets and their progress during the year have been disclosed in the relevant chapters of this report.



WHAT IS COUNTRY GARDEN?

Country Garden is a high-tech conglomerate working for society's happiness.

WE ARE COMMITTED TO ROBOTICS AND TECHNOLOGY-ENABLED CONSTRUCTION

The rapidly evolving, diverse technologies have culminated in the age of robotics. We commit ourselves to this wave of technological innovation by recruiting diverse talents. We draw on their expertise and harness the power of technology to create a better life for society and add impetus to the country's technological advancement and quality development.

We established Bright Dream Robotics to develop and apply construction robots, raising the level of intelligentization of construction work.

We set up a technology-enabled construction group to develop a smart construction system that encompasses construction robots, a new type of prefabricated construction, smart equipment and digitalization through building information modeling (BIM). The effort aims at a perfect combination of workplace safety, quality, efficiency, environmental protection and technology. The company is also developing the businesses of general contracting and labour sub-contracting as it initiates and promotes a transformation in the traditional construction sector.

We have established Phoenix Management Company to actively expand into light-asset management and construction services. Leveraging the Group's extensive expertise in design, development, cost management, and customer resources accumulated over the years, we analyze market demands and continuously refine our products. By working closely with our partners, we strive to deliver exceptional projects.

WE BUILD GOOD HOUSING AND GOOD COMMUNITIES

Country Garden devotes itself to China's new type of urbanization. In the spirit of the craftsman, we design and build green, low-carbon, intelligent and safe housing, which comes with exquisite interior decoration, scenic gardens, comprehensive amenities and thoughtful services to the residents. We have converted over 1,400 rural towns to modern cities across the country, and more than five million people have chosen to make their homes in housing estates developed by Country Garden. We are proud to have contributed to the urbanization and modernization of our country.

WE FULFIL SOCIAL RESPONSIBILITY

We join charitable causes to promote common prosperity. Since its establishment, Country Garden, together with its founder, have donated a cumulative total of over RMB10 billion to charity and carried out its work in poverty alleviation and rural revitalization in 57 counties in 16 provinces across the country, benefitting 490,000 people. It will build on its achievements in poverty alleviation by helping to turn villages into harmonious and good places to live and work, thus contributing to rural revitalization.

Established in 1992, Country Garden was listed on the Stock Exchange of Hong Kong in 2007. Country Garden fosters loyalty to the Communist Party of China and patriotism in its corporate culture. It aspires to be a conscientious, socially responsible and transparent company that works diligently for China's modernization and the Chinese Dream of national rejuvenation.

COUNTRY GARDEN — WE ARE HERE TO MAKE SOCIETY A BETTER PLACE.

ANNUAL MESSAGE FOR 2023

In the year of its 31st anniversary, Country Garden has been fortunate to engage in the great undertaking of new-type urbanisation, which carries the dream of the broad urban population to enjoy a comfortable living and a satisfactory job in our belief. Looking back to 2023, we went through unprecedented challenges. With ongoing declining absolute industry size, the Group also suffered huge operational pressure. In the face of the complicated situation, we adhered to the purpose of long-termism and never forgot our mission of being a conscientious enterprise. Keeping the promise of quality delivery, we built a resilient enterprise with enhanced strength in product, organisation and risk management. Additional unremitting and dauntless efforts were also made to withstand the crisis, underpinned by the perseverance of our employees. With joint efforts of all employees within the Group, we believe that we can survive the crisis by virtue of our determined efforts and robust resilience. We will stand tall like a palm tree in a strong wind, and grow like a sunflower by the light.

GO STRAIGHT AHEAD WITH DETERMINED CONFIDENCE

We fought for survival against strenuous challenges, including strengthening the governance foundation and adjusting the strategic layout. As the operating cash flow slowed down, we decelerated the land acquisition, pursued lower costs and higher efficiency, and consolidated the delivery capacity. When management personnel were limited, we arranged human resources to the key positions of the core bodies to ensure smooth operations. We seek to tide over difficulties and move forward to the future. We take firm and effective measures and improve our risk response capabilities to ensure orderly operations.

KEEP THE PROMISE OF QUALITY DELIVERY

We safeguard the bottom line of quality delivery with multiple measures in spite of difficulties and challenges. Since timely and quality delivery is the bottom line of Country Garden, we keep improving the product strength and utilise the digital technologies such as AI and IoT to empower quality and efficiency enhancement. Upholding the spirit of "Craftsmanship", we strictly control the quality and ensure the safety throughout the process from construction to delivery. We do our best in every detail for perfect delivery. By the end of 31 December 2023, Country Garden delivered more than 600,000 houses, ranking top among the industry in terms of delivery volume.

SMART CONSTRUCTION MAKE FOR GREEN DEVELOPMENT

We pursue low-carbon development for green transformation, practising green concept to increase environmental benefits. To push forward the green and high-quality transformation of the traditional construction industry, we concentrate on the R&D and application of smart construction. To this end, we promote the construction robot which is applied in full-cycle processes of intelligent construction to achieve efficient and precise construction with less pollution. Besides, we make tireless efforts in exploring low-energy and zero-carbon buildings. We are committed to proposing green building solutions for the industry. By implementing the concept of green operation, we hand in hand with all pasties to build a sustainable future of harmonious coexistence between humans and nature.

MEET CHALLENGES WITH UNITED EFFORTS

Facing the challenges ahead, we remain determined and join hands to weather bad times. We are in the full conviction that, the talents play a "major role" in enterprise development. Thus even in the difficult time, we stick to protecting the basic rights and interests of employees, and safeguarding their health and safety. Moreover, we promote corporate culture among all employees. All these efforts, at material and mental level, strive to hold the group together. In addition, we continue to improve our talent development mechanism. Professional training is provided for employees at different positions and levels to improve their competitiveness in the workplace. We are dedicated to unleashing our employees' full potential and enabling them to be a powerful force in our struggle for survival.

GIVE BACK TO THE SOCIETY

We give back to the society in the context of slow recovery, playing an active role in undertaking corporate social responsibilities. With the mission to "be an enterprise with conscience" in mind, we actively respond to the national call. By pooling forces of public welfare and charity and leveraging our own strengths, we carry out various supporting activities concerning industry, organisation and ecological environment in rural areas. As a consequent, we provide multi-dimensional support for rural revitalisation. We continuously promote the building of affordable housing to satisfy new citizens' demands for safe and high-quality settlement. Meanwhile, we focus on the community and organise volunteer teams composed of the crowd to drive mutual help and care among communities and neighbours. In doing so, we contribute our own strength to build a harmonious society.

Looking back to 2023, we resolutely took steady steps towards Country Garden's promising prospect. We continued to promote the "one body- two wings" strategy with a focus on the market. In addition, we strived to explore a shared and sustainable future, while ensuring timely and quality delivery, sustaining business operation with strong sales and maintaining corporate credit via assets rehabilitation.





RESPONSIBILITY:

WORKING TOGETHER TO ENSURE HOUSING DELIVERY AND ACHIEVE DEVELOPMENT WITH THE STRATEGY OF "ONE BODY-TWO WINGS"

The year of 2023 remains a challenging year for the real estate industry. Against the complicated and volatile situation, Country Garden acts upon national policies and rises to challenges, so as to safeguard the bottom line of "ensuring quality delivery" by implementing the development strategy of "one body- two wings". Specifically, we strengthen our quality control internally and explore drivers for innovation externally. While taking every effort to perform our promises to customers, we give full play to our advantages of the whole industrial chain, actively exploring the business of escrow agent and construction agent, and fostering the new growth point of the business, so as to form a new kinetic energy for the Group's long term and sustainable development.

▲ KEY PERFORMANCE



- In 2023, Country Garden delivered over 600,000 houses with a cumulative area of 71.62 million square meters across 249 cities in 31 provinces, of which 151 batches of 44,521 households "received house proprietary certificate upon delivery". According to third-party statistics, Country Garden's annual housing delivery ranked first in the industry again, close to the total delivery volume of the second and third counterparts.
- According to the "2023 China Real Estate Construction Enterprises Ranking" recently released by the China Index Research Institute and several related lists, Phoenix Zhituo, the escrow and construction platform of BGL, ranked 11th in the "2023 China Real Estate Construction Enterprises Ranking" and 11th in the "2023 China Real Estate Construction Enterprises Ranking", with a newly contracted construction area of 6.11 million square metres. It ranked 11th in the "2023 China Real Estate Agency Construction Enterprises Ranking" and 6th in the "2023 Agency Construction Sales Scale Ranking". Shaoguan Shunpeng Shilijiangshan Project was awarded the "2023 China Real Estate Excellent Agency Construction Project".

^{1.&}quot;One body, two wings" refers to the main real estate business as the main body, science and technology construction, escrow and construction as two wings.

REVITALISING QUALITY HOUSING

As a practitioner of long-termism, Country Garden believes that excellent product quality is the cornerstone for building customer trust and a powerful engine for long-term, sustainable business development. We have stepped up our efforts to consolidate our main real estate business, firmly pursue quality delivery by improving the quality control throughout the chain from house construction to after-sales services. We provide customers with safe, healthy and warm products and services by means of lean management and technological innovation.

▲ CASE: ENHANCING QUALITY AND EFFICIENCY OF PRODUCTS WITH SMART CONSTRUCTION

In May 2023, Country Garden invited the media and some owners from various regions as a "Media Delegation of Residential Renaissance" to personally experience the Group's products and delivery services of projects such as the Spring Tourism City in Xianning City of Hubei Province, Longyue Daguan in Shunchang County of Fujian Province, Yunshu Project in the High-Tech Zone of Shaanxi Province, and Fenglin Mansion in the eastern region of Guangdong Province. At the construction site, the construction robot developed by the second level legal entity under Country Garden, Guangdong Tengyue Construction Engineering Co. Ltd., was responsible for the construction processes such as floor grinding, autonomous dust absorption and line setting. Coupled with a digital platform for project lean management, the robot not only significantly reduced the dust pollution at the construction site, but also replaced manual labour to complete the high-risk construction operations. By adopting the robotics technology, we were able to make our construction process greener and safer, thus quaranteeing the quality of houses delivered.



Engineer Explaining Robot Operation Mode

▲ CASE: PROVIDING CONSIDERATE SERVICES TOCUSTOMERS DURING HOUSE DELIVERY

In December 2023, Country Garden's Stone Lion Project in Fujian Province was successfully completed and delivered. Every phase during the delivery was arranged with designated personnel to provide guidance. House inspectors conducted a comprehensive inspection on construction quality with owners and answered their questions in a timely manner. In addition, Country Garden set up a warranty team to promptly respond to owners' needs for maintenance during home inspections. For defects that cannot be immediately rectified, the team recorded these problems and uploaded them to the owners' interactive platform to make sure that owners can follow up on the rectification in real time. In doing so, Country Garden provided owners with smooth, reassuring and professional delivery and after-sales services in pursuit of higher customer satisfaction.





Country Garden's Stone Lion Project in Fujian Province

OWNER'S VOICES:

- "I'm so delighted to have my own house. I have even received the property ownership certificate upon the timely delivery. Both my family and I are satisfied with the house quality."
- "The walls in the house are flat and the tiles have no cavities. I had concerns before, but now I am relieved. My family and I are more than satisfied."

A BUSINESS EXPANSION, BREAKTHROUGH WITH INDUSTRIAL ADVANTAGE

Policies such as the "New Housing Reform Programme" launched by the government have pointed out a clear direction for the future development of the real estate industry. In response to the market demand, We have actively expanded our escrow and construction business, and have set up an independently operated escrow and construction platform, Phoenix Zhituo; as of 31 December 2023, Phoenix Zhituo has added 30 new escrow and construction projects, with a value of about RMB 24.4 billion in sales, covering 20 cities across the country. We are fully engaged in the escrow and construction business of secured housing and resettlement housing, combining our business development objectives with our vision of building livable cities, exploring and constructing in accordance with the laws of urban development, and committing ourselves to improving the living environment by optimising the spatial structure of the community, and promoting the process of new urbanisation while tapping into new breakthroughs in business growth.

▲ CASE: MANAGED AND CONSTRUCTED ON BEHALF, BOOSTING URBAN INVESTMENT'S UTILIZATION OF LAND ASSETS

The Xinyi Project is one of the first batch of intelligent construction pilot projects by the Ministry of Housing and Urban-Rural Development of the People's Republic of China. The Phoenix Zhituo Construction Management Company has been entrusted with the comprehensive management, construction, and sales responsibilities for this project.

Throughout the construction phase, the project has innovatively integrated four cutting-edge technologies: a state-of-the-art plastic formwork support system, construction robotics, advanced prefabricated systems, and intelligent equipment. The deployment of sophisticated machinery such as concrete robots, floor grinding robots, sanding robots, and measurement robots has significantly enhanced operational efficiency. Additionally, the utilization of prefabricated components like bay windows, stairs, air conditioning niches, and fireproof partition walls in stairwells has not only reduced construction costs and on-site challenges but also elevated the overall quality of the project. Furthermore, the adoption of building information modeling ("BIM") technology has facilitated a seamless integration and efficient management of building information, thereby elevating the project's quality to new heights. In terms of operational performance, despite facing economic and market headwinds, the project has achieved remarkable sales results. It has consistently ranked at the top in regional transactions and sales volume, with cash flow and profits surpassing the client's expectations.



Project Plan of the XinYi

COUNTRY GARDEN IN STATISTICS

A BUSINESS

CONTRACTED SALES ATTRIBUTABLE TO SHAREHOLDERS

PROJECTS' GEOGRAPHIC COVERAGE IN THE MAINLAND OF CHINA

CONTRACTED SALES
ATTRIBUTABLE TO SHAREHOLDERS

RMB **174,310** million

1,375 countries and towns

298 cities

31 provinces /autonomous regions / municipalities directly administered by the Central Government

216,96 thousand square meters



BUSINESS REVENUE GROSS MARGIN

RMB 401 billion RMB -93.6 billion

A ENVIRONMENT

NUMBER OF CUMULATIVE NUMBER OF AREA OF GREEN BUILDINGS CUMULATIVE AREA OF GREEN BUILDINGS GREEN BUILDINGS CONSTRUCTED IN 2023 GREEN BUILDINGS CONSTRUCTED 234.06 million square 3.29 million square 1,066 27 meters **NUMBER OF SPONGE CITY AREA OF SPONGE CITY SOLAR ENERGY POWER**

PROJECTS CONSTRUCTED IN 2023

20

PROJECTS CONSTRUCTED IN 2023

1.29 million square

GENERATION

448,402.00 KWh



Number of employees 43,146

Total number of patents authorized 4,371

Safety training

Regional platform security training 1.076 times

Safety training for project leaders **8561** times

Safety education conferences for project leaders 10.088 times



Percentage of board members, senior management and rank-and-file employees receiving training on anti-corruption policies 100%

Number of hours of public welfare/volunteer activities of employees 38,113,87 hours

ATTENTION-TO-DETAIL GOVERNANCE

Country Garden believes that a solid corporate governance foundation is an endogenous driving force for promoting the sustainable developmen of the Group. We regulate corporate governance behaviour with high standards, continue optimising the risk management and control system and adhere to business ethics. By fulfilling the responsibility of complian operation, we support the building of a stable and healthy business environment. We actively respond to stakeholders' demands in hope of joining hands with all parties in advancing the sustainable development of society.

TOPICS DISCUSSED IN THIS CHAPTER

Risk Management and Internal Control Integrity Building Sustainable Development Strategy Intellectual Property Protection

SDGS DISCUSSED IN THIS CHAPTER













VALUE CREATION

A OPERATING PERFORMANCE

In 2023, at the stage of recovery from upheavals, the real estate industry still encountered the double pressure from sales decline and market adjustments. Upholding the "customer-oriented and market-guided" principle, Country Garden assessed the business environment, introduced new development models, and explored methods to enhance product quality. We also practised the concept of sustainable development, and took a multi-faceted approach to meet challenges so as to grow with resilience in the complex and ever-changing market environment.

A INFORMATION TRANSPARENCY

At Country Garden, it is important for us to protect the rights and interests of investors. We carefully listen to their voices, and maintain smooth communication channels. We interact with investors through diverse means such as report disclosure, meetings and the network. Thus, we convey the Company's value to the capital market, and promptly respond to investors' requirements.

We disclose information in strict compliance with regulatory requirements, and continue improving information transparency. We disclose the Group's business performance, development strategy, business situation and sustainable development performance to different investors, and ensure the truthfulness, accuracy, completeness and timeliness of information. This enables us to fully protect investors' rights to know and participate, so as to create value together and share results with them.

We have established a dedicated investor relations team to analyse and summarise the capital market dynamics and report the insight results to management, providing information input for the scientific adjustments of the Group's management strategy.

MULTI-

Conduct intensive multi-channel communication through the network, field study, meetings, etc., to meet the requirements of shareholders and investors in real-time.

INFORMATION

Create the Investor Relations section on our official website to better communicate with shareholders. We improved monthly corporate communication and performance presentation, and delivered more detailed categories of information.

OPEN AND

Organize activities including announcement of annual results, analyst meetings, reverse roadshows, executive exchanges and reception day to investors; participate in roadshows held by financial institutions in the Asia Pacific and Europe.

RESPOND TO

Actively answer ESG questions from investors both at home and abroad, explaining to them the latest status of corporate governance and EHS management while improving our own ESG management system.

▲ KEY PERFORMANCE

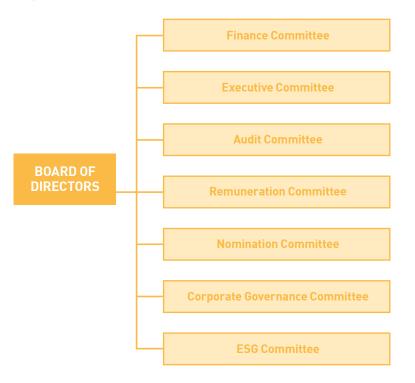


In 2023, Country Garden participated in over 300 investor exchange activities organised by mainstream domestic and international seller agencies.

CORPORATE GOVERNANCE

RESPONSIBILITIES OF THE BOARD

As the highest governance body, the Board provides leadership and oversight of the Group's strategies and guidelines, operation management and business performance. It is also responsible for the overall governance, supervision, and regular review of Country Garden's business so as to create long-term benefits to the Group and stakeholders. We regularly convene board meetings to evaluate and consider proposed transactions, and to review and approve the Group's interim and annual results. Seven committees have been set up under the Board of Directors, namely Finance Committee, Executive Committee, Audit Committee, Remuneration Committee, Nomination Committee, Corporate Governance Committee, and the ESG Committee.



▲ KEY PERFORMANCE

In 2023, Country Garden convened $\frac{7}{8}$ Board meetings, and the average attendance rate of Board for Board meetings was $\frac{100\%}{6}$.

Country Garden has adopted a board diversity policy. We incorporate multiple factors into the appointment of board members, including gender, age, educational background, professional experience, skills and knowledge, industry experience, ethnicity and race, cultural background and other related factors from time to time. In addition, we are constantly optimising the diversified structure of the Board by fully considering the Group's realities and development needs. All of the present board members have rich industry experience and solid professional skills, which provides strong support for the balanced and sustainable development of the Group.

▲ KEY PERFORMANCE

As of 31 December 2023,
the Board of the Group has 11 members,
including 6 executive directors, 1 non-executive director,
and 4 independent non-executive directors.

Among them, there are 3 female directors
the average tenure of board members is about 10.5 years
and 2 independent non-executive directors have specified industry experience.

For more details about Country Garden's Board and committees, please refer to the Corporate Governance Report section in the 2023 Annual Report.

RISK MANAGEMENT

▲ RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

We have developed and strictly implemented the Compliance Management Measures of the Country Garden Group, and have established the Group's risk management and control system with reference to the COSO risk management and internal control framework. The system makes it clear that the Board of Directors, its subordinated Risk Management and Audit Department, and management at all levels are responsible for maintaining and ensuring the effective operation of the risk management and control system.

The Group has developed and improved the risk management and control framework consisting of Risk Management Internal Committee, Risk Management Execution Body, and Risk Management Supervision Body. They perform the functions of decision-making, execution and supervision separately, forming the mutual separation and mutual restraint mechanism of risk management and control functions at the Group's level and the front-line level.

RISK MANAGEMENT FRAMEWORK



We have established "three lines of defence" consisting of front-line business departments, the headquarters risk management departments and the Audit Department to ensure that the Group's risks are effectively managed and controlled.

"THREE LINES OF DEFENCE" FOR THE GROUP'S RISK CONTROL

FIRST LINE OF DEFENCE	Front-line business departments (Internal control mechanism over business processes and activities)
SECOND LINE OF DEFENCE	Headquarters risk management departments (Risk management at the corporate level)
THIRD LINE OF DEFENCE	Audit Department (Risk management quality assurance and supervision mechanism)

▲ RISK MANAGEMENT QUALITY ASSURANCE AND SUPERVISION SYSTEM

The Group has established the risk management quality assurance and supervision system to meet the Group's internal requirements on risk management and control. The system comprises the overall risk management system, the self-evaluation system for internal control and the internal audit system. The three key components reinforce each other and operate collaboratively to achieve effective supervision on the implementation of the Group's risk management and control. They not only improve the operation efficiency of the Group's risk management and control mechanism, but also minimise the impact of various risks on the Group's business.



OVERALL RISK MANAGEMENT SYSTEM

We continuously optimise the overall risk management system by gradually improving the key risk indicators system covering the Group level, the key business level and business processes, and digitalising the system to better identify risks and issue alerts. The Risk Management and Audit Department of the Group and external risk management experts also identify and evaluate major risks in the form of discussions among management, data analysis and questionnaire survey, which are performed in combination with industry risks, policy changes, the Group's strategic adjustment as well as risk events. The risk-oriented internal audit plan will be formulated accordingly to check the effectiveness against countermeasures implemented in response to relevant risk events. In 2023, the significant risk issues of the Group included delivery

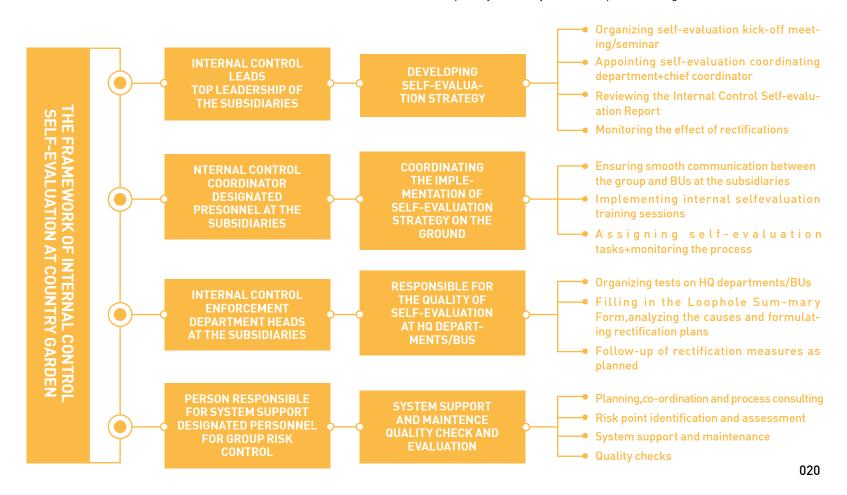
risks, liquidity and fund safety risks, comprehensive budgeting and operation analysis risks, asset management and impairment risks, cooperative development risks, supplier management risks and compliance risks.

In addition, we conduct sensitivity analysis and pressure tests for extreme scenarios and uncommon risks. We have carried out sensitivity and pressure tests for financial risks such as the foreign exchange rate risk and interest rate risk, operational risks such as profit, capital and liquidity risks, as well as climate change risks to review the Group's resistance to pressure.

SELF-EVALUATION SYSTEM FOR INTERNAL CONTROL

Focusing on the key risk control points, management at all levels of the Country Garden Group and its subsidiaries carries out self-evaluation on effectiveness of internal control process (referred to as internal control self-evaluation) at least twice a year. Besides, the "integrated risk management" information system has been established, which covers all the key business units and organisations at all levels of the real estate sector to improve the efficiency and effectiveness of internal control self-evaluation.

Meanwhile, we work hard to cultivate risk management awareness across the organisation, clarify the responsibility for rectification of internal control defects, and strive to create a culture of "internal accountability by all". We enhance all employees' risk awareness and capability to identify internal loopholes through different means.



INTERNAL AUDIT SYSTEM

Country Garden continues improving the internal audit system to strengthen the supervision function of the Risk Management and Audit Department in risk management and control. The Group's Risk Management and Audit Department organises risk-oriented internal audits. They cover all business lines and units of the Group, and include special audit, internal control audit, operation audit, economic accountability audit, and information system audit. We leverage the information platform to

identify risk management loopholes at the Group level, exercise systematic control and implement rectification measures in a timely manner. We also report the status on rectification of the Group's general and previous issues to the Audit Committee so as to foster the optimisation of control mechanism at the Group level and at key business processes and systems level.

ECONOMIC RESPONSI-

evaluating the economic accountability of personnel in key positions;

OPERATION AUDIT

indentifying the risks and major internal control loopholes that affect the operational efficiency of the subsidiaries

SPECIAL AUDIT

focusing on major risks at the group level; identifying systematic management and control loopholes in business processes at the group level;

INTERNAL CONTROL

covering high-risk business segments and processes, evaluating the soundness of internal process control at the subsidiaries;

INFORMATION SYSTEM AUDIT

identifying the risks within the general control process of the Group's information system and core application system.

▲ INTERNAL AUDIT FRAMEWORK OF COUNTRY GARDEN

STRATEGIC OBJECTIVES OF THE COMPANY

PROBLEMS

Whether the decision-making chain is well-designed and whether the evidence supporting the decision-making rationale is sufficient

How to use technical means to improve efficiency of systems and processes

How to ensure 100% lawful practice of the company and how to prevent compliance loopholes

DECISION MAKING AUDIT

EFFICIENCY AUDIT

COMPLIANCE AUDIT Reviewing the value created by the strategic chain

Diagnosing business processes and proposing integrated solutions

Identifying and analyzing the causes of malpractices/loop-holes/conflicting points/missing links as well as implementing effective countermeasures

INTERNAL CONTROL AUDIT

ECONOMIC RESPONSIBILITY AUDIT

SPECIAL AUDIT

OPERATION AUDIT

INFORMATION SYSTEM AUDIT **TARGET**

Relying on the information system, we audit and identify the key risk points and control points of the business information system, and develop disaster recovery plans. We also establish the mechanism for regularly assessing and reporting the business continuity and reliability of the information system, to realise effective management of the Group's business continuity.

improved the mechanism that leaves no loopholes for corruption, and built a clean culture. We are committed to maintaining the market order by prohibiting any form of behaviour against business ethics, such as corruption and acceptance of bribes. Thus, we intend to create a healthy business ecology featuring integrity and sustainable development that benefits us and the entire industry chain.

▲ KEY PERFORMANCE

In 2023, The Group completed a total of 51 audit projects, including 12 special audits, 27 financial responsibility audits, 9 operational audits and 3 information system audits, and covered areas such as ethical standards and anti-corruption policies.

OPERATIONAL COMPLIANCE

Country Garden strictly complies with laws and regulations in the Chinese mainland, Hong Kong, China, Cayman Islands, and other operating locations, as well as the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited and the company's Article of Association, develops and strictly implements the Compliance Management Scheme. By reviewing the Group's realities, we are working to establish stronger internal systems, strengthen risk response capabilities, and enhance the Group's governance systems to level up the Group's standardised operation.

For more details about Country Garden's work on operational compliance, please refer to the Corporate Governance Report section in the 2023 Annual Report.

A ETHICS

▲ ANTI-CORRUPTION AND ANTI-FRAUD MECHANISMS

Country Garden strictly abides by the Anti-Money Laundering Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China, and other relevant national and local laws and regulations. Adhering to the integrity guideline of "focusing on prevention, punishment and education simultaneously", we have established the "Three Nos" business ethics management system. Under the system, we have formed the deterrence policy that disincentivises corruption,

THE DETERRENCE POLICY TO DISINCENTIVISE CORRUPTION

The Group makes ongoing efforts to optimise the anti-corruption and anti-fraud system, and establish a more robust policy on business ethics and anti-corruption. We also enhance investigation and punishment of potential corruption and fraudulent acts, and have zero-tolerance towards corruption and fraud. The Group has formulated and strictly implemented management policies including the Manual of Internal Control Audit and Supervision, the Regulations on the Management of Employees' Work Conduct, and the Measures for the Accountability of Employees' Violations of Regulations and Discipline. The Group has specified 140 types of misconduct in 14 categories, including conflicts of interest, extortion and acceptance of bribes, and professional embezzlement, and established corresponding punishment measures. Meanwhile, the Group has issued the Six Provisions on Improving the Work Style of Managers, which sets integrity requirements for core positions and key personnel from six aspects, namely the due diligence, clear distinction between public and private, being practical, promoting competent members, performance appraisal, and moral standard.

The Group's Supervision Department conducts investigations according to the policies, and levies severe punishments for violations of regulations and disciplines. We continue broadening the field of fraud investigation, work with multiple centres to conduct case investigations, and promptly identify corruption and fraud risks, thus fully ensuring the effectiveness of the anti-corruption and anti-fraud system.

We constantly optimise the Reporting System of Country Garden Group. In order to safeguard the smoothness, transparency and efficiency of reporting channels, the independent supervision channel has been established for Audit Committee, providing multiple reporting paths including email and letter both inside and outside the Group. Protecting the informants is a priority for us. We maintain stringent confidentiality on the informants' information and relevant reporting content to prevent their rights and interests from harm. Once retaliation behaviour against the informants is noticed, the Group will treat the issue seriously according to policies.



REPORTING HOTLINE 0757-26395969 Ext.4

REPORTING EMAIL

jtjcb@countrygarden.com.cn

MAILING ADDRESS

Supervision Department,No.1 Country Garden Road,Beijiao Town,Shunde District,Foshan,Guangdong Province,The PRC Suite 1702,17/F.,Dina House,Ruttonjee Centre,11 Duddell Street,Central,Hong Kong.

MANAGEMENT MECHANISM THAT LEAVES NO LOOPHOLE FOR CORRUPTION

It is the common responsibility of everyone in the Group from top to bottom to build a solid anti-corruption and anti-fraud management mechanism. Embedding the internal control mechanism that leaves no loophole for corruption in the three lines of defence for risk management and control, the Group implements the prevention, control, and supervision measures against potential corruption and fraud. Among them, the Group's front-line business departments (first line of defence) and functional centres of its headquarters (second line of defence) have established a complete internal control mechanism to prevent risks of fraud. Meanwhile, the Audit Department of the Group (third line of defence) conducts independent assessment and verification of its internal control quality related to business ethics standards, anti-corruption and anti-fraud to ensure the effective operation of the current internal control mechanism against risks of corruption.

In addition, the Group has established the Supervision Department to investigate and follow up on potential acts of fraud, and demand corrective actions to facilitate the self-renewal and continuous improvement of the internal control mechanism. The Risk Control Department of the Group identifies and continuously monitors risks of fraud so as to achieve effective prevention of potential fraud.

A CLEAN CULTURE

Consistently upholding the core values of "being a sunshine enterprise with conscience and bearing social responsibility", Country Garden is committed to cultivating the transparent corporate culture featuring integrity. We demand management and employees to participate

in activities such as declaration of conflict of interest and signing of commitment to integrity and self-discipline each year. We also encourage employees to report the work style of executives through questionnaires, organise management to carry out self-inspection in response to the Six Provisions on Improving the Work Style of Managers, and comprehensively implement the spirit of "integrity and self-admonition". We organise integrity training and educational publicity to enhance employees' recognition of the Group's transparent philosophy, and to promote the practice of integrity among all employees.

Meanwhile, we are working to build clean supply chains. When establishing a cooperative relationship with external partners, we require them to sign an integrity agreement, in an effort to jointly maintain a clean environment for cooperation.

▲ KEY PERFORMANCE



In 2023,

the number of corruption cases brought against the Group by the judiciary authorities was 0;

the percentage of employees signing the commitment to integrity and self-discipline reached 100%;

7 and 4 anti-corruption training sessions were conducted for all employees, and members of the Board of Directors and senior management, respectively.

ANTI-UNFAIR COMPETITION

Country Garden scrupulously follows the Anti-Unfair Competition Law of the People's Republic of China and other laws and regulations, advocates fair competition, strongly opposes acts of unfair competition, protects the legitimate rights and interests of operators and consumers, and maintains the efficient and healthy development of the socialist market economy. The Group respects the intellectual property rights of others. We have improved the information security policy, which stipulates that the technical and business information of others shall be kept confidential, and the trade secrets of others shall not be infringed upon. In addition, we screen the trademarks and product names used, and prevent any improper acts of market transactions such as forgery, false use and release of false information. In this way, we reduce the social costs arising from acts of unfair competition such as market monopoly and price manipulation, ensuring stable and efficient market operation.

A INTELLECTUAL PROPERTY PROTECTION

Innovation is the primary productive force driving social development, and intellectual property rights provide strong support for protecting and encouraging scientific and technological innovation. Country Garden insists on its transformation to high-tech enterprise unwaveringly, and drives development with innovation. While constantly carrying out technological innovation of our own, we create a good environment for innovation not only for the industry but also for the society. We also establish and optimise the system for protecting intellectual property rights to better exploit the social and economic value of patents and other intellectual property.

We abide by the Trademark Law of the People's Republic of China, the Copyright Law of the People's Republic of China, the Patent Law of the People's Republic of China and other laws and regulations. The Intellectual Property Administrative Committee has been established to optimise the management system of intellectual property. Besides, we have adopted the dual mechanism of "streamlining the governance, improving services and delegating power" to subsidiaries. By these means, we aim to achieve the institutionalised, standardised and normalised comprehensive management of intellectual property.

COUNTRY GARDEN'S NEW ACHIEVEMENTS ON INTELLECTUAL PROPERTY IN 2023



PROTECTING INTELLECTUAL PROPERTY OF OUR OWN

- Based on management policies, the Group has put in place a stringent review process for patent application, revisits the advantages and compliance of our own technologies, and promptly takes measures such as risk screening, warning, and subsequent improvements;
- Report asset right infringement issues in time and take corresponding countermeasures;
- Protect our legitimate rights and interests by methods including patent application, trademark registration and litigation.

PROTECTING INTELLECTUAL PROPERTY OF OTHERS

- The Group enters into clauses related to protection of intellectual property rights with suppliers;
- External personnel can report intellectual property related issues via the customer service email and service supervision email disclosed on the official website of the Group or other channels.

SUSTAINABLE DEVELOPMENT MANAGEMENT

Country Garden takes sustainable development as a long-term cause for the Group. Adhering to the sustainable development vision of "making the world a better place for having us in it", we have elevated sustainable development to the Group's strategic level and incorporated it into the operation development plan. We also practise sustainable development in various forms by integrating it with the business. In addition, we improve the sustainable development system step by step and promote the implementation of sustainable development concept in the value chain.



COUNTRY GARDEN'S SUSTAINABLE DEVELOPMENT MISSION

Maintaining and improving the Group's long-term economic, ecological and social capital to achieve sustainable development;

Managing and handling the associated risks properly with sustainable development.

A SUPPORTING THE SDGS OF THE UNITED NATIONS

As a member of the UN Global Compact, Country Garden puts the 10 principles of 4 areas including human rights, labour, environment, and anti-corruption into practice to guide the Group's social responsibility fulfilment. In accordance with the UN Global Compact, we have set sustainable development goals covering five areas, including product responsibility, environment responsibility, talent responsibility, partnership responsibility, and community responsibility, striving to create long-term value for stakeholders. We have a long-standing commitment to our goals. We are dedicated to fulfilling our corporate social responsibilities and promoting the sustainable development of both ourselves and the whole society.

SUSTAINABLE DEVELOPMENT SCOPE	SDGS OF REFERENCE	STRATEGIC GOALS (QUALITATIVE LONG-TERM GOALS)	ACTIONS	PROGRESS IN 2023
Responsible for Our Products	3 GOOGHEATH 3 AND WELL-RING 9 NORTHY-INVANION 17 PARTICIPATION 17 FOR THE GOALS 18 BEZENT WORK AND 8 BEZENT WORK AND 9 NORTH AND 17 BEZENT WORK AND 17 BEZENT WORK AND 17 BEZENT WORK AND 18 BE	Building products that are model homes with sound processes; providing smart, convenient, and warm products and services via industrial crossovers and diversification	 Customer satisfaction survey Strengthening intellectual property management Marketing compliance audit Supplier evaluation criteria Supplier management system Supplier communication 	We actively built safe and civilised construction demonstration sites, and won a total of 149 national, provincial and municipal safety and civilisation standardisation titles and awards. The results of customer satisfaction in product and service categories were improved.
Responsible for Our Environment	6 GLIANMATE ADDIABILITION TO CHARGE AND CHARGE AND TO CHARGE AND CHARGE AND TO CHARGE AND CHARGE AND TO CHARGE AND	With building habitable homes as the objective, we aim to build green architectures and green communities, leading the industry in green development and upgrading	 Vigorously develop green building Promote green construction Practise green operation Tackle climate change Pay attention to biodiversity protection 	With nearly 50 robots under research and development, 28 construction robots have been put into commercial application, with a total construction area of over 10 million square metres. There are 27 new green building projects with a total floor area of 3,286,500 square metres, and 20 new sponge city projects with a total floor area of 1,292,500 square metres.

SUSTAINABLE DEVELOPMENT SCOPE	SDGS OF REFERENCE	STRATEGIC GOALS (QUALITATIVE LONG-TERM GOALS)	ACTIONS	PROGRESS IN 2023
Responsible for Our Communities	1 MODERTY THE	Being a transparent company with a sense of responsibility for society, we will play to our strength to give back to the communities, to address poverty and to solve social problems, achieving win-win results	 Respond to rural vitalisation Organise public donation Carry out volunteer activities Launch education on charity Co-organise sports activities for public interest Care for vulnerable group 	Actively responding to the cause of poverty alleviation and rural revitalisation, the Company has made charitable donations of over RMB10.5 billion and actively participated in poverty alleviation and rural revitalisation in 57 counties in 16 provinces across the country, helping more than 11.42 million people over the years. The Group has constructed affordable housing projects with a cumulative floor area of 13.5 million square metres, of which 7.6 million square metres are resettlement housing, 2.57 million square metres are sheltered housing, and 1.24 million square metres are housing for talents.
Responsible for Our Employees	3 GOOD HEATH 3 GOOD HEATH 4 GOULTON EDICATION 5 GENER 5 GOUNTY 10 REQUALITS 10 REQUALITS	Sustainable development being integrated into corporate governance and business development to realise longterm, stable and healthy growth; incentivising staff to create greater value	 Equal employment Elimination of occupational discrimination Employee training plan Multiple career development channels Well-designed salary system Occupational safety and health training Occupational safety and health guarantee 	Created several influential employer branding campaigns. Significantly increased the number of co-operative medical checkup organisations nationwide to further safeguard employees' occupational health.

SUSTAINABLE DEVELOPMENT SCOPE	SDGS OF REFERENCE	STRATEGIC GOALS (QUALITATIVE LONG-TERM GOALS)	ACTIONS	PROGRESS IN 2023
Responsible for Our Partners	8 SECONT MORE AND STOCKMENT OF THE PROPERTY OF	Being pioneers of the nation's new urbanisation, leveraging technologies to drive industrial growth and create a smart and diversified ecosystem	 Evaluation standards on suppliers Management system of suppliers Communication with suppliers 	An inspection team was set up to carry out monthly sampling inspections of the quality of engineering raw materials based on feedback from frontline data, with a total of 377 batches of four major categories of materials from 31 regions.

A COMMUNICATION WITH STAKEHOLDERS

Communication with stakeholders is important, which is why Country Garden has established a real-time, long-term, and efficient communication mechanism. We attentively listen to the demands and expectations of stakeholders and promptly respond with concrete actions.

STAKEHOLDERS	EXPECTATION	AND DEMANDS	COMMUNICATION AND RESPONSE METHODS
Staff	Protection of rights and interestsHealth and safety	Promotion and developmentWork and life balance	 Employee's feedback Care for the employees'events Employee training OA,BBS for staff and corporate culture WeChat account

STAKEHOLDERS	EXPECTATION AND DEMANDS	COMMUNICATION AND RESPONSE METHODS
Investor and shareholders	 Risk management Information Corporate disclosure Participation in decision-making processes 	 Information disclosure of public companies Investors' visits Investor briefing Shareholder's annual meeting
Owners and customers	 Product quality Privacy protection Service with premium quality 	 Customer satisfaction survey Customer compliant channels Community activities Social media and corporate journals
Suppliers and business partners	 Fair, just and Supplier transparent support procurement Financing safety of supply chain 	Supplier evaluationSupplier congressVisits and investigationsSeminars and training
Local communities	 Building Giving back to habitable homes the community 	Community activitiesCorporate journals
Peers and industry associations	 Fair competition Building development consensus experiences 	Exchanges on corporate cultureCommunication with the industry
Charitable organizations and NGOs	 Understanding impact Communication on the community with communities Charity 	Field visitsSocial servicesCharity events

STAKEHOLDERS	EXPECTATION A	ND DEMANDS	COMMUNICATION AND RESPONSE METHODS
Government departments and regulators	Lawful corporate citizenCredible taxpayer	Compliance of operation	Field visitsGovernment-led projectsParticipation in decision making and recommendations
General public	Transparent information disclosureSupporting social progress	Poverty reliefAttention to vulnerable groups	 Charitable activities Information disclosure Social media and communication with the media

MANAGEMENT OF MATERIAL ISSUES

Country Garden attaches great importance to the identification, assessment and management of ESG issues. We hire a third-party agency every year to conduct surveys on all stakeholders. In this way, we can understand their opinions on the materiality of the Group's ESG

issues, ask them to rank the major issues they believe the Group is facing based on significance, and collect their suggestions and expectations on the Group's ESG practices, which will be specifically disclosed in reports.

IDENTIFICATION OF ISSUES

The Company's development strategy, industry development trend, institutional regulatory requirements and capital market expectation, as well as domestic and foreign social responsibility disclosure standards and other factors are comprehensively considered. The list of material issues is regularly reviewed and updated based on the actual situation from the four dimensions of economy, environment, society and governance.

STAKEHOLDER SURVEYS

Stakeholder surveys are conducted through online questionnaires or offline interviews that combine issue scoring and open questions to collect comments and suggestions from internal and external stakeholders on the Group's ESG issues.

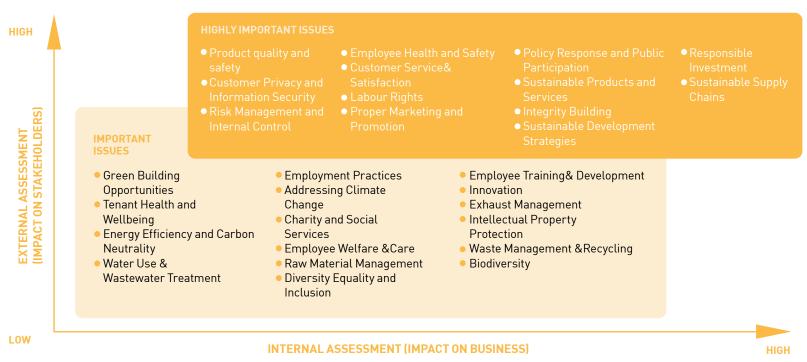
MATERIALITY ASSESSMENT, ANALYSIS AND REVIEW

The ESG issues are prioritised based on stakeholders' feedback and suggestions of internal management and external experts. The materiality analysis results of the issues are then submitted to the Board of Directors for review and for final determination of the material issues and the materiality matrix.

DISCLOSURE OF AND RESPONSE TO MATERIAL ISSUES

The Group has developed and implemented its sustainable development action plan to address material issues. The plan will be selectively disclosed in the report following review and approval by the Board of Directors.

MATERIALITY MATRIX OF COUNTRY GARDEN IN 2023



Country Garden has included the 9 major demands and expectations from stakeholders into its ESG issue repository, which are fully aligned with the SDGs of the United Nations and core GRI indicators. This provides guidance for the Group's sustainable development while guaranteeing compliance.

	LIST OF KEY ISSUES WITH CORRESPONDING SCOPE AND IMPLICATIONS						
IMPORTANCE	ESG ISSUES	STAKEHOLDERS	SCOPE AND INFLUENCE		CHAPTER		
IMI OKTANOL	E30 1330E3	STAREHOLDERS	INTERNAL	EXTERNAL	COVERING THE TOPIC		
ISSUES OF HIGH I	Product Quality and Safety	Regulators, Customers, Public, NGO, Employees	~	~	05 Responsibility: Working Together to Ensure Housing Delivery and Achieve Development with the Strategy of "One Body-Two Wings" 08 Quality First — Credible Country Garden		
IMPORTANCE	Customer Privacy and Information Security	Regulators, Customers, Public	~	~	08 Quality First — Credible Country Garden		
ANCE	Risk Management and Internal Control	Investors, Regulators, Customers, Public, Employees	/	~	07 Attention-To-Detail Governance — Running A Tight Ship		

LIST OF KEY ISSUES WITH CORRESPONDING SCOPE AND IMPLICATIONS						
IMPORTANCE	ESG ISSUES	STAKEHOLDERS	SCOPE AND INFLUENCE INTERNAL EXTERNAL		CHAPTER COVERING THE TOPIC	
	Employee Health and Safety	Employee	~	~	10 People-oriented Country Garden, Your Companion	
	Customer Service & Satisfaction	Customers, Public	~	~	08 Quality First — Credible Country Garden	
	Labour Rights	Regulators, NGO, Local Communities	~	~	10 People-oriented Country Garden, Your Companion	
	Proper Marketing and Promotion	Customers, Public	~	~	08 Quality First — Credible Country Garden	
ISS	Policy Response and Public Participation	Regulators, NGO, Public	~	/	11 Beneficent Country Garden, Shared Harmony	
ISSUES OF HIGH IMPORTANCE	Sustainable Products and Services	Regulators, Local Communities, Customers, Public	~	~	08 Quality First — Credible Country Garden 09 Country Garden the Guardian— Green Development	
MPORT	Integrity Building	Investors, Employees	~	~	07 Attention-To-Detail Governance — Running A Tight Ship	
ANCE	Sustainable Development Strategies	Regulators, Local Communities, Investors	~		07 Attention-To-Detail Governance — Running A Tight Ship	
	Responsible Investment	Regulators, Local Communities, Investors	~	~	07 Attention-To-Detail Governance — Running A Tight Ship 11 Beneficent Country Garden, Shared Harmony	
	Sustainable Supply Chains	Suppliers and Business Partners	~	~	09 Country Garden the Guardian— Green Development 11 Beneficent Country Garden, Shared Harmony	
ISSUES OF IMPORTANCE	Green Building Opportunities	Regulators, Local Communities, Customer, Public	~	~	09 Country Garden the Guardian— Green Development	
	Tenant Health and Wellbeing	Regulators, Local Communities, Customers, Public	~	~	05 Responsibility: Working Together to Ensure Housing Delivery and Achieve Development with the Strategy of "One Body-Two Wings"	
NCE					08 Quality First — Credible Country Garden	

LIST OF KEY ISSUES WITH CORRESPONDING SCOPE AND IMPLICATIONS							
IMPORTANCE	ESG ISSUES	STAKEHOLDERS	SCOPE AND INFLUENCE		CHAPTER COVERING THE		
			INTERNAL	EXTERNAL	TOPIC		
	Energy Efficiency and Carbon Neutrality	Regulators, Investors, Local Communities, Customers, Public	~	~	09 Country Garden the Guardian— Green Development		
	Water Use & Wastewater Treatment	Regulators, Local Communities, Customers, Public	~	~	09 Country Garden the Guardian— Green Development		
	Employment Practices	Regulators, Employees	~		10 People-oriented Country Garden, Your Companion		
	Addressing Climate Change	Regulators, Local Communities, Customers, Public	~	~	09 Country Garden the Guardian— Green Development		
	Charity and Social Services	Local Communities, Customers, Public	~	~	11 Beneficent Country Garden, Shared Harmony		
IISSUES OF IMPORTANCE	Employee Welfare & Care	Regulators, Employees	~		10 People-oriented Country Garden, Your Companion		
	Raw Material Management	Regulators, Local Communities, Customers, Public	~	~	09 Country Garden the Guardian— Green Development		
	Diversity Equality and Inclusion	Employees, Regulators, NGO	~		10 People-oriented Country Garden, Your Companion		
	Employee Training & Development	Employees	~		10 People-oriented Country Garden, Your Companion		
	Innovation	Regulators, Local Communities, Customers, Public	~		05 Responsibility: Working Together to Ensure Housing Delivery and Achieve Development with the Strategy of "One Body-Two Wings"		
					08 Quality First — Credible Country Garden		
	Exhaust Management	Regulators, Local Communities, Customers, Public	~	~	09 Country Garden the Guardian— Green Development		
	Intellectual Property Protection	Regulators, Peers, Suppliers and Business Partners	/	/	07 Attention-To-Detail Governance — Running A Tight Ship		
	Waste Management & Recycling	Regulators, Local Communities, Customers, Public	~	~	09 Country Garden the Guardian— Green Development		
	Biodiversity	Regulators, Local Communities, Customers, Public	~	~	09 Country Garden the Guardian— Green Development		

QUALITY FIRST — CREDIBLE COUNTRY GARDEN

As the public's demand for housing quality continues to rise, improving product quality and housing experience is vital for the development of the real estate industry. Considering "guaranteeing high-quality delivery" as the essential requirement, Country Garden always prioritises product quality and safety, and strictly controls product quality supported by standards and technologies. Furthermore, we value customer experience, and listen to customers' opinions, in an effort to provide high-quality services that satisfy our customers.

TOPICS DISCUSSED IN THIS CHAPTER

Product Quality and Safety
Customer Privacy and Information Security
Customer Service & Satisfaction
Proper Marketing and Promotion
Sustainable Products and Services
Innovation

SDGS DISCUSSED IN THIS CHAPTER









Country Garden believes that product quality assurance underpins corporate development and is the key to improving product and delivery competitiveness. During the implementation of the Solid Foundation Initiative Phase 3.0 in 2023, Country Garden insisted on the approach of "putting customer first, putting quality at the centre, and pursuing high-quality development". We further explored the application and innovation of digital technology in building construction, and continuously promoted the "Guardian" culture. In this way, we upgraded our "hard technology" for intelligent construction, consolidated our "soft power" of digital management, and better promoted the spirit of ingenuity.

With such digital construction technology and management platform, we have improved the construction standardisation and efficiency, while reducing workload and operational risks of construction personnel. It's a win-win result of improving quality and efficiency and guaranteeing safety.



AND CONSTRUCTION TECHNOLOGY AND CONSTRUCTION MODE TO ENHANCE THE EFFICIENCY OF INTELLIGENT CONSTRUCTION

Country Garden has increased investment in the R&D, production and application of construction robots, building information modelling (BIM), new building industrialisation and other technologies. Supported by our rich project experience and industry expertise, we have developed a digital transformation plan for the whole cycle of building construction, forming a technological construction system with Country Garden's characteristics.

In addition, we have further upgraded the "Weiwo" digital management platform to improve the online project management process and better supervise project management practice. The platform breaks information barrier among departments to achieve resource integration and cross-departmental collaboration. Moreover, case study of good practices in construction project management is available for employees on the platform, realising project empowerment and delivery assurance.





▲ KEY PERFORMANCE

 In 2023:The "Weiwo" platform had served about 68 thousand frontline users, accumulating more than 2,100 benchmark construction schedules, and collecting more than 26 million items of management practice details.



AND SAFETY RESPONSIBILITY AND IMPLEMENT HUMANISTIC CARE

With a focus on cultivating safety awareness among construction personnel, Country Garden utilises the "Guardian" culture and "Hundred Days of Safety Caution Action" to foster an atmosphere of safe construction. We play the video of messages from family in a loop at the entrance of project sites, and strengthen the safety conscientiousness of construction personnel by means of family call and case reports in case of any safety violation. Furthermore, we carry out special care activities for construction personnel in response to different weather scenarios. For example, in summer, we organised the "Summer Heat Relief" activity in projects under construction, distributing heatstroke prevention supplies and providing help tips for workers. The "Summer Heat Relief" activity had been held in more than 1,200 project sections.



★ CRAFTSMANSHIP

Country Garden always upholds the principle of "putting safety and quality first" as the baseline to safeguard product quality and safety. We continue to optimise the product quality and safety management system. We regulate the production process with policies and standards more stringent than the compliance requirements. We have improved the supervision measures of product quality and construction safety. We have also established an accountability mechanism and formed a well-knit chain of responsibility to ensure that responsibilities are fulfilled at each level. These efforts aim to enhance delivery efficiency, quality and safety, thus providing customers with premium housing experience with craftsmanship.

A PRODUCT QUALITY CONTROL

▲ QUALITY MANAGEMENT SYSTEM CERTIFICATION

We adhere to the management philosophy of "putting customer first, putting quality at the centre, and seeking long-term development". As part of our unremitting efforts to promote the standardisation of our product quality management system, we have introduced an advanced product quality management system to boost the product competitiveness. As at the end of the reporting period, Guangdong Tengyue Construction Engineering Company Limited (Guangdong Tengyue), a subsidiary of the Group, has obtained ISO 9001 Quality Management System Certification. We intend to expand the scope of product quality management system certification by urging more subsidiaries to pass HACCP, ISO 9001 and other quality system certifications.





Quality Management System Certification - ISO 9001

▲ QUALITY MANAGEMENT POLICIES

Country Garden strictly complies with national laws and regulations, such as the Construction Law of the People's Republic of China, the Product Quality Law of the People's Republic of China, the Regulations on Quality Management of Construction Projects, and the Standard for Acceptance of Construction Quality of Steel Structures GB 50205-2001. Meanwhile, Country Garden constantly optimises the Group's product quality management policies to consolidate the policy foundation for product quality assurance. In 2023, Country Garden revised the Country Garden Group Operation Management Policy, the Country Garden Group Operation Centre Incentive Policy and the Country Garden Real Estate Group Supervision Management Policy. These revisions were made to clarify work requirements, assessment standards and project supervision process, aiming to strengthen the sense of responsibility and operation standardisation of the executive and management.

In addition, we have established policies with clear management rules and technical standards for the "5+5+3" issues. In this way, we ensure that all products and projects meet the quality acceptance standards for high-quality delivery.

▲ QUALITY ASSURANCE THROUGHOUT THE PRODUCT LIFE CYCLE

Country Garden pays attention to every stage in the construction process, and takes measures to guarantee product quality at stages of design, material selection, construction, delivery, and after-sales, striving to provide customers with healthy, comfortable, safe and high-quality housing.

QUALITY MANAGEMENT THROUGHOUT THE PRODUCT LIFE CYCLE

PRODUCT DESIGN

- We adopt the philosophy of pro-nature design in full consideration of natural conditions such as wind, light and water in the vicinity of residences, in an effort to provide customers with a comfortable living environment while satisfying their aesthetic demand for landscape;
- We consider user-friendly factors in building product design, such as customers' living habits and daily needs, to ensure their living convenience and safety.

2."5+3+3" refers to 5 types of structure issues, 5 types of customer-sensitive issues and 3 types of customer-concerned issues.

MATERIAL SAMPLING INSPECTION

 We have formulated and implemented the Country Garden Group Management Measures for Joint Material Sampling Inspection, and strictly control material selection by means of monthly routine sampling inspection and unannounced inspection to ensure that 100% of the materials are qualified and compliant. We also penalise the suppliers of non-conforming materials, so as to effectively guarantee the quality of materials used in housing construction.

CONSTRUCTION

- We have prepared some standard documents such as the Country Garden Group Guidelines for Concrete Material Management and the Country Garden Real Estate Group Engineering Technical Guidelines, to continuously improve technical standards and construction technology/methods and strengthen the requirements for construction quality management. We regulate the whole construction process with high standards and intensify supervision to minimise potential quality hazards;
- We have implemented the "Solid Foundation Initiative Phase 3.0" through refined management and control, and carried out closedloop rectification of quality hazards.

PILING INSPECTION

• Set up a Piling Optimization and Supervision Team, and launched a Group-wide special action for Piling Flying Inspection and Piling Optimization in accordance with the Management Measures for Piling Flying Inspection, with a total of 5 projects optimized for Piling Scheme, 22 projects inspected by Flying Inspection, and 100% of Piling Patrols in all production areas across the country on the ground in 2023.

DELIVERY INSPECTION

- We have engaged a third-party professional engineering consultancy to conduct risk evaluation of projects before delivery;
- We adopt the "Group + Region" Joint Inspection mode to carry out assessment work, and select several sections that have been inspected by the third party to inspect the work quality and the rectification results:
- The Project Department and the Project Maintenance Centre conduct inspection respectively together with relevant departments before project delivery in order to strictly control product quality from the perspective of property owners.

AFTER-SALES MAINTENANCE

The Maintenance Centre is fully responsible for leading the implementation of post-delivery quality assurance measures and fulfilling contractual quality warranty obligations. This guarantees high quality after product delivery and fulfilment of our responsibility to our customers.

In addition, Country Garden has formulated the Country Garden Group Management Measures for Engineering Expert Committee. We established an engineering and technical expert database consisting of 30 experts in 7 areas of expertise who were selected by means of survey, interview. The database provides professional quality support for the Group, regions, and projects by offering technical consultation, programme evaluation, on-site assistance, lectures, further enhancing Country Garden's product competitiveness.

▲ CASE: TIMELY AND QUALITY-ASSURED DELIVERY OF HUANGSHI COUNTRY GARDEN PENINSULA PROJECT _

In September 2023, Huangshi Country Garden Cihu Peninsula Project completed the official delivery of 176 suites of decorated room on schedule. Refined management and control was implemented throughout the project construction process, with a focus on the implementing the sample leading policy and technology innovation management. We adopted new technologies such as all-lightweight concrete insulation, polymer cement mortar slotting, and cement mortar self-levelling, which helped prevent construction quality problems. We also took such supervisory measures as site opening, third-party patrol inspection, third-party delivery assessment, and joint inspection by the Group to control the delivery quality. By virtue of well-prepared policies, strict construction quality control measures and the final high-quality delivery results, Huangshi Country Garden Cihu Peninsula Project won several titles of honour, such as the "Hubei Construction Project Chutian Cup", Huangshi Construction Project Quality and Safety Demonstration Site. We prove our product quality and enhance customers' sense of safety and confidence by good performance.



▲ KEY PERFORMANCE

- In the past three years, Country Garden won 19 awards of Guangsha Prize;
- In 2023, Country Garden won 79 provincial quality awards.

PRODUCT QUALITY TRAINING

With emphasis on cultivating employees' awareness of product quality, we conduct weekly and monthly product quality training for employees of all the Group's operation lines and all project engineers. We endeavour to consolidate employees' awareness of quality control from the bottom up by way of routine training for employees and targeted training for management officers. In 2023, we will continue to promote the "Niehe" training program, with a total of 16 training courses for employees and project engineers in all operational lines, in order to cultivate "civil + electromechanical" composite engineering talents.

CONSTRUCTION SAFETY MANAGEMENT

A SAFETY MANAGEMENT SYSTEM

Country Garden takes "safety first and people-oriented" as the work safety policy, and upholds the work safety management philosophy of "early prevention, strict control and stringent policy". We consistently improve our safety management system, and implement a "Six Perspectives" safety control mechanism from the perspectives of education, disclosure, inspection, accountability, performance of duties and culture. With these efforts, we aim to reinforce the Group's supervisory function over the health and safety of employees, suppliers and contractors at the management level.

We strictly comply with national laws and regulations such as the Work Safety Law of the People's Republic of China and the Administrative Regulations on the Work Safety of Construction Projects, and continuously optimise our internal safety management policies. In 2023, we formulated the Professional Subcontracting Management Policy, and revised some policies such as the Country Garden Group Operation Management Policy, and the Baseline Standard for Safety Risk Classification. By doing so, we strive to further clarify professional subcontractors' responsibility for safety accidents and implement safety protection measures level by level.

"SIX PERSPECTIVES" SAFETY MANAGEMENT MECHANISM

Based on the "Four Ones" principle, the Group's safety management has been further

Education

- We sign safety commitment letters with construction personnel and conduct three-level safety training and assessment for them;
- We organise morning safety meetings and accident case studies, and conduct safety training for special operators at least once a month.
- We make targeted safety disclosure for works of great danger and dangerous locations. The disclosure covers management behaviour, physical requirements, potential safety hazards, standard practices, accident cases and responsibility tracing.

Disclosure

Inspection

- The Group carries out unannounced inspection, including full-coverage inspection once per two months for regions. The project manager carries out weekly patrol inspection. The supervisor and general contractor record and archive safety logs;
- We identify any major potential safety hazards, and track and check whether the ten key control actions are in place.
- We explicitly require that the accountability mechanisms for hidden hazards at all levels should be established in the Group, regions, and projects and the relevant responsible persons will be held accountable once major hidden hazards or major violations are found in the inspection.



Performance of Duties

- We introduce the control of key positions, key personnel, and key actions, and require all regions and projects to strictly take the key actions of safety management and shoulder the responsibility.
- We continue the Guardian Programme, and foster a safety culture atmosphere by means of messages from family, volunteer safety officers and safety squads.

Culture

upgraded to the "Six Perspectives" safety management mechanism:





▲ KEY PERFORMANCE

In 2023:

- Major or above safety accident: 0;
- General safety accident: 58.3% down compared with 2022;
- Provincial safe and civilised construction sites: 66;
- Municipal safe and civilised construction sites: 83;
- Projects where the government departments organised safety
- study activities: 97.

▲ SAFETY MANAGEMENT STRUCTURE

Country Garden always prioritises the employee safety of the Group, suppliers and contractors. We have established a three-level safety management organisation structure of "Group-Region-Project" and a Work Safety Committee. In the Committee, Mo Bin, the President of the Group serves as the Director, the head of the Group's Operation Management Department and the head of Technology-enabled Construction Group serve as the Deputy Directors, and the heads of all functional departments of the Real Estate Group, the general manager of the property management company and specially appointed renowned scholars serve as the members.

The Work Safety Committee is responsible for giving instructions and making decisions on safety management issues, formulating health and safety policies suitable for the Group as a whole, regularly reviewing and evaluating the Group's occupational safety performance in implementing health and safety policies and safety work, and arranging future safety work and updating relevant policies by reference to the evaluation results. The Work Safety Committee holds quarterly meetings. In 2023, the Committee convened

The Work Safety Committee holds quarterly meetings. In 2023, the Committee convened 4 meetings.



Mo Bin, President of the Group and Senior Executive Officer, is responsible for managing the health and safety strategy and performance, and as a member of the Environmental, Social and Governance (ESG) Committee, participates in the review, evaluation of health and safety strategy and performance as well as risk management, and oversees the health and safety work under the organisation of the ESG Committee. As the executive body of health and safety strategy and performance, the Group's Operation Management Department regularly reports to the Group's senior management on the progress of health and safety strategy and performance.

The Group implements top-down centralised health and safety management for regions and projects. The President of the Group signs a long-term effective work safety responsibility undertaking with regional presidents, clearly requiring each region to comprehensively improve its level of work safety management, and take "zero casualties" in safe construction as their long-term goal. In 2023, 100% of regions signed the work safety responsibility undertaking.

A SAFETY MANAGEMENT MEASURES

Country Garden has established Manual for the Standardization of Safety and Civilization Measures, and developed safety management measures covering risk management and control, code of construction practice and accident handling for key construction processes and locations prone to safety accidents, and urged all regions and projects to effectively implement safety management requirements.

RISK CLASSIFICATION MANAGEMENT

To manage potential hazards and prevent safety accidents, we have established a safety risk classification management mechanism, and implemented level-by-level risk management responsibility. We require the responsible party to make rectification, and conduct regular assessment and patrol inspection to monitor the implementation of safety risk management and control measures.

CODE OF CONSTRUCTION PRACTICE

We implement internal technical standards and process specifications such as the Country Garden Real Estate Group Engineering Technical Guidelines, and conduct safety management and control with "3+3" priorities, including requirements for safety organisation structure, real-name system management, physical examination of workers and safety control over critical construction tools like elevator shafts and scaffolding. We make great efforts to enhance refined management.

ACCIDENT HANDLING AND ACCOUNTABILITY

We classify production and management accidents for handling according to the Country Garden Group Operation Management Policy. We have formulated a series of safety management digital passwords for the "6+4+6" legal responsibilities of the construction parties, which strictly requires the relevant responsible persons to manage and take the main responsibility for production accidents. We link the accident severity with the merit eligibility and performance of the responsible persons and the management, and penalise the professional subcontractors responsible for the accidents.

▲ PRODUCT SAFETY INSPECTION

Country Garden has formulated and continuously improved internal safety policies such as the Country Garden Group Safety Management Guidelines, the Punishment Measures for Major Safety Hidden hazards in Projects, the Country Garden Group Management Measures for Project Patrol Inspection and the Country Garden Group Safety and Civilisation Measures Standardisation Manual. Meanwhile, a mechanism for potential hazard investigation and management has been established. Concrete efforts are made to advance the closed-loop management of potential hazard investigation and rectification and to timely eliminate potential hazards, thus effectively preventing work safety accidents.

Country Garden strictly abides by the relevant laws and regulations of the country and the industry as well as the internal safety norms and policies. We have established a multi-level on-site inspection mode from the Group to projects to assign the responsibility level by level. This ensures that the safety management measures are in place and protects the safety of workers at construction sites.

UNANNOUNCED SAFETY INSPECTION

The Group has set up an unannounced safety inspection team, which conducts surprise safety inspections on the projects with outstanding risks reported by third-party inspectors, with general managers being replaced, crash projects carried out by third-parties, projects that are shutdown or delayed, projects with risks in delivery, with prominent hidden hazards, and other regions and projects that need special attention. Such unannounced safety inspection features direct appearance on the site without informing relevant parties or listening to any reports.

JOINT SAFETY INSPECTION

The construction units in each region implement the joint safety inspection policy, to inspect potential safety hazards on the construction sites and prevent safety accidents. Joint inspection is conducted in a rotating manner, covering all projects in the regions and effectively making up for what is missed in the third-party inspection process.

MONTHLY PATROL INSPECTION

The regions conduct monthly patrol inspections, covering all projects under construction in the regions. The inspection focuses on the legal compliance of the project owners, the management behaviour of all participating parties, and the safety status of the on-site entities. According to the patrol inspection results, a summary and comment meeting is held to put forward corrective measures and form an inspection report.

JOINT SAFETY GUARANTEE

The regions assign project security managers to join in groups to promote cooperation and mutual inspection among them. Such arrangement aims to jointly find hidden hazards, timely rectify the faulty items, and achieve the purpose of preventing safety accidents.

▲ KEY PERFORMANCE



The Group:

The Group carried out unannounced safety inspection for 152 project sections.

Regions:

 The regions organised 360 joint inspection groups to carry out 8,898 joint inspections for regional construction safety; 470 joint guarantee groups to carry out 8,975 joint safety guarantee inspections;

The regions built 1,168 safety warning rooms.

- Projects
- The number of safety disclosures by professional subcontractors was 7,986;
- The number of safety disclosures for major dangerous works and locations was 86,144.

^{3.} The responsibilities include 6 items of project management, including application for approval, construction period guarantee, project data, cost guarantee, bidding and contracting and project supervision; 4 items of quality management, including material guarantee, design guarantee, joint review on drawings and process supervision; 6 items of safety management, including policy formulation, personnel structure, contract management, safe and civilised construction measures, real-name system management and process supervision;

Country Garden has engaged third-party professional organisations to conduct quarterly full-coverage project inspections on the safety and standardisation of mechanical equipment, power supply, foundation pits, high-altitude operation, scaffolding, etc., as well as the safety management behaviours of the Party A, the general contractors and the supervisors. Third-party professional organisations directly issue a notice report of "switch-off" (an analytical evaluation report) for the major hidden hazards identified. The responsible party should conduct closed-loop rectification of hidden hazards without delay, and then report the rectification result to the Group to ensure the effective operation of construction safety management mechanism.

▲ KEY PERFORMANCE

In 2023, we carried out **120** inspections of regional third-party large-scale equipment (tower cranes, construction lifts, hanging baskets), covering **18,372** units of equipment.

In addition, the Group regularly conducts detailed inspections on large-scale equipment management, slope retaining wall foundation pit support, fire protection, dust control, and other aspects to identify potential physical hazards and regulate management behaviours. These inspections are carried out in forms of patrol inspection, joint inspection by projects and regions and unannounced inspection on pile foundation, aiming to urge the rectification of potential hazards on site.

WEEKLY PATROL BY PROJECT MANAGERS

According to our internal policy - the Country Garden Group Management Measures for Project Patrol Inspection, we require the use of the "Weiwo" digital management platform in all the projects under construction of the whole Group to conduct weekly patrol investigation. During the inspection, project managers lead a team to inspect the safety and quality engineering defects on the project sites, and initiate the rectification form online, which will be closed by the responsible units.

INSPECTION BY CONSTRUCTION UNITS

We require that all general contractors of projects under construction of the whole Group should conduct monthly inspections on the construction sites and the project department should carry out weekly self-inspection. Through this arrangement, we intend to motivate the contractors to take the initiative to prevent the occurrence of quality defects and potential safety hazards from the source.

REGULAR SUPERVISION

We encourage projects to proactively identify hidden safety risk points and implement closed-loop management measures, to realise the rectification of hidden hazards and draw inferences accordingly. For the construction of major dangerous works, we urge supervisors and construction units to carry out site supervision and acceptance to ensure that the safety measures are in place;

FIRE CONTROL

Fire-fighting equipment must be reasonably placed. Inflammable and explosive materials must be properly managed. Procedures for fire permits must be implemented.

▲ KEY PERFORMANCE

The Group:

- Project sections where major potential hazards were eliminated: 39.
 Regions:
- Number of platform safety inspection: 6,326;
- Number of patrol inspection by project managers: 41,340;
- Number of accountability action for potential hazards: 12,730.

▲ SAFETY TRAINING FOR ALL STAFF

Country Garden attaches great importance to safety training, and has established a safety training system with full coverage from the Group's management to the executive. We conduct regular annual safety training for all employees and construction personnel to build up all-round awareness of work safety.

SAFETY TRAINING FOR ALL STAFF In accordance with the annual special action plan, the Group and regions regularly organise routine safety training for all employees and quarterly Group-wide training by the Work Safety Committee.

SAFETY TRAINING FOR EMPLOYEES OF THE GROUP'S OPERATION LINES

We hold weekly quality and safety meetings to interpret national policies and the Group's quality management policy requirements and share the best safety and quality management experience and process practices.

SAFETY TRAINING FOR REGIONAL EMPLOYEES Regional presidents give lectures on safety to regional management staff every six months. Regional major operation team leaders and engineering project leaders carry out online intensive training at different levels to share quality and safety management knowledge and interpret the Group's latest policies.

▲ KEY PERFORMANCE

In 2023:

- Country Garden conducted 27 sessions of routine safety awareness campaigns and learning courses;
- Country Garden Group conducted 11 sessions of annual special action training, and 14 sessions of safety training for regions and subsidiaries;
- There were **95** lectures by regional presidents, **1,076** sessions of
- regional platform safety training, 8,561 sessions of safety training organised by project managers, and 10,088 sessions of safety education conferences organised by project managers.

SMART INNOVATION

To adapt to the development trend of the digital era, Country Garden actively strives to work out a high-tech smart construction mode by virtue of the Group's rich construction experience and abundant technology and industry resources. Thus, we are able to inject new momentum into the industry's high-quality development while enhancing our own project management and practice efficiency, and guaranteeing the delivery quality and safety.

We have formulated and implemented internal digital management policies such as the Measures for the Digital Management of Country Garden Group Subsidiaries and the Upgrading Office Measures for Management of Digital Application Integration. These policies provide guidelines for the application of digital technology and ensure enhanced quality control of digital products, providing policy support for the integration of the Group's business and innovative technologies. In 2023, we further optimised our digital management platform and products, with a focus on promoting the use of the integrated platform. We attempt to develop business with the support of technology and boost the digital transformation of the traditional construction industry.

IT PLATFORM CONSTRUCTION AND DIGITAL OPERATION We constantly optimise the digital platform, and upgrade platform systems including digital management portal, development and operation integration platform, digital housekeeper, Biyan system, automated test platform, and automatic 0&M platform. These efforts help to improve the whole process integration of project requirements, project approval application, testing, operation and maintenance.

DATA
INDICATOR
APPLICATION
TOOL

The tool provides data application capability to support project operation management. It enables indicator configuration in business rules, data aggregation, automatic scheduling, notification subscription, statement presentation, and problem workflow. Moreover, it supports multiple business scenarios such as patrol inspection, early warning, evaluation, audit, and assessment, improving the efficiency of project performance management.

WEIWO OPERATION MANAGEMENT PLATFORM To strengthen project safety and quality control standards, we have created the "Weiwo" Operation Platform 2.0 to promote plan-led production and project-centred function cooperation. By leveraging digitalisation, we aim to improve project management efficiency and facilitate high-quality delivery.

APPLICATION
OF SMART
CONSTRUCTION
SITE

We have constantly upgraded the application of smart construction site and optimised platform functions and scenarios, including 12 business segments such as labour management, tower cranes, lifts, environment, and smart water and electricity supply. We extensively integrate smart construction sites with digital management platform to facilitate refined construction and enhance product competitiveness with digital technology.

INTELLIGENT CONSTRUCTION ROBOTS We have created several types of intelligent construction robots for decoration construction, flooring construction, auxiliary construction, etc. These robots have greatly contributed to the lean management of automated and digitised construction process. As a result, we have not only improved construction safety, delivery efficiency and building quality, but also promoted energy conservation and emission reduction, thus increasing both social and environmental benefits.

▲ CASE: CONSTRUCTION ROBOTS FACILITATE PUBLIC HOUSING CONSTRUCTION IN HONG KONG



In 2023, the Hong Kong public housing project used construction robots from Guangdong Bright Dream Robotics Co., Ltd., a subsidiary of Country Garden, to speed up public housing construction in Hong Kong with intelligent technology. The construction robots can automatically paint the whole house with stable construction quality, taking over most of the physically demanding tasks of skilled painters. The robots lower health risks to workers while increasing construction efficiency. They are suitable for standardised and large-scale public housing construction project that involves repetitive actions. The robots of Bright Dream Robotics are consistently used in public housing projects, with more than 90% automation coverage.



Automated Whole-House Painting by Construction Robot

♣ DEVOTED SERVICES



RESPONSIBLE MARKETING

Country Garden complies with the requirements of laws and regulations such as the Advertising Law of the People's Republic of China and the Provisions on the Price Marking for the Sale of Commodity Housing. Meanwhile, Country Garden has formulated and implemented internal policies to strictly regulate the information output by online and offline channels such as radio and television, websites, streaming media, sand tables and bulletin boards. These policies include the Group Information Output Management Measures and the Advertising Creation Department Measures for the Operation and Management of the Risk Control Committee. In addition, we have established an information output management mechanism to ensure accurate, authentic and legal advertisement, protect customers' right to know, and prevent fraudulent, misleading, and false marketing behaviours.

We take measures to manage and control marketing behaviours throughout product sales:

BEFORE SALES

Regions and projects cooperate with the Group's Legal Department to review the content of product advertisements, to ensure truthful product information display, and avoid false advertising and overcommitment:

DURING SALES

We set up signboards of unfavourable factors at the Sales Department, requiring that all the factors within the red line of the project and within 1 km outside the red line that may affect the owners' residence or the project evaluation be truthfully displayed. We also remind customers to read the purchase contract, the YOUJU announcement. and the YOUJU guide, to ensure that they understand the true product information and realise honest marketing:

DURING CONTRACT SIGNING

For any illegal marketing behaviour that occurs during the purchase negotiation process, we provide multiple reporting channels, and will deal with it in a timely, fair and open manner in accordance with internal management policies.

COUNTRY GARDEN SALES DEPARTMENT RISK IDENTIFICATION SIGNAGE MODEL AND YOJU PUBLIC DISPLAY SPECIFICATIONS

CONTENT OF THE SIGNS

(INCLUDING BUT NOT LIMITED TO THE FOLLOWING INFORMATION)

Air quality, such as gas con Ventilation, lighting, such as version station, garbage Vision, like mountain; collection station, flour mill, Air quality, such as gas convertrance of the community. sion station, garbage collection Convenient travel, such as garage entrance, variousprosubway construction; cessing plants, urbantrunk roads and expressways; Project value/positioning such Environment, such as sub-staas the surrounding communi-Cultural practices, such as tion, sewage treatmentplant, high tis transformecfrom shabbychurches, cemeteries, temples, volage bridgehigh voltage line; sheds, ren-tcontrol housing

The Group supervises marketing sites by way of irregular inspections, mystery guest visits and video surveillance, and takes follow-up measures such as notification of criticism and deduction or fines for rectification of non-compliant marketing behaviours.

We make strenuous efforts to foster employees' awareness of responsible marketing, and regularly conduct responsible marketing training and lectures for all employees and special training for the management and marketing staff of the Group, regions and projects. By doing so, we aim to strengthen employees' marketing awareness from top to bottom and effectively implement responsible marketing initiatives.

TRAINING TYPE	COVERAGE	DESCRIPTION	
Routine market- ing risk control training for all employees	All employees of the Group	The training covers advertising laws and regulations, norms and guidelines, negative cases, and operating procedures. In response to the information output risk management and control requirements issued by the Group and the Centre from time to time, we organise risk control training and assessment for all employees, at least once per month for each group and each division, and once per quarter for the headquarters.	
Special training for marketing staff	Brand, Legal, and Marketing Divi- sions of the Group's headquarters; Marketing Divi- sions of regions; Marketing Depart- ments of projects	Interpretation of lays, policies and guidelines, analysis of cases involving violations of information output, regular and targeted training sessions.	

Customer Experience Optimisation

Adhering to the "customer-centric" service philosophy, Country Garden continuously improves the customer service system and enhances the customer service capability according to customer requirements, striving to deliver a satisfactory service experience for customers and improve customer satisfaction.

▲ FULL-CYCLE HOMEOWNER SERVICE SYSTEM

Country Garden has formulated management policies and service guidelines such as the Full-Cycle Satisfactory Home Service System, the Guidelines for Customer Contact Service Standards, the Measures for Full-Cycle Customer Risk Management, the Measures for the Management of Group Compensation and Invalid Costs, the Country Garden Group Measures for Satisfaction Management, and the Country Garden Group's Management Policy of Phoenix Home Letter. With these policies, we aim to strengthen the standardisation and regulation of services. We not only provide customers with guidance on the entire process from viewing to moving in by utilising the Satisfactory Home Service System, but also establish an online management platform to improve service efficiency and quality.

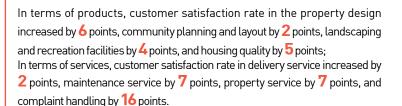
We continue the "Good Service Month" activities and respond to the owners' requirements in a timely manner. We provide various "visible and tangible" services, such as housing maintenance, community recreation, and convenient services, to build customer relationships, and create a better community life with owners.





The Group has engaged an independent third-party organisation to conduct rigorous satisfaction surveys for residential property owners, including prospective owners, break-in owners, stable owners and existing owners, to understand their real needs and suggestions. We analyse the satisfaction survey results for internal control, and take corrective actions on deficiencies, so as to consistently optimise the customer experience. In 2023, the Group's overall customer satisfaction in every dimension improved.

▲ KEY PERFORMANCE



ACTIVELY RESPOND TO CUSTOMER DEMANDS

Country Garden listens carefully to customers and follows up on their demands in a timely manner. We have formulated internal policies such as the Measures for the Management of Customer Complaints of Country Garden Group to keep transparent and smooth complaint channels. We continuously improve the customer complaint response mechanism to ensure that customer issues are resolved in a timely manner, and carry out closed-loop rectification in view of customer feedback, so as to consistently improve our customer service capability.

CUSTOMER COMPLAINT CHANNELS OF COUNTRY GARDEN



Supervision hotline of Country Garden Group headquarters: 400-8919-338



Country Garden Group Audit and Supervision Center Supervision Department reporting hotline:

0757-26395969 0757-29916100



Country Garden Group piloted 3-to-1 owners' exclusive corporate WeChat service group to collect owners' opinions in real-time

CUSTOMER COMPLAINT RESPONSE MECHANISM OF COUNTRY GARDEN

Customer service personnel report the received customer complaints or opinions to the regional complaint manager.

Then the manager conducts investigation and contact the customer within 24 hours (within 2 hours for urgent issues) to negotiate and handle.

The handling process and results are regularly reported to the unified customer service platform system.

The Call
Centre personnel make
a follow-up
call to confirm that the
customer's
complaint
has been
resolved and
then close
the ticket.

In 2023, we set a satisfaction target, aiming to increase the satisfaction rate by 5% compared with 2022.

▲ KEY PERFORMANCE



In 2023, Country Garden handled a total of **152,313** complaints, with a case-closed rate of **82%**. This included **24.8%** of construction and maintenance complaints, **22.6%** of property management complaints, and **28.6%** of sales management complaints.

INFORMATION SECURITY AND PRIVACY PROTECTION

Country Garden attaches great importance to customer information security and privacy protection. We strictly abide by relevant laws and regulations such as the Data Security Law of the People's Republic of China. the Personal Information Protection Law of the People's Republic of China, the Cybersecurity Law of the People's Republic of China, and the General Data Protection Regulation (GDPR). Moreover, we have formulated and implemented relevant internal policies such as the Country Garden Group Information Security Policy, the Information Security Management Policy of Country Garden Group, the Upgrading Office Measures for Digital Information Security Incident Management, and the Upgrading Office Specification for Security Management of Digital Application System Internet Release. With these policies in place, we aim to regulate relevant behaviours such as the collection, dissemination, use and processing of customer data. We make maximum efforts to protect customer privacy and data security, and to circumvent the risk of customer privacy disclosure. During the year, the Group prepared the Country Garden Group Confidentiality Policy to further detail the requirements on the definition of business secrets, confidentiality responsibilities, confidentiality management, inspection and punishment for the Real Estate Group and regional companies. The Group has established a three-level information security management structure of "Decision-making - Management -Executive" to assign the decision-making and supervision responsibilities of the Information Security Committee and the Office of the Information Security Committee level by level. The information security team implements the information security protection measures for customers, fulfils the functions of managing and assessing information security incidents, and provides relevant technical support.

We consistently improve the information security incident handling process, and strengthen the security emergency response capability, in an effort to consolidate the security of business systems, and safeguard customer privacy and data security in all aspects. In addition, we take protection measures from the perspectives of daily protection, permission management, system update, risk evaluation and information security training to reduce the risks of information leakage, damage or loss caused by external threats or mismanagement by our personnel.

We continuously improve the firewall, disaster recovery, backup and encryption mechanisms, and DAILY develop application programmes to regulate the PROTECTION behaviours of collecting, using, storing and processing customers' personal information. We improve the capabilities of the permission centre, and establish a reliable and stable full-cy-**PERMISSION** cle permission management system, to achieve **MANAGEMENT** unified permission management of online systems for the core business. We independently developed an integrated 0&M security platform and upgraded the security operation platform to integrate security requirements, security solutions, security testing and evaluation **SYSTEM** into the whole life cycle of projects. In addition, **UPDATE** we created an automatic analysis and disposal system regarding information security threats, sharing security information with local regulatory authorities to ensure the information security throughout the project life cycle. In addition to routine inspections, we have arranged data security impact reviews for key business, engaged third parties to conduct audits on **EVALUATION** logical access control, operating system security, etc. By doing so, we prioritise information security risk identification and response. We have carried out information security awareness publicity for key places, organised informa-**INFORMATION** tion security training for all employees and special **SECURITY** training for R&D departments and conducted as-**TRAINING** sessment, in a bid to fully implement information security protection work.

▲ CASE: SPECIAL INFORMATION SECURITY TRAINING FOR KEY POSITIONS

On 20 April 2023, the Group carried out special information security training for the marketing digital technology team, on the definition of information security, information security knowledge, analysis of regulatory requirements on network information security and information security incident handling. About 60 people attended the training, covering all the team members in product, R&D and testing positions. The training was designed to improve the professionalism and problem-solving ability of key personnel in information security.

▲ KEY PERFORMANCE

In 2023, the Group did not experience any significant customer privacy leakage incidents.

WIN-WIN FOR MULTIPLE PARTNERS

Country Garden constantly improves the sustainable supply chain, and strives to create a cooperation model of seeking common development and win-win results by strengthening engagement and cooperation with stakeholders. We have established a sound supplier management system and continuously optimised the procurement standards. Meanwhile, we have empowered the industry's innovative development by virtue of industry sharing and exchanges, and industry-academia-research collaboration. With these endeavours, we aim to build a stable, healthy and resilient industrial ecosystem with all stakeholders.

RESPONSIBLE SUPPLY CHAIN

▲ SUPPLIER MANAGEMENT SYSTEM

BIDDING AND PROCUREMENT

OFFICE

Country Garden establishes cooperation relationships of mutual trust and benefit with engineering suppliers, engineering subcontractors, material manufacturers, material agents, service providers and other suppliers to jointly promote the sustainable development of the supply chain. We have developed management policies such as the Supplier Resource Management Process, the Supplier Post-Assessment System and the Supplier Penalty Mechanism and have established a management process of supplier development, admission, performance evaluation, risk management, and termination and withdrawal throughout the life cycle of suppliers. This ensures that we continuously inspect and evaluate hardware facilities and operational capabilities of our suppliers.

We have established an excellent supply chain management organisation structure. We have organised a bidding and procurement office, an internal control team and a inspection team under the Group to perform planning and supervision functions. Additionally, we have specified the management and execution responsibilities of bidding and procurement office and the provincial bidding and procurement management platforms for supplier admission, evaluation and inspection, and material quality sampling. These efforts ensure effective implementation of supplier management measures.

Responsible for improving the management system of suppliers;

Responsible for developing and reviewing supplier entry thresholds;

Responsible for relationship maintenance and dispute coordination of the supply pool;

Responsible for developing, maintaining and timely updating the resource pool of suppliers of pooled materials;

Organize the inspection and evaluation, selection and evaluation, performance evaluation and post-evaluation of suppliers, and implement rewards and punishments.

Develop supplier management norms and policies and timely publicity to provide a basis for quality inspection; **INTERNAL** Supervise policy implementation and improve and CONTROL adapt policies to situations on the ground; **TEAM** Collect complaints, handle reporting cases, and conduct comprehensive investigation on relevant personnel. Carry out sampling inspection on the problematic items found in the daily inspection of the Bid-**SUPPLIER** ding and Procurement Centre and the Group's **MANAGEMENT** TEAM third-party inspection, and on suppliers who provided non-conforming materials before. Review and manage the relevant admission quali-**PROVINCIAL** fication materials of suppliers: **BIDDING AND** Conduct material quality sampling inspection, **PROCUREMENT** including shortlisted factory inspection, process **PLATFORMS** control and performance assessment.

During the year, we built a supplier information management system, which is connected to the Group's major information systems. This system enhances our ability to accurately capture and identify supplier information such as order and procurement history. It also enables system-based automatic judgement and reduces manual intervention. We further improved the efficiency of supplier management by means of information technology.

▲ KEY PERFORMANCE

In 2023, Country Garden cooperated with a total of **51,508** material and engineering suppliers.

▲ SUPPLIER ADMISSION

The Group has formulated relevant internal policies such as the Supplier Management Measures and the Measures for Materials Quality Management in Real Estate Sector. We update the supplier admission requirements in time in response to the market trends and business needs to ensure clear requirements and procedures for supplier admission and new material warehousing. We continue to improve the sampling inspection mechanism for suppliers' products, in an effort to strictly control the supplier quality.

In addition, we consider ESG factors in the supplier admission assessment and prefer to suppliers who have satisfactory environmental and social performance:

- We consider the environmental compliance and certification of products and apply an environmentally-friendly procurement monitoring system to keep statistics on the environmentally-friendly procurement of office supplies, building equipment, and building materials;
- We give appropriate preference to suppliers who have passed ISO 14001 energy management system, ISO 9001 quality management system, and OHSAS 18001 occupational health and safety management system certifications.

▲ SUPPLIER PERFORMANCE

The Group carries out routine supplier performance audit and assessment by targeted methods for different suppliers, and strictly controls the quality of suppliers' products and services.

MATERIAL SUPPLIER AUDIT AND ASSESSMENT

The Group has formulated and improved the Country Garden Group Management Measures for Joint Material Sampling Inspection. With the "material sampling inspection" as the core and the systematic process control as the supplement, we have improved the sampling inspection process and clarified the frequency and coverage of material inspection, to ensure the quality of raw materials supplied to the Group's projects under construction. In 2023, the Group set up a patrol inspection team to carry out monthly sampling inspection on the quality of engineering raw materials based on frontline feedback data. The inspection covered a total of 377 batches of materials in 4 categories in 31 regions and identified 40 batches of defective materials, with a rectification rate of 11%. In addition, we engaged a third-party organisation to test

MATERIAL SUPPLIER AUDIT AND ASSESSMENT the material quality. For non-conforming suppliers, we take penalty measures such as warnings, fines and suspension according to the degree of non-compliance, and take rejection measures for non-cooperative suppliers.

ENGINEERING SUPPLIER AUDIT AND ASSESSMENT The Group classifies engineering suppliers by the degree of risk and manages them dynamically. We assess the performance and capability of engineering suppliers on a quarterly basis in terms of production safety, project quality, comprehensive coordination, progress, settlement and business competence.

To strengthen the performance capability of suppliers, we carry out supplier training and exchange conferences for key material suppliers at least once a year. During these events, we introduce product quality and safety requirements, with a view to achieving high-quality delivery together with suppliers.

In 2023, Country Garden carried out quality and sustainability improvement training for all suppliers. Each region also organised training and exchange conferences on product quality and safety management as needed to boost the sustainable development of suppliers.

▲ COMBATING COUNTERFEIT AND SHODDY PRODUCTS

Country Garden is committed to safeguarding a compliant and fair business environment, and steps up efforts to combat counterfeit and shoddy products. We have formulated internal management documents such as the Manual on Identification of Counterfeit and Shoddy Products and the Country Garden Measures for Management of Party A-Designated and Party A-Supplied Materials, to provide a basis for on-site inspection of Party A-designated and Party A-supplied materials. We require that Party A-designated and Party A-supplied materials be purchased from designated suppliers and designated channels. Moreover, we have formulated a supplier inspection policy, which requires suppliers to inspect their own materials and take corrective actions if necessary.

The Group adopts a combination of quarterly inspection and real-time reporting. Specifically, the Group requires the procurement staff in each region across the country to carry out patrol inspections on materials, and encourages the reporting of counterfeit and shoddy materials or products. We specify in the contract that the construction party must sign a tripartite contract with the designated material supplier, and is explicitly required not to change suppliers after establishing a cooperative relationship. If the construction party purchases materials from a supplier not designated by Country Garden, it will constitute a breach of contract

and we will require timely rectification and return of the materials and impose a penalty of 30%-100% of the purchase amount of that batch of materials for breach of contract.

▲ TRANSPARENT PROCUREMENT

Country Garden highly values integrity in procurement. We require every new employee in the Bidding and Procurement Centre to sign the Country Garden Integrity Agreement to regulate the business connections between employees and the enterprises set up by their close relatives.

The Group signs the Country Garden Letter of Commitment for Tender Contract Disclosure and the Supplier Cooperation Framework Agreement with all suppliers, and signs the Integrity Cooperation Agreement with all partners (including suppliers), which clarifies integrity and self-discipline requirements for suppliers. Bribery, unfair competition and other violations of business ethics are strictly prohibited, so suppliers are required to stop violations in time and promptly report to relevant person in charge.

In addition, we take measures to regulate the integrity behaviour of suppliers at all stages of business cooperation with them:

- We incorporate supplier integrity performance into supplier admission requirements, and work with third-party organisations to investigate the authenticity of supplier information. This allows us to avoid hiring those with poor records;
- We strictly control costs during price negotiation and break down prices, so as to prevent supplier corruption;
- We conduct regular supplier assessment every year and audit on suppliers' full-scale operations, to check whether suppliers have any integrity issues such as bid collusion, bid rigging, and bid leaking. In response to non-compliant behaviours, we take targeted measures based on the issue severity and the actual situation of suppliers.

▲ KEY PERFORMANCE

In 2023, 100% of suppliers had signed the Integrity Cooperation Agreement with Country Garden.

SPEARHEADING DEVELOPMENT OF THE INDUSTRY

Country Garden actively undertakes the responsibility of promoting development of the industry. We always uphold the principle of openness and cooperation, and make full use of our own advantages to promote the sharing of technology and knowledge in the industry by means of university-enterprise cooperation and industry exchanges. We also cooperate with eco-partners to tap into new opportunities for development of the industry, so as to facilitate the industry upgrading and transformation.

▲ CASE: IN-DEPTH EXCHANGES AND COOPERATION BETWEEN MULTIPLE PARTIES, INCUBATING INNOVATIVE SOLUTIONS FOR THE INDUSTRY



In June 2023, Guangdong Bright Dream Robotics Company Limited (Bright Dream Robotics), a subsidiary of the Group, was invited to participate in the "14th International Infrastructure Investment and Construction Summit Forum" and signed a memorandum of understanding (MOU) with CMIG and Jubilee Construction Group of Malaysia, reaching a strategic cooperation agreement on the "5,000-unit Malaysian Residential Intelligent Construction Project". The three parties will work together to promote robotic construction technology. The three parties will jointly promote the research and development and application popularization of robot construction technology, and plan to apply robot construction technology to build 5,000 housing units in Malaysia. The conclusion of this strategic agreement further promotes the close cooperation between Country Garden and our business partners. In the future, we will work together with all partners to explore a new ecology for the development of the construction industry, and help the construction industry to transform and upgrade.

COUNTRY GARDEN THE GUARDIAN— GREEN DEVELOPMENT

In the era of green development, Country Garden adheres to the principles of green, low-carbon, and environmental protection as the guiding principles of its business management. We vigorously promote technological and model innovation to accelerate the construction industry's green transformation and upgrade by constantly exploring the path of high-quality and sustainable development of the construction industry. In order to promote the construction of urban ecological conservation, we strengthen the protection of biodiversity and enhance the ability to respond to climate change risks. Our goal is to seize the opportunities brought about by climate change and contribute to the transition towards a low-carbon economy.

TOPICS DISCUSSED IN THIS CHAPTER

Opportunities in Green Building
Energy efficiency and carbon neutrality
Water Conservation and Wastewater Disposal
Response to climate change
Raw material management
Exhaust Gas management
Waste disposal and recycling
Biodiversity
Tenant health and well-being

SDGS DISCUSSED IN THIS CHAPTER







FEATURE: PRACTISING THE LOW-CARBON CONCEPT TO BUILD GREEN CITIES

Adhering to the design concept of harmonious coexistence between humans and nature, Country Garden is committed to creating liveable and sustainable urban environments. Through initiatives such as green buildings, energy conservation and emissions reduction, and biodiversity protection, we promote the harmonious integration of cities and nature, and strive to create a better living environment for humanity.

ADVOCATING NATURE AND PRACTISING GREEN BUILDING DESIGN CONCEPT

Guangdong Shatian Second Elementary School project is located in the Shatian Southwest area of Huizhou, Guangdong. In the design process, we adhere to the principles of respecting and utilising nature, aiming to achieve the excellent standards of two-star B-class green buildings in Guangdong Province. We are committed to creating a harmonious and pleasant learning environment for teachers and students.

Taking into account the unique terrain features of the project site, we carefully plan the layout of the campus, creating a "green pathway" that connects the urban area with nature in the centre of the campus. The teaching buildings are built along the mountains and water, with front windows facing the ecological corridor while back windows utilising sunlight atriums to ensure optimal ventilation and ample natural lighting. At the same time, we use renewable energy such as solar energy to reduce energy consumption. Considering the unique climate characteristics of the mountainous area, we install sunshade facilities on the east-west facing windows, and both the windows and roof are made of thermal insulation materials. The windows on the wind-facing side can be flexibly opened, aiming to enhance the comfort and energy efficiency of the building.



A INTEGRATING THE CONCEPT OF SPONGE CITY TO BOOST BIODIVERSITY CONSERVATION

Biodiversity is an important component for maintaining ecological balance and promoting harmonious development between humans and nature. In our project design, we fully consider the environmental and biodiversity impacts. During the planning and design phase, we conduct surveys of the available natural resources on the site and make full use of the existing terrain for site design and building layout. This approach aims to minimise the impact on existing vegetation, water bodies, and mountains during project construction and development, thus providing protection for biological survival and biodiversity.

In the Hongding Golf Community Phase II project, we have implemented a series of carefully designed measures to protect biodiversity. We preserve the original lake system to minimise the disruption to the existing ecosystem. Additionally, we designate the area of the lake within the site as an ecological protection zone where development and human interference is prohibited, thus ensuring the ecological safety of vegetation and wildlife in that area. We integrate the concept of Sponge City into the design. Specifically, we use green infrastructure such as rain gardens and permeable paving, and fully utilise the site's capacity for greenery, water retention, and lake regulation. By doing so, we aim to reduce stormwater runoff and alleviate stormwater pressure. The project achieves a total control rate of 79.98% for annual runoff volume and a pollutant removal rate of 61.36% for annual runoff pollution. Moreover, through multi-layer greening design with trees, shrubs and grass, we provide habitats and food sources for a variety of organisms. We also plant native plants to attract local unique species, further enriching biodiversity.

APPLYING INTELLIGENCE TECHNOLOGY TO EMPOWER SUSTAINABLE DEVELOPMENT STRATEGY

In 2014, Country Garden initiated the Forest City Project in cooperation with Kumpulan Prasarana Rakyat Johor Sdn. Bhd. (KPRJ) with the support of the Malaysian Government, which contributed to urban revitalisation. The infrastructure construction of Forest City will be based on green ecological development, its economic development will be empowered by high-tech industries, and it will be built into a green city with vitality that integrates industry, city and diverse cultures.

We have formulated the Guidelines for Ecological Development of Forest City ("Guidelines"), in which we set explicit phased objectives for the development, construction, operation and management of ecological cities. We are now at the second stage of the Guidelines that targets green ur-

ban development guided by green and intelligence and driven by industries. Our goal is to make Forest City a model for future liveable cities that integrate industrial development.

INTELLIGENT MANUFACTURING Forest City Intelligent Building Site is a comprehensive and modernised intelligent building site covering the whole industry chain and integrating technology R&D, standardised building design, automatic production of precast components, intelligent logistics and prefabricated construction. Through CIBS, the construction period can be shortened by at least 30%. As a fast, safe and quality construction system, it helps to improve productivity and competitiveness, reduce construction waste, and create a sustainable construction environment.

INTELLIGENT OPERATION Forest City realises smart and convenient mobility through smart applications. We provide coherent, green and supporting infrastructure for the slow traffic system and encourage walking and cycling, so as to enhance the resilience of cities and boost green mobility. Country Garden adopts cutting-edge technologies in all aspects of urban life to provide productivity and invigorate people. Country Garden realised intelligent urban operation integrating intelligent management, intelligent transportation, intelligent security, intelligent community and intelligent home.

In December 2023, the 18th Global Forum on Human Settlements (GFHS 2023) was successfully held in Dubai, United Arab Emirates. The Forest City project was honoured with the "Global Model of Coastal Ecological Environment Protection" award for its commitment to sustainable development and environmental protection. This marks the 8th time that Forest City has received the "Sustainable Cities And Human Settlements Awards" (SCAHSA).



ENVIRONMENT MANAGEMENT

Country Garden strictly adheres to the national laws and regulations, such as the Environmental Protection Law of the People's Republic of China and the Law of the People's Republic of China on Environmental Impact Assessment. We continuously improve our environmental management system by establishing and implementing internal policies such as the Environmental Protection Management Measures. Our subsidiary Giant Leap has passed the ISO14001 environmental management system certification, the certificate covers the scope of the qualification of building engineering construction general contracting, municipal public engineering construction general contracting, building mechanical and electrical installation engineering professional contracting, building curtain wall engineering professional contracting, mechanical and electrical engineering construction general contracting, foundation engineering professional contracting. We are dedicated to scientifically managing construction and operation processes to minimise our impact on the environment. During the year, there were no significant events for environmental accidents or complaints.



Environment Management System Certificate

To further strengthen environmental management, we have taken the following measures:

ENVIRONMENT MANAGEMENT MEASURES

We set environmental goals and plans, and implement energy-saving measures and resource recycling TARGETS AND projects. Data shows a yearly decrease in energy con-**PLANS** sumption and waste generation within the Group. When undertaking new construction, renovation, or expansion projects, we strictly follow the management system for environmental impact as-**ENVIRONMENTAL** sessment of construction projects, fulfil relevant **IMPACT** approval procedures, and rigorously implement **ASSESSMENT** pollution prevention and control measures as specified in the environmental impact assessment documents and approvals. We carry out environmental risk assessment to identify potential environmental risks and take corresponding control measures, such as strengthening the storage and management of chemicals, conducting **PREVENTION** regular inspections and maintenance of environmental facilities to ensure environmental safety. We regularly assess our environmental performance by monitoring indicators such as energy **ENVIRONMENTAL** PERFORMANCE consumption, waste generation, resource utilisa-**ASSESSMENT** tion efficiency, and environmental incidents and complaints within the Group. We promote our environmental policies among employees in forms of internal meetings and bulletin boards. These initiatives are designed to **POLICY** ensure that employees are aware of and com-**PUBLICITY** prehend the Group's environmental goals and requirements, and conduct daily supervision.

SUSTAINABLE BUILDINGS

Upholding the concept of sustainable development of human living environment, we keep meeting customers' needs and creating a safe, healthy and comfortable environment for customers to enhance people's satisfaction and happiness.

STANDARDISED SYSTEMS FOR SUSTAINABLE BUILDINGS

In the process of developing green building projects, Country Garden strictly abides by a series of industrial standards, such as the Green Building Evaluation Standard (GB/T 50378-2019), during the development of green building projects. We actively explore the formulation and improvement of internal standards and guidelines for sustainable buildings, and fully integrate the low-carbon concept and sustainable development ideas into the whole life cycle of buildings. Taking into account the climate, environment and resources of the building's location, we establish clear performance requirements and implementation strategies for building design in terms of safety, durability, health, comfort, convenience of living, resource conservation and environmental liveability.

COUNTRY GARDEN THE LEADING POINT, ADVANTAGE AND TECHNOLOGICAL INNOVATION POINTS OF SUSTAINABLE BUILDING STANDARDS

Focus on the quality and quality of ultra-low energy buildings, while ensuring the realization of a comfortable and healthy indoor environment, its techni-POINTS cal level is among the leading in the industry, with a broad application space and market prospects. Combined with the actual projects in different climatic regions of the Group, theory and practice are combined, and with the strong support of the **ADVANTAGE** relevant departments of the Group, continuous improvement and optimization are made to be more advanced and grounded. Parametric optimization design. Parametric design. methods are introduced into the study to greatly improve the efficiency of performance-based design. Technology is more deeply coupled with the product. The product solution is based on the technical characteristics of passive building with targeted adjustments, and the coupling between technology **TECHNICAL INNOVATION** and product is deeper. **POINTS** Think about the design system construction from the perspective of technology implementation, and realize the "two-wheel drive" of passive ultra-low energy building technology and system. Establish enterprise level standardized design con-

tent to ensure the quality and design effect of pas-

sive ultralow energy building design.

IN 2023, WE FORMULATED NEW SUSTAINABLE BUILDING STANDARDS AND GUIDELINES FOR COUNTRY GARDEN, INCLUDING:

- Technical Regulations on Prefabricated Concrete Building Design (V1.0, 2023)
- Prefabricated Building, Structure, Electrical, Plumbing, and Heating Ventilation Design (HVAC) Basic Template (V1.0, 2023)
- Construction drawing (prefabricated content), precast components to deepen the design check points
- Application Research and Reference Drawings of Precast Concrete Frame Structures and External Wall Boards
- Standard Prefabricated Component, Structural Design Basic Template (V1.0, 2023)

While establishing our own library of green building standards and guidelines, we also participate in the formulation of national and regional green building standards, contributing to the green development of the industry.

IN 2023, WE PARTICIPATED IN THE DEVELOPMENT OF EXTERNAL STANDARDS, INCLUDING:

- Guangdong Provincial Standard "Technical Specifications for Interior Prefabricated Decoration"
- Foshan City Standard "Supplementary Implementation Guidelines for Prefabricated Building Evaluation Standards in Foshan, Guangdong Province"
- Foshan City Standard "Evaluation Guidelines for Prefabricated Decoration in Foshan City"
- Foshan City Standard "Foshan Intelligent Construction Evaluation System"
- Hubei Provincial Standard "Specifications for Ultra-low Energy Buildings Part 1 Evaluation"
- Hubei Provincial Standard "Ultra-low Energy Building Technical Code Part 2 Public Building Design"
- Group Standard "Zero Carbon Building Evaluation Standard"
- National Standard "Illustrations for the Application of Building Carbon Emission Calculation Standards"



Country Garden "Foshan Prefabricated concrete high-rise residential Building Atlas" project won the "Second Prize of Engineering Construction Standard Design"

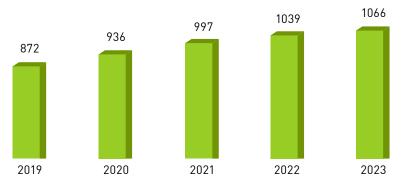
CERTIFICATION FOR SUSTAINABLE BUILDINGS

Country Garden advocates and vigorously promotes the construction of green buildings, deeply participates in green and low-carbon projects, and strives to increase the proportion of green building area. Country Garden project was selected as the "Green low-carbon, energy-saving first" excellent case of Guangdong Building Energy Efficiency Association, to support the construction industry to achieve green low-carbon transformation with practical actions.

▲ KEY PERFORMANCE

In 2023, Country Garden has 27 new green building projects, covering a total construction area of 3.29 million square meters.
 Country Garden has 20 new sponge city projects, covering a total area of 1.29 million square meters.

CUMULATIVE NUMBER OF PROJECTS MEETING THE NATIONAL GREEN BUILDING EVALUATION STANDARDS (UNITS)



RESEARCH AND TRAINING ON SUSTAINABLE BUILDINGS

Country Garden attaches great importance to the research and innovation of sustainable buildings. We continue to conduct in-depth research in areas such as ultra-low energy consumption buildings, green buildings and prefabricated buildings. During the year, we take part in five research projects in relation to green buildings, such as Research on Integrated System of External Wall Insulation for Ultra-Low Energy Consumption Buildings, Technical Research on Prefabricated Concrete Frame and External Wall Panels in Public Buildings, and Research on Application Technology of Prefabricated Decoration. We have also obtained a number

of patents, including Thermal Bridge Structure at the Junction of Internal Insulation External Wall and Roof for Ultra-Low Energy Consumption Buildings, Internal Insulation Parapet Structure for Ultra-Low Energy Consumption Buildings, and Insulation Structure for Window Opening of External Wall with Internal Insulation System for Ultra-Low Energy Consumption Buildings. These patents provide technical support for the development of green buildings.

Meanwhile, we actively offer internal training on sustainable buildings in the Group and organise employees to attend a number of technical exchanges and forums in relation to green buildings, such as the Guangdong Province Energy Conservation and Green Building Exchange Forum and the Forum on Energy Efficiency Improvement in Public Buildings. We empower our employees and peers with our research results and work together with them to push ahead with low-carbon development of the construction industry.





Public Building Energy Efficiency Improvement Technology Forum

▲ KEY PERFORMANCE

- In 2023, Country Garden's Core Alliance Enterprise Boyi Architecture
 Design Institute obtained 25 new authorised patents, including 4 invention patents.
- We organised 31 internal training sessions on sustainable buildings, totalling 165,520 hours and participated by 4,138 employees.

PLANNING AND DEVELOPMENT OF SUSTAINABLE BUILDINGS

We will gradually enhance the research on and construction of ultra-low energy buildings, and contribute to the goals of carbon peaking and carbon neutrality.

OUR GREEN BUILDING COMMITMENT

 We will gradually enhance the research on and construction of ultra-low energy buildings, and contribute to the goals of carbon peaking and carbon neutrality.

OUR GREEN
BUILDING
DEVELOPMENT
TARGETS

- We will realise a 65% energy conservation rate of new residential buildings by 2025.
- We will increase the proportion of buildings with solar energy systems.

COUNTRY GARDEN SUSTAINABLE BUILDING DEVELOPMENT PLAN

Boyi Architecture Design Institute will continue to promote the standardisation of sustainable buildings, and accelerate the standardisation of sustainable building workflow, apartment products, materials and parts. Country Garden will also deepen studies on the technical systems of various climatic regions based on its product system and supply chain system, and build a standardised passive technical system suitable for Country Garden.



Country Garden will give priority to the national strategies, contribute to realising the goals of carbon peaking and carbon neutrality and promoting the sustainable development of society, and provide Country Garden solutions for the development of prefabricated buildings and ultra-low energy buildings. Country Garden will also closely follow the low-carbon and green building technologies as well as their application, and continuously expand the forms of low-carbon buildings.

GREEN CONSTRUCTION

Country Garden focuses on energy conservation and emission reduction, as well as reducing building energy consumption. We research and promote environmental protection technologies, and strictly control the environmental management of buildings throughout their entire lifecycle, from design to operation. We continue to take effective management measures in energy conservation, resource protection, waste control, dust treatment, environmentally friendly material selection and material recycling, in order to minimize the negative environmental impact caused by the construction process and promote the transformation and upgrading of the construction industry and high-quality development.

A GREEN CONSTRUCTION TECHNOLOGIES

As a practitioner of intelligent construction, Country Garden continues to explore technological and model innovation, increase the application of intelligent construction in all aspects of project construction, and thus improve project quality, safety, efficiency, and quality. In the project design and construction process, we use a variety of green environmental protection technologies to effectively reduce waste of construction materials and minimise carbon and pollutant emissions from the construction industry.

In terms of intelligent construction, we encourage the application of prefabricated buildings and standardised construction, establish highly standardised databases of components, house types and building types, and achieve the whole-industry-chain data flow through R&D, design, production, transportation and construction with the BIM technology. Capitalising on automated production lines, we produce a large number of customised PC components to reduce the waste of construction materials and improve construction quality.



Won the Third Prize in the "New City Construction Cup" International BIM/CIM Application Competition

In the application of building robots, we achieve efficient and precise construction with less pollution through the application of robotics technology. Therefore, it helps boost the green transformation and intelligent upgrading in the construction process. Up to now, we have nearly 50 types of construction robots under R&D, which can be applied in the full-cycle processes of intelligent construction, including concrete construction & finishing, bricklaying & plastering, interior decoration, high-altitude exterior wall painting, and basement decoration.

▲ FLOOR GRINDING ROBOTS

Floor grinding robots, designed with high-power vacuum and integrated dust collection, perform simultaneous dust extraction during the grinding process. This effectively suppresses dust and improves the construction environment, eliminating secondary pollution. After being processed by the dust collection device, the dust can be easily disposed of or reused, thus achieving dual benefits of environmental protection and resource utilisation.



▲ FLOOR PAINTING ROBOTS

Floor painting robots have been introduced with innovative automatic speed ratio calculation function, allowing precise dispensing of paint in the correct ratio of AB paint when configuring new materials. This enables on-demand mixing and avoids material waste. Additionally, traditional electronic scales and easily damaged plastic cups have been eliminated, reducing environmental impact.



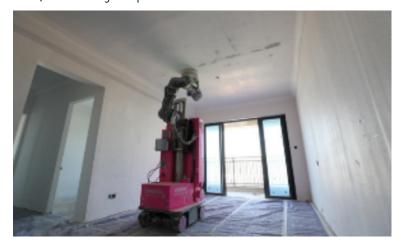
▲ PUTTY COATING ROBOT

Putty coating robot with BIM software automatic path planning, laser SLAM indoor navigation, automatic stop, intelligent monitoring, dual battery energy management and other functions, mainly used in residential, apartment, industrial plants and other indoor decoration construction environment. Its comprehensive effect is 4 times⁴ that of manual batch scraping, effectively reducing human labor intensity, reducing dust, paint and other hazards to workers' health, and reducing the risk of occupational diseases and safety accidents.



▲ PUTTY GRINDING ROBOT

Putty grinding robot with precision grinding, intelligent operation and automatic dust suction function, significantly improve the efficiency and beauty of wall grinding, while liberating labor, optimizing the construction environment, and reducing dust pollution.



4. Data from Bright Dream Robotics

▲ THE EXTERIOR WALL SPRAYING ROBOT

The exterior wall spraying robot is mainly used in the spraying operation of exterior wall decorative coatings of residential buildings, factory buildings, public buildings and other buildings. The construction coatings include exterior wall latex paint, multi-color paint, relief paint and real stone paint. The construction quality is uniform, the consistency is high, and the spraying efficiency can reach 3-5 times that of manual work, and it has won many awards such as the 2022 German Red Dot Design Award. Realize unmanned aerial work, eliminate the risk of falling from high altitude and occupational health injuries such as paint fog in traditional manual work.



GREEN CONSTRUCTION MEASURES

Country Garden takes a comprehensive approach to minimise the impact on the environment and surrounding communities during specific project construction processes. We strictly manage waste and control dust at the construction site. We focus on water conservation, energy efficiency, and material conservation, aiming to create a clean, comfortable and safe construction environment.

GREEN CONSTRUCTION MEASURES

WATER **PROTECTION**

- We use the drainage system to sepearate rainwater and sewage, and set up sedimentation tanks and oil traps to prevent water resources from being polluted.
- We use wastewater from construction after purifying and recycling it to reduce the consumption of water resources.
- With the extensive use of aluminum formwork and plastic formwork, we promote the reduction of wet construction to consume less water resources.

SAVING **MATERIALS**

- Solar street lamps are used for lighting in the construction of some projects.
- Dysprosium centralised devices are used in the construction of some projects.
- All projects are encouraged to adopt aluminum formwork and climbing frame system. Aluminum formwork is required to be used in buildings with 25 floors and above as long as conditions permit, so as to reduce the use and loss of timber and wooden formwork.
- We promote the use of prefabricated components, including shear walls, laminated slabs, and stair treads.
- We advocate the use of plastic formwork with higher turnover times to reduce the loss of turnover materials.
- Ready-mixed concrete and commercial mortar are used to reduce the material losses and environmental pollution at the construction sites.
- We conduct feasibility studies and popularise 109 technological achievements including high- and lowgrade concrete interception airbag construction technology, municipal tube well PC construction technology and secondary comprehensive utilisation technology of construction waste, and strive to improve the turnover efficiency of turnover materials and make the construction materials more environmentally friendly.
- Some projects make full use of the integrated design of building, civil engineering and decoration, and adopt integrated qualitative design for kitchens and bathrooms.

 We choose steel reinforcement, copper and other recyclable materials when determining the construction materials of projects.

WASTE MANAG-**EMENT**

 Bright Dream's mobile brick-making truck separates and processes useful building scraps into recycled building materials products that meet the requirements, such as garden pavement tiles, grass-planting bricks, bricks for blind sidewalk and so on.

- The access roads in and out of the construction sites are 100% hardened.
- Materials at the construction sites are 100% covered.
- The sites are 100% cleaned by sprinkling water.

The construction sites are 100% enclosed.

- Trucks coming in and going out are 100% flushed.
- Spray dust removers are 100% applied throughout the whole project period.



GREEN LEASING

Country Garden actively explores green leasing, adopts a multidimensional strategy of green building, green construction, green transformation and green operation services by improving the green transformation of leased assets, and fulfils product responsibility, service responsibility, supply chain responsibility, environmental responsibility and social responsibility. We are committed to improving the ESG risk management and internal control system to ensure the sustainability and transparency of business operations, and actively cooperate with various stakeholders to implement green publicity, encourage owners and tenants to cooperate around the sustainable development goals, continue to promote and deepen green leasing practices, and jointly promote the sustainable development of leasing business.

COUNTRY GARDEN GREEN LEASE ACTION

GREENING THE LEASING PRODUCTS

We redesigned, renovated, and optimised functions of existing buildings such as old factories, warehouses, and dormitories. We also introduced intelligent metering systems and energy-saving lighting systems. These measures aimed to increase the use efficiency of leased buildings, promote the energy efficiency improvement of leased buildings, reinvigorate urban functions, deliver industrial transformation and upgrading and realise the harmonious coexistence with the surrounding environment. By doing so, we contribute to the sustainable development of the city.

GREENING THE LEASE SERVICES

We encourage tenants to jointly improve property environmental performance (such as energy conservation and emission reduction, etc.), and constantly publicise the concept of sustainable development to tenants, partners and other stakeholders. To encourage tenants to actively participate in energy conservation, we also include the energy efficiency index into the lease contract, and give corresponding subsidies and incentives to tenants for their cost savings in energy conservation and consumption reduction. In addition, through the joint environmental protection housekeeper, we integrate environmental protection design, health standards, environmental consultants and other resources to facilitate green transition.

GREEN PRODUCTS

Green products not only meet modern people's pursuit of environmental protection, health and comfortable life, but also set a new benchmark for the sustainable development of the real estate industry. As a champion of environmental protection, Country Garden actively undertakes its responsibility. We continuously promote the R&D of green products and facilitate their wide application in various businesses.

We ensure that 100% of the Group's furniture and bathroom products comply with national environmental standards. In addition, we follow the industry's leading environmental product standards, and prioritise materials with environmental certification or environmental labelling. Through careful design, we strive to minimise the environmental impact of our products during production and use, aiming to create a green and ecological living environment for our customers.

GREEN OPERATION

Country Garden firmly practise the concept of green and low carbon operation, and strictly abide by relevant laws and regulations such as the Energy Conservation Law of the People's Republic of China. We promote energy conservation and emission reduction in the course of operations by strengthening the effective management of energy, water resources and waste. Additionally, we advocate green office to promote the construction of a resource-conserving and eco-friendly society.

★ ENERGY CONSERVATION AND EFFICIENCY ENHANCEMENT

Energy conservation and emission reduction is one of the important approaches to achieve carbon peaking and carbon neutrality goals. Country Garden attaches great importance to energy conservation and emission reduction in various operational processes. We have established internal regulations such as the Energy Conservation and Consumption Reduction Property Inspection and Management Measures and implemented various energy-saving actions. We promote the use of clean energy, and apply energy-saving technologies to control energy consumption, thereby reducing carbon emissions and promoting the effective implementation of green operation requirements

OUR ENERGY SAVING AND EMISSION REDUCTION TARGETS

- Energy usage target: Limit the cost of energy consumption to no more than 6.5% of the gross revenue⁶;
- Reduce carbon emissions; Improve energy efficiency and reduce energy consumption through energy management initiatives

OUR ACTIONS IN ENERGY CONSERVATION AND EFFICIENCY IMPROVEMENT

- Public area lighting management: Replacing the constant lighting fixtures in the east and west corridors of the office building with motion sensor lights and reducing unnecessary lighting in public areas to lower electricity consumption.
- LCD screens and LED screens management: Properly scheduling the operating time of equipment to reduce unnecessary energy consumption.
- Central air conditioning equipment management: Optimising the air conditioning usage process, requiring application and approval for air conditioning use during overtime, stipulating that the central air conditioning unit can only be turned on when the outdoor temperature exceeds 28 °C; strictly managing the refrigeration units to ensure that the office temperature on each floor is maintained at 26°C; timely replacing faulty compressors to ensure the normal operation of the system.
- Ventilation equipment management: Keeping the fans in the underground passages and elevator halls turned off during the winter, turning on them based on the actual temperature during other times, and using human body sensing control during the summer.
- Distributed photovoltaic power station construction: The distributed photovoltaic power station has been built and put into use in three hotels, namely Gaoming, Resort and Country Flower City, with a total installed capacity of 600KW. It is planned to be promoted and applied in Hilton Wuhan Huashan, Changsha Phoenix, Huizhou City, Hainan Province and other hotels in 2024.
- Hotel energy-saving equipment upgrade: Following the Hilton Foshan Hotel, Goldleaf Hotel and The Phoenix City Hotel Guangzhou respectively use 600 cold tons and 500-tons maglev central air conditioning units in 2023.

▲ CASE: UPGRADING AND RENOVATING THE NATURAL GAS PIPELINES AT THE CANTEEN TO PROMOTE ENERGY CONSERVATION AND EMISSION REDUCTION

Since July 2022, natural gas pipelines at the central canteen of Country Garden have been gradually upgraded and renovated, aiming to achieve energy conservation and environmental improvement. In response to the old natural gas pipelines and outdated equipment, efficient and energy-saving stoves and oil fume purification devices were introduced at the canteen. By utilising advanced technology, we improved equipment energy efficiency and successfully reduced energy consumption and emissions. The renovation not only significantly saved costs for the Group but also achieved tangible results in environmental protection, energy conservation, air quality improvement, and optimisation of living environment, thus ensuring the effective implementation of measures in cost reduction, and energy saving and emission reduction.

WATER CONSERVATION AND WASTEWATER DISPOSAL

Country Garden pursues the concept of water conservation and has developed water resource management plans to minimise waste and sewage generation. We implement water-saving measures tailored to the local conditions, such as equipping water-saving devices and implementing proper sewage disposal, to strengthen water resource recycling and reduce water pollution. We also promise to continue to advocate water conservation, strengthen wastewater reuse, and improve the efficiency of the use of water resources.

The water we used is supplied by the municipal water system, and there are no compliance issues in water sources. For the treatment of domestic sewage, we use a three-level septic tank for digestion to ensure that the water quality meets the third-level discharge standards before discharging to municipal water sewers.

OUR GOALS FOR WATER RESOURCE MANAGEMENT INCLUDE

- Improving the efficiency of water usage: By implementing water-saving measures and optimising water resource allocation and management, we aim to improve the efficiency of water usage.
- Protecting water quality environment: We strengthen the protection of water sources, reduce pollutant emissions, and maintain a good water quality environment.
- Sustainable management of water resources: We establish
 a long-term mechanism for water resource management to
 ensure scientific and sustainable management and usage of
 water resources.
- Supporting sustainable development: We integrate water resource management into the framework of sustainable development to promote the coordinated development of society, economy and environment.

OUR ACTIONS IN WATER CONSERVATION

- Water conservation publicity: We conduct research on water resource utilisation, aiming to understand the water consumption patterns of various departments, industries and individuals and encourage people to save water.
- Centralised water supply in office areas: We have optimised the layout of our office spaces by gathering employees on specific floors and shutting down water and electricity facilities on unoccupied floors.
- Promoting water-saving equipment and technologies: We have optimised agricultural irrigation systems to improve water efficiency in farming. In office buildings, we have installed faucet aerator on restroom faucets to prevent splashing and adjusted the water valves of faucets and toilet tanks to reduce water flow. Additionally, we have installed time-controlled devices on water dispensers, enabling automatic shut-off and start-up to avoid unnecessary operation during late nights and early mornings.
- Strengthening equipment inspection: We ensure that water facilities are promptly repaired or replaced in a timely manner, so as to avoid long-term water seepage or leakage.

A WASTE DISPOSAL AND RECYCLING

Country Garden adheres to the principle of reduction, recycling, and harmless treatment, and strictly manage the discharge and treatment of waste. We make every effort to recycle and reuse recyclable waste and dispose of non-recyclable waste in accordance with relevant management guidelines. By implementing these measures, we aim to prevent or minimise the environmental impact of solid waste.

OUR WASTE MANAGEMENT TARGET

- Reduce waste generation: Implement waste classification to improve material recycling.
- Reduce exhaust gas emissions: Through green construction and other initiatives, the pollution to the atmosphere will be minimized.

OUR ACTIONS IN WASTE MANAGEMENT

- Waste classification management: We classify waste into hazardous, non-hazardous, recyclable, and non-recyclable waste.
- Compliant disposal of waste: All the hazardous waste is delivered to qualified units for disposal. And the non-hazardous waste is recycled and reused as renewable resources and dismantled materials.
- Recycling of construction waste: We recycle wires and cables and repurpose surplus concrete for prefabricated parts. We have plans to use construction robots in the Group's internal projects, such as mobile brick trucks and other innovative equipment. In this way, we aim to reuse waste and promote the development of the circular economy.
- Clarifying waste management requirements for suppliers:
 We set clear waste disposal requirements for suppliers during
 the procurement process and prioritise the purchase of durable
 and environmentally friendly products to minimise waste
 generation.

GREEN INITIATIVES

Country Garden advocates a green and low-carbon lifestyle, actively engages in green promotion and calls for green consumption. We aim to promote the concept of "green environmental protection, low-carbon life" and encourage all employees and the public to participate in ecological environmental protection actions.

OUR GREEN INITIATIVES IN OFFICE AREAS INCLUDE

- Posting energy-saving reminders on lighting/air conditioning control panels.
- Promoting energy conservation on LED screens/LCD screens in public areas and canteens.
- Encouraging the practice of "turning off lights when leaving," and conducting energy-saving and safety inspections in the early morning, with notifications and reminders for areas where lights have been left on

OUR GREEN INITIATIVES IN HOTEL OPERATIONS

- Six Phoenix hotels passed the green hotel application and assessment and won the title of green hotel.
- Some hotels, in accordance with local policy requirements, cancel the provision of 6 small items in the room to reduce the use of disposable supplies.

▲ CASE: "BEAUTIFUL CITY, BEAUTIFUL COUNTRY GARDEN" ENVIRONMENTAL PROTECTION PUBLIC WELFARE ACTIVITY

In order to jointly build a clean, tidy and comfortable surrounding environment, the Party Branch of Country Garden Central Property Company led volunteers and employees to organise the "Beautiful City, Beautiful Country Garden" activity. Following the four principles of "strong Party building, deep learning, warm neighbourhood and bright

environment", this activity aimed to carry out "practical actions for the people" in the surrounding areas. The goal was to enhance everyone's awareness of environmental protection and encourage the participation of the general public in green environmental initiatives.



RESPONDING TO CLIMATE CHANGE

Climate change has become a common problem that needs to be solved urgently. Referring to the suggested framework of TCFD (Task Force on Climate-Related Financial Disclosures), Country Garden analyses and manages climate risks and opportunities around the four pillars of "Governance, Strategy, Risk Management, Indicators and Targets". We take timely preventive measures to address the possible impacts of climate change, and continuously improve the resilience and resilience to climate change risks.

A MANAGEMENT

We will continue to perfect our ESG management mechanism, and improve our governance of sustainable development. The ESG Committee under the Board of Directors is responsible for formulating sustainable development strategies and policies, including climate change, and identifying related risks and opportunities. At least once a year, ESG committee members are required to report to the Board on the progress of climate change related work at the meeting.

A STRATEGIES

As we know, climate change poses a variety of risks to our business and may lead to climate transition risks with potential financial implications. However, climate change will also create opportunities for us to innovate our business and help us transform into a low-carbon economic development model and maintain a leading position in the market. We identify and assess climate-related risks. According to the disclosure requirement of the Task Force on Climate-related Financial Disclosures (TCFD), we identify climate change issues that may have significant impacts in terms of physical and transition risks, and identify ESG risks in the real estate market and climate change risks as long-term emerging risks that have a significant impact on our future business and continue to monitor their potential financial impact and strive to seize relevant opportunities.

In order to effectively adapt to and mitigate the risks related to climate change, Country Garden has adopted measures including:

CLIMATE CHANGE ADAPTATION

- Assess the risks and opportunities brought about by climate change and deepen the understanding of the impacts of climate change on business operation as well as risks and opportunities for finance and take advantage of the opportunities presented by climate change
- Continue to optimise project design to prevent and mitigate the possible damages caused by climate change to newly constructed projects
- Make extreme weather management plans to deal with increasingly frequent extreme weather events caused by climate change. Such plans include the Emergency Plan for Biological Disasters, the Emergency Plan for Flood Disaster, the Guidelines for Extreme Weather (Typhoon) Warning (V. 2021) and the Notice on Strengthening Work Safety Under High Temperature and Other Extreme Weather.
- Formulate appropriate workflow and measures to prevent and mitigate the possible damages to existing properties and business

CLIMATE CHANGE MITIGATION

- Enhance research on and practice in green buildings and improve energy efficiency of buildings. In the development of new projects, we integrate the concept of green building into the building design. We adhere to the principle of prioritising passive energy-saving buildings and optimising active energysaving buildings. The building envelope, equipment selection and overall building design will be guided by the national energy-saving design standards.
- Take climate change into consideration in procurement and encourage the use of low-carbon and eco-friendly materials.
- Encourage staff, suppliers, homeowners, tenants and other clients to cut carbon emission in daily business activities.
- Promote the use of renewable resources, especially increase the use of solar energy by setting up solar photovoltaic systems on the roof and facade.

A RISK MANAGEMENT

Country Garden has established a sound risk management framework and a comprehensive process for risk identification, assessment and management. We identify major climate change risks based on the characteristics of main businesses, industry characteristics and regional climate conditions. We adopt response measures to adapt to and mitigate the identified climate-related risks. Relevant business departments are tasked with implementing and implementing feasible response plans.

More on our risk management for climate change inclusion can be found in this report, "Attention-To-Detail Governance — Running A Tight Ship".

A INDICATORS AND TARGETS

Country Garden actively responds to the national "double carbon" strategy, continuously discloses the greenhouse gas emission data of scope 1 and Scope 2, and pays attention to the emission reduction measures of Scope 3. We actively advocate green construction, green leasing, green product and green operation, and regularly carry out environmental performance evaluation, review the effectiveness of the plan and identify improvement plans. In the future, we will systematically promote the work for carbon neutrality by formulating short-, medium-, and long-term goals of carbon reduction, establish an incentive mechanism to link management performance with climate change and steadily promote climate change management, and vigorously supported the realization of the national "dual carbon" strategy.

Core indicators we concern:

INDICATOR(S)	UNIT
Greenhouse gas emissions (Scope 1 and 2)	tonne CO2e
Greenhouse gas emissions per million RMB of revenue	tonnes CO2e /million RMB
Total energy consumption	ĜЛ
Energy consumption intensity	GJ/million RMB

ECOLOGICAL CONSERVATION

We implement the laws and regulations including the Environmental Protection Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Wildlife and the Outline of Nature Conservation of the People's Republic of China. We conduct due diligence and ecological assessment of the development sites prior to identifying and managing potential impacts of business activities on biodiversity and ecosystems. With these efforts, we aim to ensure that the entire process of project advancement is in line with the principles of sustainable development and avoid adverse impacts on the ecological environment.

COMMITMENTS RELATED TO GREENFIELD DEVELOPMENTS Country Garden is committed to avoiding developing and encroaching farmland and green land. If the development is necessary, we will obtain approval from relevant departments in advance and minimise the impact on the green land and surrounding ecosystems in the subsequent development process of the project. For such brownfields as wasted industrial plant plots with soil pollution problems, we build a risk assessment system for contaminated plots, implement soil remediation plans in accordance with relevant regulations, and develop brownfield projects in compliance with regulations after passing third-party review.

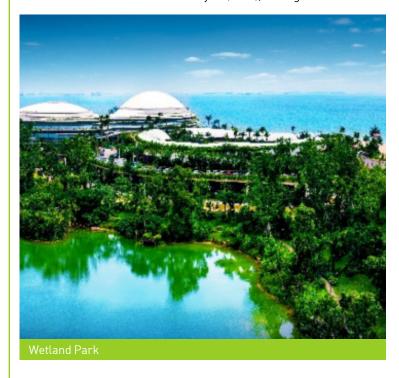
BIODIVERSITY PROTECTION

Country Garden has always adhered to the core concept of biodiversity conservation. When selecting sites for construction and conducting business, we strictly follow the assessment standards of relevant government departments. By doing so, we ensure that the selected land has no adverse impact on biodiversity, thus eliminating any possible adverse impact on biodiversity. In addition, we are involved in biodiversity conservation worldwide, and work hand in hand with many partners inside and outside the industry and academic institutions, including AES, DHI, University of Putra Malaysia and other first-class professional research institutions to explore and practice innovative pathways for biodiversity conservation.

▲ CASE: FOREST CITY PROJECT: SAFEGUARDING WETLANDS FOR ECOLOGICAL CONSERVATION

In the Forest City project, we plan and construct a wetland park covering an area of 31,000 square meters. This park is designed to protect biodiversity and has multiple functions such as regulating runoff, improving water quality, and regulating microclimate. To strengthen the protection of the marine ecosystem, we have established a partnership with Malaysia's leading seagrass research team from the Universiti Putra Malaysia (UPM), and signed a contract of

more than MYR 2.5 million to jointly cultivate the Forest City Seagrass Reserve. In addition, Forest City collaborates with international schools and local environmental organizations on a number of environmental projects, including activities to enhance residents' environmental awareness, environmental clean-up campaigns, mangrove planting, and seagrass conservation. The action serves as a concrete effort to protect our green home.





PEOPLE-ORIENTED COUNTRY GARDEN, YOUR COMPANION

Country Garden always upholds the philosophy of "caring about people, society and its employees", respecting, cultivating and caring about the talents. To comprehensively safeguard the rights and interests of employees, we create a humane and diversified communication platform to listen to the voices of employees, and we care for the health and wellbeing of our employees. We develop a robust training system and a fair, just and open promotion mechanism for our employees to help them release their potential and value, and strive to create A diverse, equitable, harmonious, and healthy working environment.

TOPICS DISCUSSED IN THIS CHAPTER

Employee Health and Safety
Labor Rights and Interests
Employee Welfare and Care
Employment Practices
Diversity, Equality, and Inclusion
Employee Training and Developmen

SDGS DISCUSSED IN THIS CHAPTER















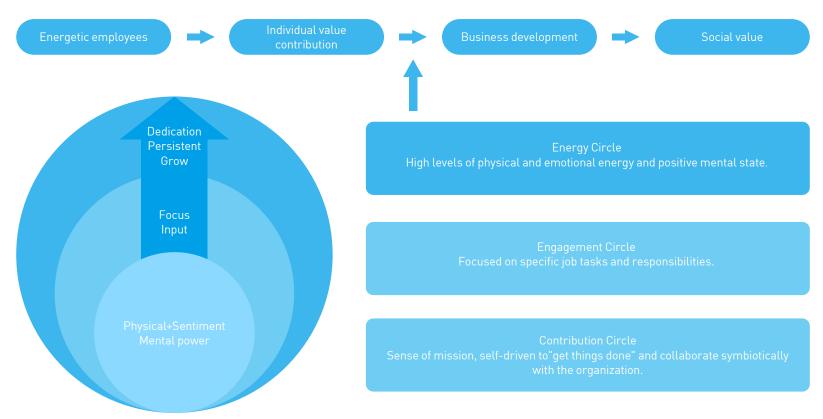
FEATURE: CORPORATE CULTURE TO UNITE STRENGTHS

Aware of the importance of building corporate culture, Country Garden continues to carry out a series of activities, such as the special survey on the vitality of employees, occupation heroes selection and engineer cultural festival, to enrich and promote corporate culture. At Country Garden, scientific management and corporate culture play an important role in releasing employees' vitality and strengthening team cohesion, which can contribute to our long-term and steady development.

SCIENTIFIC MANAGEMENT FOR HIGHER VITALITY

Employee vitality is the key to connect employees. It also helps to facilitate Country Garden's steady and long-term development, achieve strategic success, and is an important manifestation of enterprise vitality. Country Garden continues to pay attention to the vitality of employees. Based on the "Country Garden Employee Vitality Management Onion Rings" and the "STOC Diamond Model", we verify the vitality level of employees and their vitality influence factors from the three dimensions of energy, engagement and contribution and four levels of strategy, organisation, culture and talent, to quickly stimulate the "inactive employees" and enable them to realize their own value in work and grow together with the company.

COUNTRY GARDEN EMPLOYEE VITALITY MANAGEMENT ONION RINGS



Note: As the level of energy increases, the individual's influence within the group also increases.

STOC DIAMOND MODEL



Organization An organization should be invincible like a diamond.

Talent/Culture Talent and culture are the two essential elements of diamond.

Employees Employees, like atoms in a crystal structure, form connections through shared values.

In 2023, Country Garden updated its employee vitality questionnaire, launched and completed the "Annual Special Survey on the Vitality of Employees" for all employees. During the survey, 4,416 effective questionnaires were collected, covering 100% of the Group's domestic regions.

The survey shows that the average employee validity level is 83.58%, unchanged from that of the same period in 2022. The validity level is classified as "energetic (87.66%) > dedicated (86.23%) > engaged (84.57%)".

Compared to 2022,

employees' perception of the value of and enthusiasm for their work have increased significantly (up 4%),

but they are generally slightly less engaged in their work (down 2%) due to the macroeconomic downturn and continued industry slowdown.

To constantly inspire the teams within organisations at all levels, and enhance their cohesion and stability, we include the team cohesion and stability as a criterion in the performance appraisal of human resources and administration leaders. We also help regional responsible persons formulate and implement the employee vitality improvement plan based on the front line reality and the survey results, as well as feedback and analysis of the survey.



AS THE ROLE MODELS

Country Garden attaches great importance to the creation and value of every employee. To effectively motivate excellent employees and make corporate models, the Group annually selects "Occupation Heroes" to recognise those who play an exemplary role at the grassroots level. Role models are influential in encouraging employee development, which is conducive to creating an innovative, enterprising and cohesive working environment.

This year, the Group carried out the "Occupation Heroes" selection with the theme of "extraordinary heroes in ordinary posts" across 66 units of the Group. 77 employees were finally selected as role models after several levels of screening and evaluation. These heroes have demonstrated exceptional competence and spirit in their roles, and we have designed exclusive badges to recognise their hard work and outstanding achievements.



ENGINEER CULTURAL FESTIVAL FOR REINFORCED CULTURE

In order to convey the spirit of ingenuity and move towards the era of quality, Country Garden defines the third Friday of April every year as the "Engineer Cultural Festival". 2023 is the third year for Country Garden Group to host the "Engineer Cultural Festival". We have cultivated a group of ingenuity engineers. "Craftsmanship" is not only the original aspiration of the Group founder, but also the mission of every Country Garden engineer.

On 21 April 2023, with the solemn oath of more than 10,000 engineers, the third Engineer Cultural Festival of Country Garden Group was officially launched under the theme of "putting customer first and quality at the centre". Country Garden organised over 10,000 engineers to participate in the festival for a period of three months, focusing on top-down benchmarking selection, knowledge competition, expert sharing and other activities around the engineering line. In the end, 203 "Ingenuity Engineers" were selected and this event helps to create an engineering culture at Country Garden that focuses on "Craftsmanship".



A EMPOWERING MANAGEMENT THROUGH DIGITAL SYSTEM

To comprehensively improve the efficiency of human resource management, Country Garden uses digitalisation and information technology to build HR information platforms, i.e., "talent profile", "talent cloud", "learning cloud" and "talent box" to comprehensively improve the management efficiency of HR departments, empower employees to learn, grow and make wise decisions, and promote the scientific development of Country Garden talent system and corporate business.

TALENT PROFILE SYSTEM

We have established a "key talent profile system" to effectively improve the information management efficiency of key talents and help them grow and develop.

TALENT CLOUD SYSTEM

We put in place a brand new talent deployment system and realise the all-scenario online deployment of talent deployment through such core functions as the fusion of recruitment channels, unified talent deployment process, talent resources sharing, and AI- empowered recruitment. We also build a complete ecological system of talent deployment by launching an official recruitment website and Wechat official website to realise all-around digital transformation of talent deployment.

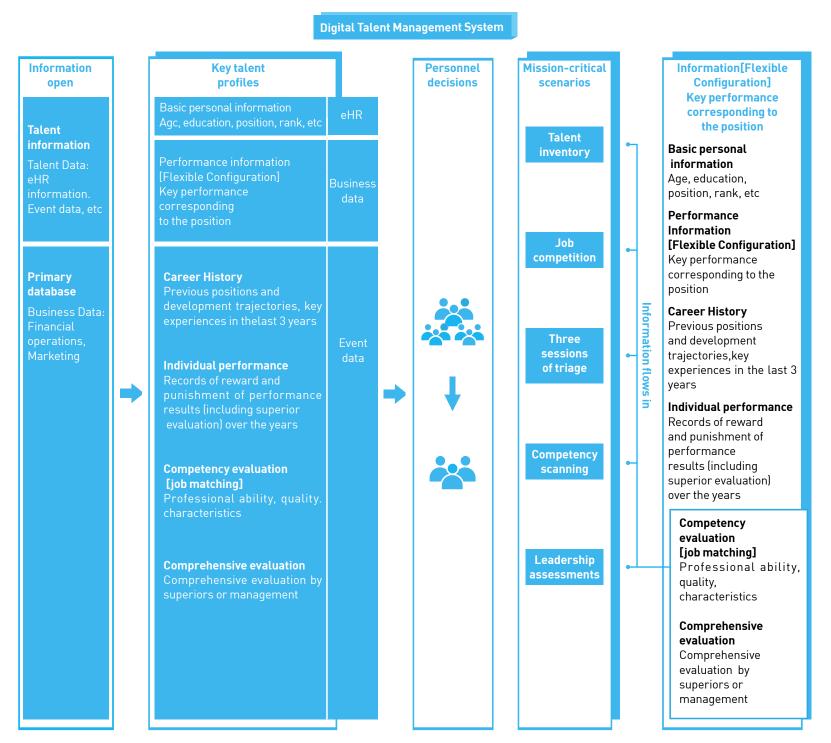
LEARNING CLOUD SYSTEM

This system supports various learning scenarios such as online learning, intensive training, and 020 hybrid projects and meets the needs of employees to learn anytime and anywhere. It covers a series of learning management tools, such as knowledge management, training management, certification management, etc., and comprehensively improves the efficiency of learning management

TALENT BOX

It realises the whole-process online management of talent activities, paperless office and a closed-loop business line, and standardises the management of talent activities while implementing the principles of openness, fairness and justice in talent selection. With this tool, we have seen manual labour time considerably reduced and efficiency of judges, employees, and HR-organised activities all significantly improved, with efficiency improvement rate over 80%.

In addition, Country Garden establishes a digital talent management system to build key talent profiles, and mission-critical scenarios including service talent inventory, job competition and competency scanning using automated and intelligent techniques. The system will help the Group formulate appropriate incentive and development plans, improve the efficiency of corporate management, and enhance employee satisfaction.

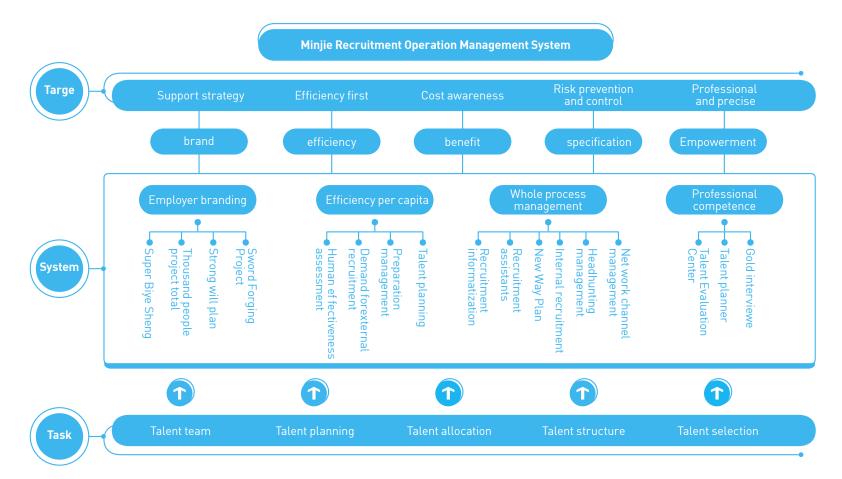


MORALITY AS THE TOP STANDARD FOR RECRUITING

Human capital is critical to the continuous improvement of competitiveness and the sustainable development of Country Garden. We develop talent attraction plans and actions, and establish an advanced and agile recruitment system to build high-quality talent teams and create an employment relationship of mutual achievement and growth to attract and retain talents.

A CAREERS AT COUNTRY GARDEN

Country Garden values employer brand building. We initiate talent recruitment and collaboration programmes, and continue to explore the development of a diversified talent pool. We pursue corporate development without losing sight of our social responsibilities. We create jobs for local communities through our localised recruitment strategy, aiming to promote local economic prosperity and social progress.



▲ KEY PERFORMANCE

As of December 31, 2023, Country Garden's real estate business (overseas and Hong Kong SAR) has hired 83.4% of its workforce locally.

A EQUAL EMPLOYMENT

Country Garden always adheres to the employment principle of "legal compliance, equality and fairness", and recruits in strict compliance with the Labour Law of the People's Republic of China, the Labour Contract Law of the People's Republic of China and other regulations. At the same time, we have formulated and implemented the Country Garden Measures for Recruitment Management, the Employee Handbook and other internal policies. We undertake that we will never differentiate applicants by their gender, age, religion, ethnicity, family or health conditions. We are also committed to providing diversified and equal opportunities for employees, and ensuring they are treated fairly and with respect.

We strictly implement policies such as the Provisions on Prohibition of Child Labour, and prudently verify the age of candidates during the recruitment process by checking their ID cards and educational certificates to ensure that they meet the legal minimum working age requirements. We clearly specify information such as the location, timing, and labor compensation of employment, as well as relevant regulations on overtime work, to avoid forced labor. We resolutely oppose illegal acts such as employing child labor and forced labor, and regularly review our recruitment processes to ensure the effectiveness of measures to prevent the employment of child labor and forced labor. In the event of any such discoveries, we will pursue the responsibility of relevant individuals and organizations.

▲ KEY PERFORMANCE

In 2023, no business, operational site, or supplier with significant risks of employing child labor or using forced labor was identified, and no incidents of employing child labor or using forced labor were reported.

The signing rate of employee labor contracts reached 100%.

RESPECTING TALENTS

Country Garden adheres to the people-oriented philosophy, firmly safeguarding and fully respecting the legitimate rights and interests of every employee. We respect, appreciate, and encourage diversity among employees, and are committed to building an inclusive workplace. With the goal of achieving harmonious and win-win outcomes with employees, we provide them with secure compensation and welfare systems, establish a comprehensive occupational health and safety management system, and sincerely listen to their voices through multiple channels, in order to enhance their sense of happiness and belonging.

A PROTECTING BASIC RIGHTS AND INTERESTS

At Country Garden, it is important for us to protect employees' rights and interests to achieve stable development and sustainable progress. We continue to improve the system for protecting the rights and interests of employees by establishing sound policies and processes to ensure that their efforts are rewarded with equal respect and appropriate remuneration. In doing so, we fulfil the commitment to valuing talents and respecting contributions.

EMPLOYEE RIGHTS PROTECTION AND WELFARE

SIGNING LABOUR CONTRACTS

In accordance with the principles of equality, voluntariness and consensus, a labour contract is signed between the Group and the employee on the day the employee joins the company. The contract will specify the rights and obligations of both parties.

STANDARDISING RELATIONSHIP MANAGEMENT

Prepare and update the Country Garden Holdings Employee Relationship Management Policy, which clarifies the processes for the establishment, dissolution and termination of labour relationships, and regulates the employment management and labour relationship management within the Group.

PROTECTING EMPLOYEE PRIVACY

Formulate the Management Measures for the Collection and Change of Employee Information of Country Garden Holdings to standardise the information management requirements for the collection and change of employee information, and to ensure the authenticity, integrity, security and confidentiality of employee information.

REMUNERATION AND INCENTIVES OF EMPLOYEES

In line with the principle of marketisation, we offer competitive remuneration in the industry and conduct fair and impartial performance appraisal. We have formulated and implemented internal policies such as the Remuneration Management Policy of Country Garden Holdings and the Management Measures for Employee Performance Appraisal of Country Garden Holdings. Our employees will be assessed based on position, market, performance and ability to ensure that their salaries are commensurate with their abilities and performance, and thus to inspire them to give full play to their self-motivation.

HOLIDAYS

We abide by the relevant laws and regulations, including the Regulation on Public Holidays for National Annual Festivals and Memorial Days, the Regulation on Paid Annual Leave for Employees, and the Measures for Implementation on Paid Annual Leave for Employees of Enterprises. In addition, we have formulated the Management Measures for Attendance and Leave of Country Garden Holdings, which classifies the leave into statutory holidays, sick leave, personal leave, marriage leave, bereavement leave, maternity leave, paternity leave, prenatal check-up leave, parental leave, work-related injury leave, leave in lieu, and annual leave, and clearly stipulates that both male and female employees who meet the requirements for leave are entitled to parental leave in accordance with local policies.

SOCIAL SECURITY AND PROVIDENT FUND

Provide employees with pension insurance, medical insurance, work-related injury insurance, unemployment insurance, maternity insurance and housing provident fund and other related items, and pay social insurance and provident fund fees in accordance with the law.

OTHER BENEFITS

Formulate the Management Measures for Employee Benefits and Subsidies, and provide benefits such as commercial insurance, canteen or meal subsidies, dormitory or accommodation subsidies, high temperature/heating allowances, and physical examination.

DIVERSITY AND INCLUSION

As one of the members engaging in the United Nation's Global Compact, Country Garden has actively complied with the fundamental principles of the UN Global Compact as well as initiatives at home and abroad with regard to human rights and employee rights, so as to fully protect the basic human rights of employees. We adopt a zero-tolerance policy towards discrimination and harassment in the workplace, recruit underprivileged people, and advocate creating an equal, diversified, harmonious and inclusive working environment.

We attach great importance to the rights and needs of female employees, strictly abide by the laws and regulations of our operating locations, such as the "Regulations on Population and Family Planning of the People's Republic of China" and the "Special Provisions on Labor Protection for Female Employees", and provide comprehensive welfare and support for female employees in accordance with the law, including maternity leave, maternity allowance, childcare leave, etc. We strive to provide a caring and comfortable working environment as well as equal and fair development opportunities for female employees. Through diversified care measures for female employees, we are committed to helping them find a balance between work and life, enabling them to be more confident and composed on their career paths, and supporting the "power of women" in the workplace.

DIVERSITY, EQUALITY, AND INCLUSION INITIATIVES

EQUITY AND DIVERSITY

- Adhering to the concept of gender equality, we constantly raise the proportion of women among senior management to promote gender equality in the workplace.
- We set up service facilities such as baby care rooms, parking spaces and food windows at the canteen for pregnant employees, and we provide various exclusive benefits for female employees, including health lectures, daily necessities, and special "goddess meals". Additionally, we have established the "Female Employee's Day" to distribute gifts and organize exclusive activities for our female employees.
- We value and respect the cultural traditions and rituals of ethnic minorities including their dietary habits by setting up special food windows for them at our canteens.

ANTI-DISCRIMINATION AND ANTI-HARASSMENT

- We oppose discrimination in the workplace and will not differentiate employees by their gender, age, religion, ethnicity, family or health conditions when recruiting or promoting them.
- We prohibit harassment in the workplace and set out the relevant requirements in our Employee Handbook, the Employee Codes of Conduct, the Accountability Measures for Violation of Rules and Regulations by Employees of Country Garden and other policies, along with the reporting channels and punishment mechanism.
- We regularly provide education and training to employees to advocate that everyone is responsible for anti-discrimination and anti-harassment.

HIRING PEOPLE WITH DISABILITIES

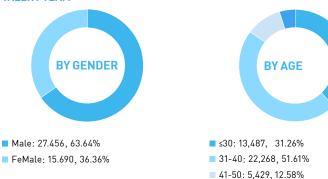
- In active response to the national call, we maintain close contact with local social security bureaus and neighbourhood committees to facilitate the employment of people with disabilities.
- We have established the "Veteran Employment Plan" to recruit veterans and engineers to participate in smart construction projects, and signed an agreement with the Ministry of Veterans Affairs of the People's Republic of China to become one of the "National Ex-Servicemen Employment Cooperative Enterprises".
- We assign people with disabilities to appropriate positions based on the characteristics and needs of our business lines, and provide them with corresponding skills training, so that they can realise their labour value.

HUMAN RIGHTS PROTECTION

- We attach importance to both human rights protection and business operation, and disclose our commitment and actions in the field of human rights.
- We include the items of employees' working time and working environment into the Labour Contracts and relevant policies, so as to further implement the work of human rights protection.
- We respect employees' freedom to join associations, safeguarding their rights in participating in different organisations, labour unions, and employee representative conferences, among others. Up to now, Country Garden has set up its labour union and various employee associations.

As of December 31, 2023, Country Garden has employed a total of 43,146 full-time employees, and has established a diversified, professional, and inclusive talent team:

TALENT TEAM







- Junior employees: 31,802, 73.71% Middle management: 10,990, 25.47%
- Senior management: 354, 0.82%
- Chinese mainland: 42,351, 98.16%
- Hong Kong, Macao and Taiwan: 16, 0.04%
- Overseas: 779, 1.80%

■ ≥51: 1,962, 4.55%

▲ KEY PERFORMANCE

- As of December 31, 2023, Women have accounted for 20% and 18% of the Group's middle management and senior management, respectively. The pay ratio of male and female employees is equal to 1:1.
- The Group has employed an average of about "103" people with disabilities each year for the past five years.
- In 2023, there were 1,876 ethnic minority employees in our company.
- In 2023, there were no discrimination and harassment related incidents this year.
- Over 50% of the Group's employees joined the labour union.

A OCCUPATIONAL HEALTH AND SAFETY

Country Garden firmly sticks to the safety red-line, and strictly conforms to the Work Safety Law of the People's Republic of China, the Fire Prevention Law of the People's Republic of China, the Law of the People's Republic of China on Prevention and Control of Occupational Diseases, and other laws and regulations. Besides, internal policies such as the Country Garden Group Safety and Civilisation Measures Standardisation Manual, and the Country Garden Group Operation Management Policy have been put into force. By setting up extensive and systematic indicators for health and safety management, Country Garden practises safety management in its operations, so as to protect contractors' and all Country Garden employees' occupational health and safety. In 2023, Giant Leap, a subsidiary of the Group, obtained the ISO 45001 Occupational Health and safety management system certification.



Occupational Health and Safety Management System Certification

Country Garden has formulated a health & safety strategy, taking "early prevention, strict control and stringent policy" as the core of safety production and upholding the "safety first and people-oriented" philosophy to guide and guarantee safety and get all staff engaged in safety management. We continuously improve the management of occupational health and safety metrics, monitor the occupational death rate including contractors' employees, and set up mid-to long-term and long-term safety targets to improve our safety management.

Mid- to Long-Term Safety Targets

2035 target: to eliminate the occurrence of fatal occupational injuries, and to keep the annual accident rate per one million square meters below 0.03:

2025 target: zero major (or above) safety production accidents, and the annual accident rate per one million square meters will be kept below 0.05

ong-Term Safety Target

"Zero death or injury in safe production.

Country Garden adopts comprehensive occupational safety measures and strengthens work safety management to protect employees' occupational health and safety and promote the achievement of safety targets.

OCCUPATIONAL SAFETY MEASURES

VERIFICATION MECHANISM FOR SAFETY MEASURES

- Check the production safety mechanism, assess the implementation of the mechanisms, and add and improve relevant policies and systems each year;
- Continue to improve a number of safety management systems, put into practise a number of safety-related incentive and punitive measures, and provide comprehensive institutional support for safety management from various perspectives, such as safety management mechanism, supervision mechanism and performance incentives.

SAFETY INSPECTION AND SUPERVISION

- Take inspection measures such as unannounced safety inspection, third-party project patrol inspection, joint safety inspection, and joint safety guarantee;
- In case of a safety accident, the Group would immediately carry out an investigation, have an interview with the deputy general manager-level leader of the department responsible for the accident, and demand corrective actions; make such penalty decisions as prohibiting bidding for half a year to one year or putting it on the blacklist of the Group, considering whether the management behaviour is appropriate.

SENIOR MANAGEMENT SUPERVISING SAFETY WORK

- Regularly conduct executive safety supervision for our ordinary employees to raise and enhance senior management's attention to safety work, and awareness of the first-line work;
- Our Group President leads a team to construction sites to check the safety work on a quarterly basis, publicising the Group's safety culture and supervising the safe production of the region and projects;
- Our Regional Presidents and Regional Operational Heads lead teams to construction sites to check the safety work on a monthly basis, supervising and directing the implementation of the Group's various safety control measures and safety management systems to effectively enhance the Group's control on project safety work.

SAFETY PERFORMANCE-RELATED SALARY AND INCENTIVES

- Hold senior executives accountable for safety management and link their salaries with safety performance;
- In case of a safety accident, in accordance with the Safety Production Management Policy, the Group imposes different degrees of economic penalties (deduction of bonus, etc.) and administrative penalties (demotion or dismissal, etc.) on regional presidents, regional officials in charge of safety-related issues, regional safety managers and project managers, depending on the severity of the accident. The Group will also cancel the current operation incentive, the achievement sharing, and the qualification for competition of regional projects.

CONTRACTORS' SAFETY MANAGEMENT

- Specify the health and safety standards in the agreements signed with contractors, and attach great importance to the implementation of occupational health and safety of contractors' employees;
- Adopt a whitelist mechanism, evaluate the health and safetyrelated implementation of the contractors and make public the red and black lists in each region on a monthly basis, and have an interview with contractors who perform poorly in this regard;
- In the event of a safety accident or failure to follow the information reporting mechanism, the Group will take measures including public criticism and punishment;
- During the cooperation, the Risk Control Audit and Supervision Centre makes sustained efforts to supervise the health and safety work of our contractors, and the audit line will carry out effective intervention and supervision according to the reporting and punishment of safety accidents in a closed-loop management.

HEALTH & SAFETY MANAGEMENT CERTIFICATION

 Encourage the business segments within the Group to obtain health and safety management certification, and plan to further expand the number and the coverage of occupational health and safety management system certifications including OHSAS 18001 and ISO 45001.

SAFETY PUBLICITY

- Strengthen the cultivation of safety culture in daily work, introduce
 the "Four Ones" principle, regularly carry out safety education,
 and promote the "Guardian" culture, so that employees can really
 pay attention to safety and take the initiative with enthusiasm to
 ensure safety;
- Regularly organise routine safety training for all employees, including quarterly Group training by the Production Safety Committee, safety lectures by regional presidents every six months, quarterly safety summary and skill training by project managers, as well as weekly safety training for operating production lines. In addition, we carry out targeted safety training for employees at different levels.

In addition, adhering to the fundamental philosophy of "people-oriented and treating employees well," we continuously implement an annual health check-up welfare system, providing employees with discounted prices for medical examinations and expanding the scope of cooperation with medical institutions to ensure their physical health. In 2023, we organized all employees to participate in the annual physical examination, achieving a 100% coverage rate.

▲ KEY PERFORMANCE

- In the past three years, including this year, there have been no workrelated fatal accidents.
- The coverage rate of employee physical examination is 100%.
- In 2023, the Group organised safety publicity training, including 4 training sessions for the Work Safety Committee, 11 training sessions for special operations, and 14 training sessions focusing on regions and subsidiaries.
- During the year, there were 31 lectures by regional presidents, 389 regional special lectures, and 3,438 sessions of safety education conferences organised by project managers.

A LISTENING TO THE EMPLOYEES

Country Garden advocates a simple, equal and result-oriented corporate culture and communication atmosphere, and takes the initiative to develop smooth and diversified communication channels. We keep organising exchange activities such as "Meet with CEO" and "Meet with Senior Executives" to facilitate communication between employees and the management.

▲ CASE: LISTENING TO THE EMPLOYEES TO BUILD A BRIGHTER FUTURE

In 2023, the Group organised the "Meet with Senior Executives" activity, inviting a total of 8 senior executives of the Group to interact with employees to understand their expectations and demands. More than 20,000 feedback suggestions were given during the activity, of which more than 6,500 suggestions were effective, and the activity received an overall satisfaction score of more than 99.0. The opinions and suggestions of employees collected in this activity provide effective reference for the Group to enhance employee satisfaction in a refined, scientific and humanised manner.

Country Garden has put into use the "Intelligent Consulting Platform for Human Resources and Administrative Affairs" that centres on employee satisfaction and experience. The platform provides over 1,000 employee-targeted Q&As and five multi-task scenarios for quick inquiry and chats. It extends communication channels for employees through AI Q&A, online manual customer service, face-to-face consultation and popup windows for professional questions. It is a consulting platform that enables employees to communicate more efficiently and directly, creating an atmosphere that encourages open dialogue.



Country Garden continues to conduct the employee vitality survey, and takes measures to prevent the risks of "burnout" and "decreased vitality". We adjust our talent management strategies to reflect changes in the characteristics of employees in order to attract and retain outstanding talents. At the same time, we run a number of activities, such as the Engineer Cultural Festival, the Ingenuity Engineer Selection, the Occupation Heroes Selection and the Top 100 Lecturers Selection, to encourage employees with "small wins", so that their efforts can be seen and team cohesion can be strengthened.

In addition, We respect employees' freedom of association and implement democratic management mechanisms. In 2006, Country Garden Group established its trade union to provide inclusive, regular, and precise services to employees, encourage them to voice their opinions and feedback, fully safeguard their rights to know, participate, express, and supervise, and firmly protect their legitimate rights and interests.

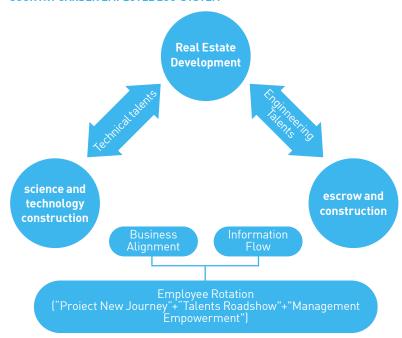
TALENT DEVELOPMENT AS A PRIORITY

Country Garden recognises that talent training is crucial to the sustainable development of an enterprise, and is committed to providing its employees with rich learning resources and broad space for development. After studying the key capabilities required for employees at various stages of their career development, we develop relevant learning and training courses, and establish a comprehensive and multi-level talent training system to help employees improve their competitiveness in the workplace. Adhering to the talent concept of "not sticking to one pattern and promoting the competent person", we have established an open, fair and equitable talent selection and promotion system to promote talent development and management.

A CLEAR DEVELOPMENT LADDER FOR EMPLOYEES

Country Garden values talent development and is committed to providing an equal and open career platform to encourage outstanding talent to fully exert their strengths. To ensure that every employee can apply their strengths at the right position, we propose a concept of professional grid development to smoothen the channels for all-round flow of talents. In 2023, based on the Group's new development strategy of "One body, two wings," we vigorously promoted resource sharing between the main real estate business and new businesses, established an efficient and collaborative training mechanism and talent pipeline, and took practical actions to support employees in exploring more possibilities. We tapped into the potential of employees in construction technology, agency management, and other areas, encouraged them to pursue cross-field and cross-disciplinary development, smoothed the flow of talent in all directions, and built a high-quality "Country Garden Employee Eco-System."

COUNTRY GARDEN EMPLOYEE ECO-SYSTEM



▲ KEY PERFORMANCE

In 2023, **1,000** employees in Country Garden realised career grid development, among whom **20%** were above the manager level.

A ENRICH TRAINING FOR EMPLOYEE

Upholding the concept of "win-win development for the enterprise and employees", Country Garden has established a comprehensive talent training system to help employees develop into highly competitive talents and provide them with a wide space for career development. The Group has developed training programmes for employees at different stages of their careers to help them improve their professional and management skills and become competent in their jobs.

In 2023, to ensure the effectiveness of employee training and development plans, we conducted a comprehensive review of these plans, utilizing a questionnaire survey to ensure objectivity and comprehensiveness in the review process.

REVIEW PROCESS FOR EMPLOYEE TRAINING AND DEVELOPMENT PLANS

SATISFACTION SURVEY

By means of questionnaires, we get to know the implementation of employee training and development plans, and understand employee satisfaction and feedback on the Group's training plans, course content, lecturer resources, etc. This research helped us to identify problems and deficiencies in the plan and provided suggestions for subsequent improvement.



Based on the results of the internal review and the employee satisfaction survey, we have developed a series of improvement plans, including optimising the content of the training courses, upskilling lecturers, adapting training methods and approaches, and strengthening the assessment of training effects. At the same time, in response to the issues identified in the employee feedback, we formulated appropriate improvement measures to increase employee satisfaction with the training plan.

In the future, we will focus on implementing training and learning development projects centered around "ensuring delivery" and integrating employee training and development plans with the Group's strategic objectives. At the same time, we will continue to pay attention to employees' capability growth and development needs, establish learning programs aimed at improving relevant skills, and promote individual growth among employees.

▲ TALENT TRAINING SYSTEM

To effectively operate the talent cultivation system and consolidate the "hematopoietic" function of core talents, we implement lifecycle management for the development of key position talents.

PROJECT GENERAL MANAGER LIFECYCLE MANAGEMENT SYSTEM:

To strengthen project general manager capacity building, we have introduced three special management measures to clarify the basic qualifications for appointment, sort out key management points, unify management requirements, and conduct multi-dimensional evaluations. This will promote the positive and healthy development of talents and enhance their marginal contribution to value. We strictly follow the Measures for the Administration of Professional Qualifications to regulate the qualification management of project managers and to ensure that the appointment standards are strictly enforced. Meanwhile, in accordance with the Performance Management Measures, we continue to monitor the performance output of key positions and the achievement of goals, so that we can identify and solve problems promptly. In addition, we have established a multi-dimensional evaluation system for project managers, as stipulated in the Leadership and Organisational Power Evaluation Measures, so as to accurately identify and improve their shortcomings.

REGIONAL PRESIDENT MANAGEMENT STRATEGY :

We use a full-cycle management strategy for our regional president team, which aims to improve the quality of the team and clarify its responsibilities. For regional presidents in office, we value their contributions and focus on their personal development. Regarding the resigning regional presidents, we pay close attention to their past accomplishments and clarify their future responsibilities. For the president of the backup area, we will focus on his or her development and growth.

MANAGEMENT MODEL FOR HEADS OF VARIOUS PROFESSIONAL LINES:

We actively optimize the management model for heads of various professional lines to continuously cultivate resilient and capable middle-level management. Firstly, we strengthen their sense of responsibility, clarify job responsibilities, and enhance performance management. Secondly, we promote reverse evaluation and feedback within functional lines, allowing the first project leader to conduct satisfaction evaluations of the heads of regional functional lines, thus enhancing their professional capabilities and service quality. Additionally, we leverage vertical line training to enhance internal sharing within professional lines, discovering and sharing best practices and optimal paths that are "small but precise, practical, and worthy of emulation."

▲ FLEXIBLE UTILIZATION OF TRAINING RESOURCES

We have a high-quality and stable team of internal trainers, and all internally certified trainers have passed the certification and been awarded star trainer certificates. We manage internal certified trainers in accordance with the "Training Management System" and adopt incentive

measures such as paying course fees and conducting "Top 100 Lecturers "selection activities to support the construction of a high-quality team of internally certified trainers.

▲ CASE: "TEN YEARS OF DEDICATION - TRIBUTE TO ALL LECTURERS" TOP 100 LECTURERS SELECTION & LEARNING CULTURE MONTH

2023 is the 10th year since the concept that "everyone is a teacher and everyone is a learner" was put forward. In order to promote the culture of learning, to encourage the sharing and perception of knowledge, and to summarise and use the practical experience, Country Garden carried out the 2023 Top 100 Lecturers Selection & Learning Culture Month activity with the theme of "Ten Years

of Dedication - Tribute to All Lecturers". The "Top 100 Lecturers" were publicly announced and awarded with certificates of honour in recognition of their contribution to talent training. The courses selected in Country Garden's 2023 "Top 100 Lecturers" were toured as excellent courses during the Group's Learning Culture Month. Excellent experience can be shared in this way.



This year, we continue to introduce high-quality internal and external training resources, carry out diversified training, enhance the key abilities of talents, promote high-quality talent growth, and build a sustainable talent pipeline.

DIVERSITY TRAINING



Relying on its Learning Cloud platform, Country Garden encourages continuous learning among employees and launches special learning plans with different topics for employees of all levels. Employees can learn anytime, anywhere via computers and mobile devices.



To help front-line employees improve their problemsolving abilities, Country Garden continues to implement "vertical training" in various functional lines, including investment planning, operation management, financial management, and human resources and administration. BUSINESS TRAINING Focusing on the challenges faced by the front end of the business, Country Garden carried out specific training on topics of "Minimum Cost, Maximum Value", "Lean and Efficient Organisation" and "Concerted Efforts for Delivery", and shared best practise from the front-line of the business with employees to provide more ideas for solving business problems.

MANAGE-MENT TRAINING

For newly promoted managers, middle-level managers and employees interested in management improvement, Country Garden initiated various management empowerment training programmes, including "Function Transition Training Camp for New Managers", "Leadership Programme for Middle-Level Cadres" and "Career Advancement Training Camp".

MENTAL HEALTH TRAINING

Country Garden launched a series of psychology courses called "Workplace Mindset" to help employees change their mindset and ease emotional stress. At the same time, Country Garden also launched the "HRD Empowerment" special programme for employees in the human resources lines to enhance their professional skills.



▲ KEY PERFORMANCE

- In 2023, more than 98,000 employees studied on the Learning Cloud platform, accumulating more than 380,000 hours of learning.
- 2 vertical line training sessions were conducted, 29 training courses were issued for each functional line, a total of 6,976 participants were trained, and an average satisfaction score of 98.6 was received.
- Conducted empowerment programmes for the core management of subsidiaries, represented by the "Project Xinchen" and the "General Training Camp for Subsidiaries", and trained and exported more than 30 high-level management talents in 2023.
- Delivered the "Technology-enabled Construction Group 100+ Project General Manager Training Course", training a total of 412 project managers and 147 team leaders.
- Giant Leap held monthly knowledge lectures, covering 16,958 participants.

MANAGEMENT TEAM TRAINING PLAN

An excellent management talent team is the core driving force for the sustainable development of an enterprise. Country Garden has always been committed to building a management team with high professionalism, innovative spirit and excellent leadership, and has launched targeted management team training programmes, such as the "coaching by senior management" and the "coach with shared responsibility", to lay a solid foundation for the long-term development of the enterprise.

COACHING BY SENIOR MANAGEMENT

the Human Resources and Administration Centre of Country Garden Group officially launched the "Coaching by Senior Management", a senior management cultivation programme, in 2020, and cooperated with the School of Economics and Management, Tsinghua University to jointly launch the "Coaching by Senior Management-Advanced Course". After that, we follow the "Advanced Course" and "Courses for Beginners" modes to launch programmes. Through various forms, such as coaching by executives of the Group, case study and external training courses, this program aims at comprehensively improving the management, organisation, leadership and innovation capabilities of senior managers, incentivising key talents to play a key role and helping the Group achieve its strategic goals.

COACH WITH SHARED RESPONSIBILITY

The training is conducted in accordance with the One-year Target Schedule confirmed by the three parties of the coach, coachee, and their respective regional centres, and focuses on improving personal leadership, regional organisation capacity, and regional problem-solving capacity. The Human Resources Centre collects the coaching summary and regional improvement data and information on a quarterly basis through the online platform of the coaching centre, so as to ensure the quality and results of training.



▲ KEY PERFORMANCE

(Courses for Beginners)

Coaching by senior management: By the end of 2023, the program has trained a total of 208 trainees, produced 15 regional presidents, and developed over 150 high-quality courses.

A INSPIRING EMPLOYEES TO GROW

Country Garden strives to promote the continuous development of its employees and is committed to helping them map out and achieve career ambitions. To maximise the potential and motivation of employees, we implement a sophisticated and perfect employee assessment and incentive mechanism, conduct regular talent pool checks, and strengthen the professional qualification and capacities of personnel. In order to effectively manage and cultivate talents, we build a digital human resource management system, which enables us to digitally

manage employee information, and gain a deeper understanding of employees' skills and potential. We can then provide them with more appropriate training and development opportunities, thereby empowering the development of talents' abilities and achieving the sustainable development of employees and the Group.

▲ CLOSED-LOOP INCENTIVES & EVALUATION SYSTEM

In early 2023, the Group formulated and issued the Management Measures for Performance Appraisal of Country Garden Group, the Management Measures for Total Compensation and Benefits of Country Garden Group and other internal policies. In these policies, we establish standardised performance appraisal approaches and processes, and determine performance pay, promotion, salary adjustment and appraisals based on performance results, in order to realise closed-loop management and promote the development of talents.

CLOSED-LOOP INCENTIVES & EVALUATION SYSTEM



We conduct regular performance, career planning and development reviews. Performance appraisal is conducted every six months. Based on the appraisal, we will select employees who have demonstrated outstanding performance or value in front-line and management positions (approximately 25% of the workforce). In addition, we set up awards such as Outstanding Manager, Outstanding Employee, as well as special incentives to encourage employee growth and create value through the power of role models.

▲ TALENT POOL CHECKING SYSTEM

In order to identify high-potential talents at all levels and to focus on their development and empowerment, Country Garden carries out talent pool checking activities on an ongoing basis. The scope of talent pool checking is divided by regional sales scale, with classified and layered management, and focused more on the Group's talent needs. During the check, we continue to upgrade our talent standards according to the current situation of the industry and the Group's operation requirements, take into account the performance and potential of employees, to conduct scientific and reasonable dynamic assessments of personnel capabilities.

Retaining position and keep motivating Retaining position Retaining position Retaining position Special attention Special attention paid to cardidates ticking box 7,8 and 9 Empowerment and resources support Empowerment and resources support Empowerment and resources support Higher Performance target or internal transfer Flexible human resources

TARGETS AND PRINCIPLES APPLIED FOR TALENT POOL CHECKING

In addition, key talent profiles are updated on the Electronic Human Resource (eHR) system, and the results of the talent pool checking will be used as a reference for the Group to develop future talent development strategy and to make promotion and training decisions. This can help us to effectively attract and retain outstanding talents and realise the Group's values and goals.

KEY PERFORMANCE

In 2023, a total of **21** real estate areas have completed the talent pool checking activities (**100%** coverage rate).

Checking scope: the first person in charge of the project, the first person in charge of functional lines, the first person in charge of project engineering and other key talents.

▲ PROFESSIONAL QUALIFICATION CERTIFICATION MECHANISM

Country Garden puts a new premium on the professional capacity and job competence of the project managers and is continuously strengthening the professional qualification and capacities of personnel. Through hierarchical management, we comprehensively evaluate the qualification of project managers from the perspectives of basic literacy, key experience, past performance and bottom-line requirements.

POTENTIAL

We continue to implement the professional qualification certification mechanism. Based on the management review of the first person in charge of the projects and the research on critical groups in the previous year, we updated the "Professional Qualification Assessment Model for the First Person in Charge of the Project (Version 3.0)", and start to assess the qualifications of project managers on a quarterly basis. Meanwhile, the supporting professional qualification certification system is put into use, so that more efficient and accurate certification work can be achieved. This professional qualification certification mechanism helps the Group to successfully establish a baseline of competency standards for industry professionals and gain experience in recognising industry professionals, and laying a solid foundation for employees to further enhance their professional competitiveness.

▲ KEY PERFORMANCE

In 2023, a total of **350** times of participation passed the professional qualification certification.

CARE ABOUT EMPLOYEES

Country Garden create a comfortable, sunny, and warm working environment for employees, carry out diversified employee care and team-building activities to effectively meet their diversified and personalized needs. At the same time, we set up the "Employee Care Fund" to launch assistance programs for employees in need, providing them with corporate care and solid support full of warmth, thus enhancing their cohesion and sense of belonging.

WORK-LIFE BALANCE

Country Garden encourages employees to adhere to the philosophy of "happy work and healthy life". To show genuine care for employees and enrich their leisure time, the Group has established a Fengchang Club, and encourages employees to form or join clubs based on their own interests. To date, the Fengchang Fitness Club, Fengchang Ping-Pong Club, Fengchang Football Club, Fengchang Time Photography Club, Fengchang Music Club and others have been set up successively. We also take other steps to meet the multi-faceted needs of our employees by organising employee activities such as book clubs and fellowships. In this way, we help them achieve work-life balance and increase their happiness.





Fengchang Ping-Pong Club

Fengchang Football Club

▲ KEY PERFORMANCE

In 2023, Country Garden ran 20 headquarters clubs and hosted 100 regular activities, with 3,000 participants.

The regional club developed 121 societies.

Organized one "Ma Boyong Reader Meet-up" employee reading club event, with over 500 people participating on-site.

Conducted eight "Sidao Future Online Reading Club" activities, attracting nearly 900 participants in total.

GENUINE CARE AND SUPPORT

Country Garden advocates the spirit of teamwork, mutual assistance and collaboration, standing in solidarity with employees to overcome every difficulty together. We set up an Employee Aid Fund in 2008, funded by the Group, which also receives employee donations. We use the non-profit fund to help employees who become impoverished as a result of serious diseases and accidental injuries. By doing so, we create a corporate culture that values giving back to society, solidarity and love.

At the same time, in order to further implement the corporate spirit of Country Garden, which is "caring about people, society and its employees," we also set up the "Employee Care Fund" in 2020. Based on the existing basic welfare, we adhere to the principle of "universal benefit + incentive" to provide employees with support in five major directions, including medical funds, education funds, housing funds, cultural and tourism funds, and bravery funds. We also encourage employees to contribute back to society, enabling a virtuous cycle of love and care between the enterprise and society.

▲ KEY PERFORMANCE

By the end of 2023, **890** employees had received RMB **17,435** thousand granted by the Employee Aid Fund.

BENEFICENT COUNTRY GARDEN, SHARED HARMONY

Country Garden adheres to the corporate mission of "hoping that society will become better because of our existence", keeps up with the needs of the times, pays attention to social welfare, actively responds to the strategy of the National Central Bank, supports people's livelihood protection, and devotes itself to public welfare undertakings. Country Garden consolidates and expands cultural achievements from various aspects such as industry, talents, culture, ecology, and organization in the form of carrying out various public welfare projects, building a public welfare community, exploring social enterprises, charitable donations, and school-enterprise cooperation, to create a beautiful village suitable for living and working, and strive to build a harmonious and beautiful society. In addition, Country Garden actively participates in the construction of affordable housing, urban renovation and other projects, and takes positive actions to realize that all people have a place to live.

ISSUES COVERED IN THIS SECTION

Policy Response and Public Participation Public welfare charity and social services

SDGS ISSUES ADDRESSED IN THIS CHAPTER













FEATURE SEEKING CHANGE WHILE MAINTAINING STABILITY: A NEW CHAPTER IN RURAL REVITALISATION

2023 is the first year to fully implement the spirit of the 20th National Congress of the Communist Party of China, and it is also a year to start a new journey for PCE. Country Garden keeps up with the pace of the country, adheres to the implementation of the teacher strategy, takes the community of the elderly and the complex as the foundation of the teacher construction mechanism, and unites various forces to steadily promote the five revitalizations; Through the "1+5+N" ⁷ construction model, we will continue to explore and innovate, and solve the ST "equation" with diversified development ideas.

HELPING EAST-WEST COLLABORATION

Country Garden actively responds to the call of the Guangdong Provincial Party Committee for the "Highland Project of 100 Counties, 1000 Towns and 10,000 Villages", and continues to contribute to the cooperation between the local region of Guangdong and the east-west of "Guangdong-Guizhou" and "Guangdong-Guizhou", and promotes agricultural modernization and the coordinated development of regional urban and rural areas with practical action.

▲ KEY PERFORMANCE

By the end of the Reporting Period, Country Garden had pledged a total of RMB 4.24 billion at the Guangdong Poverty Alleviation and Relief Day.

7.1 leading is the leadership of party building, and the 5 major revitalization refers to industrial revitalization, talent revitalization, ecological revitalization, cultural revitalization, and organizational revitalization, and supporting the implementation of N-type projects of different grades according to local conditions.

A INNOVATION DRIVES RURAL DEVELOPMENT

In recent years, digital technology and e-commerce industries have flourished, and the use of new technologies and new platforms to innovate rural development models has become a new trend to promote the comprehensive revitalization of rural areas. Country Garden continues to promote the "1+5+N" model, tapping the potential of rural development from a new perspective and cultivating new momentum in rural areas by supporting rural cultural tourism, assisting in agricultural product technology research and development, and rural small, medium and micro enterprises.

▲ CASE: CONSTRUCT A MODEL OF LINKING AGRICULTURE WITH AGRICULTURE TO HELP UPGRADE CHARACTERISTIC INDUSTRIES IN VARIOUS COUNTIES

Combined with the resource endowment of Min County, through the introduction of technology, brand promotion, training, demonstration and promotion, etc., to create a "enterprise + base + rich leader + farmer" joint agricultural industry model, in Taijiang, Guizhou Province to build a sturgeon three production integration demonstration park to extend the industrial chain, expand local employment opportunities, in Yanggao County, Guangling County, Shanxi Province, support "Yanggao Red", "Guangling Yellow" tomatoes, yellow millet, daylily and other characteristic industries, play a demonstration role, drive the development of the industrial chain .



▲ KEY PERFORMANCE

By the end of the reporting period, we had engaged nearly 0.3 million farmer households in our farmer engagement and guidance project, supported 140 characteristic industrial projects nationwide, and helped the village collective economy to increase income by RMB 32 million.

SUPPORTING RURAL REVITALISATION

Country Garden responds to the national policy, deeply implements the overall requirements of the focus strategy, adheres to the guidance of party building, focuses on the five major areas of industry, talent, ecology, culture and organization, and gives full play to the company's expertise by integrating resources and gathering the strength of all parties, and solidly promotes one, explores one with Country Garden characteristics, and strives to solve the actual needs of rural people.

▲ CASE: FORGE A STRONG COMMUNITY OF STRENGTH, SHARE ENTERPRISE RESOURCES, AND MOBILIZE SOCIAL FORCES

We continue to promote the construction of a larger community, and under the guidance of governments at all levels, we actively drive more forces to participate one by one, play a platform role in the community, and participate in the preliminary planning and design of larger projects, infrastructure construction, and provide guidelines and specifications. In addition, it will open up industrial chain resources and customer resources, provide other community members with platform resource support such as capital, technology, market, talent, supporting facilities, and management, and unite community members to help hundreds of counties, thousands of towns and thousands of villages, and contribute to the comprehensive upgrading of agriculture, comprehensive progress in rural areas, and comprehensive development of farmers.

▲ KEY PERFORMANCE

By the end of the reporting period, Country Garden had teamed up with over 300 partners to work towards our common goal, including 40 universities and research institutes, 100 companies, 60 media and social organisations.

REVITALISATION THROUGH INDUSTRIAL DEVELOPMENT

Country Garden develops rural characteristic industries according to local conditions and is committed to exploring new rural business formats. Through the combination of industrial assistance to agriculture and science and technology to rejuvenate agriculture, we innovate consumption scenarios and broaden the boundaries of rural industries through Internet platforms, so as to promote the highlight of rural economy.

▲ CASE: INTEGRATE RESOURCES AND INNOVATE TO BUILD A CULTURAL AND TOURISM INDUSTRY ALLIANCE

In 2023, Country Garden will integrate internal and external resources and launch the "Bitu Concentric" Cultural Tourism Industry Alliance, aiming to empower the revitalization of rural industries with the organic integration of agriculture, culture and tourism, enhance the brand image of cultural tourism, and help improve the quality and efficiency of the cultural tourism industry. Relying on the comprehensive ability of the alliance platform to coordinate, integrate and provide back-up, the 17 member units of "Bitu Concentric" have broken resource barriers, gathered wisdom, and carried out a series of seminars and exchange and learning activities on the revitalization plan of the rural cultural tourism industry around digital cultural tourism, industrial operation, cultural mutual entertainment, etc...



REVITALISATION THROUGH ECO-SYSTEM BUILDING

We conform to the natural nature of the countryside and build a solid local ecological barrier with green development practices. Country Garden has long been committed to optimizing the rural landscape in many places across the country, carrying out infrastructure repair, environmental beautification, pollution control and other work in the local area, and at the same time, taking green ecology as the background, introducing rural e-commerce, green agricultural products, characteristic tourism and other industries, so as to realize the organic integration of people's prosperity and ecological beauty.

▲ CASE: WITH "GREEN" AS THE BASE, TAP THE ECOLOGICAL POTENTIAL OF RURAL AREAS

Under the guidance of the Guangdong Provincial Administration for Market Regulation, Country Garden has teamed up with the Baima Village Resident Township Help-Town and Village Task Force in Jiaoling County, Meizhou City, Guangdong Province, based on the principle of natural ecology, retaining the rural style, circulating 100 acres of abandoned land to rotate crops with local local elements such as rice and rape flowers, and building the Baima Agricultural Theme Park according to local conditions, respecting the rural texture, forming a harmonious and unified picture of mountains, rivers, forests, fields and lakes, and promoting the banana model of "agriculture + tourism". Through the operation model of "leading enterprises + village collectives + farmers", farmers can get a certain amount of rent every year, and at the same time give priority to hiring farmers, so as to achieve "leaving the land without leaving the hometown, employment without leaving home", so that capital can drive the villagers, and realize the transformation and upgrading of leisure agriculture and rural tourism

REVITALISATION THROUGH CULTURAL DEVELOPMENT

The colorful culture nurtured by the countryside is the carrier of local civilization and a unique and valuable resource. We actively participate in the construction of rural culture, deeply explore the connotation of traditional rural culture, and display the spiritual outlook and profound cultural heritage of the countryside through cultural activities and humanistic protection projects, so as to turn cultural self-confidence into the endogenous driving force of bribery.

▲ CASE: FORGING A "CULTURAL" SOUL AND REBUILDING CULTURAL CONFIDENCE IN RURAL AREAS

Country Garden strongly supports the inheritance and development of harmonious culture in Chaozhou City, Guangdong Province, and has assisted in 106 old house restoration projects. Through the "repair instead of rent" model, the cultural relics of the century-old house were repaired and the space was activated, and the cultural documentary program "China in the Hometown" with the theme of "Design and Reading the City" was promoted in Chaozhou, and cultural and creative competitions were held to help Chaoshan countryside lead the cultural development.



REVITALISATION THROUGH ORGANISATION CAPACITY BUILDING

Organizational revitalization is the main engine on the way, and it is also the basic guarantee to promote the sound operation of rural governance. For a long time, Country Garden has actively provided support for the construction of rural party branches, organized and carried out a series of work, including volunteer service for rural party members, training on governance ability of grassroots cadres, and innovation of rural governance models, so as to improve the level of good governance in rural areas and build stable and orderly rural communities.

▲ CASE: INNOVATE THE RURAL GOVERNANCE MODEL WITH THE POINT SYSTEM

Country Garden actively promotes the construction of rural customs and civilization and has invested in the construction of a total of 11 township customs and civilization point supermarkets in Taijiang County and Leishan County in Guizhou, and organized advanced selection activities such as new township sages in the new era to activate township rules and regulations and promote the integration of three governance.



▲ KEY PERFORMANCE

At present, more than 120 training courses for village Party secretaries have been delivered, training more than 35,000 county and village cadres and benefiting nearly 0.3 million people in need indirectly.

REVITALISATION THROUGH HUMAN RESOURCES DEVELOPMENT

We are gathering talent to build the foundation for revitalisation. To meet the Group's business and industrial development needs, Country Garden works hard to create more employment and self-employment opportunities in rural areas. The specific work we have done includes providing resource support for rural cultural and sports education, establishing dream incubation bases for rural children based on the Group's industrial strength, and producing comprehensive rural industrial talent through skill and knowledge training. Various measures are taken in parallel to build talent teams for rural areas and support the comprehensive rural revitalisation.

▲ KEY PERFORMANCE

IMPROVE THE LEVEL OF CULTURAL AND SPORTS EDUCATION IN RURAL AREAS:

In 57 counties in 12 provinces and autonomous regions, 134
 "Haven of Children's Heart" projects of the Communist Youth
 League have been established, carrying out 5,839 activities and
 serving 83,800 left-behind children.



Deng Gongqian of Donghua Town Central Primary School in Yingde City, Guangdong Province, learns from the teacher in the "Happy Keys" piano classroom

▲ KEY PERFORMANCE

22 "Happy Keys" piano classrooms have been set up across the country, and 60 "Du Feng Basketball Courts" have been built, benefiting more than 450,000 people.



NURTURING RURAL PUBLIC SERVICE TALENTS:

Continued to promote the "Rural Education Revitalization Principal Growth Plan" and provided training for nearly 4,500 rural principals and teachers.

EMPOWERING RURAL INDUSTRY TALENTS:

- Jointly with Tsinghua University, the "Leading Goose Talent Training Program" was launched to train nearly 150,000 industrial leaders and cadres in 174 counties and districts in 23 provinces across the country.
- We have carried out 105 training courses for wealthy leaders and trained more than 20,000 wealthy leaders and entrepreneurial youth.

NURTURING RURAL SKILLED TALENTS:

• Nationwide, 1,659 training sessions and 160 job fairs have been carried out, and 64,402 people have been promoted to find employment, including 9,897 people from poverty alleviation households.





★ SOCIAL CO-CONSTRUCTION AND SHARING

We actively undertake corporate social responsibility in real estate, promote the construction of affordable housing, provide comfortable basic housing for the masses, and meet the needs of the masses for safe housing.

CONSTRUCTION OF AFFORDABLE HOUSING

Country Garden actively responds to the call of the state to promote the affordable housing strategy and carries out local affordable housing construction projects to promote the solution of housing difficulties for new citizens such as migrant workers and newly employed college

students. In 2023, in the context of the launch of a new round of affordable housing construction, we will actively meet market demand and build affordable housing, resettlement housing and talent housing in core cities such as Shenzhen, in order to meet the housing needs of the people.

▲ CASE: URBAN TRANSFORMATION RESHAPES THE VALUE OF THE AREA

In July 2023, the first phase of resettlement housing in Yongsheng Village, Xiabei, Guicheng, Foshan City, was successfully delivered. In the face of this 200-year-old village, Country Garden fully respects the opinions of the villagers, conducts research in the early stage of the old village reconstruction project to understand the demands and expectations of the villagers, and becomes a cooperative development enterprise for the reconstruction of the old village with a consent rate of 93.09%.

Country Garden designs and constructs the community from the perspective of convenience and practicality, rejuvenating the old village into a vibrant new community, equipped with perfect infrastructure, and creating a safe, comfortable and healthy living environment for the villagers.

In addition to residential buildings, the project also plans to build a 42-class primary school and an 18-class kindergarten and a commercial carrier of about 150,000 square meters, with a view to promoting the development of the community economy and further activating the "hematopoietic" function of the city.



Construction and delivery drawings of the first phase of relocation houses in Yongsheng Village

▲ KEY PERFORMANCE

As of the end of 2023, Country Garden has built welfare housing projects in many places, with a cumulative construction area of 13.5 million square meters, including 7.6 million square meters

of resettlement housing, 2.57 million square meters of affordable housing, and 1.24 million square meters of talent housing.

★ CREATE A BETTER COMMUNITY TOGETHER

Country Garden continues to promote the "Building a Better Community Program", formulates training guidelines to improve the community volunteer training system, and strives to create a better community. On the one hand, we encourage our employees to participate in community volunteer activities and contribute to the development of community volunteer services, and on the other hand, we launch student assistance programs and healthy cultural and sports activities for the public to develop public welfare undertakings in a diversified way.

COMMUNITY SUSTAINABILITY

In order to provide for the elderly and the young, prevent epidemics and disasters, promote the sustainable development of the community, and contribute to the modernization of the country's grassroots governance system and governance capacity, we and the Youth Volunteer Action Guidance Center of the Central Committee of the Communist Youth League jointly launched the "Create a Better Community Plan" to build a CARE community, support grassroots volunteer service organizations to carry out volunteer services, activate the endogenous power of the community, and build a sustainable community that is child-friendly, elderly-friendly, resilient and ecologically beneficial.

Up to now, the project has supported more than 60 social organizations to participate in community governance, explored new models of community volunteer service in the new era, set up 226 resident volunteer service teams, with 72,851 community volunteers participating, carried out more than 5,387 activities, assisted nearly 5,000 communities to build red properties, and served more than 1.1 million residents by party member service teams.

▲ CASE: BUILDING BACKBONE VOLUNTEER TEAMS AND STRENGTHENING CAPACITY FOR BETTER COMMUNITY CO-GOVERNANCE

Country Garden conducts monthly training for volunteer backbones such as "Community Volunteer Academy" and "Spark Project" and drives community volunteer backbones to standardize and develop community volunteer service organizations through the combination of online and offline capacity building courses and incentive systems. As of December 31, 2023, Country Garden has provided training for more than 5,000 volunteers.







8."CARE" refers to "Child friendly Community", "Age friendly Community", "Resilient Community", and "Eco friendly Community".

CONSERVATION OF BIODIVERSITY

In addition, we are committed to extending the scope of the Group's philanthropic activities to a wider range of fields and promoting the formation of a philanthropic community. In 2023, Country Garden will continue to promote the "Sturgeon Dream of China, Protect the Yangtze River" public welfare project, and cooperate with more than 20 government agencies, enterprises and other organizations such as

the Minister of Agriculture and Fisheries Office, the Chinese Sturgeon Research Institute, China Post, Hubei Charity Federation, and the Yangtze River Ecological Conservation Foundation to further explore the cooperation framework and practical path for ecological protection of the Yangtze River in the form of carrying out release activities, holding forums, and promoting cultural and creative activities.

▲ CASE: THE "STURGEON" LINE BY TEAM TO JOINTLY PROTECT THE ECOLOGY OF THE YANGTZE RIVER

Country Garden and China Post jointly launched cultural and creative activities such as Chinese sturgeon postcards, commemorative stamps and popular science exhibition boards, and carried out interactive science popularization activities in 2,435 communities, enhancing community residents' understanding and awareness of Chinese sturgeon protection through interactive forms such as encouraging photo check-ins, postcard delivery, and knowledge quizzes, attracting more than 400,000 residents to participate and raising a total of 200,000 yuan.



Public Service Activities for Protecting Chinese Sturgeon



▲ KEY PERFORMANCE

- In 2023, Country Garden will hold scientific release activities for rare fish such as Chinese sturgeon in Wuhan, Jingzhou, Nanjing, Chongqing, Shanghai and other places on Chinese Sturgeon Day and National Fish Release Day, supporting the return of more than 240,000 rare fish and indigenous fish such as Chinese sturgeon and Yangtze sturgeon to the Yangtze River.
- More than 30 colleges and universities across the country have carried out volunteer publicity and quiz activities for the protection of Chinese sturgeons, attracting more than 50,000 college students to participate in the Q&A and publicity, creating a social atmosphere for the protection of Chinese sturgeons..

A INCLUSIVE EDUCATION

Considering the education needs of students from impoverished families, Country Garden sets up student aid foundations, runs courses and shares educational resources, providing students in need with targeted support.

STUDENT AID FOUNDATION	SUPPORT FORMS AND ACHIEVEMENTS
Zhongming University Student Bursary	It mainly provides development subsidies to college students from economically disadvantaged families in 23 colleges and universities, advocating "benefiting the society, giving back to the society, and passing on the love from generation to generation". Over the past 26 years, more than 12,500 students have been subsidized by the Chung Ming University Student Bursary.
Huiyan Education Scholarship Fund	Based on the "fund-aided, service-aided, and innovatively researched-aided" student aid system, it helps students in difficulty in Shunde District to change their fate with knowledge and supports the development of educational public welfare undertakings in Shunde District. Its kindergarten targets cover students in difficulty from kindergarten to university, and it has created a model of implementing student assistance to the whole county (district) and the whole school period in the country. In addition to providing scholarships and grants to students, the funds also support activities such as tutoring classes, interest classes, and summer camps. As of the reporting date, the Foundation has supported about 164,000 students in need in Shunde District, Foshan City.

Meanwhile, to support the training of professional talent for society, we work with universities and companies to establish special funds and implement talent training plans. By integrating educational resources, we help with preparing high-performing talent for all walks of life, thus ensuring a rich talent pool for the development of the society.

HONG HU PROJECT Co-sponsored by Country Garden, Beijing A total of 16 online and offline courses Foundation Evergreen Social Organization and 68 industry exchange activities have Service Center, the registered body of been held, with more than 89 well-known the Secretariat of the China Foundation experts in the charity industry participating Development Forum, etc., this growth system in the teachings, helping 544 new or is tailored for the new and reserve secretariesreserve secretaries-general from different general of the foundation, aiming to accompany foundations to grow. the new and reserve secretary-general to develop into outstanding foundation leaders with strategic vision and pattern.



A HEALTH AND SPORTS

We are committed to advocating the "healthy life" concept among the public. By holding a variety of interesting health sports activities, we combine sports for all and rural revitalisation, inviting the public to enjoy healthy sports in the beautiful natural and cultural environment in the countryside.

▲ CASE: ENJOYING HEALTHY LIFE IN LIANNAN

The "Dream Walker Fun Run" is a charity walking activity initiated by Country Garden in 2019. On April 16, 2023, we held a half marathon and Dream Walker Happy Run with the theme of "Colorful Yao Mountain,

Green and Beautiful Liannan" in Liannan Yao Autonomous County, Qingyuan City, Guangdong Province.



▲ KEY PERFORMANCE

Since its inception, the Dream Walker's Happy Run project has attracted 77,843 "dream walkers", who have left their footprints in more than 70 cities across the country. The total jogging distance has reached 128,267 kilometres.

ART AND CULTURE

Country Garden believes that humanistic care is the spiritual core of social development. We focus on traditional culture, promote the inheritance of culture through public welfare activities, and let traditional culture burst with vitality.

▲ CASE: SUPPORT THE PROTECTION OF CULTURAL RELICS OF THE DUNHUANG ACADEMY AND HELP TRADITIONAL CULTURE TO BE PASSED ON FROM GENERATION TO GENERATION

Country Garden actively participates in the special construction of the protective exhibition facilities of the Yulin Caves of the Dunhuang Academy, taking the installation of protective doors as the starting point, and extending to the three directions of "protection, research and promotion" around Dunhuang culture. The protective display facilities not only play a protective role, expand the space, but also improve the ornamental display effect, scientific and meticulous in line with the design requirements, by the honorary president of the Dunhuang Academy Mr. Fan Jinshi evaluation as "a protective exhibition facility with the spirit of Mogao", which is an unprecedented evaluation in the history of the Dunhuang Academy. The development of the project fully demonstrates the cultural self-confidence of the Chinese nation, arouses the attention and attention of people from all walks of life at home and abroad to the world cultural heritage, promotes dialogue and exchanges among civilizations of the world, and enhances people-to-people bonds.



▲ CASE: CREATING A "SPECIAL TRAIN" OF ART TIME FOR CHILDREN TO "TRAVEL" THROUGH HISTORY

Country Garden and Shaanxi Wentou Art jointly create children's community activities, deeply integrating growth experience and community life through the Happy Learning Program, so that children can feel the charm of painting. In August 2023, Country Garden will take children on a journey through the vast history through art classes, feel the charm of traditional culture, and explore the wisdom in history.



OUTLOOK INTO 2024

2024 will be a crucial year for Country Garden and the real estate industry. While actively ensuring delivery, maintaining business operations, and preserving creditworthiness, we will strive to seize new opportunities, explore new models, continuously consider the path of sustainable enterprise development, and jointly create more social value with stakeholders.

In 2024, we will rise to the challenge, firmly confident in ensuring delivery, never relaxing our requirements for quality, and continuously strengthening delivery standards to achieve perfect delivery with all our efforts. We will continue to put customers at the center, market-oriented, firmly implement the new strategy of "One body, two wings", further explore new development models for real estate, steadily promote "science and technology construction" and "escrow and construction" and strive to repay society with high-quality and sustainable development.

In 2024, we will push ahead with the "Carbon peaking and carbon neutrality" strategy and take sustainable development actions in the full business value chain. Moreover, we will also continue to explore the environmental and sustainable development paths, enhance the research and development of green buildings, and assist with the green transformation and intelligent upgrading of the industry from the green, intellectual and digital perspectives, to make contributions to achieving the "Carbon peaking and carbon neutrality" goals.

In 2024, we will firmly adhere to the principles of people-oriented and protecting the rights and interests of the employees, we will strive to smooth the employees' development channels and raise their happiness and satisfactions. We will make joint efforts with the partners to build a responsible supply chain, promote fair competition, and achieve mutual benefits and a win-win situation. Meanwhile, we will take the initiative to conduct public services, fulfill our social responsibility as a corporate citizen, and make due contribution to creating beautiful homes and a harmonious society.

APPENDIX I: HONOURS

HONOR	AWARDING INSTITUTION	TIME
BUSINESS OPERATIONS		
No.1 in the"Top 50 Chinese typical real estate companies in terms of the number of units delivered from January to December 2023"	EiHan Think Tank	December 2023
Ranked 11th in the "2023 China Real Estate Agency Construction Enterprise Ranking"	Beijing China Index Academy	January 2024
No. 1 in the "Top 20 Listed Property Enterprises in China's Property Management Industry in 2023"	China Property Management Think Tank China Academy Of Engineering Physics	May 2023
No.1 in the scale of China's listed property enterprises in 2023	China Property Management Think Tank China Academy Of Engineering Physics	May 2023
Top 2 of the market capitalization of China's listed property enterprises	China Property Management Think Tank China Academy Of Engineering Physics	May 2023
Top 100 Hong Kong stocks	Hong Kong Listed Companies Development Summit	February 2023
PRO	DUCT SAFETY AND QUALITY	
2023 Guizhou Provincial Construction Engineering High-quality Quality Structural Engineering	Quality and Safety Association on Construction Project of Guizhou Province	January 2024
China Real Estate Association Housing Industrialization Promotion Centre the Ministry of Housing and Urban Rural Devo		December 2023
	GREEN BUILDING	
Forest Cities project won the "Global Coastal Ecological Environment Protection Model" award	2023 Annual meeting of Global Forum on Hu- man Settlements	December 2023
2023 Guangdong Provincial Excellent Engineering Survey and Design Award	Guangdong Engineering Exploration & Design Association	July 2023
2022 "Green Travel, Energy Saving First" Excellent Case	Guangdong Building Energy Conservation As- sociation	June 2023
Excellence Award in the First Prefabricated Decoration Innovation Application and Design Competition	Guangdong Prefabricated Construction Branch	June 2023
Third prize in the first "New Urban Construction Cup" Inter- national BIM/CIM Application Competition	China Association of International Engineering Consultants	May 2023

HONOR AWARDING INSTITUTION		TIME
	GREEN BUILDING	
2022 Bay Area "Double Carbon" Summit Forum Prefabricated Decoration System Excellent Application Award - Prefabricated Decoration Engineering Design Category	Guangdong Provincal Constriction Sustainable & Prefabricated Industry Association Committed The Greater Bay Area Green Building Materials and Prefabricated Building Decoration Industry Alliance	January 2023
PUB	LIC WELFARE AND CHARITY	
Shunde Magnolia Charity Model	Shunde Charity Organization Alliance	November 2023
"Thousands of enterprises to help thousands of towns, thousands of enterprises to prosper thousands of villages" action model selection of Guangdong top ten enterprises for the elderly with outstanding contributions	Department of Agricultural of Guangdong	July 2023
2022 Guangdong Poverty Alleviation and Poverty Alleviation Kapok Cup "Gold Cup" Award	Department of Agricultural of Guangdong	July 2023
2023 "Nanyue Charity and Public Welfare Peer" Activity "Caring Unit"	Guangdong Charity Federation Federation of NGOs Guangdong Province Guangdong Foundation for Rural Revitalization	May 2023
"Excellent Service Case" of Foshan Social Organization	Bureau of Civil Affairs of Foshan City	May 2023
2023 China Charity List "Annual Model Foundation	China Philanthropy Times	May 2023
2023 China Charity List Annual Model "Public Welfare Enter- prise"	China Philanthropy Times	May 2023
2022 Top 10 Innovative Projects of Chinese Family Philan- thropy	China Charity Federation Office China News Agency ←China Philanthropist→	February 2023
Project partner of the 2022 China Foundation Development Forum	China Foundation Forum	February 2023
China Philanthropy Times"2022 Chinese philanthropic fig- ures"	China Philanthropy Times	January 2023
"Light of the City" Foshan Upward Influence Annual Special Award (Organization)	Foshan News Media Center	January 2023

Note: The above list is only a partial list of honours

APPENDIX II: KPIS ON SUSTAINABLE DEVELOPMENT

A LIST OF ENVIRONMENT-RELATED PERFORMANCE INDICATORS?

ASPECT	ESG INDICATORS UNIT		2023
	Nitrogen oxide emissions	kg	5,763.52
A1.1 ¹⁰	Sulfur oxide emissions	kg	19.41
	Particulate matter emissions	kg	526.70
	Greenhouse gas emissions (Scope 1 and 2)	tonnes CO _{2e}	271,420.22
A1.2"	Greenhouse gas emissions per million RMB of revenue	tonnes CO _{2e} / million RMB	0.68
	Greenhouse gas emissions (Scope 1)	tonnes CO _{2e}	20,776.99
	Greenhouse gas emissions (Scope 2)	tonnes CO_{2e}	250,643.23
	Total volume of hazardous waste generated	tonnes	106.00
A1.3	Intensity of hazardous waste	tonnes / million RMB	0.00026
	Weight of waste cartridges and toners	tonnes	80.43

^{9.} The data collection scope of environment related KPIs in 2023 is as follows:

Group headquarters office area, 29 regional company office areas in real estate sector and 1,338 subordinate project companies' office areas, marketing centers and non-outsourcing staff canteens.

10. When calculating exhaust gas emissions, the emission factors refer to the Environmental Key Performance Indicators Reporting Guidelines issued by the Hong Kong Stock Exchange, the Guidelines for Accounting and Reporting Greenhouse Gas Emissions China Public Building Operation Enterprises issued by the National Development and Reform Commission of China and the Manual of Accounting Methods and Coefficient of Emissions from Statistical Survey of Emission Sources issued by the Ministry of Ecology and Environment of the People's Republic of China.

11. When calculating GHG emissions, for the emission factors of purchased energy such as gasoline, diesel, pipeline natural gas, liquefied petroleum gas, methanol, coal, and purchased heat, we referred to the Environmental Key Performance Indicators Reporting Guidelines issued by the Hong Kong Stock Exchange, the Guidelines for Accounting and Reporting Greenhouse Gas Emissions China Public Building Operation Enterprises issued by the National Development and The Emission Factors for Greenhouse Gas Inventories released by the Environmental Protection Agency (EPA) of the United States; The greenhouse gas emission factors for purchasing the power grid in mainland China refer to the Notice on the Management of Greenhouse Gas Emission Reporting of Enterprises in Power Generation Industry from 2023 to 2025 issued by the Ministry of Ecology and Environment of China. The emission factors of the power grid in the Hong Kong Special Administrative Region of China refer to the Environmental Key Performance Indicators Reporting Guidelines issued by the Hong Kong Stock Exchange. The emission factors of overseas regional power grids refer to the International Energy Agency's (IEA) release of the IEA Emission Factors 2022.

Country Garden Holdings Company Limited

ASPECT	ESG INDICATORS UNIT		2023
	Weight of waste electric devices	tonnes	7.14
	Weight of waste battery	tonnes	2.97
	Weight of weight of waste mercury-containing fluorescent lamps and other waste mercury-containing electric light sources		0.62
	Weight of recycled electric devices	tonnes	14.85
A1.4	Total volume of non-hazardous waste generated	tonnes	2,992.92
	Non-hazardous waste density	tonnes / million RMB	0.01
	Weight of other office waste	tonnes	2388.42
	Weight of kitchen waste	tonnes	604.50
	Total energy consumption	MWh	580,187.83
	Energy density	MWh/ million RMB	1.45
	(Direct) Non-renewable Energy Consumption	MWh	29,790.36
	Gasoline consumption	L	2,370,727.95
	Diesel consumption	L	308,770.41
A2.1 ¹²	Pipeline natural gas consumption	m3	267,284.88
	Liquefied petroleum gas consumption	tonnes	131.61
	Methanol consumption	tonnes	25.79
	Coal consumption	tonnes	6.27
	(Direct) Renewable energy consumption	MWh	448.98
	Solar power generation	kWh	448,402.00

^{12.} When calculating energy consumption, the calculation factors for the consumption of non renewable fuels such as gasoline and diesel refer to the Guidelines for Accounting and Reporting Greenhouse Gas Emissions China Public Building Operation Enterprises issued by the National Development and Reform Commission of China and Chinese standard GB/T 2589-2008 General Rules for Calculation of Comprehensive Energy Consumption.

ASPECT	ESG INDICATORS UNIT		2023
	By (Indirect) Purchased Energy Category	MWh	549,948.49
	Electricity purchased	kWh	198,259,152.16
	Electricity purchased (for heating)	GЛ	1,266,080.61
A2.2	Water consumption	m3	13,812,411.03
72.2	Water consumption intensity	m3/million RMB	34.44
	Material usage	tonnes	440.33
	Packaging usage	tonnes	162.28
A2.5	Package use density	tonnes / million RMB	0.0004
AZ.J	Packing carton consumption	tonnes	103.81
	Plastic packing bags	tonnes	58.47
	Office paper consumption	tonnes	278.05

LIST OF SOCIAL-RELATED PERFORMANCE INDICATORS

B1 EMPLOYMENT B1.1 TOTAL WORKFORCE BY GENDER, EMPLOYMENT TYPE, AGE GROUP, AND GEOGRAPHICAL REGION

THE NUMBER OF EMPLOYEES		202	23
I TE NUMBER	UF EMPLUTEES	NUMBER OF EMPLOYEES (PERSON) PERCENTAGE (%	
Total number	of employees	43,146	100%
By gender	Male	27,456	63.64%
by gender	Female	15,690	36.36%
	30 and below	13,487	31.26%
By age	31-40	22,268	51.61%
by age	41-50	5,429	12.58%
	51 and above	1,962	4.55%
	Staff-level employees	31,802	73.71%
By rank	Middle Management level	10,990	25.47%
	Top Management level	354	0.82%
Ву	Full-time	43,146	100.00%
employment	Part-time	0	0.00%
type	Others	0	0.00%
	Mainland China	42,351	98.16%
By geographical	Hong Kong, Macao and Taiwan	16	0.04%
region	Oversea	779	1.80%

B1.2 EMPLOYEE TURNOVER RATE BY GENDER, AGE GROUP AND GEOGRAPHICAL REGION

EMPLOYEE TURNOVER RATE		2023
Total number of emplo	yees voluntary turnover 13	8.16%
By gender	Male	63.00%
by gender	Female	37.00%
	30 and below	94.53%
By age	31-40	2.94%
by age	41-50	2.02%
	51 and above	0.51%
	Staff-level employees	69.60%
By rank	Middle management level	25.44%
	Top management level	4.96%
By geographical	Voluntary turnover rate of Chinese employees	78.88%
region	Voluntary turnover rate of non Chinese employees	21.12%

^{13.} Total number of employees voluntary turnover = (Number of Employees Who Voluntarily Left / Total Number of Employees) * 100

B2 HEALTH AND SAFETY

HEALTH AND SAFETY		2023	2022	2021
B2.1 Number and rate of workrelated fatalities	Number of work-related injuries (person)	2	3	3
	Number of work-related fatalities (person)	0	0	0
B2.2 Number of lost days due to work injury	Lost days due to work injury (days)	226	452.5	243

B3 DEVELOPMENT AND TRAINING

	2023	
	Total percentage of employees trained 15	100%
B3.1 Percentage of	By gender-percentage of male employees trained	63.66%
trained employees by	By gender-percentage of female employees trained	36.34%
gender and employee category 14	By employee category -percentage of top management level	0.82%
	By employee category -percentage of middle management level	25.45%
	By employee category -percentage of staff-level employees	
	Average training hours of employees	45.72
	By gender-male employee average training hours	46.33
B3.2 The average training hours completed per employee by	By gender-female employee average training hours	44.52
gender and employee category 16	By employee category-average training hours of top management level	186.55
	By employee category-average training hours of middle	45.93

^{14.}Percentage of employees trained by gender and employee category = total number of employees trained in that employee category/total number of employees trained.

^{15.}Percentage of total employees trained = total number of employees trained /total number of employees

^{16.} The average training hours completed per employee by gender and employee category = the total number of training hours of employees in this category/the total number of employees in this category.

DEVELOPMENT AND TRAINING		2023
	management level	
	By employee category-average training hours of staff-level employees	40.88
Other employee development and training data	Satisfaction rate of training (point)	99.57

B5 SUPPLIER MANAGEMENT

GEOGRAPHICAL		2023		
REGION FOR SUPPLIERS	MATERIAL SUPPLIERS	ENGINEERING SUPPLIERS	TOTAL NUMBER OF SUPPLIERS (NUMBER)	PERCENTAGE(%)
Mainland China	13,296	32,800	46,096	93.11%
Hong Kong, Macao and Taiwan	15	364	379	0.77%
Oversea	275	2,756	3,031	6.12%
Total	13,586	35,920	49,506	100.00%

B7 ANTI-CORRUPTION

	ANTI-CORRUPTION	
B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or employees during the reporting period and the outcomes of the cases.	Total number of corruption cases filed or closed	0

	2023	
B7.3 Anti-corruption training provided to directors and employees	Number and percentage of employees taking anti- corruption training	100%
	Record the number of anti-corruption training courses attended by employees (times)	7
	Record the number of hours of employees participating in anti-corruption training courses (hours)	4.5
	Number and percentage of Board members and senior executives taking anti-corruption training	100%
	Record the number of anti-corruption training courses attended by Board members and senior executives (times)	4
	Record the number of hours of Board members and senior executives participating in anti-corruption training courses (hours)	2

B8 COMMUNITY INVESTMENT

B8.2 RESOURCES CONTRIBUTED TO THE FOCUS AREA	2023
Hours of employee participation in public/volunteer activities (hours)	38,113.87

APPENDIX III: LIST OF POLICIES, LAWS, AND REGULATIONS

ESG INDICATORS	ABIDE BY RELEVANT LAWS AND REGULATIONS	INTERNAL POLICIES
Category A1: Emissions Category A2: Use of the Resource Category A3: Environment and Natural Resources Category A4: Climate Change	Civil Code of the People's Republic of China Environmental Protection Law of the People's Republic of China Environmental Impact Assessment Law of the People's Republic of China Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution Law of the People's Republic of China on Prevention and Control of Pollution from Environmental Noise Regulations of the People's Republic of China on the Prevention of Pollution Damage to the Marine Environment by Land-Sourced Pollutants Directory of National Hazardous Wastes The Work Plan for Greenhouse Gas Emission Control during the 13th Five-Year Plan Period Land Administration Law of the People's Republic of China Regulations on the Implementation of the Land Administration Law of the People's Republic of China Provisional Regulations of the People's Republic of China Of China Of China Provisional Regulations of the People's Republic of China Of Construction Projects Regulations on Planning Environmental Impact Assessment Cultural Relics Protection Law of the People's Republic China Regulations on the Implementation of Cultural Relics Protection Law of the People's Republic China Regulations on the Protection of Famous Historical and Cultural Cities, Towns and Villages	Measures for Environmental Protection Management Guidelines for the Application of New Energy Technologies Measures for Renewable Supplier Entry and Appraisal Emergency Plan for Biological Disasters Emergency Plan for Flood Disaster Country Garden Hotel Green Hotel Management Standards Employee Performance Appraisal Measures in 2021 Management Measures for Paperless Office of Group Offices Guidelines for Extended Services of Passive Ultra-Low Energy Consumption Building Design (Version V1.0, 2021) Guidelines for Extreme Weather (Typhoon) Warning V.2021 Program of Action for the Ecological Development of Forest Cities Gallery of Node Patterns for Ultra-Low Energy Residential Buildings (Version V1.0, Hebei District) Standard Prefabricated Component Building, Structural Design Basic Template (Version V1.0, 2022) Guidelines for Technological Construction Design

ESG INDICATORS	ABIDE BY RELEVANT LAWS AND REGULATIONS	INTERNAL POLICIES
Category B1: Employment	Labour Law of the People's Republic of China Labour Contract Law of the People's Republic of China Employment Promotion Law of the People's Republic of China Social Insurance Law of the People's Republic of China Provisions on Minimum Wages Provisions on Prohibition of Child Labour Regulations on Management of Housing Provident Fund	Country Garden Measures for Recruitment Management Country Garden Remuneration Management System New Recruit and Redeployment Management Attendance and Personal Leave Management Employees Handbook Labour Relations Management Measures for Investigating Employees' Responsibility for Violation of Rules and Regulations
Category B2: Health and Safety	Labour Law of the People's Republic of China Labour Contract Law of the People's Republic of China Law of the People's Republic of China on the Prevention and Control of Occupational Diseases Work Safety Law of the People's Republic of China Fire Prevention Law of the People's Republic of China Emergency Response Law of the People's Republic of China Regulations on the Report, Investigation and Handling of Production Safety Accidents Interim Provisions on the Investigation and Control of Safety Accidents Regulation on Work-Related Injury Insurance Provisions on the Supervision and Administration of Occupational Health at Work Sites The Administrative Regulations on the Work Safety of Construction Projects Occupational Disease Classification and Catalogue	Production Safety Measures and Operating Instruction Measures for Construction Site Safety Redline Management Construction Safety Accidents Emergency Mechanism Novel Coronavirus Pneumonia Control Handbook for Employees Operation and Management System of Country Garden Country Garden Group Safety and Civilisation Measures Standardisation Manual White Paper on Production Safety Management Atlas of Country Garden Engineering Safety Standardisation Country Garden Notice on the Implementation of Unannounced Safety Inspection Notice on the Implementation of the Joint Safety Inspection of Regional Construction Units Country Garden Group Measures for Safety Post Setting and Security Incentives Measures for Punishment of Major Potential Safety Risks of Country Garden Group Projects Country Garden Measures for Incentive Management of Joint Safety Inspection of Regional Construction Units Management Guidelines for Construction Lifting Machinery Guidelines for Safety Management of Foundation Pits Guidelines for Safety Management of Professional Subcontracting

ESG INDICATORS	ABIDE BY RELEVANT LAWS AND REGULATIONS	INTERNAL POLICIES
Category B3: Development and Training		Employees Handbook Country Garden Training Management System Tutor-based Management System The Ten Key Qualities of Excellent Talents of Country Garden
Category B4: Labour Standards	Labour Law of the People's Republic of China Labour Contract Law of the People's Republic of China Provisions on Prohibition of Child Labour Law of the People's Republic of China on the Protection of Minors Law of the People's Republic of China on Population and Family Planning Measures on Public Holidays and National Annual Festivals and Memorial Days Regulation on Paid Annual Leave of Employees Implementation Measures for Paid Annual Leave for Employees of Enterprises Special Rules on the Labour Protection of Female Workers	Commitment on the Payment of Wages for Migrant Workers in Full and on Time Employees Handbook New Recruit and Redeployment Management Labour Relations Management Remuneration Management Country Garden Remuneration Management System Attendance and Personal Leave Management Management Measures for Welfare Subsidies for Real Estate Sector Employees Working in China
Category B5: Supply Chain Management	Civil Code of the People's Republic of China Civil Procedure Law of the People's Republic of China Urban and Rural Planning Law of the People's Republic of China Bidding Law of the People's Republic of China Regulations of the People's Republic of China on the Implementation of the Bidding Law Regulations on the Administration of Survey and Design of Construction Projects Regulations on House Expropriation and Compensation on State-owned Land	Notice on General Contractor Selection Project Bidding Contract Management Measures Project Supplier Evaluation Measures Constructor Post-Evaluation System Detailed Management Rules for Actual Contractors of General Contracting Projects Integrity Cooperation Agreement Entry Threshold for Material Suppliers Notice on the Country Garden Supplier Short- listing Conditions and Standard Recommendation Process Supplier Resources Management Process Supplier Post-Evaluation System Supplier Penalty Mechanism Bidding and Sourcing Centre's Internal Regulations on Interactions with Suppliers Marketing and Packaging Supplier Post- Evaluation Handbook Notice on the Implementation of the Post- Marketing Material Evaluation Plan Notification Letter on Strengthening the Quality Control of Materials

ESG INDICATORS	ABIDE BY RELEVANT LAWS AND REGULATIONS	INTERNAL POLICIES
Category B5: Supply Chain Management		Supplier Penalty Mechanism Regulations for Suspending or Cancelling Supplier Qualifications and Supplier Recommendation Supplier Integrity Cooperation Notice Renewable Energy Supplier Registration and Appraisal Regulations Country Garden Management Measures for the Joint Random Inspection of Materials Management Measures for the Material Quality in the Real Estate Sector
Category B6: Product Responsibility	Civil Code of the People's Republic of China Civil Procedure Law of the People's Republic of China Urban and Rural Planning Law of the People's Republic of China Securities Law of the People's Republic of China Anti-Unfair Competition Law of the People's Republic of China Interim Provisions on Banning Commercial Bribery Anti-Monopoly Law of the People's Republic of China Law of the People's Republic of China on the Protection of Consumer Rights and Interests Cybersecurity Law of the People's Republic of China Patent Law of the People's Republic of China Copyright Law of the People's Republic of China Regulation on Computers Software Protection Advertising Law of the People's Republic of China Trademark Law of the People's Republic of China Product Quality Law of the People's Republic of China Urban Real Estate Administration Law of the People's Republic of China Construction Law of the People's Republic of China Earthquake Disaster Prevention and Reduction Law of the People's Republic of China Regulation on the Quality Management of Construction Projects Regulation on the Administration of Development and Operation of Urban Real Estate	Notice on Avoiding Unmatched Products and Eliminating Large-scale Complaints Reaffirmation of the Implementation of the Pre-sale Policy in Strict Accordance with State Regulations Guidelines for the Revision of the Public Letter on Integrity of the Sales Centre Guidelines on Sand Table Display of Domestic Property Project Brand Promotion Regulations Project Safety Measures Safety and Civility Measures Standardisation Handbook Pre-sale Customer Risk Screening Guidelines Pre-sale Customer Risk Screening Form Project Quality Management Handbook Intellectual Property Right Handbook Intellectual Property Right Management Procedure Intellectual Property Right Protection Procedure Intellectual Property Right Reward Management Measures Country Garden Production Safety Management System Country Garden Group Safety and Civilisation Measures Standardisation Manual Operational Risk Management Measures Country Garden Information Security Management Measures Guidelines on Customer Data Platform and Smart Information Masking and Outbound Platform Material Incoming Acceptance Management

ESG INDICATORS	ABIDE BY RELEVANT LAWS AND REGULATIONS	INTERNAL POLICIES
Category B6: Product Responsibility	Code for Fire Protection Design of Building GB50016-2014 Guiding Opinions of the General Office of the State Council on Vigorously Developing Prefabricated Buildings Standard for Assessment of Prefabricated Building GB/T51129-2017 Regulation on Realty Management Regulation on Security Service Management Standard for Acceptance of Construction Quality of Steel Structures GB50205-2001 Code for Design of Store Building JGJ48-2014 Standard for Urban Residential Area Planning and Design GB50180-93 (2016 Version) Production Safety Law of the People's Republic of China General Data Protection Regulation (GDPR)	Model First Management Systems Country Garden Group Management Measures for Joint Inspection of Project Regions Country Garden Group Management Measures for Project Patrol and Inspection Country Garden Group Management Measures for Delivery Evaluation Country Garden Management Measures for Geological Exploration Country Garden Management Measures for Optimisation of Pile Foundation Guidelines for Customer Contact Service Standards Measures for Full-cycle Customer Risk Management Measures for Handling Customer Complaints Operational Guidelines for Customer Complaint Handling Measures for the Management of Full-cycle Satisfaction Manual on Identification of Fake and Inferior Products
Category B7: Anti-corruption	Company Law of the People's Republic of China Anti-Money Laundering Law of the People's Republic of China Anti-Unfair Competition Law of the People's Republic of China Interim Provisions on Banning Commercial Bribery Criminal Law of the People's Republic of China Criminal Procedure Law of the People's Republic of China	Country Garden Employee Code Country Garden Regulation on Management of Conflict of Interests of Employees Country Garden Regulation on Management of Employee On-Duty Behaviour Country Garden Measures for Pursuing Responsibilities for Violations of Regulations and Discipline by Group Employees Country Garden Instruction on Supplier Integrity Country Garden Integrity Agreement Handbook of Management Measures on Content Auditing and Supervision Commitment of Integrity and Self-discipline Reporting System of Country Garden Group

APPENDIX IV : CONTENT INDEX OF ESG REPORTING GUIDELINES

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS		
	GRI 2 GENER	AL DISCLOSURES 2021			
	THE ORGANIZATION A	AND ITS REPORTING PRACTICES			
2-1		Organizational details	01 About the Report 03 What is Country Garden?		
2-2	Report Scope 15	Entities included in the organization's sustainability reporting	01 About the Report		
2-3		Reporting period, frequency and contact point	01 About the Report		
2-4		Restatements of information	01 About the Report		
2-5		External assurance	Not Applicable		
	ACTIVIT	IES AND WORKERS			
2-6	General Disclosure B5 key performance indicator B5.1 key performance indicator B5.2 key performance indicator B5.3 key performance indicator B5.4	Activities, value chain and other business relationships	08 Quality First — Credible Country Garden 06 Country Garden in Statistics Appendix II: Sustainability key performance indicator		
2-7	key performance indicator B1.1	Employees	Appendix II: Sustainability key performance indicator		
2-8		Workers who are not employees	Not Applicable		
	GOVERNANCE				
2-9		Governance structure and composition	02 Statement of the Board of Directors 07 Attention-To-Detail Governance — Running A Tight Ship		
2-10		Nomination and selection of the highest governance body	07 Attention-To-Detail Governance — Running A Tight Ship		

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS
	GRI 2 GENER	RAL DISCLOSURES 2021	
	G	OVERNANCE	
2-11		Chair of the highest governance body	Please refer to the annual report information for details
2-12		Role of the highest governance body in overseeing the management of impacts	07 Attention-To-Detail Governance — Running A Tight Ship
2-13		Delegation of responsibility for managing impacts	02 Statement of the Board of Directors 07 Attention-To-Detail Governance — Running A Tight Ship
2-14		Role of the highest governance body in sustainability reporting	02 Statement of the Board of Directors
2-15		Conflicts of interest	Not Applicable
2-16		Communication of critical concerns	07 Attention-To-Detail Governance — Running A Tight Ship
2-17		Collective knowledge of the highest governance body	02 Statement of the Board of Directors 07 Attention-To-Detail Governance — Running A Tight Ship
2-18		Evaluation of the performance of the highest governance body	07 Attention-To-Detail Governance — Running A Tight Ship
2-19		Remuneration policies	Please refer to the annual report information for details
2-20		Process to determine remuneration	Please refer to the annual report information for details

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS	
	GRI 2 GENER	AL DISCLOSURES 2021		
	STRATEGY, PO	DLICIES AND PRACTICES		
2-22		Statement on sustainable development strategy	02 Statement of the Board of Directors	
2-23		Policy commitments	07 Attention-To-Detail Governance — Running A Tight Ship	
2-24		Embedding policy commitments	07 Attention-To-Detail Governance — Running A Tight Ship	
2-25		Processes to remediate negative impacts	Not Disclosed	
2-26		Mechanisms for seeking advice and raising concerns	07 Attention-To-Detail Governance — Running A Tight Ship	
2-28		Membership associations	09 Country Garden the Guardian∙— Green Development	
	STAKEHO	LDER ENGAGEMENT		
2-29		Approach to stakeholder engagement	07 Attention-To-Detail Governance — Running A Tight Ship	
	GRI 3 MAT	FERIAL TOPICS 2021		
3-1		Process to determine material topics	07 Attention-To-Detail Governance — Running A Tight Ship	
3-2		List of material topics	07 Attention-To-Detail Governance — Running A Tight Ship	
3-3		Management of material topics	02 Statement of the Board of Directors	
	GRI 201 ECONOMIC PERFORMANCE 2016			
201-1		Direct economic value generated and distributed	06 Country Garden in Statistics Appendix II: Sustainability key performance indicator	

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS
	GRI 201 ECONO	MIC PERFORMANCE 2016	
201-2	General Disclosure A4 key performance indicator A4.1	Financial implications and other risks and opportunities due to climate change	09 Country Garden the Guardian∙— Green Development Appendix II: Sustainability key performance indicator
201-3		Defined benefit plan obligations and other retirement plans	10 People-oriented Country Garden, Your Companion
	GRI 202 MAI	RKET PRESENCE 2016	
3-3		Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship 10 People-oriented Country Garden, Your Companion
	GRI 203 INDIREC	T ECONOMIC IMPACTS 2016	
3-3		Management of material topics	08 Quality First — Credible Country Garden 11 Beneficent Country Garden, Shared Harmony
203-1	key performance indicator B8.1 key performance indicator B8.2	Infrastructure investments and services supported	Appendix II: Sustainability key performance indicator
203-2		Significant indirect economic impacts	11 Beneficent Country Garden, Shared Harmony
	GRI 204 PROCU	REMENT PRACTICES 2016	
3-3	General Disclosure B7 key performance indicator B7.2	Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship
GRI 205 ANTI-CORRUPTION 2016			
3-3	General Disclosure B7 key performance indicator B7.2	Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship
205-1		Operations assessed for risks related to corruption	07 Attention-To-Detail Governance — Running A Tight Ship

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS
	GRI 205 AN	TI-CORRUPTION 2016	
205-2	key performance indicator B7.3	Communication and training about anti-corruption policies and procedures	07 Attention-To-Detail Governance — Running A Tight Ship
205-3	key performance indicator B7.1	Confirmed incidents of corruption and actions taken	Not Applicable
	GRI 206 ANTI-CO	MPETITIVE BEHAVIOR 2016	
3-3		Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship
206-1		Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	07 Attention-To-Detail Governance — Running A Tight Ship
	GRI 301	MATERIALS 2016	
3-3	General Disclosure A2 key performance indicatoA2.5 General Disclosure A3 key performance indicator A3.1	Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship
	key performance indicator A2.5	The total amount of packaging material used in the finished product (in tons) and, if applicable, per unit of production	Not Applicable
	GRI 30	02 ENERGY 2016	
3-3	General Disclosure A2 key performance indicator A2.3 General Disclosure A3 key performance indicator A3.1	Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship
302-1	key performance indicator A2.1	Energy consumption within the organization	
302-2		Energy consumption outside of the organization	Appendix II: Sustainability key performance indicator
302-3	key performance indicator A2.1	Energy intensity	
302-4		Reduction of energy consumption	

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS		
	GRI 303 WATER AND EFFLUENTS 2018				
3-3	General Disclosure A2 General Disclosure A3 key performance indicator A3.1	Management of material topics	09 Country Garden the Guardian— Green Development		
303-1	General Disclosure A3 key performance indicator A2.4 key performance indicator A3.1	Interactions with water as a shared resource	09 Country Garden the Guardian— Green Development		
303-2	General Disclosure A3 key performance indicator A3.1	Management of water discharge- related impacts	09 Country Garden the Guardian— Green Development		
303-3	key performance indicator A2.2	Water withdrawal	09 Country Garden the Guardian— Green Development		
303-4		Water discharge	09 Country Garden the Guardian— Green Development		
303-5	key performance indicator A2.2	Water consumption	09 Country Garden the Guardian∙— Green Development Appendix II: Sustainability key performance indicator		
	GRI 304 E	BIODIVERSITY 2016			
3-3	General Disclosure A3 key performance indicator A3.1	Management of material topics	09 Country Garden the Guardian— Green Development		
304-1		Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	09 Country Garden the Guardian— Green Development		
304-2		Significant impacts of activities, products, and services on biodiversity	During the reporting period, the Group's activities, products and services did not have a significant impact on biodiversity		
304-3		Habitats protected or restored	09 Country Garden the Guardian— Green Development		

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS		
	GRI 304 BIODIVERSITY 2016				
304-4		IUCN Red List species and national conservation list species with habitats in areas affected by operations	During the reporting period, there were no species listed on the IUCN Red List or the National Conservation List in the habitats in the affected areas of the Group's operations		
	GRI 305	5 EMISSIONS 2016			
3-3	General Disclosure A2 key performance indicator A2.2 key performance indicator A2.4 General Disclosure A3 key performance indicator A3.1	Management of material topics	09 Country Garden the Guardian— Green Development Appendix II: Sustainability key performance indicator		
305-1	key performance indicator A1.1 key performance indicator A1.2	Direct (Scope 1) GHG emissions	Appendix II: Sustainability key performance indicator		
305-2	key performance indicator A1.1 key performance indicator A1.2	Energy indirect (Scope 2) GHG emissions	Appendix II: Sustainability key performance indicator		
305-3	key performance indicator A1.1	Other indirect (Scope 3) GHG emissions	Appendix II: Sustainability key performance indicator		
305-4	key performance indicator A1.2	GHG emissions intensity	Appendix II: Sustainability key performance indicator		
	GRI 3	06 WASTE 2020			
3-3	General Disclosure A1	Management of material topics	09 Country Garden the Guardian∙— Green Development Appendix II: Sustainability key performance indicator		
	key performance indicator A1.3	Total amount of hazardous waste generated (in tons) and, if applicable, density (if per production unit, per facility)	Appendix II: Sustainability key performance indicator		

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS
	GRI 3	06 WASTE 2020	
	key performance indicator A1.4	Total amount of non-hazardous waste generated in tones) and, if applicable, density (e.g., per unit of production, per facility)	Appendix II: Sustainability key performance indicator
	key performance indicator A1.6	Describe the methods used to deal with hazardous and non-hazardous waste, and describe the waste reduction targets set and the steps taken to achieve them	09 Country Garden the Guardian— Green Development Appendix II: Sustainability key performance indicator
	GRI 308 SUPPLIER ENV	IRONMENTAL ASSESSMENT 2016	
3-3	General Disclosure B5 key performance indicator B5.2	Management of material topics	08 Quality First — Credible Country Garden
308-1	key performance indicator B5.4	New suppliers that were screened using environmental criteria	08 Quality First — Credible Country Garden Appendix II: Sustainability key performance indicator
3082	key performance indicator B5.3	Negative environmental impacts in the supply chain and actions taken	08 Quality First — Credible Country Garden Appendix II: Sustainability key performance indicator
	GRI 401 E	EMPLOYMENT 2016	
3-3	General Disclosure B1	Management of material topics	10 People-oriented Country Garden, Your Companion
401-1	key performance indicator B1.2	New employee hires and employee turnover	Appendix II: Sustainability key performance indicator
401-2		Benefits provided to full-time employees that are not provided to temporary or part-time employees	10 People-oriented Country Garden, Your Companion

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS	
	GRI 402 LABOR/MANAGEMENT RELATIONS 2016			
3-3	General Disclosure B4	Management of material topics	10 People-oriented Country Garden, Your Companion	
408-1	key performance indicator B4.1	Operations and suppliers at significant risk for incidents of child labor	10 People-oriented Country Garden, Your Companion	
409-1	key performance indicator B4.2	Operations and suppliers at significant risk for incidents of forced or compulsory labor	10 People-oriented Country Garden, Your Companion	
	GRI 403 OCCUPATIO	NAL HEALTH AND SAFETY 2018		
3-3	General Disclosure B2	Management of material topics	10 People-oriented Country Garden, Your Companion	
403-1	key performance indicatorB2.3	Occupational health and safety management system	10 People-oriented Country Garden, Your Companion	
403-2	key performance indicatorB2.3	Hazard identification, risk assessment, and incident investigation	10 People-oriented Country Garden, Your Companion	
403-3	key performance indicatorB2.3	Occupational health services	10 People-oriented Country Garden, Your Companion	
403-5	key performance indicatorB2.3	Worker training on occupational health and safety	10 People-oriented Country Garden, Your Companion	
403-6	key performance indicatorB2.3	Promotion of worker health	10 People-oriented Country Garden, Your Companion	
403-7	key performance indicatorB2.3	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	10 People-oriented Country Garden, Your Companion	
403-8		Workers covered by an occupational health and safety management system	10 People-oriented Country Garden, Your Companion	

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS
	GRI 403 OCCUPATION	IAL HEALTH AND SAFETY 2018	
403-9	key performance indicator B2.1	Work-related injuries	10 People-oriented Country Garden, Your Companion
	key performance indicator B2.2	Number of days worked lost due to work-related injuries	Appendix II: Sustainability key performance indicator
	GRI 404 TRAINI	NG AND EDUCATION 2016	
3-3	General Disclosure B3	Management of material topics	10 People-oriented Country Garden, Your Companion
404-1	key performance indicator B3.2	Average hours of training per year per employee	Appendix II: Sustainability key performance indicator
404-2	General Disclosure B3	Programs for upgrading employee skills and transition assistance programs	10 People-oriented Country Garden, Your Companion
	key performance indicator B3.1	Percentage of employees trained by gender and type of employee (e.g., senior management, middle management).	Appendix II: Sustainability key performance indicator
	GRI 405 DIVERSITY A	ND EQUAL OPPORTUNITY 2016	
3-3	General Disclosure B1	Management of material topics	10 People-oriented Country Garden, Your Companion
405-1	key performance indicator B1.1	Diversity of governance bodies and employees	07 Attention-To-Detail Governance — Running A Tight Ship 10 People-oriented Country Garden, Your Companion
405-2		Ratio of basic salary and remuneration of women to men	10 People-oriented Country Garden, Your Companion
GRI 406 NON-DISCRIMINATION 2016			
3-3	General Disclosure B1	Management of material topics	10 People-oriented Country Garden, Your Companion

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS	
	GRI 406 NON-DISCRIMINATION 2016			
406-1		Incidents of discrimination and corrective actions taken	10 People-oriented Country Garden, Your Companion	
	GRI 407 FREEDOM OF ASSOCIA	TION AND COLLECTIVE BARGAINING 201	6	
3-3	General Disclosure B8	Management of material topics	11 Beneficent Country Garden, Shared Harmony	
	GRI 408	CHILD LABOR 2016		
3-3	General DisclosureB4 key performance indicatorB4.1 key performance indicatorB4.2	Management of material topics	10 People-oriented Country Garden, Your Companion	
408-1		Operations and suppliers at significant risk for incidents of child labor	10 People-oriented Country Garden, Your Companion	
	GRI 409 FORCED 0	R COMPULSORY LABOR 2016		
3-3	General DisclosureB4 key performance indicatorB4.1 key performance indicatorB4.2	Management of material topics	10 People-oriented Country Garden, Your Companion	
409-1		Operations and suppliers at significant risk for incidents of forced or compulsory labor	10 People-oriented Country Garden, Your Companion	
	GRI 413 LOCA	AL COMMUNITIES 2016		
3-3	General DisclosureB8	Management of material topics	11 Beneficent Country Garden, Shared Harmony	
413-1		Operations with local community engagement, impact assessments, and development programs	11 Beneficent Country Garden, Shared Harmony	
	key performance indicator B8.1	Focus on areas of contribution (e.g., education, environmental issues, labor needs, health, culture, sports)	11 Beneficent Country Garden, Shared Harmony	
	key performance indicator B8.2	Resources (e.g., money or time) used in areas of focus	11 Beneficent Country Garden, Shared Harmony	

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS		
	GRI 414 SUPPLIER SOCIAL ASSESSMENT 2016				
3-3	General Disclosure B5	Management of material topics	08 Quality First — Credible Country Garden		
414-1	key performance indicator B5.2	New suppliers that were screened using social criteria	08 Quality First — Credible Country Garden		
414-2	key performance indicator B5.3	Negative social impacts in the supply chain and actions taken	08 Quality First — Credible Country Garden		
	key performance indicator B5.1	Number of vendors by region	Appendix II: Sustainability key performance indicator		
	GRI 416 CUSTOME	R HEALTH AND SAFETY 2016			
3-3	General Disclosure B6 key performance indicator B6.1 key performance indicator B6.4	Management of material topics: the percentage of the total number of products sold or shipped that must be recalled for safety and health reasons; Describe the quality assurance process and product recall procedures	Not Applicable		
416-2		Incidents of non-compliance concerning the health and safety impacts of products and services	Not Applicable		
	GRI 417 MARKE	TING AND LABELING 2016			
3-3	General DisclosureB6	Management of material topics	08 Quality First — Credible Country Garden		
417-1	General DisclosureB6	Requirements for product and service information and labeling	08 Quality First — Credible Country Garden		
417-2		Incidents of non-compliance concerning product and service information and labeling	08 Quality First — Credible Country Garden		
417-3		Incidents of non-compliance concerning marketing communications	08 Quality First — Credible Country Garden		

Country Garden Holdings Company Limited

GRI STANDARDS	ESG REPORTING GUIDELINES	DESCRIPTION	CHAPTERS AND/OR DIRECT EXPLANATIONS
	GRI 418 CUS	TOMER PRIVACY 2016	
3-3	General Disclosure B6 key performance indicator B6.5	Management of material topics: Describe ways to identify and address data security risks	08 Quality First — Credible Country Garden
418-1	key performance indicatorB6.2	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not Applicable
INTELLECTUAL PROPERTY			
	key performance indicatorB6.3	Describe practices related to the maintenance and protection of intellectual property rights	07 Attention-To-Detail Governance — Running A Tight Ship

APPENDIX V: COMMENTS AND FEEDBACK

To report violations of professional ethics by Country Garden employees or business units, please contact the risk control, audit and supervision centre:

Foundation of Guangdong Province, please visit:

For more details about the Guoqiang Public Welfare

jtjcb@countrygarden.com.cn

https://www.guoqiangfoundation.com/

For product safety and quality, service quality and sales, please contact the customer relationship management department:

For comments on this report, please contact the Environmental, Social and Governance Committee:

400-8919-338

bgycsr@countrygarden.com.cn

For investor relations, please contact the investor relations department:

For more details about Country Garden Environmental, Social and Governance Report, please visit:

ir@countrygarden.com.cn

https://bgy.com.cn/sustainability.aspx

