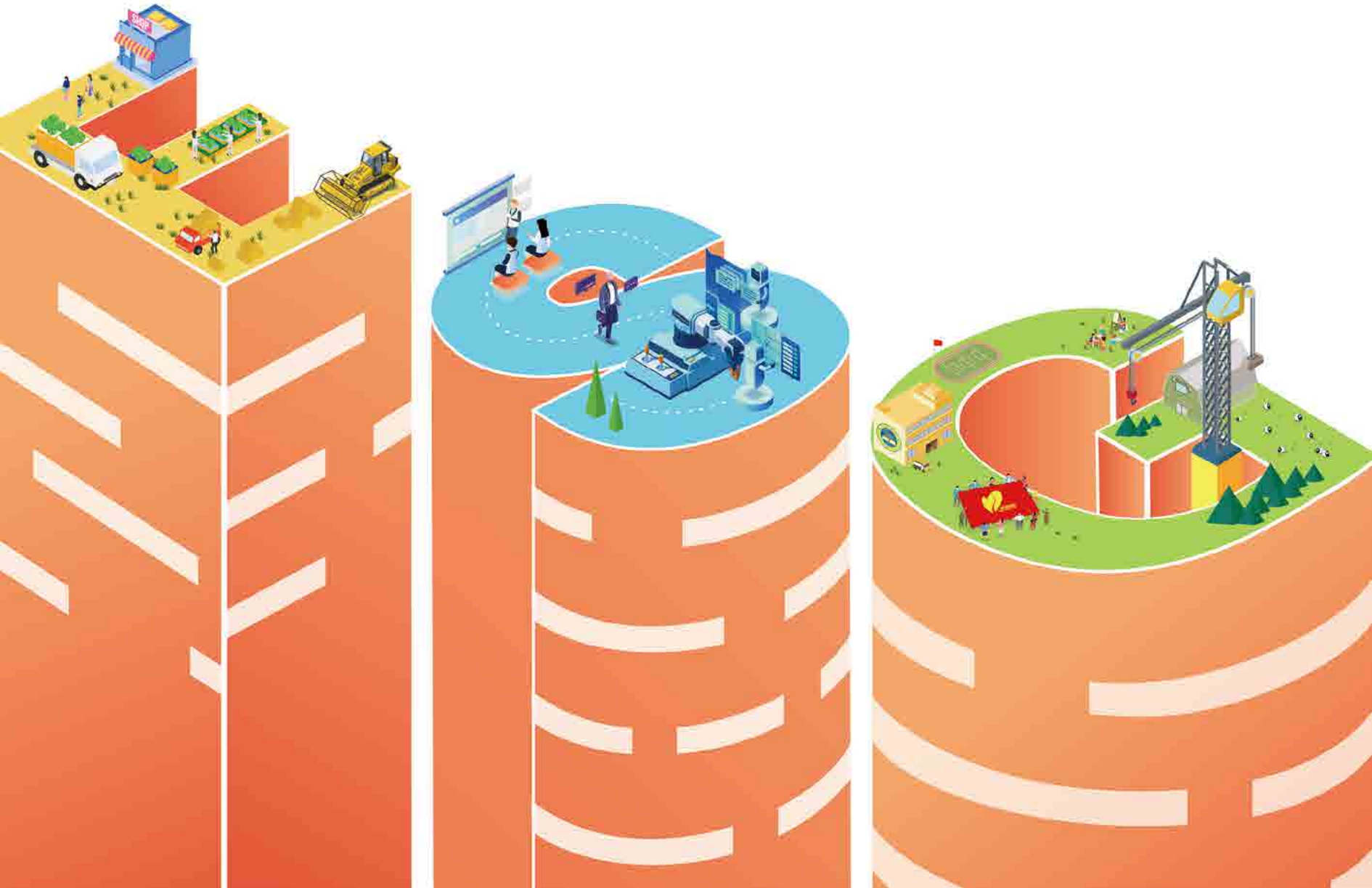




2018 Sustainability Report

Country Garden Holdings Company Limited
(Incorporated in the Cayman Islands with limited liability)



The Country Garden that I Dream of

This is a company that brings together the best and the brightest

This is a place where smart people come to excel

This is a school where we learn to make ourselves better

This is a big, happy family

This is a company that values integrity, proper procedure, and the law

This is a company of reason, always willing to correct itself

This is a fair company, where hard work brings rewards

This is a company that knows how to win, how to learn from experience, and apply what it learns

This is a company that creates lifestyle products for global markets

This company is good for the community, good for the economy, and good for its employees

This is a company that the public knows and loves

This is a company that is always striving for progress and for humanity

Yeung Kwok Keung
Chairman of the Board of Directors

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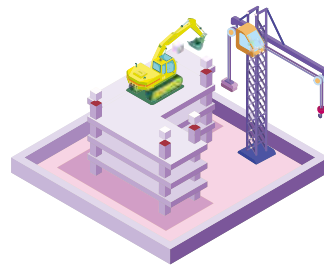
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About the Report

Brief Introduction to the Report

Country Garden Holdings Company Limited (hereinafter referred to as Country Garden, the Group or we) (SEHK: 2007) is pleased to issue its 10th Sustainability Report (hereinafter referred as the report). Based on past sustainability reports, we hope to objectively disclose our vision, strategy and practice on sustainable development in a more comprehensive manner to increase stakeholder understanding and confidence in the Group and to continue enhancing our sustainability related performance.

Reporting Scope

The report covers the period from January 1st to December 31st, 2018, however, some events occur earlier or end later than this period.

The report discloses the strategy and practice of Country Garden's sustainable development with respect to its overall business*. The economic and social KPIs released in the report are developed based on the Group's overall business*; while the environmental KPIs are expanded compared to the 2017 report, and include data on hotel operation over and above the data on property development.

Reporting Principles

This report is prepared as per the guidelines stipulated in the *Environmental, Social and Governance Reporting Guide* issued by HKEX (hereinafter referred to as ESG Reporting Guide) and take into consideration the *Sustainability Reporting Standards* issued by the Global Reporting Initiative (hereinafter referred to as GRI Standards) and *Corporate Social Responsibility Guide for Guangdong Property Development Companies*. A content index of the ESG Reporting Guide is provided as an appendix to this report, to facilitate readability.

Following the initiative of the International Integrated Reporting Council, the report is consistent with the Group's financial reports, and outlines the financial information to consistently present information on Country Garden's financial and non-financial performance, enabling readers to have a more comprehensive view of our work. The financial data was independently audited by the independent auditors PricewaterhouseCoopers Hong Kong. For details, please refer to the 2018 annual report.

Unless otherwise stated, the currency used in this report is RMB.

Preparation Process

The preparation of this report follows the above standards, including steps of peer benchmarking, business interview, field survey, stakeholder communication, information collection, information review, report collaboration and management approval.

Information Sources

The information disclosed in this report originates from official documents, reports or public information of Country Garden and its affiliates. The Board of Directors is responsible for the truthfulness, accuracy and completeness of this report.

Availability

The report is available in Chinese and English and published in paper and electronic formats. In the event of any discrepancy between the Chinese and English versions of the report, the Chinese version shall prevail. Please visit our official website: www.countrygarden.com.cn or HKEX website: www.hkex.com.hk to download the electronic version of this report.

* The Group's business includes property development, building security assurance, property decoration, property investment, hotel development and management.

What is Country Garden

Country Garden is a diversified technology company that creates lifestyle products for global markets.

We provide quality homes and communities to everyone who aspires to a better life. Over the past two decades, Country Garden has been a force for new urbanization. We have helped modernize over 1,100 towns throughout China by delivering residential real estate for quality of life. Technology is at the heart of what we do. We have embraced green construction and smart building technologies, and in our Forest City development we have created a new concept in integrated, multi-layered urban planning. This huge project was named the first of “five new cities that are set to shake up the future” by Forbes.

Today, over 4 million homeowners choose to live in Country Garden developments. In this Industry 4.0 era, we combine robotic technologies with fine craftsmanship to offer homeowners outstanding value, with ongoing improvements in safety, design, affordability, functionality, and durability. We employ intelligent technologies to build smart communities and maintain world-class levels of residential services. Country Garden projects are constantly the major attractions in the cities we support, and we often become the iconic image that represents a city. Our urban gardens and shopping plazas are a magnet for local residents, while our amenities and management services provide unparalleled convenience and security.

We push back the boundaries of technology by investing in smart manufacturing. New technologies are vital to productivity, and the potential for smart manufacturing is enormous. With 200,000 employees, including more than 1,300 PhDs, Country Garden is making massive investments in technology, including Robotics Valley, our own Silicon Valley for robots. We bring in the top robotics professionals and provide them with the incubator services they need. This has brought together a strong R&D team that can turn new research into affordable and cutting-edge products. We are raising living standards, boosting China's

technology sector, and playing our part in human progress.

We're revitalizing rural China with modern agriculture. Country Garden has made investments in the world's leading agricultural technologies and machinery, which are integrated with our own strengths in robotics to improve the entire supply chain and to produce a wide selection of safe, tasty, and affordable foods and household products. Through our own sales network, these products reach families in our communities and across China, so that our residents can access affordable fresh food, and farmers can reap the full commercial benefits, with bigger harvests and bigger profits.

We are committed to making the world a better place for having us in it. For us, targeted poverty programs and rural revitalization are key parts of our business. Country Garden is always looking for ways to combine business value with social value. Country Garden and its founder have donated over 4.8 billion yuan to charitable causes. We are actively engaged in targeted poverty relief and rural revitalization projects in 14 counties across 9 different provinces. These programs are helping to lift 336,000 people out of poverty.

Country Garden is a Fortune 500 company that has been publicly listed in Hong Kong since 2007 and is tracked as a component of the Hang Seng Index. We are also a major taxpayer: in the year 2018 alone, we contributed over 62.5 billion yuan in taxes. In Country Garden, ethics, corporate social responsibility, and transparency are vital. Going forward, we are committed to being a force for human progress.

Country Garden – Five-star living for you.

2018 Key Performance Data



Attributable Contracted Sales (RMB)

501.88 billion

YoY Increase of

31.25 %



Attributable Contracted Sales GFA

54.16 million sq.m

Average Attributable Contracted Selling Price

9,267 RMB per sq.m



Total Revenue(RMB)

379.08 billion

YoY Increase of

67.1 %



Profit Attributable to the Owners

34.62 billion

YoY Increase of

32.8 %



Gross Profit(RMB)

102.48 billion

YoY Increase of

74.3 %



Gross Margin

27.0 %

YoY Increase of

4.2 %



Covering Cities and Towns in China

1,156



Fortune Global 500

NO.353



Forbes Global 2000

NO.143

● Core Performance ● Financial Status ● Project Layout ● Honor Recognition

Message of 2018

Build on the Momentum and Move forward Steadily

The year 2018 marks the 40th anniversary of China's reform and opening up. "There're no successful companies, but companies that fit into their times." We are grateful to the great era and to the founders of Country Garden. They gave us the opportunity to pursue a common dream together. We are grateful to everyone in Country Garden for their hard work and to the customers who trust us all along. The market is changing rapidly, but we stay true to our founding vision. Over the past year, we've been committed to creating life-style products for the whole world. We optimize the use of resources to achieve quality of growth. Our record performance puts us at No. 353 on the Fortune Global 500 list, up 114 places compared with the year before.

Sound planning and the pursuit of industrial excellence. Country Garden has been a force for new urbanization. We remain committed to "providing affordable homes to ordinary people" and offering value for money to people who aspire to a better life. Committed to industrial excellence, we improve our management practices to guarantee consistence in the quality of our products and services. We make ongoing improvements to our units in safety, design, affordability, functionality and durability, making Country Garden development the most attractive in the city we support. Country Garden supports over 4 million homeowners. We not only meet property owners' needs but also anticipate them, constantly making improvements to truly provide a five-star home.

People are at the heart of innovation. Looking back, the entrepreneurship embodied in Country Garden's founders has always been a force driving us forward. The unyielding ambition and unstoppable urge to innovate have always inspired us. Country Garden is a school where people learn to make themselves better. We value learning and encourage everyone to teach and learn from each other. In this way, we built a staff of high-caliber professionals. Our "Super Future Force" and over 1300 PhDs bring dynamism into the Group. Together with professional managers, they not only create value for Country Garden but also serve as guardians of its corporate culture.

The potential for smart manufacturing is enormous. Science and technology are vital not only to national development, but also to quality of life. We position ourselves as a high-tech company. In 2018, we invested significantly in research and set up an R&D team dedicated to providing products and services that improve life and productivity. We will invest significantly in smart building, intelligent community, digitized management and IT. These technologies will put us ahead of the pack both in construction quality and community management, and provide safe and comfortable environments to our residents.

China's poverty alleviation campaign has entered a crucial stage, we are committed to fulfilling our mission. Targeted poverty alleviation and rural revival are among Country Garden's core businesses. Led by Mr. Yeung Kwok Keung, chairman of Country Garden, we help 336,000 people from 14 counties in 9 provinces work their way out of poverty. Our poor-relief personnel actively support local government at the project sites in planning and executing poverty alleviation programs. We do everything we can to make good use of every dime. We help revive rural areas by creating pleasant living environments, providing occupational training and developing local economies. Our efforts brought enormous changes to Lianzhang, a village in Qiangyuan county, and brought dynamism to the once impoverished county. We have developed a "sustainable, self-perpetuating, and duplicable" model for poverty alleviation that will play a vital role in the battle against poverty in 2019.

In 2018, we tasted the joy of success and the bitterness of setback. Public opinion oversees company operations and helps keep it safe and sound. As a corporate citizen, we will continue to maintain a smooth channel of communication with the public. All Country Garden employees are united as one as we translate our philosophy into reality: make Country Garden good for people and good for the community. Everyone in Country Garden has a deep sense of gratitude to society and to customers. We see it our responsibility to be environmentally friendly and respect life with awe.

The year 2019 marks the 70th anniversary of the founding of the People's Republic of China. The great rejuvenation of the Chinese nation has come to a historic moment that people aspires and strives for. We are in front of an opportunity that promises great things. We

are in a time with unprecedented prospects. The world is unfolding in front of us. When opportunities emerge, only those dedicated to hard work can thrive and prosper.

Country Garden's Five-star Strategy

Country Garden adheres to the principle of sustainable development and makes it its mission to provide better lifestyle products for the world. Since the Group's establishment, based on the service concept of "Country Garden providing five-star living for you", we have braved challenges as we blaze new trails and continue to innovate in property development concepts, building construction, supporting community amenities, and fulfilling our responsibilities.

By integrating the value chain and developing design, construction, greening, decoration, building materials, hotel, education and other industries related to the real estate industry, Country Garden has built a complete industry chain to achieve quality, high speed and low cost for homeowners. The "five-star" strategy of providing a better life for homeowners has emerged through this approach:



The background features a large, light blue '05' on the left side. On the right, there is an isometric illustration of an office environment with orange and white desks, a person working at a computer, and various office equipment like monitors and speakers. The overall color scheme is teal and orange.

Way to Governance: Perseverance

▀ Sustainable Development Goal: Corporate Governance

Country Garden's mission is to "make the world a better place for having us in it". We champion a law-abiding and regulatory-compliant corporate culture, actively safeguard a sound management system in the Group, and pursue the benefit of the society, the Group and our employees from our business.

Launch strict internal corruption investigation in the Group. Implement high QC standards. Perform thorough quality supervision and verification on our products and accessories.



Long-term development of the Group is underpinned by integrity control.



Integrity and self-cultivation starting from a company.

-
- 009 Governance Structure
 - 011 Risk Management and Internal Control
 - 012 Business Conduct and Building an Integrity Business Culture
 - 014 Sustainable Development Strategy
 - 015 Stakeholders Engagement
-

Country Garden firmly believes that the ultimate goal of corporate development is sustainability. While achieving our business objectives, we should assume the responsibility of social citizenship, focus on the interests and expectations of our stakeholders, and integrate sustainable development into our governance, core values, culture, strategy, risk management and internal control.

The Group's Board of Directors (hereinafter referred to as "the BoD") and the management continue to improve the corporate governance and sustainable development management, maintaining a quality BoD, excellent risk management and internal monitoring, transparent communication with our shareholders and continuous improvement of the sustainable development system. They actively keep an eye on the latest corporate governance and sustainable management developments in Hong Kong and around the world, comply with all applicable laws and regulations, and abide by business ethics.

We believe that only by persevering, can we achieve the sustainable development of an enterprise and even human society, and the mission of "making the world a better place for having us in it" can be truly achieved.

希望社会因我们的存在
而变得更加美好

我们要做有良心
有社会责任感的阳光企业

Governance Structure

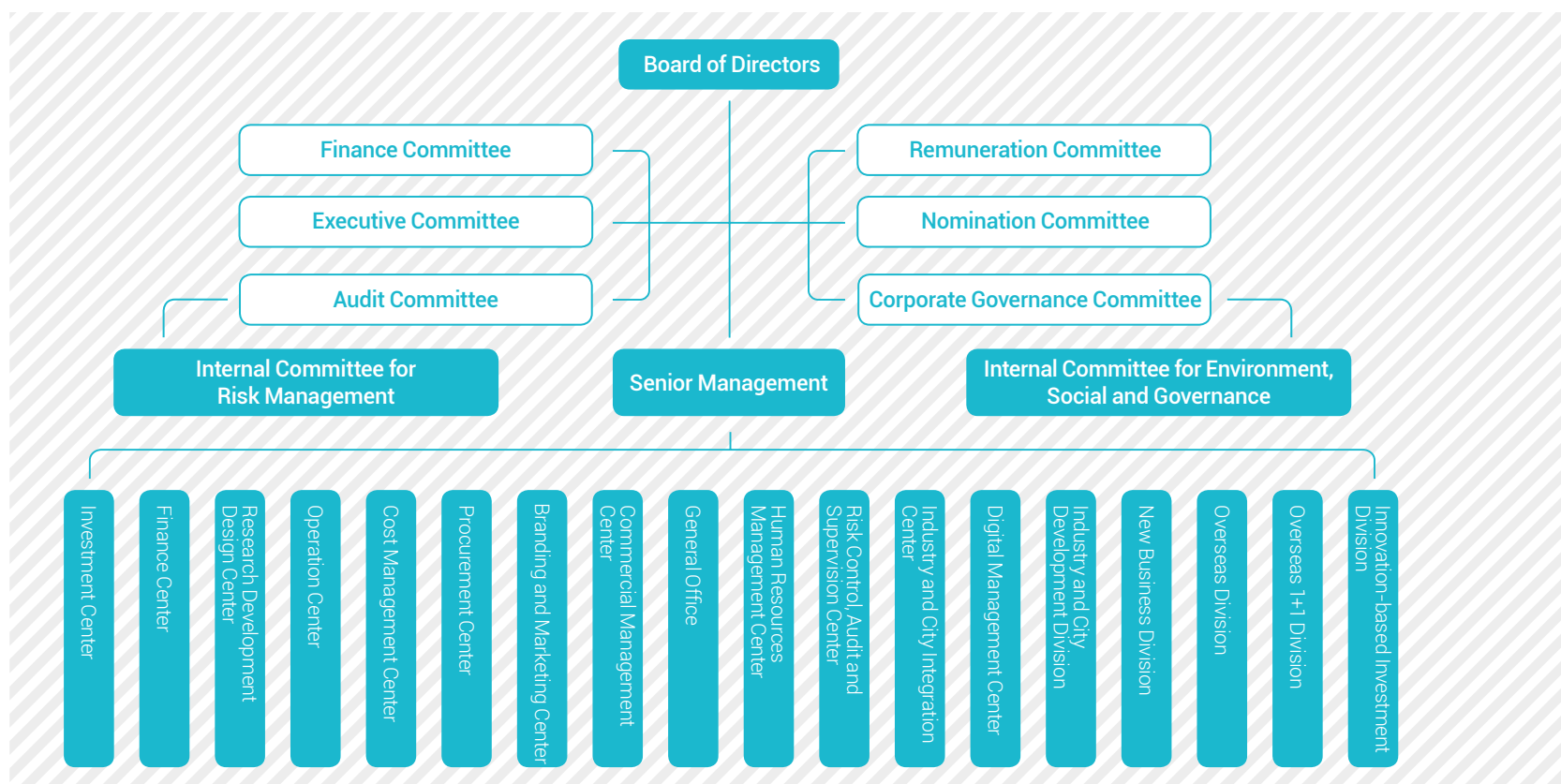
The BoD is the highest governing body of the Group. It consists of executive directors, non-executive directors and independent non-executive directors. It is responsible for the Group's overall governance, supervision and regular review to ensure that it brings long-term

benefits to the Group and its stakeholders. The BoD convenes meeting at least 4 times a year to evaluate and consider on various transactions contemplated by the Group and to review and approve the Group's interim and annual statements.

Establishment of the Committees

To strengthen the function of the BoD, six committees have been established, namely the Finance Committee, the Executive Committee, the Audit Committee, the Remuneration Committee, the Nomination Committee and the Corporate Governance Committee. Among them, the Internal Committee for Environment, Social and Governance under the Corporate Governance Committee was established in 2015. It is composed of Mo Bin, the CEO of Country Garden, and members appointed by various functional centers related to the Group's

environmental, social and governance business. It is the sustainable development management professional review body and authorized supervision body that is responsible for building and improving the sustainable development management and compliance system, supervising the implementation of relevant strategies and policies by the BoD, and reviewing the sustainability report and relevant information that it disclosed.



The Responsibilities of the Internal Committee for Environment, Social and Governance

The Group has issued the *Internal Committee for Environment, Social and Governance Management System*, which provides guidelines for the appointment of personnel, duties and power and rules of procedure for the Committee. The system strengthens the strategic research and strategic planning for sustainable development of Country Garden, and improves the Group's environmental and social risk response and management capabilities. The Committee held three meetings during the year to review the Group's sustainable development policies and the information disclosed by the sustainability reports. The Committee reports to the BoD on the Group's sustainability performance and

the latest updates in related fields at least once every half year, to ensure that the BoD is able to effectively monitor the Group's sustainability.

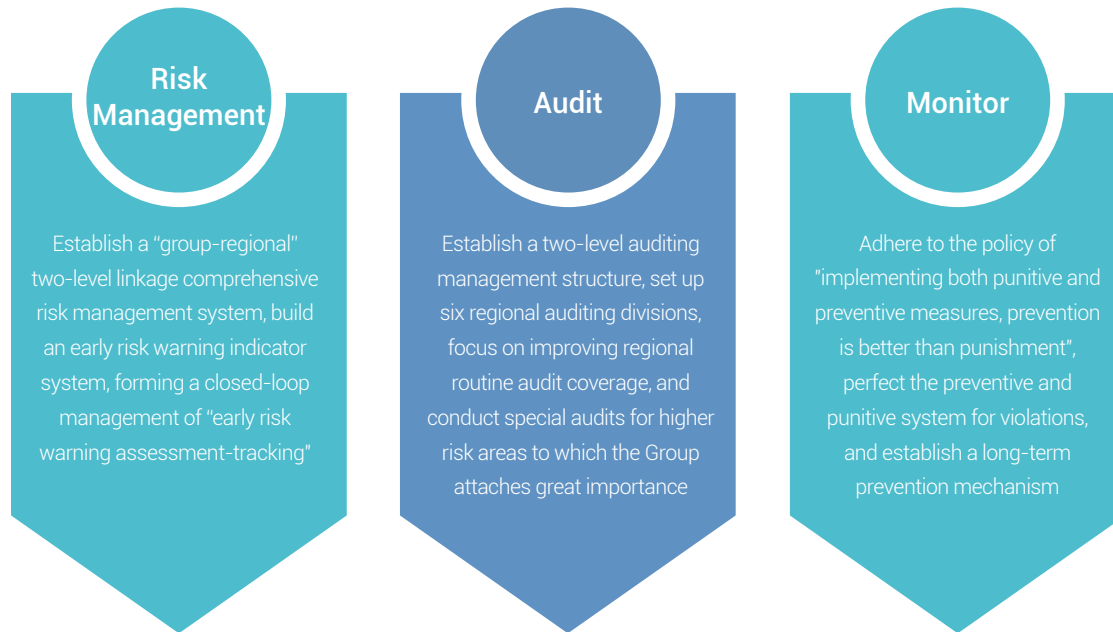
In August 2018, the Group established the Production Safety Committee, and the Chairman of the BoD Yeung Kwok Keung serves as the committee director to further implement the Group's "safety first, people-oriented" production safety guidelines, achieve the "zero casualties" production safety goal, and establish a more comprehensive safety management system. (For more details on the Production Safety Committee and safety control actions, please refer to "6. Way to Operation: Conscience" section of this report.)

For more details on the Group's governance structure and the BoD, please visit our official website: www.countrygarden.com.cn or refer to the "Biographical Details of Directors and Senior Management" and the "Corporate Governance Report" sections of the 2018 Country Garden Annual Report released on www.hkexnews.hk.

Risk Management and Internal Control

Following the internal control framework established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), the Group has built a risk management and internal monitoring system. Through a well-balanced integration of the eight factors, namely internal environment, issue identification,

issue assessment, risk response, control activities, information and communication, and monitoring, the Group's risk management and internal control capabilities have continuously improved.



To consistently improve system effectiveness, the Group has established a risk management structure consisting of Internal Committee for Risk Management, risk management executive body and risk management supervision body to perform "decision-execution-supervision" mechanism. In 2018, under the coordination of the Internal Committee for Risk Management, the Group authorized the risk management supervision body and Risk Control Audit and Supervision Center to conduct two internal control self-evaluation, covering more than 95% of domestic and overseas regions. By continuously optimizing and enriching the internal control self-evaluation process, making the system more substantive, rational and sound, all defects were solved through rectification programs, and a strong force was built to boost the Group's operation and management, performance and legal compliance.

In addition, the Group has continuously strengthened its business

information system, developed an early risk warning and digital auditing platform to improve the ability of each functional center to identify and respond to risks in a real-time, systematic and up front manner and promote the development and improvement of the Group's management and control in a precise, digital and dynamic manner.

The BoD and management will continually optimize existing risk management and internal monitoring systems to further integrate identification, assessment and management of sustainability-related risks into risk management and internal monitoring routines, to enhance the adaptability of the Group's sustainability strategy.

Business Conduct and Building an Integrity Business Culture

In order to create a business environment that is honest and trustworthy, and to ensure the integrity and work ethics of the Group's employees and business partners, the Group continued to improve its anti-fraud mechanism, promote a positive corporate

culture, and ease the pressure on employees. It has also consistently strengthened business conduct supervision and built an integrity business culture. In 2018, there were no anti-corruption lawsuits filed and concluded against the Group or its employees.

Development of Anti-fraud Mechanism

The Group formulated the *Country Garden Employees Code of Conduct*, *Administrative Regulations for Conflict of Interest of the Group Employees*, the *Administrative Regulations for Fulfilling Occupational Behaviors of Group Employees*, and the *Measures for Pursuing Responsibilities for Violation of Regulations and Discipline by Group Employees*, and strictly regulates all employees' duties and



Country Garden Employees Code of Conduct



Administrative Regulations for Fulfilling Occupational Behaviors of Group Employees

Strengthen supervision, regulate and standardize employee duties, and clarify the rules for investigation and punishment.



Administrative Regulations for Conflict of Interest of the Group Employees

Define scope for incidents of conflict of interest, the reporting process, and the responsibility of the employees for not reporting incidents.



Measures for Pursuing Responsibilities for Violation of Regulations and Discipline by Group Employees

Clarify the way in which the Group implements the system of accountability, investigates and handles the appeals, and refine the penalty rules according to the type and degree of influence of the improper job behavior case.

The Group assesses its business operations, finance and legal compliance regularly and irregularly through self-assessment, internal and external audit. It requires rectification and continuous tracking of internal control problems that emerged. In addition, the Risk Control Audit and Supervision Center has established a public reporting mailbox, reporting phone number and reporting address, and will conduct investigation on credible reports or require the department related to the case to conduct self-investigation. Violators will be criticized, recorded, downgraded or terminated labor contracts according to the level of their offence, and economic losses will be recovered from such violators. Those who violate the law are transferred to law enforcement agencies. Based on the principle of openness and fairness, the Group will inform the whistleblower about the results of the investigation and publish the results on the intranet regularly.

The Group's anti-fraud mechanism covers its major business partners. When signing contracts with external units such as procurement contracts, construction contracts and project cooperation agreements, the Group requires partners to sign an agreement to ensure the cooperation is clean and jointly implement anti-fraud measures. (For more details on business partner management, please refer to "6. Way to Operation: Conscience" section of this report.)



Reporting Mailbox

jtjcb@countrygarden.com.cn



Reporting Phone Number

0757-26395969-4



Reporting Address

Country Garden Headquarters, No.1 Country Garden Avenue,Beijiao Town, Shunde District, Foshan, Guangdong (528311)

Positive Corporate Culture Publicity

The Group upholds the values of "We need to shape a positive corporate culture with a sense of conscience and social responsibility" and attaches great importance to developing positive corporate culture. The Group's Risk Control, Audit and Supervision Center implements publicity of positive corporate culture through a variety of ways, including training, reporting monitored cases, producing annual or quarterly integrity-themed posters, filming business integrity micro movies, and by establishing a positive corporate culture column on the intranet. In 2018, Risk Control Audit and Supervision Center held more than 60 training courses attended by more than 11,000 employees. Courses include:

new employee orientation, vertical training for regional heads, and project director training etc. In addition to the publicity and implementation at the Group level, all sub-units also carried out various forms of business integrity training according to their respective situations.

In addition, the "Positive Corporate Culture Festival" held by the Group since 2016 and the occasional industry exchanges on the implementation of business integrity provide a good environment and demonstration for strengthening employees' business integrity and legal compliance awareness.

CASE STUDY

The 3rd Positive Corporate Culture Festival

In 2018, Country Garden held the 3rd Positive Corporate Culture Festival themed "Rediscover your conscience and fill your heart with sunshine", and requested senior executives, heads of business units and staff above manager level to attend the event. Other Country Garden employees joined in through live video. Mo Bin, CEO of the Group, Wang Hua, General Manager of the Risk Control, Audit and Supervision Center, and representatives from the Sunshine Units, led the attendees to read the Sunshine Declaration and solemnly promised to "be an enterprise with positive corporate culture, a sense of conscience and social responsibility" and "fight unremittingly for the progress of human society".

Yeung Kwok Keung, Chairman of the Board of Directors, said: "If a person gains illegal income by breaking the law, how will he or she have any peace in their life? Freedom is the most valuable right and sometimes it's more valuable than life." He asked the employees to be mindful of corruption and be self-discipline. One cannot accept nor pay bribes. The employees need to bear in mind the moral standards of human beings and obey the regulations of the Group.



Awards presentation

CASE STUDY

Risk Control, Audit and Supervision Industry Exchange

In 2018, Country Garden held two risk control, audit and supervision industry exchanges. The main leaders of enterprise risk control, audit and supervision business from Fosun, Foshan Media, Fantasia, Gemdale, Kingkey, Longfor, Heung Kong, Agile, and Excellence Group visited Country Garden's headquarters for the exchange. The companies introduced their mode and work highlights in risk control, audit and supervision, and discussed common industry problems. The exchanges aimed to improve anti-fraud practice through experience exchange.



Risk control, audit and supervision industry exchange sharing meeting of real estate industry

Sustainable Development Strategy

Since the Group's establishment over 20 years ago, it has consistently popularized the concept of sustainability and improved its capacity building, promoted sustainable development as a company strategy and incorporated it into the business development plan, carried out various forms of sustainable development demonstration activities with a close link to its business, gradually formulated sustainable development policies and implemented sustainability actions throughout the business value chain.

Sustainable Development Vision

To create a better society with our existence.

Sustainable Development Mission

Maintain and strengthen the Group's long-term economic, ecological and social resources to achieve sustainable growth, and properly manage the Group's sustainability risks.

Sustainable Development Goals

In 2018, we set our sustainability goals and aimed to create value for our stakeholders in six areas—corporate governance, product responsibility, operational responsibility, environmental responsibility, talent development and public welfare investment. Throughout the year, we had made unremitting efforts to achieve our goals. We will stay true to our founding vision and practice corporate social responsibility in the new era to advance sustainable development of Country Garden's brand.

01 Corporate Governance



Product Responsibility 02



03 Operational Responsibility



Environmental Responsibility 04



05 Talent Development



Public Welfare Investment 06

Stakeholders Engagement

Country Garden regards stakeholders as fellow travelers in our journey. We value the opinions of all stakeholders and invite them to participate in the process of improving Country Garden's performance with respect to corporate social responsibility, and work with us to create new values.

Communication with Stakeholders

Through flexible means of communication, we maintain effective contact with our stakeholders to understand their expectations and give us feedback.

Stakeholder	Expectations and Requirements	Communication and Feedback
Employees	<ul style="list-style-type: none"> • Salary and welfare guarantee • Health and safety • Promotion and development • Equal employment 	<ul style="list-style-type: none"> • Employee opinion collection • Employee care activities • Employee training • Company intranet and corporate culture • WeChat public account
Investors and shareholders	<ul style="list-style-type: none"> • Risk management • Anti-corruption • Return and growth • Corporate governance 	<ul style="list-style-type: none"> • Information disclosure by listed company • Shareholder visit • Investor meeting • Annual general meeting
Homeowners and customers	<ul style="list-style-type: none"> • Product quality • Product safety • Quality service • Communication 	<ul style="list-style-type: none"> • Customer satisfaction survey • Customer complaint channel • Community activities • Social media and corporate publication
Suppliers and business partners	<ul style="list-style-type: none"> • Fair, just and open sourcing • Supply chain funds safety • Experience sharing • Rational competition 	<ul style="list-style-type: none"> • Supplier evaluation • Supplier conference • Visit and research • Talk and training
Local communities	<ul style="list-style-type: none"> • Community development • Community activities 	<ul style="list-style-type: none"> • Community activities • Corporate publication

Stakeholder	Expectations and Requirements	Communication and Feedback
Peer companies and industry associations	<ul style="list-style-type: none"> • Fair competition • Experience sharing 	<ul style="list-style-type: none"> • Corporate culture exchange • Industry exchange
Public welfare institution and NGOs	<ul style="list-style-type: none"> • Work with the public to gain a better understanding • Charity programs • Community communication 	<ul style="list-style-type: none"> • Field trip • Community service • Public welfare activities
Government authorities and regulatory institutions	<ul style="list-style-type: none"> • Abide by the laws • Pay tax in accordance with the law • Regulatory-compliant business operation 	<ul style="list-style-type: none"> • Field trip • Participate in policy and advice formulation • Government projects
The public	<ul style="list-style-type: none"> • Disclose information in an open and transparent manner • Support social development • Help the impoverished • Pay attention to the vulnerable 	<ul style="list-style-type: none"> • Public welfare activities • Information disclosure • Social media and media communication • Public opinion monitoring



2018 Public Welfare Hiking Activities



2018 Investor Open Day

Key Sustainable Development Issues

In 2018, we followed our practice of previous years and hired an independent third party to collect stakeholder opinions to assess the sustainable development issues. The results of the assessment were used to prioritize issues, give feedback and guide the Group's follow-up improvements on the sustainable development strategy. Specific steps are as follows:

Identify Issues

Review past and current communications, domestic and international sustainable development issue, Hong Kong and international reporting standards;

Update sustainable development issue list, including four scopes: environment, employment and labor, business operation and community.



22
Sustainable
development
Issues

Investigate and Research

Design online questionnaire, collect comments and expectations on sustainable development issue from internal and external stakeholders with a combination of grade points and open questions;

Reach domestic and overseas employees, partners, customers, investors, associations, the authorities and regulatory institutions, public welfare institutions, local communities and other groups through various means such as the Phoenix Club APP, Shouloubao APP, Yuanbao APP, company intranet, WeChat public account and WeChat group.



3,905
Valid
Questionnaires

Screen Key Issues

Assess the issues and prioritize them according to their influence over the stakeholders and their business;

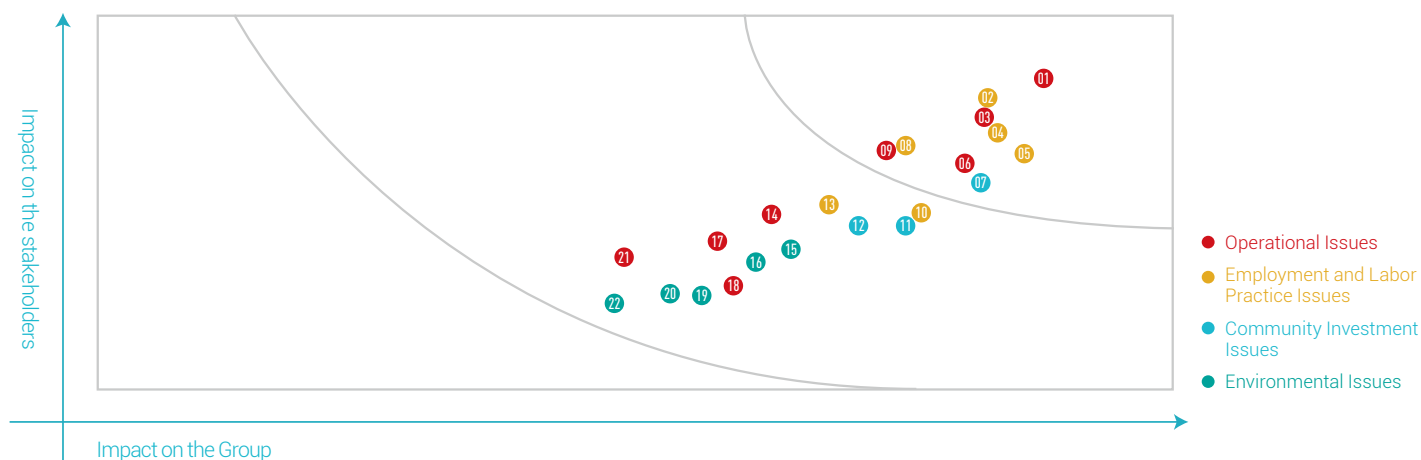
Review stakeholders' opinions and assessment results, report them to the management and screen key issues in the report and the key points of sustainability performance.



9 Key
Issues

Materiality Matrix

We use a matrix diagram to map the distribution of sustainable development issues covered by this materiality assessment, show their impact on internal and external stakeholders and their influence on the business, and then prioritize them based on the total scores of each issue.



Sustainable Development Issue Matrix Diagram

Ranking	Highly Important Issues
01	Product quality and safety
02	Child and forced labor prohibition
03	Customer service and satisfaction
04	Employee training and development
05	Employee health and safety
06	Regulatory-compliant management and business integrity
07	Charity programs and social service
08	Labour rights and benefits
09	Customer privacy and information safety

Ranking	Moderately Important Issues
10	Talent introduction and team building
11	Policy response and public participation
12	Community development and social influence
13	Equal employment and employee communication
14	IP protection
15	Green building and green community
16	Green technology innovation
17	Rational marketing and promotion
18	Supply chain environment and social risk management
19	Energy saving, emission reduction and green operation
20	Water resource usage and sewage treatment
21	Eco-friendly material usage
22	Waste disposal and recycling

006

Way to Operation: Conscience

▣ Sustainable Development Goal: Product Responsibility

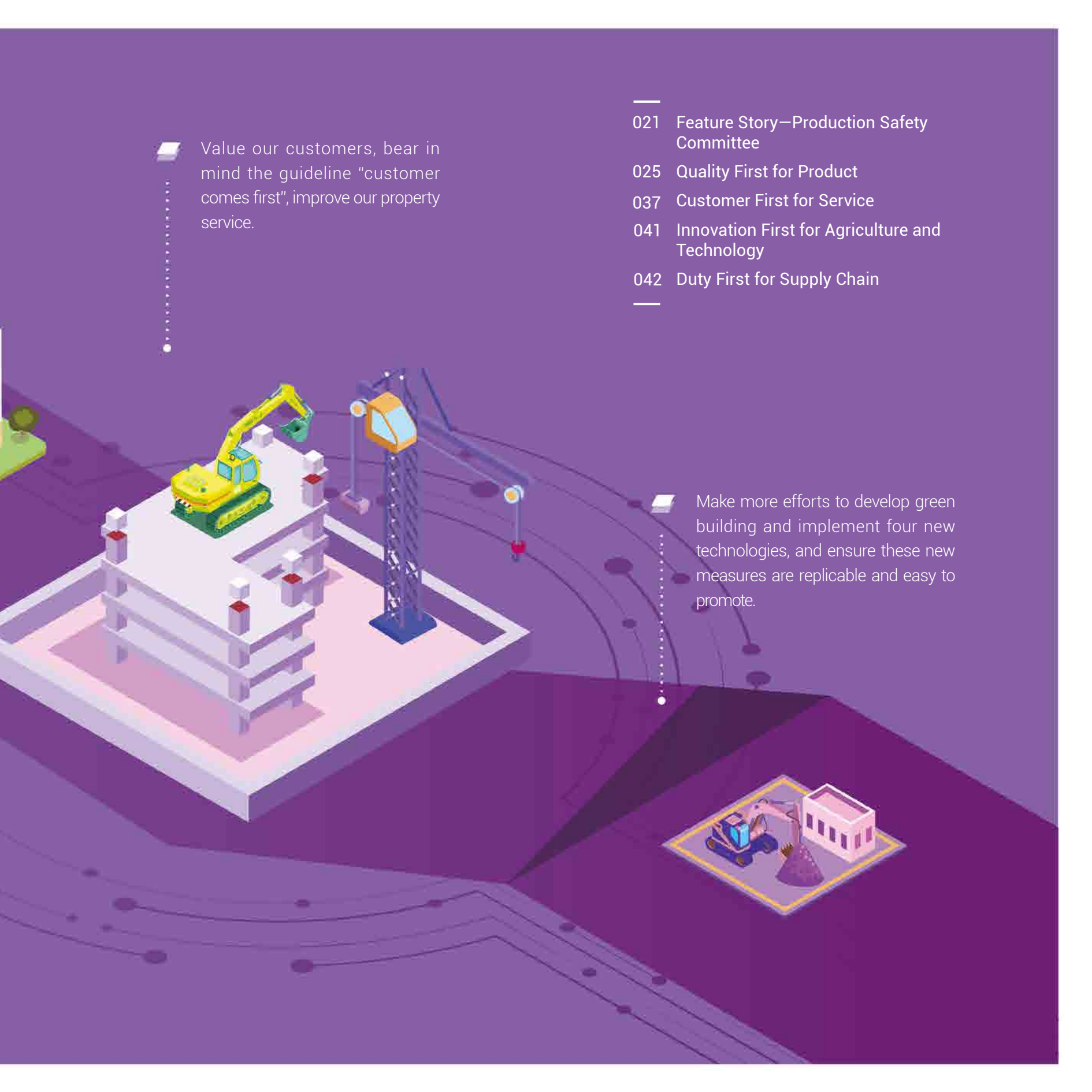
Safety, quality and property management are the foundation that support Country Garden's sustainability. As the developer who has sold most salable area in China, the Group consistently maintains high product and service quality and strictly follows the guidelines of "optimizing construction period and keeping an open construction site". It will further promote four new technologies and lead the reform of the construction industry.

▣ Maintain a strict standard over safety and quality, continue implementing the "two benefits" policy, secure a win-win cooperation with our partners, support public welfare courses and protect the Group's image.

▣ Sustainable Development Goal: Operational Responsibility

"Make joint efforts to build and manage for a win-win outcome"—this idea guards Country Garden's sustainability. We are committed to building an open and transparent business environment with our partners, provide a premium and innovative living environment and products to our customers, and ensure good progress of the Group with our investors.





Value our customers, bear in mind the guideline "customer comes first", improve our property service.

021 Feature Story—Production Safety Committee

025 Quality First for Product

037 Customer First for Service

041 Innovation First for Agriculture and Technology

042 Duty First for Supply Chain

Make more efforts to develop green building and implement four new technologies, and ensure these new measures are replicable and easy to promote.

Country Garden is a large-scale urbanization-oriented property developer in China. The Group adopts a centralized and standardized operating model. Its business includes real estate development, property management, hotel service, and construction. We are committed to making the concrete jungle into an artistic world with a welcoming feeling, so that every homeowner can have a better and happier living environment.

Country Garden prioritized achieving good quality through sound management in 2018. With the big picture in mind, we are pragmatic and determined to be down-to-earth, and aim to make every project a success case. We strive to ensure quality and service through the “Five Benefits” project through internal control management optimization on a large scale basis. We uphold conscious business operation, and the “life first, safety first” development philosophy, enhance safety awareness of all employees in every aspect, implement a production safety responsibility system, improve the production safety management system, continuously refine the high-quality innovative construction system, and strive to give all our homeowners a five-star living environment.



Feature Story—Production Safety Committee

In August 2018, the Group established the Production Safety Committee, and Yeung Kwok Keung, Chairman of the BoD, served as the director of the committee. The committee aims to further implement the Group's “safety first, people-oriented” production safety guidelines, improve our practical efforts based on the value “We must have a conscience and a sense of social responsibility”, fulfill the corporate mission of “We hope our society can be a better place by our existence” and promote the long-term goal of “zero casualties” in terms of production safety. In future, the Group will also invite well-known scholars and experts from society to join the Production Safety Committee as required, to continuously improve the Group's governance.

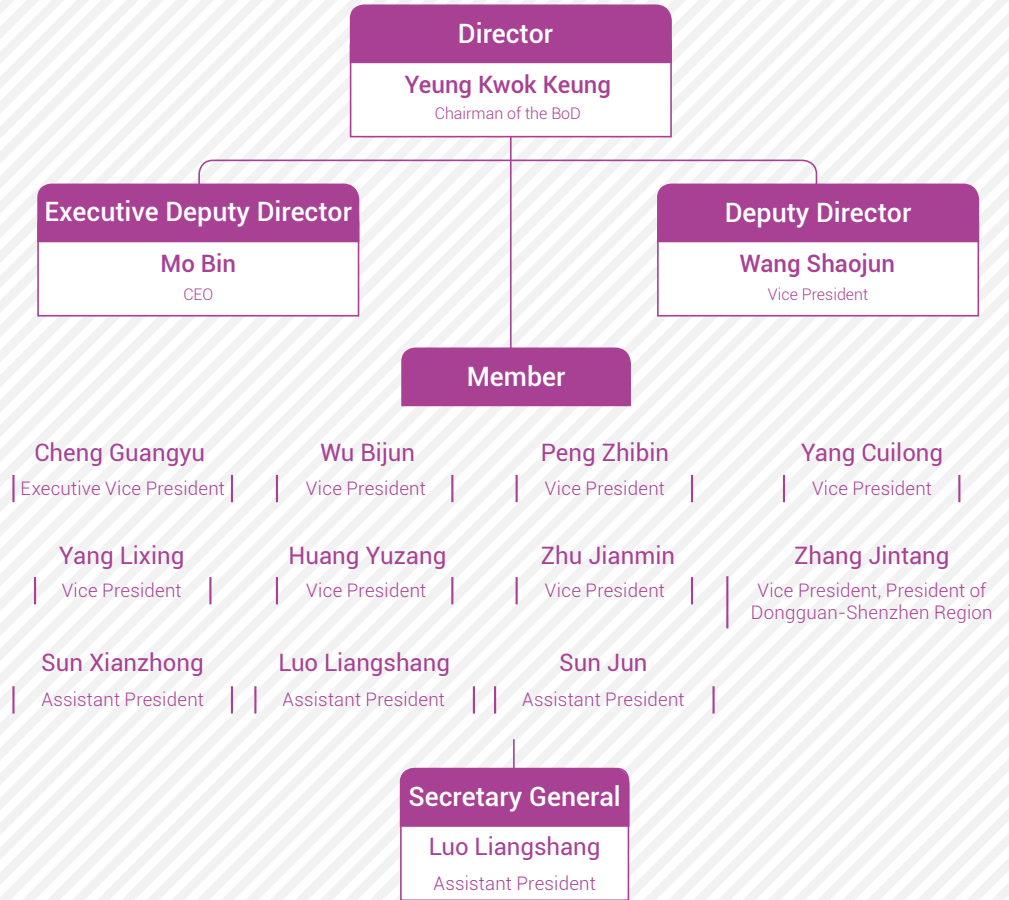
The safety management department, which is based on five core functions of risk warning, regulatory enforcement, safety culture, fostering top practice and information management, is the lead

agency for production safety in the Group. The 71 regional safety management departments of the Group are required to be staffed according to the “1+3” rule (1 refers to the head of the safety management department, 3 refers to the civil safety manager, electrical safety manager and mechanical safety manager), and at least one state-certified safety engineer is required to be in the key position of the regional safety management department. All regional safety management personnel must hold a safety officer Level-C certificate.

Under the leadership of the Production Safety Committee, each Country Gardener is responsible for safety supervision and management, and promotes the improvement of Country Garden's safety management and control system, including mechanism, supplier, culture, supervision, technology, rewards and penalties.

Notice: internal review covers a series of groups, including middle and senior management in the Group, while external review is conducted by general staff, supplier/cooperator, industry association, customer/homeowner, investor/shareholder, government department/regulatory bodies, public welfare organization/NGO, local communities and other stakeholders.

Roles and Composition of Country Garden Production Safety Committee



Liability Letter for Production Safety

In September 2018, the Group headquarters signed the liability letters for production safety with the regional HQ and their sub-units, as well as with its partners to clarify the roles for production safety. The liability letter requires all parties to strictly abide by the *Construction Law of the People's Republic of China (PRC)*, *Production Safety Law of the PRC*, *Regulations on the Safety Management of Construction Engineering* and other laws and regulations, and conscientiously implement the "safety first, people-oriented" guideline of Country Garden. Within the Group, it is necessary to improve the production safety management structure at all levels, formulate a local production safety management system, and improve production safety in every respect. With respect to partners, construction companies are required to conduct regular safety inspections on all projects contracted by Country Garden and submit inspection reports.



liability letters signed by CEO
and regional directors



liability letters signed by regional
units and project departments



liability letters signed by
CEO and top partners



liability letters signed by regional
units and construction companies



liability letters signed by project
departments and construction
companies

Production Safety Week

Although we have always attached great importance to production safety, unfortunately, two safety accidents occurred in Fengxian in Shanghai and Lu'an in Anhui Province. While the Group handled the accidents properly, we reviewed them comprehensively and took a series of measures to set July 26th, the day when the Lu'an incident happened, as the annual "Production Safety Day" to caution our employees. In all of the Group's projects, we launched a quarterly "Production Safety Week" campaign to strengthen the corporate culture of production safety. We launched many

safety themed programs, such as "Production Safety Day" and "Production Safety Week" and other activities, such as "Safety first, life first", "Foundation pit collapse prevention for our own safety", "Do not use improper equipment, to ensure employee safety", and "Prioritize fireproofing as fire is ruthless". We built and developed a production safety atmosphere within the Group with knowledge contests, themed training, emergency drills and through other means.



A Fire Drill Was Held in Maoming County Garden



Sign the Liability Letter for Production Safety



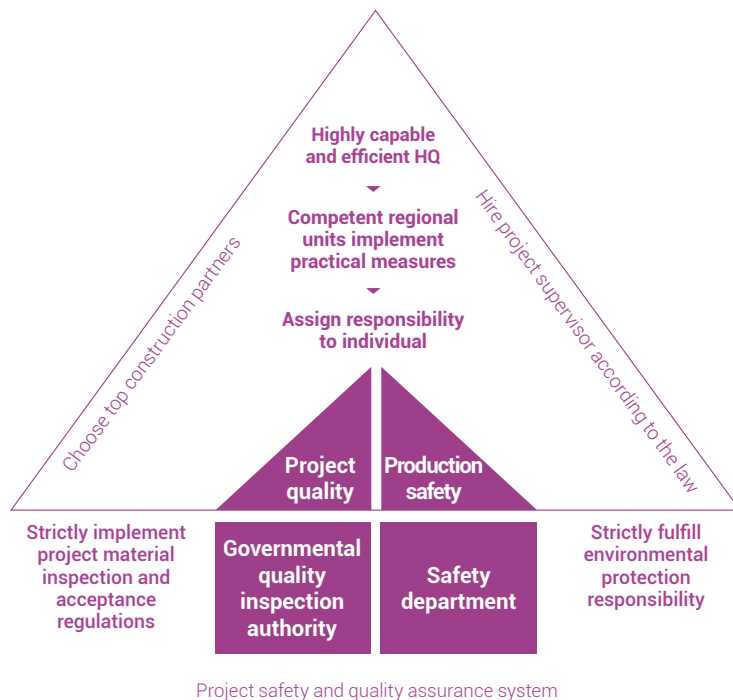
2018 Production Safety Conference held in Qingyuan Region

Quality First for Product

Quality decides the survival of a company. Country Garden always pursues quality based on "craftsman spirit" and has put in a lot of thought on safety, aesthetics, affordability, usability and durability of its products. It consistently implements a quality management policy of "reliable construction and best home", giving property owners a home that meets our ambition, conscientious business thinking and craftsman spirit.

Project Safety and Quality Control System

Country Garden has established a comprehensive "HQ-Region-Project" three-level quality control system, in accordance with the *Safety and Civilized Construction Measures Standardization Manual*, *Production Safety Management Regulations* and other regulations. The Group has implemented the "Six 100%" regulation, strictly controls safety, quality, technology, civilized construction and environmental protection of construction projects, implemented end-to-end quality inspection measures on materials provided by suppliers, and has built a comprehensive project safety and quality control system.



Guided by the quality control concept of "control the two ends and support the middle link" proposed by CEO Mo Bin, the Group promoted sustainable development by sharing the experience from the top performing regions and summarizing the gains and losses of the poor performance regions.

Six 100%



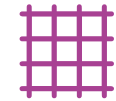
The Construction Site
100% Surrounded by Boundary Fence



Stacked Material
100% Covered



Vehicles that have Access to the Construction Site
100% Washed



The Construction Site Floor
100% Hardened



The Demolition Site
100% Usage of Wet Process



The Slag Car
100% Equipped with a Closed Cabin



Guard the Bottom Line for Safety and Quality

The Group listed quality problems that property owners are most concerned about, such as hollowing, cracks and leakage, for the quality bottom line management, and encouraged project teams to take the initiative to “shut down the project” in case of a major safety hazard, and implement a veto system to ensure project quality. The project’s general manager who crosses the quality bottom line and project regulations will be removed from office. The Group upholds the “Ten red lines for production safety and four bottom lines”, “Ten bottom lines for safety and quality” and “Eight guidelines for premium decoration”. Through the quarterly inspection, third-party inspection and flight inspection conducted by the Group, the security risks are strictly controlled and quality defects are eliminated, ensuring delivery quality. The inspectors inspected 1,714 sections during the inspections and issued 926 rectification notices. In all, 616 sections were inspected by third parties.

 **76 Projects**
Were “shut down” and construction was resumed after the rectification was fully completed.

 September 2018
Foundation pit inspection

 October 2018
Large machinery inspection

 From November to December 2018
Fire inspection

Bottom Line for Production Safety

No.	Category	Details of the Bottom Line
1	Safety Responsibility System	<ul style="list-style-type: none"> Project safety responsibility system has not been established. The construction unit's own safety management system is missing or not functioning effectively.
2		<ul style="list-style-type: none"> Personnel in key safety positions are not hired or AWOL.
3	Safety Management	<ul style="list-style-type: none"> No targeted contingency plan.
4		<ul style="list-style-type: none"> On-site workers generally start their work without receiving prior safety education. Special appliance operator works without a certificate or with an expired certificate.
5		<ul style="list-style-type: none"> The construction site has not been fully enclosed and access control system has not been set up. Project manager weekly inspection is not implemented.
6	Major Hazard	<ul style="list-style-type: none"> Systematic defects found in boundary protection, high-place operation or temporary electricity.
7		<ul style="list-style-type: none"> Hazardous projects (foundation pit, high slope, high retaining wall and high form erecting) processed without targeted plan or expert verification.
8	Equipment and Facilities	<ul style="list-style-type: none"> Vertical transport construction machinery, such as construction elevator or tower crane, installed without targeted plan. Special equipment used without the inspection of professional institutions.
9	Fire Safety	<ul style="list-style-type: none"> Fire operation without fireproofing measures.
10		<ul style="list-style-type: none"> No fire-fighting facilities at the construction site and living area, major fire hazards exist.

Four Bottom Lines for Project Safety Management



Project safety inspection tour score ranked among the bottom five in the Group for two consecutive quarters.



A high risk warning is triggered and the rectification is ineffective.



Cross three or more project production safety bottom lines.



A security incident occurred that severely tarnished the Group's image.

Ten Bottom Lines to Ensure Safety and Quality

The "Ten Quality Bottom Lines" are a number of regulations formulated by Country Garden for major quality incidents that may occur during project development that exceed the national standards. It covers the requirements of technology, raw materials, processes and management. It is aimed at preventing the occurrence of dangerous quality incidents by setting up targeted regulations and standards.

Structure Safety

01. Construction according to design drawing (including valid change order).
02. Strictly implement concealed project acceptance in accordance with national regulations.
03. Ensure structural safety (qualified foundation works, qualified steel works, qualified concrete strength) and mortar strength.
04. The structural floor thickness deviation is no more than 10 mm and pass rate no less than 80%.

Two Prevention Bottom Line

05. Brick setting, top bricks and hanging wire nets must strictly follow the Group's two prevention requirements.
06. Waterproofing and structural works must strictly follow the Group's two prevention requirements.

In-process Monitoring

07. Water spraying test on external wall and water storage test in bathroom, on terrace and roof must strictly follow the guidelines.
08. Raw material inspection.
09. (1) Construction delivery must pass inspection and be confirmed in writing.
(2) Mock acceptance and rectification must be conducted before delivery.

Key Process Control

10. (1) Water blocking stone and threshold brick (stone) must be wet-laid.
(2) Stone for external wall and tile installation and binding must be firm.
(3) Railing installation must be firm and have proper strength.
(4) The PE for bathroom sockets must be properly connected with equipotential bonding.
(5) Inclined roof tile must be installed firmly and properly.
(6) External wall hole sealing meets anti-seepage requirements.

Eight Guidelines for Refined Decoration

The Group upgraded the former “six guidelines for refined decoration” to the current “eight guidelines” for better planning and preparation before decoration, and to improve precision processing of raw material and decoration quality.



Safety and Quality Inspection Tour

Country Garden project safety and quality inspection tour is an important tool for the safety and quality assurance of the construction project, from the start of construction to the delivery process. Following the process of “data collection and analysis – check and review – revision – summarizing experience”, quality assurance, construction technology, advanced construction experience and lessons in poor construction quality can be analyzed, in order to identify deficiencies, clarify objectives and find out what needs to be improved. Safety and quality inspection tour are not only a quality assurance means that continuously improves project quality, but it also enhances quality responsibility, quality ethics, and quality habits, and integrates them into the essence of corporate culture.



Level	Certified Projects
National	2
Provincial	45
Municipal	101

2018 Country Garden government-approved safe and civilized construction projects

Sharing Successes, Losses and Win-win Experience

Based on the principle that “everyone is both a teacher and a student”, Country Garden conducts monthly training and sharing sessions. Every outstanding project team is invited to share its experiences, and the achievements are studied for benchmarking and guiding other projects. At the same time, each reviewed project provides lessons to learn from, which helps other projects to avoid making the same mistake.

CASE STUDY

Measures to Ensure Construction Workers' Safety

Construction workers must go through three safety training courses, practice safety equipment and learn safety measures through personal experience to improve their safety awareness and skills before entering the construction site. Every day, before construction work begins, a pre-shift meeting is convened to check whether the workers' physical condition and their physical protection equipment meet stipulated requirements, and to clarify the tasks and safety precautions, to ensure smooth construction work.



Ensure the Safety of Construction Personnel

The construction site is not open to the public. All personnel must pass the access control system, and those who do not undergo safety training are prohibited from entering.

Implement the five parties' accountability system, and strictly implement the “shutting down” mechanism by implementing daily, weekly, and monthly inspections and special inspections, so as to effectively eliminate potential safety hazards on the construction site and ensure production safety.

Contingency Plan for Safety Incident

In response to safety incidents, the Group has developed a comprehensive emergency safety plan to ensure the safety and health of the construction workers. If safety incidents happen at the construction site :

- For a minor injury, the injured is immediately sent to the infirmary and receives treatment.
- For a serious injury, the chief of emergency response immediately communicates with the designated hospital about the situation and requests for an ambulance to treat the injured at the site, so that the waiting time is reduced and the injured can get effective treatment in time.
- The project managing team and construction workers conduct routine emergency rescue drills and fire drills to improve their emergency response capabilities in the face of safety incidents.



Fire Drill

CASE STUDY

Quality and Safety Management APP

Traditional construction site safety management systems record onsite problems in the form of written documents, which are difficult to use and track and inefficient. In order to enhance safety management and ease project safety management, Country Garden launched the "Quality Assurance" APP to achieve intelligent information management of the construction site and prevent construction safety risks:

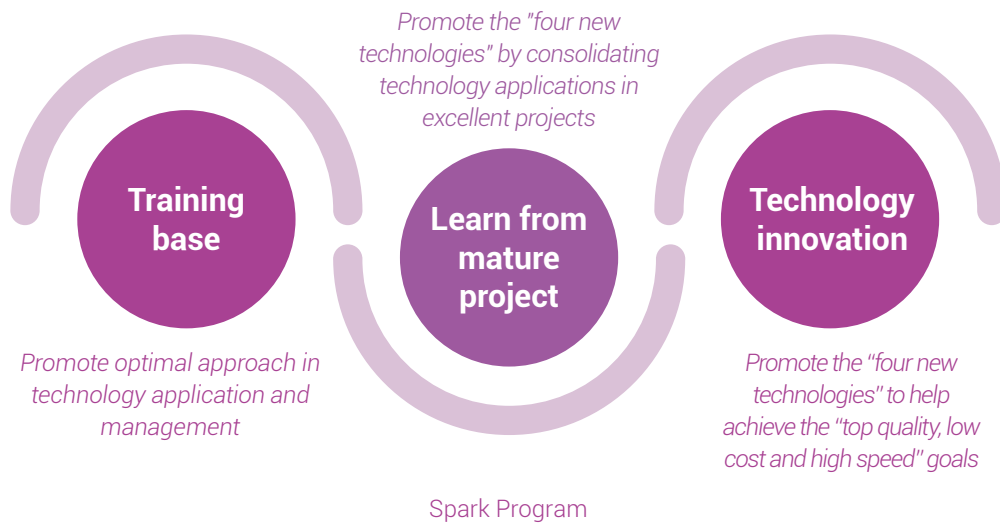
- Inspection management: Onsite safety inspection personnel only need to input the safety hazards found at the site into the APP, and it immediately notifies the appropriate personnel to carry out rectification measures.
- Information tracking: The APP can prioritize security risks, which helps management personnel to carry out targeted supervision, thereby greatly saving manpower.
- Mandatory safety system: Quality Assurance requires mandatory onsite photo shooting to prevent rectification personnel from using random photos.
- Strengthen inspection and supervision: The project manager can understand the safety status of the construction site anytime and anywhere through the app, and get to know first-hand information about the site.



Quality and Safety Management App

Be a Leader in the Industry

With the “Spark Program”, the Group quickly made progress and achieved a demonstration effect. Through the “Spark Program”, the comprehensive application of technology was promoted separately in assembly and non-assembly projects, with “Five benefits”. We can meet the high standards of our customers, continuously improve delivery quality, and help upgrade the construction system.



100 Construction Sites for Learning



50 Training Bases

The “Spark Program” will deliver 100 construction sites for learning and 50 training bases in the future, to achieve the effect of “a spark of a demonstration project inspires a lot of other work”.

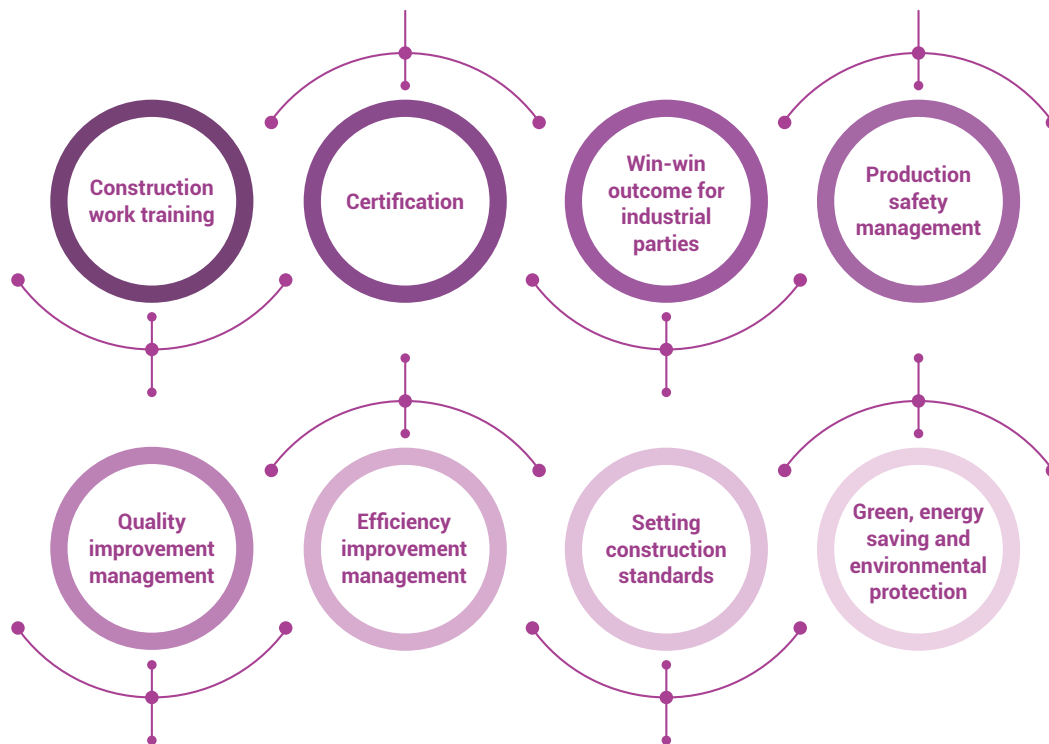
Five Benefits

- Help eliminate three major quality problems
- Facilitate excellence in the first attempt
- Be beneficial to improve efficiency and core competitiveness
- Be conducive to maintaining costs
- Facilitate system integration and improvement

High-quality Construction System

Production safety and high-quality development are both realistic needs and new targets for economic development, and a necessary path for urban and rural housing construction. Country Garden's high-quality construction system is a system of high-quality development with Chinese characteristics thanks to the

industry's development and cutting-edge science and technology advancement. It is the best platform for the guidelines provided by the Country Garden Production Safety Committee, and is also the core technology for better construction quality and to ensure safety, energy conservation and emission reduction.



Core Concept

The high-quality construction system takes "sharing safety", "scientific and technological innovation", "green and sustainability" and "high quality and efficiency" as the four core concepts, with building technology innovation as the driving force. It consistently innovates construction science and technology, and explores the systematic transformation of the construction industry. A high-quality construction system with independent innovation and unique characteristics has been gradually established.

Sharing Safety

- Use smart climbing frame instead of traditional construction floor-standing scaffolding; complete building the frame at a time.
- Workers work in a fully enclosed environment, ensuring construction safety.
- Help the industry and society to jointly improve the quality of housing and achieve win-win for all parties.

Scientific and Technology Innovation

- In the high-quality development phase, technological innovation is the driving force for achieving high-quality development of the construction industry.
- Use a number of "green technologies" including high-precision construction molds, concrete cast-in-place exterior walls, etc.
- Apply advanced technology such as building standardization and industrialization to create pilot projects for new construction methods.

Green and Sustainability

- Eliminate masonry plastering and reduce dust pollution. The floors adopt in-process assembly and the main body is cast at one time, which greatly reduces use of materials such as wood and sand.
- New construction molds, wood savings and plaster-free rate over 90%, achieving green sustainability.

High Quality and Efficiency

- Significantly reduce the three major quality problems of penetration, cracks and hollowing.
- Combine the advantages of new assembly and cast-in-place to create a high-quality and durable building.
- Use advanced building technology to achieve highly efficient construction, and strive to realize robot-driven intelligent construction in the future.

Based on years of experience in different construction methods, management, technology and materials, and post integration, upgrade and re-development, the high-quality construction system has enriched itself with features of safety, civilized operation, high quality, environmental protection, open and sharing, high efficiency and iterative innovation. Through in-depth analysis of construction technology development in China and overseas, a five-phase development concept for the construction industry is proposed: traditional construction phase, efficiency improvement phase, high quality and efficiency phase, intelligent construction phase and unmanned construction phase.

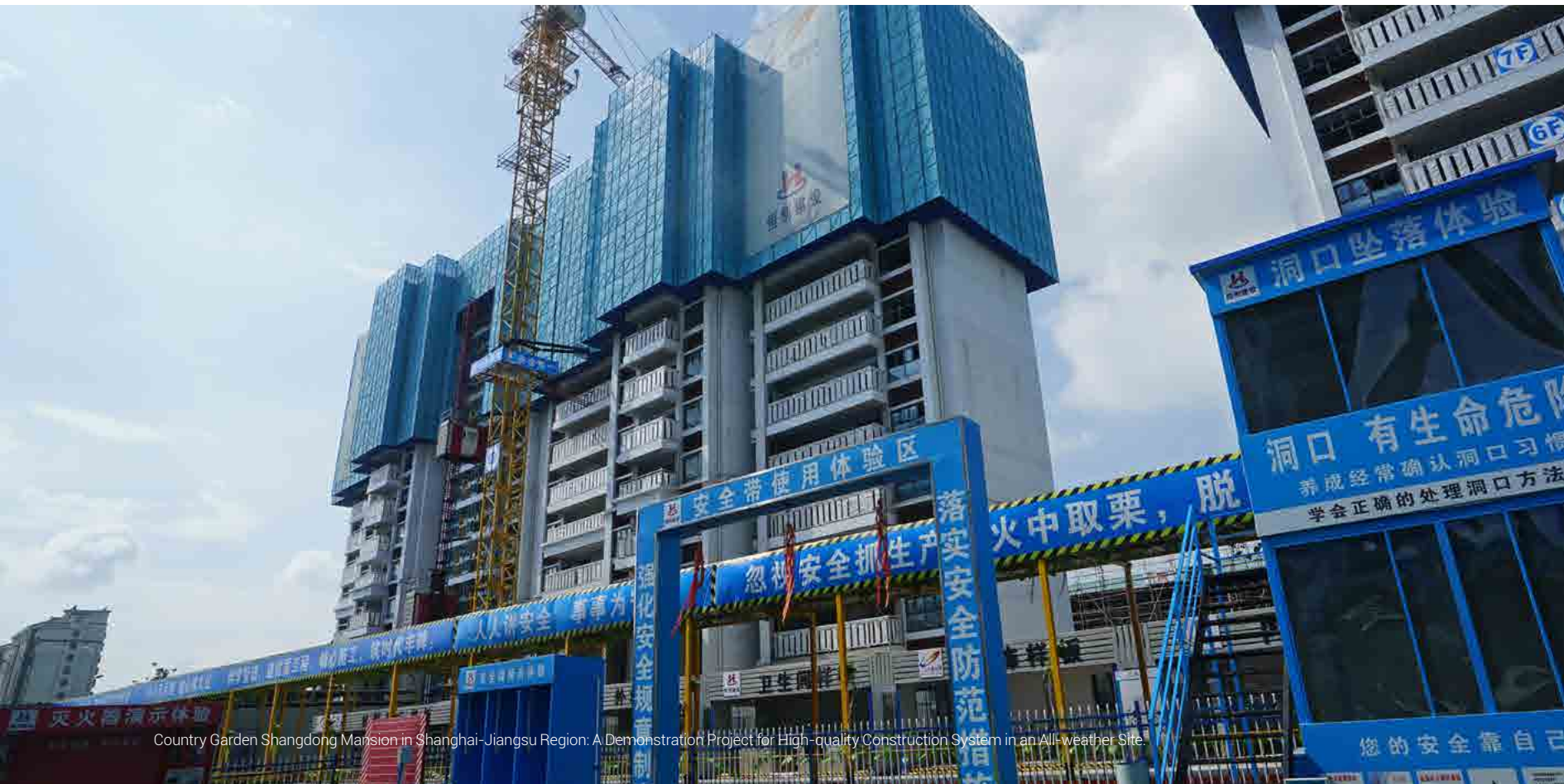


The high quality and efficient construction phase is a milestone of the high-quality construction system. In the high quality and efficient construction phase, the high-quality construction system robustly combines advantages of cast-in-place and assembly, shaping many feature-rich, management and technology-based systems.

Development and Promotion of High-quality Construction System

Guided by national policies and the strong support of government departments at all levels, the high-quality construction system has gained a broad space for development and has been recognized by the government, industry, academic community, market and customers. Since the successful pilot project in Country Garden in 2016, the high-quality construction system has been upgraded from version 1.0 to version 4.0+ through continuous research and optimization and iterative updates. As of December 2018, the high-quality construction system has applied for more than 800 patents, and has been promoted in more than 400 projects in 30 provinces and cities such as Guangdong, Beijing, Hebei, Jiangsu, Zhejiang,

Hunan, Sichuan and other provinces. 42 projects are open to all-weather construction sites. Multilateral and bilateral exchanges and cooperation with countries along the "Belt and Road" have been established to build an open, shared and win-win innovation ecological system for the construction industry chain. A high-quality and systematic construction worker training school has helped cultivate nearly 20,000 construction workers. In addition, China Construction Technology Group, Tsinghua University, Peking University, China Institute of Building Standard Design and Research and other institutions have carried out in-depth theoretical and practical research on high-quality construction systems, and have



Country Garden Shangdong Mansion in Shanghai-Jiangsu Region: A Demonstration Project for High-quality Construction System in an All-weather Site.

established and improved group standards and related system certification for high-quality construction systems. They have conducted systematic, scientific, and practical combing of high-quality construction systems to provide theoretical and academic support for high-quality construction systems.

In Country Garden, each building, window and pipe is built through the dedicated efforts of over 1,000 registered architects, more than 3,200 mid-level and senior engineers, more than 1,300 doctorates and more than 6,000 designers. We will continue to improve to offer safe, suitable, aesthetic, economical and durable products to the

society, the markets and customers.

Registered Architects
≥ 1,000

Mid-level and Senior Engineers
≥ 3,200

Doctorates
≥ 1,300

Designers
≥ 6,000




Construction Site of Aluminum Mold


Customer First for Service


Country Garden always prioritizes the needs of homeowners and residents, and is committed to achieving high operational efficiency and high customer satisfaction through professional management, service standardization and differentiation. The Group has formulated

the *Guidelines for Pre-sale Customer Risk Checking Guide*, *Guidelines for Customer Complaint Handling*, *Mass Complaints ABC*, *Customer ABC* and other systems or guidelines to regulate customer service and to meet their needs.

Systems and Guidelines

 Guidelines for Pre-sale Customer Risk Checking Guide

 Guidelines for Customer Complaint Handling

 Mass Complaints ABC

 Customer ABC

Customer Service and Satisfaction


In 2018, the score of customer satisfaction reached 82.4%, up from 82.0% compared to the previous year. We are committed to improving our products and services to ensure better customer satisfaction.



Delivery and Acceptance

The Group has formulated the “Guidelines for Joint Inspection and Acceptance before Project Delivery”, which clarifies the regional project delivery risk inspection system, so as to guide the joint inspection and acceptance work before the project is handed over, improve project quality, and avoid possible handover risks.

Systems and Guidelines

 Guidelines for Joint Inspection and Acceptance before Project Delivery

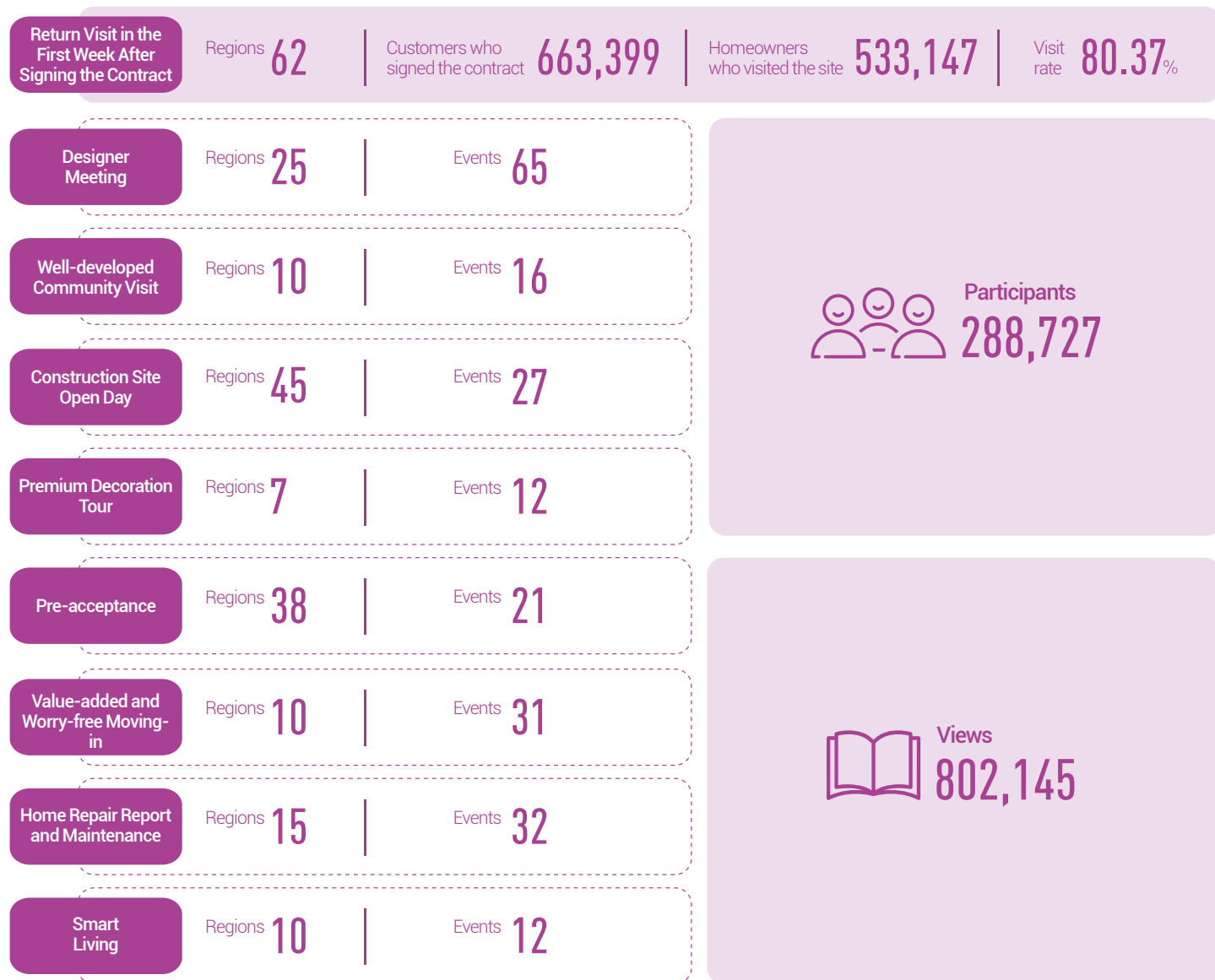
From Signing to Moving-in

Based on the service concept of “Beginning from customer needs and ending with customer satisfaction”, Country Garden has creatively developed the “nine steps to maintain a cozy home” plan, to welcome homeowners when they move in. From the first week after the signing of the contract to the completion of the construction of the entire residential community, we take each step while ensuring the benefit of the homeowner. We insist on interacting with them, and provide well-thought and considerate services while they wait to move in.

In 2018, we further improved the “nine steps to maintain a cozy home”, such as “return visit in the first week after signing the contract”, and used the Cloud calling platform to interact with homeowners and keep track of the needs of homeowners. In the “designer meeting” and “well-developed community visit” and “value-added benefit package for worry-free moving in”, Country Garden’s value-added service and excellent customer experience are introduced. Live streaming of the “Construction Site Open Day” is introduced to break the obstacles of distance, so that homeowners who live far away can experience the development of their home in

real time. Every regional company developed contingency plans on how to address homeowners' complaints about product safety and quality. According to *Country Garden Engineering and Maintenance Regulations*, all complaints must be addressed within 24 hours and serious issues must be reported to the headquarters.

By the end of 2018, the Group had carried out 2,184 customer care activities, an increase of 97% compared to the previous year. Based on the nine steps to maintain a cozy home, the proactive customer care activities also included more diversified interactions such as potential owner poverty alleviation trips and furniture sale festival.



CASE STUDY

Furniture Sale Festival

Furniture Sale Festival is an event hosted by Country Garden and its subsidiary furniture plant, and is an exclusive opportunity for homeowners. They can enjoy special furniture sale and service of Country Garden before moving-in, and the event provides one-stop furniture service for homeowners, to solve their home furniture problems from possession to moving-in. The festival started in 2016 and is hosted during November and December annually. It has been hosted for three times so far and the activities are divided into online and offline events. In 2018, Country Garden Furniture Sale Festival covered more than 20 mass-delivery projects at the end of the year, serving over 50,000 homeowners, and online visits exceeded 100,000.



Furniture Sale Festival

Construction Site Live Streaming

In 2018, we provided live streaming for the Construction Site Open Day, and have continued to maintain 100% coverage on these occasions. The live streaming allowed more homeowners to participate in the construction site open day, see the construction site as it is, and also worked as a "magnifying glass" for project quality supervision, ensuring improvement in the quality of construction projects, as well as ensuring they met higher construction standards. In addition, live streaming helps to dispel homeowners' doubts about the quality of the building, increase their satisfaction with the building and enhance the influence of Country Garden. During the live streaming conducted in October 2018, the number of views exceeded 1 million, and five streaming events were viewed by more than 100,000 people.



Live Streaming Platform of the Site Open Day

Hotel Service

Country Garden Hotel Group always provides service with a “heart-warming smile and the best quality”, and is committed to attracting guests with considerate service, ensuring their satisfaction and creates a comfortable and pleasant experience. Country Garden Hotel Group supervises customer service quality through customer

evaluation management (intelligent evaluation and external calls) and service quality inspection. The program is coupled with service quality assessment program incentives, which lead to improved internal supervision and self-inspection, ensuring healthy and sustainable hotel operation.

Customer Communication

Country Garden strives to create a quality service that covers the entire life cycle, and eagerly listens to customers to improve the quality of services with an open mind.

General Complaints

The 400 hotline platform is open 24/7, and answers all kinds of complaints from homeowners. According to the complaint category, the customer service, marketing, hotel and other responsible units assign special personnel to follow up and handle the homeowner's complaint within the specified time, and pay a return visit to the complainer to ensure that customer requirements are promptly heard and handled.

Group Complaints

The regional customer service reports public complaints and potential risk events to their supervisors according to the relevant requirements, and updates them each week and sends the mass complaint information to the HQ Customer Service Department in a timely manner. Emergency situations are updated daily until the risk is removed.

Public Opinion Monitoring

The regional customer service and the regional general office and marketing department update relevant public opinion every day. For an incident reported by the media monitored by the marketing center, the marketing center checks with relevant departments of the region and handles the follow-up according to the complaint category until the case is closed.

Customer Privacy and Information Security

Country Garden strictly abides by the *Network Security Law of the PRC* and other relevant laws and regulations. It has formulated the Country Garden Information Security Management System and other systems to regulate the output, dissemination, use and handling of customer information, eliminates personal information misuse, to maintain customer privacy.

The Group established an information security team in early 2018 to control the output of customer information. The initial work related

to the information security management system and information security framework have been completed. At the same time, in order to ensure that the Group's business units meet international and domestic information security requirements and better protect the security of customer information, the Group is making all efforts under the GDPR (General Data Protection Regulation) to ensure information security compliance meets legal compliance requirements.

Innovation First for Agriculture and Technology

While focusing on property development—its major business, Country Garden is also actively exploring sustainability of modern enterprises and uncovering the value added potential of property related businesses, in order to give back the trust and support bestowed upon it by all stakeholders.

Developing Modern Agriculture to Rejuvenate Rural Economy

The Group is planning a modern agricultural business. Under the premise of financial stability, with international-standard-based and modern agriculture as the springboard, and driven by technology R&D and innovation, the Group is exploring new technology, new business types and models to integrate R&D, breeding, production, processing, logistics and sales. It is creating

a quality control system to cover the entire process, building a tracking system and Phoenix Selection product sales channel. In doing so, it can guide farmers to increase their income, provide healthy, safe, delicious and affordable agricultural products, and help the implementation of national strategies.

Smart Manufacturing and Science and Technology Development

Science and technology are primary productive forces, and smart manufacturing has a promising future. The Group is preparing for development in robotics, and is developing advanced robot-centric businesses and expanding relevant industries. On September 8th, 2018, the Robot Valley project was launched in Shunde, Guangdong, marking Country Garden's move towards becoming a "high-tech integrated enterprise that creates a better life product for the world". We will use artificial intelligence as a platform to create an ecosystem that covers the entire industry chain of robots. We will hire the world's top robotics experts and R&D personnel to form an R&D team that will develop world-

leading robotics technology, and build incubators with universities, R&D institutions and enterprises to underpin and make technology preparations for the sustainability of the new generation of smart robots. In future, our robot products will be used in the fields of construction, catering, property management, medical, agriculture, smart homes, manufacturing and other industries to improve the automation of related products and services, and promote the transformation and upgrade of manufacturing industries and modern industries in Guangdong Province. This development will help Guangdong-Hong Kong-Macau Greater Bay Area to build an international science and technology innovation center.



A Rendering of the Bright Dream Robotics Headquarters

Duty First for Supply Chain



Country Garden has a capacious business mindset and well-developed management system, which has strengthened its sense of duty, and is building a healthy and win-win ecosystem within and outside the Group with a sense of duty.

Supplier Management

Country Garden is committed to building a fair, transparent and sustainable supply chain. The Group has developed many systems such as *Supplier Resource Management Process*, *Supplier Assessment System* and *Supplier Penalty Mechanism* to build a supplier management process covering development, assessment, performance assessment and risk management, to termination. These mechanisms constantly evaluate and assess suppliers' equipment and operation capabilities. In 2018, the

Group's suppliers were mainly divided into six categories: materials (customer-decided, special subcontracting, other materials) and project (general package, decoration, and other professional processing), and had 16,291 approved suppliers. For advertisement materials and metal products, the Group gives priority to local suppliers. Some of Country Garden's projects are starting to source locally to achieve win-win results for both the Group and local communities.

Systems and Guidelines

-  Supplier Resource Management Process
-  Supplier Assessment System
-  Supplier Penalty Mechanism

Focus on Contractor Safety

The Group issued the *Production Safety Management Regulations* in 2018, requiring all contractors to sign the *Project Safety and Quality Agreement*. The contractor must perform the contract while ensuring project safety and quality. If a project safety and quality problem occurs, the contractor shall bear the responsibility for construction safety and construction quality. If any

risk or major safety hazard is found, the in-charge safety management personnel must immediately "shut down" the project, and the project cannot restart without proper rectification. The one-vote veto mechanism for security and safety shows our determination to rectify safety risks of our contractors.

Systems and Guidelines

-  Production Safety Management Regulations
-  Project Safety and Quality Agreement

CASE STUDY

Supplier Conference

On March 20th, 2018, the Country Garden 2018 Supplier Conference was hosted by the Procurement Center at Country Garden headquarters. The conference deepened the exchanges between Country Garden and its various suppliers, clarified the priorities for 2018, and pushed all suppliers to deliver high quality products with reasonable price and fast service, and to work towards sincere cooperation with the Group. Country Garden aims to work together with its suppliers for a brighter future.



Supplier Integrity

The Group has adopted preventive measures against supplier corruption both within and outside the Group :

- **Preventing supplier corruption based on internal control:** The Group requires all Procurement Center employees to sign the *Country Garden Integrity Agreement* and the *Internal Rules for the Sourcing Center on Interaction with Suppliers*, to regulate employee behavior with companies established by their family members.
- **Preventing supplier corruption based on supplier regulations:** The Group requires each supplier to sign the *Guidelines for Clean Business with Country Garden* and establish regulatory measures against corruption.
- **Preventing supplier corruption based on business processes:** The Group pays attention to supplier qualifications when evaluating suppliers. Suppliers that have a poor record are not accepted; the cost is strictly controlled in terms of pricing and the overall price is defined carefully by calculating part price, thereby removing any scope for supplier corruption.

Legal-compliance Marketing

The Group adheres to the *Advertising Law of the PRC* and other laws and regulations. It diligently scrutinizes the Group information released on radio, TV, paper media, online portals and streaming media to ensure the accuracy, legitimacy and authenticity of publicity news, and mitigates negative social influence and legal risks due to incorrect company reports.

CASE STUDY

Aizhuwu

As of December 2018, Country Garden had set up more than 1,700 social media accounts. Facing the rapid growth of social media, the difficulty of their operation has also increased. The "Aizhuwu" platform aims to establish an efficient WeChat public account system for Country Garden, providing a quick and automatic software platform for operators and marketers to develop media channels, release standardized news, daily operation, resource sharing and data tracking. The platform enhances the efficiency of Country Garden's social media management.

Based on Aizhuwu, Country Garden has pioneered an AI-based writing program to generate news and articles. The AI-based writing program integrates the Group's core values, and achieves four functions of one-stop data collection, search, writing and sensitive word censorship. It intelligently regulates news release, mitigates legal risks, and continuously enhances the Group's marketing efforts.



Aizhuwu User Interface

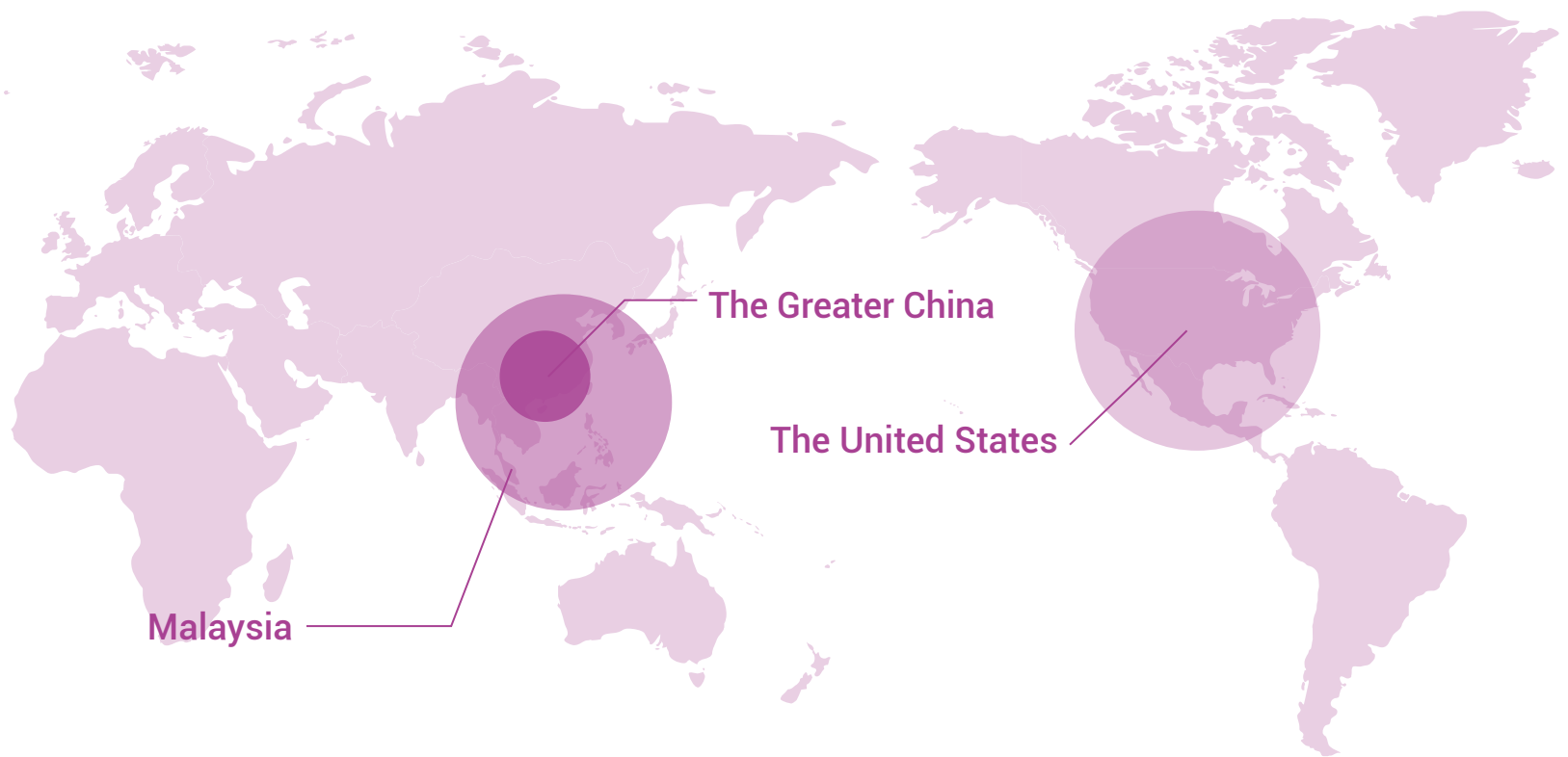
Intellectual Property Management

The group attaches great importance to the management of intellectual property, hires intellectual property law firms to follow up relevant work, and actively protects its own legitimate rights and interests, which can not only continuously promote the group's market competitive advantage, but also effectively prevent the risk of customers being misled by the infringement subject.

As of 2018, Foshan Shunde Country Garden Property Development

Company Limited, the group's trademark licensee, has more than 440 registered trademarks covering more than 20 countries and regions including greater China, the United States and Malaysia.

At the same time, the group has set up a special institution to take charge of high-quality construction system projects and robot R&D patent applications. In the past two years, high-quality construction system projects have produced more than 100 patents.






Way to People: Loyalty

▣ Sustainable Development Goal: Talent Cultivation

Talent is the power that drives Country Garden's sustainability. We work with local and international talents and pool their wisdom in our endeavors. We have established an "Enterprise University" and champion the learning spirit "Everyone is both a teacher and a student". We rely on top talents to cultivate better employees.

Focus more on employees' physical and mental health.



making employees
feel like working
at home to reduce
brain drain.

Improve the employee
benefits and pay more
attention to those who
work at the project.

047 Feature Story—Country Gardener's Story

049 2018 Employee Profile

050 Engage Talents

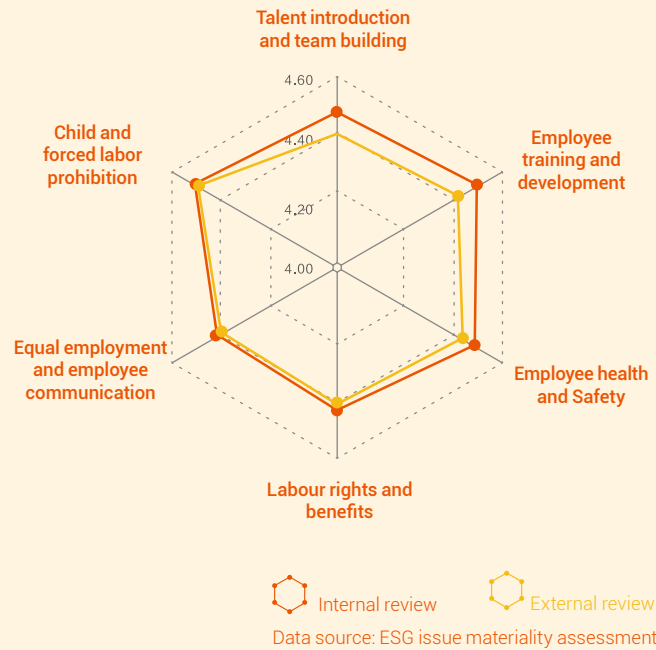
052 Develop Capacity

060 Cherish People

065 Promote Equality

The Group consistently upholds people-oriented values, strictly abides by the Labor Law of the PRC and other laws and regulations, and has proactively introduced the Country Garden Salary and Benefits System and other policies to effectively protect the basic rights of its employees. In 2018, Country Garden Human Resource Management Center continued to focus on improving employees' satisfaction of the Group, focusing on the dual dimensional practice of "hiring and training" to improve the Group's talent sustainability.

Mr. Yeung Kwok Keung, Chairman of the BoD, use three sentences to express his expectations to talents—" This is a company that brings together the best and the brightest; this is a place where smart people come to excel; this is a school where we learn to make ourselves better". Country Garden is committed to creating a safe and comfortable working environment for employees, providing competitive salary and benefits, and continuously improving protection of employee rights and talent training incentive mechanisms, to help employees fully realize their potential. In doing so, both employees and the Group can grow together.



Feature Story—Country Gardener's Story



Wu Di (2015 Future Leader Trainee; President of Hubei Region)

I have developed a lot of different feelings toward Country Garden over the past few years, especially after gaining a comprehensive understanding of the full-cycle operation of property development. The Group has grown from a top ten property company to an industry leader, and its performance has doubled every year. So, I must admit that I am very lucky and

thankful for the opportunity to work here. Chinese people believe that water flows down, and only humility will convince others to impart their knowledge to you. The Group is making efforts at diversification, and many outstanding new talents are joining us. As fresh blood enters this big family, we must quickly understand the corporate culture.

Zhang Binyan (2012 Future Force Trainee; Vice President of Fujian Region)

Country Garden is indeed a company that dares to promote the pathfinding role of young people. When you work here, you will realize that the sky is the limit to your progress. Six months after graduating, I led a 15-day training course for over 100 people; and six months later, I was working on formulating the Future Leader program. My company offered me the job of Regional HR Director when I was still shy of 25. For an HR department personnel who has worked with various employees, I can honestly say no other company offers such a great platform.

Country Garden maintains a low-profile, has an open and transparent corporate culture, which is known for its good interpersonal communications, and benefits employees and society... These words are easy to say but there is a lot involved. I work under tremendous pressure but I don't need to spend my time worrying about company politics. I work with a group of partners who have a common goal. They are both my coworkers and friends who fight for the same cause. So, I have a great experience working in Country Garden.



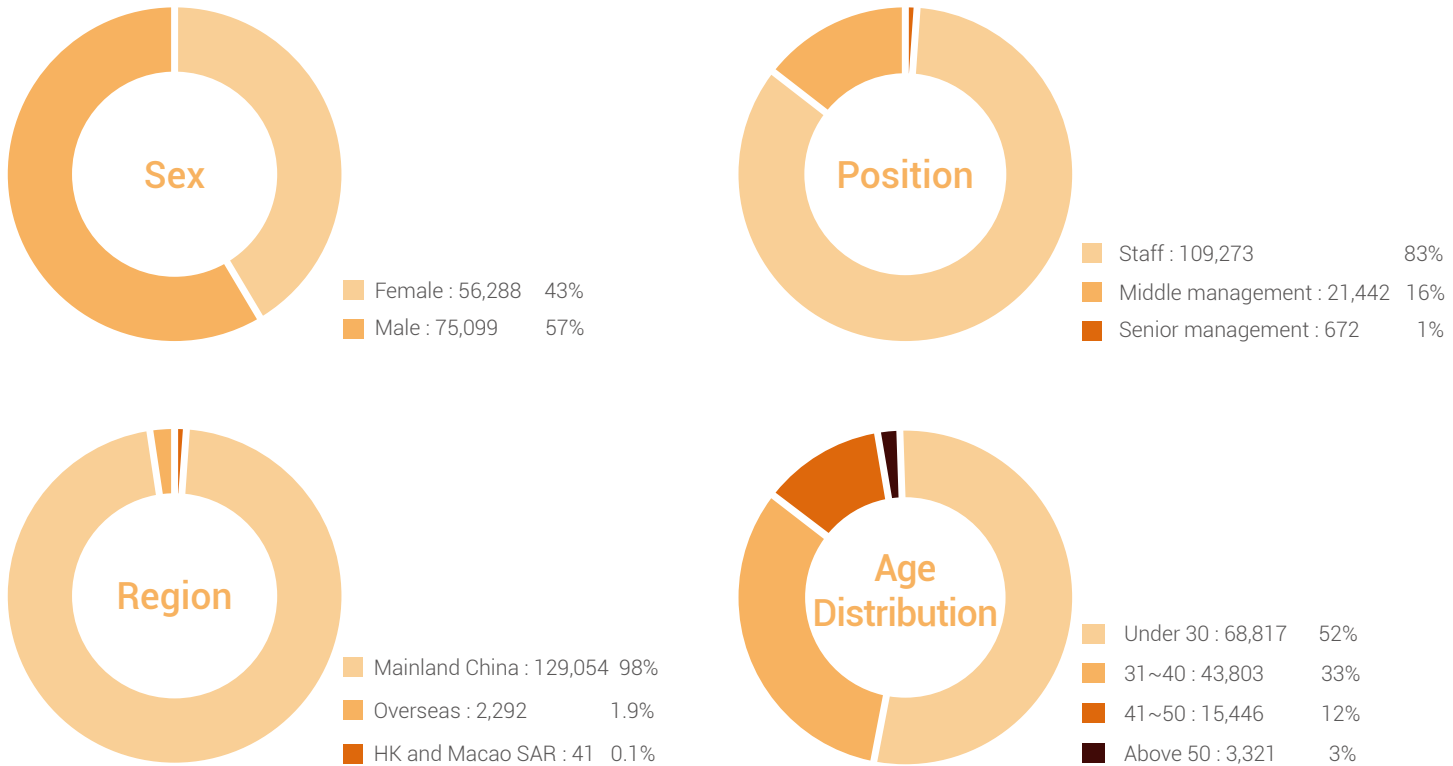
Zhang Minying (Joined the Group in 1993; Star sales of Country Garden)

For most people, purchasing a house is a decision that affects their entire life, and involves their lifetime savings. When such customers choose to believe you, it is as though they have put their lives in your hands. Customers come to Country Garden to find a house because they believe in our brand image. So, we have to do our job well and ensure we help customers to our best ability. We also pay return visits to homeowners to listen to their suggestions, which we then

promptly feedback to the Group, because the advice given by the customers is the best gift we can get. I have been working in Country Garden for 25 years, and I want to profusely thank my boss. If I were to work at a company that wasn't Country Garden, then it is highly likely I wouldn't have stuck around in my job for long. I would like to also thank my team. The strength of one person is limited, and the honor I have received must be shared with my coworkers.

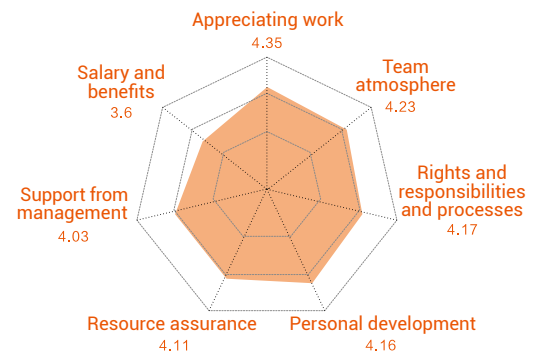
2018 Employee Profile

As of December 31st, 2018, Country Garden employed 131,387 persons.



Employee Profile 2018

In 2018, we conducted a working environment survey covering 44,153 employees spread across the Group's 67 regions, 12 regional centers and 2 business groups. The survey results showed that employees were more satisfied with the overall working environment, with an average score of 4.11 points (4 points indicates employees approve their working environment). Among the different survey categories, employees highly recognized Country Garden in terms of "Appreciating work", "Team atmosphere", "Rights and responsibilities and processes", "Personal development", "Resource assurance" and "Support from the management".



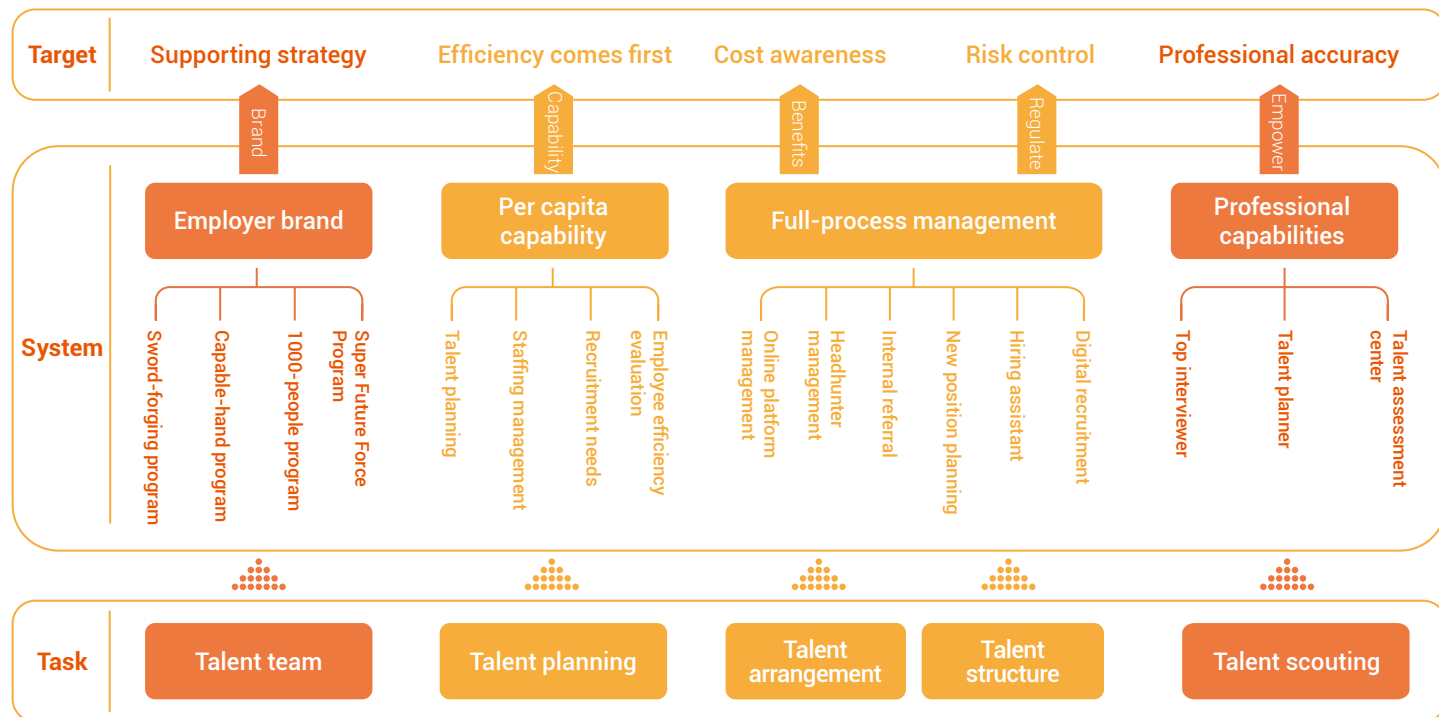
Survey Result of Organizational Climate

Engage Talents

The Group's Human Resources Management Center has a recruitment team that is responsible for all local and international hiring activities. Based on different targets, the recruitment work mainly includes campus recruitment and social recruitment. Talent recruitment involves online recruitment, headhunter recommendation, internal recommendation and internal talent pool, to recruit appropriate talents for the Group based on the Group's HR requirements for business development. Prior to commencing the recruitment process, we consider the attributes of the position, urgency of the requirement and the number of people required, and comprehensively use diverse recruitment means to systematically and efficiently recruit talents. We perform background checks on employees corresponding to their job level to verify their information and eliminate legal risks. In order to encourage flow of talents inside the Group and expand internal recruitment opportunities, the Group launched a "New

Pathway Plan". In 2018, the real estate arm of the Group recruited 26,294 employees, creating numerous job opportunities for the local communities that they operate in.

Country Garden cherishes outstanding talents. In 2018, the Group's information-based recruitment system made the recruitment process more systematic and visible. For example, the newly introduced AI interview has enhanced recruitment matching, while the shared service center provides fast entry procedure service such as self-service certificate printing, to improve recruitment efficiency. Many of the Group's senior executives come from other leading companies in the same industry, and Country Garden has gradually become a gathering place for outstanding professional managers. The acclimatization of the Group's overseas employees has gradually improved, and the acceptance of foreign employees in the Group has continued to increase.



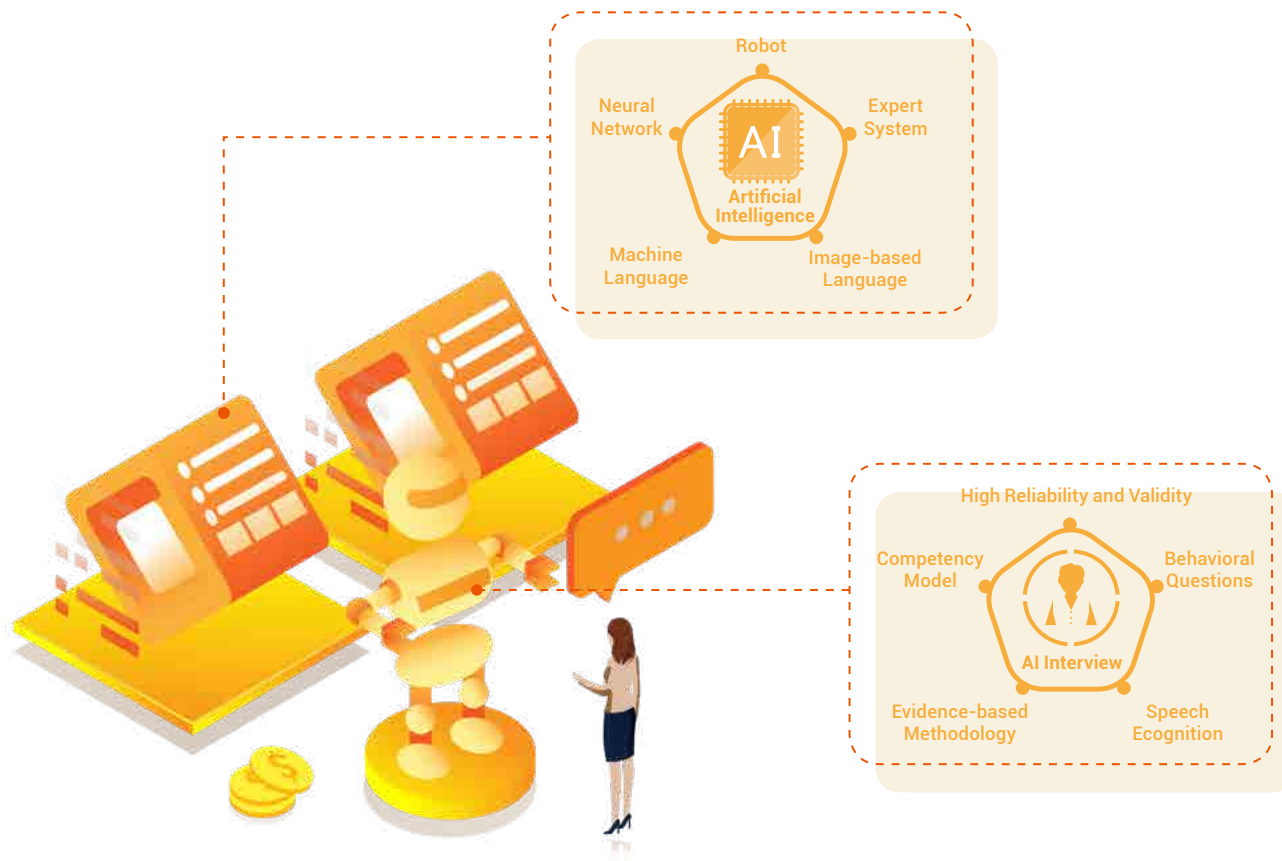
Agile Recruitment System

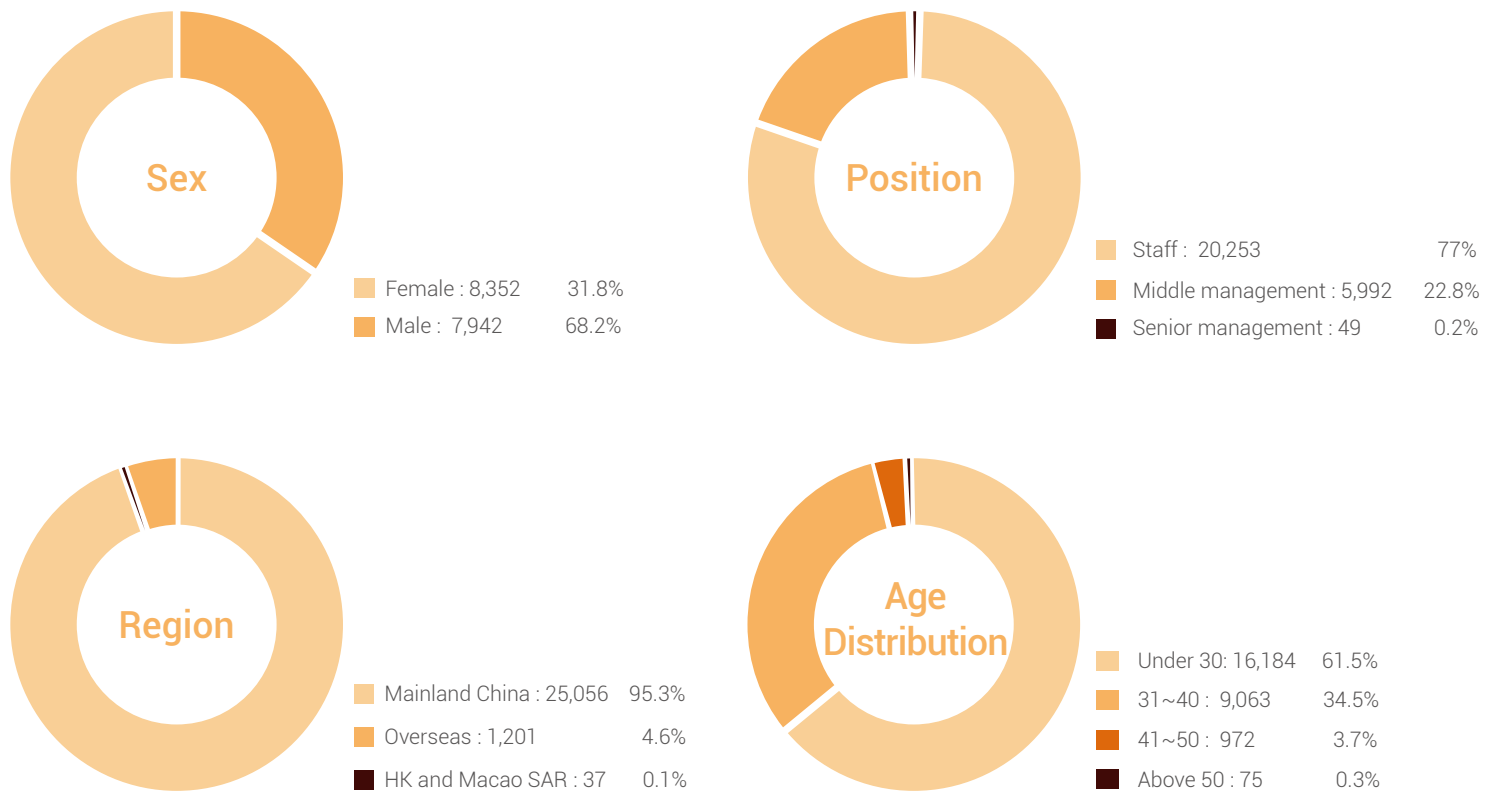
CASE STUDY

AI Interview

In 2018, Country Garden attempted to introduce intelligent robots for its campus recruitment. The AI-based system helped the Group conduct online interviews. The AI interviewer judges if the candidate matches the

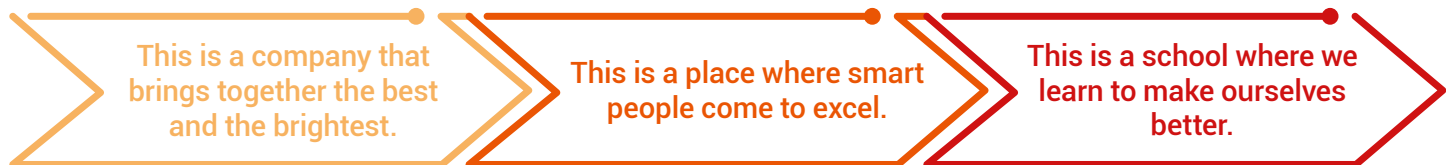
requirements of the particular position based on the candidate's oral response, facial expressions or gestures. Candidates who pass the online interview automatically move ahead to the offline interview.





2018 Property BU New Employee Recruitment Profile

Develop Capacity

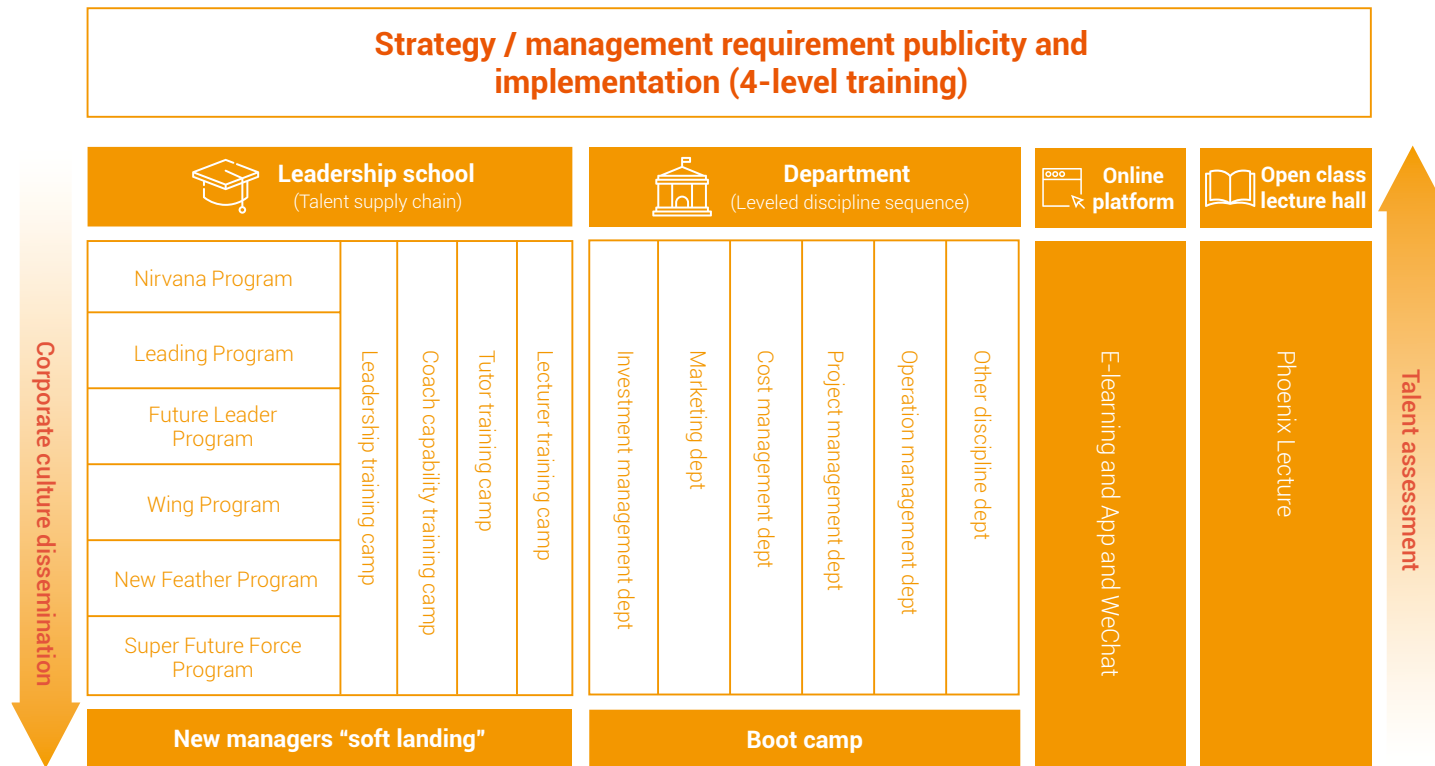


These are the first three of the twelve visions of Country Garden's founder Yeung Kwok Keung. With the support of the Group's founder and CEO, Country Garden has devoted its resources to training and developing talents.

Through practical simulations, case studies, interactive training and other effective educational methods, we have cultivated outstanding talents through various programs. In this way, different level employees in different fields can experience matched training and learning opportunities, such as the Nirvana Program and Leading Program, Future Leader Program, the Wing

Program, the New Feather Program, Super Future Force Program, and the New Employee Soft Landing program. These training courses are pioneering talent development programs that help employees become competent talents with strength in many fields in the property industry, and help shape a sound HR training system for Country Garden.

Building a Talent Supply Chain

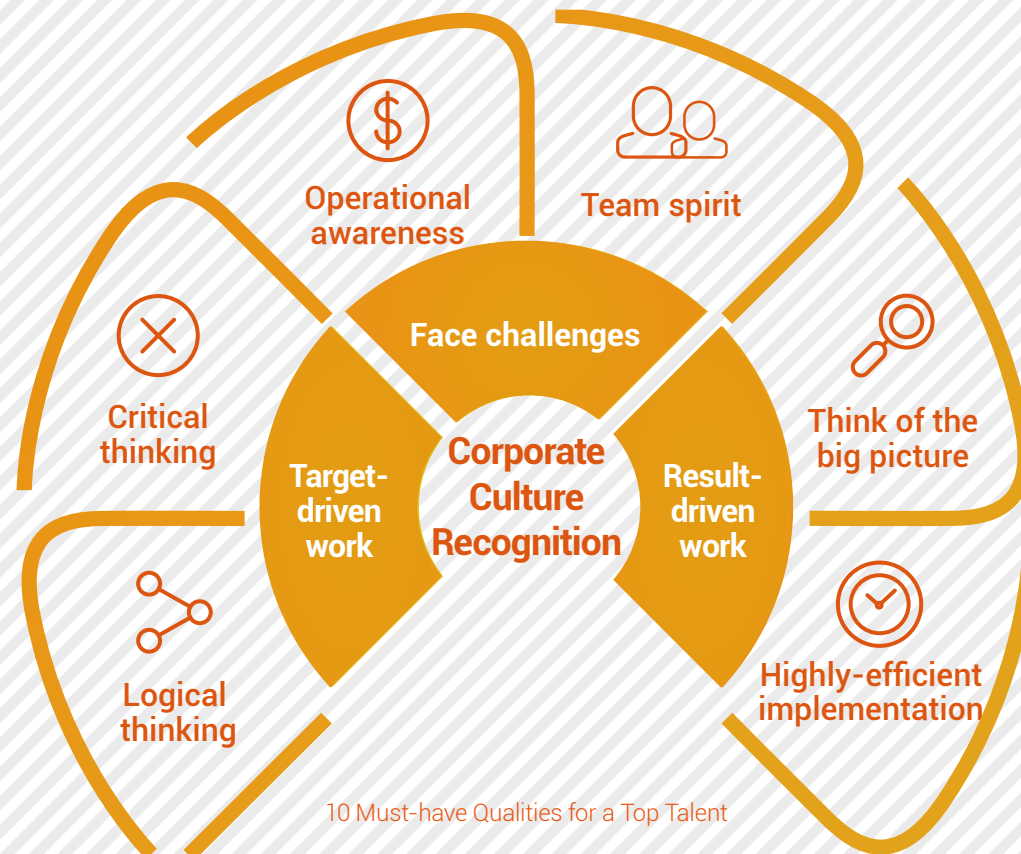


Country Garden Talent Training System

10 Must-have Qualities for a Top Talent

In 2018, Country Garden identified 10 must-have qualities for an outstanding talent. The “10 Must-have Qualities” aim to guide the Group’s talent evaluation, selection, management and development. These qualities describe the essence of the Group’s outstanding talents and provide a consistent employment approach and selection criteria for business units at all levels within the Group. At the same time, these qualities also help employees clarify their expectations

with respect to their development prospects, and to understand their own strengths and weak links. By identifying the essence of outstanding talent, we can focus on the influence of talents on the Group’s development, and establish a talent management philosophy that believes “investment in excellent talents is the most cost-effective way to drive the Group’s long-term development”.



Everyone is both a Teacher and a Student

In 2018, the Group conducted **191,000** training courses, amounting to **103** hours of training per person. **28,000** employees have worked as trainers. All internal trainings were conducted by core management personnel and were based on case studies, with an average satisfaction of **93.5** points and an average of **97.9** sessions per project per week.

Courses and trainers are the foundation of internal training. Since the launch of the internal course and trainer certification in 2010, a total of 2,399 courses have been certified, covering 20 categories of professional courses and management and general skill courses for real estate and other business. In terms of trainers, since 2010, a total of 3,487 employees have become certified as trainers based on the Group's appraisal. Under the guidance of the "everyone is both a teacher and a student" concept, 28,000 employees have worked as trainers in 2018.

Besides offline course training, the Group has

also established two other learning platforms: "E-learning" and "E-learning APP". These two platforms have more than 3,000 online courses which are open to all employees of the Group, creating a 24/7 learning platform to encourage employees to learn anytime and anywhere.

Two Learning Platforms



E-learning



E-learning APP



3,000+
Certified trainers



≥30%
Staff have taught others



3,000+
Online courses

Learning Map

The learning map is based on a “task model” supplemented by “key capabilities for a position, knowledge and skills as a model”. Through the learning map, the Group’s employees can understand the competency requirements of their respective positions, how to develop capability, and finally achieve the objectives of the “change-driven self-learning and learning to promote career progress” training system.

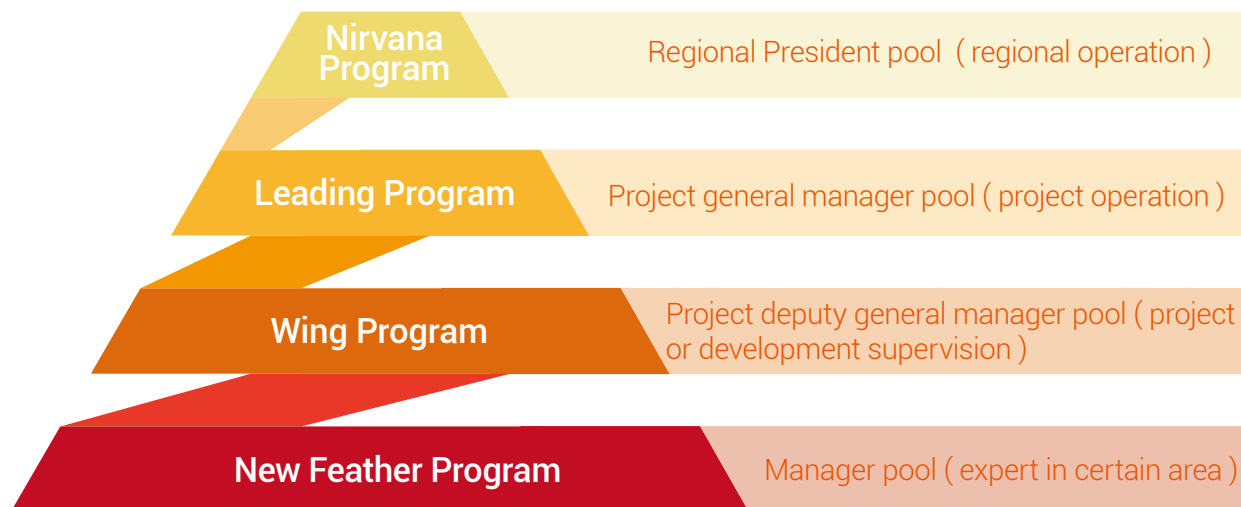
Leadership Development Program

Top talents are the power that drive a company’s sustainability, and a must-have strategic resource for enterprise sustainability and to build core competitive edge. Country Garden’s six key talent teams are the fundamental forces that support the Group’s vision of creating a beautiful living environment. These teams cover various business levels and categories, including Regional President, Regional Executive President, District/City Executive Deputy President, Project General Manager, Future Leader and Super Future Force.

Country Garden has created a clear training system for key positions including the six key talent teams. The leadership

development projects for key talents at different levels are systematically developed in a step-by-step manner, to cultivate top managers in the real estate core value chain.

Among them, the Leading Program—a talent development project, is a new and upgraded approach based on the 7-year full-fledged Country Garden Leadership Development Project. The training aims to fully meet the Group’s rapid development and cultivate excellent project managers. The strict selection and interdisciplinary cultivation deliver exceptional talents consistently, and is based on “tough enrollment and graduation and selection of the best of the best”.



Overview of Leadership Development Projects

CASE STUDY

Super Future Force Program

Super Future Force Program is a talent development plan tailored by the Group for outstanding campus recruits. Since its launch in 2010, the program has established a sound tutor-based training system that utilizes on-the-job training, rotational training, intensive training, challenging key tasks and other personnel training methods. Following the “721” principle, it offers promotion opportunities for new recruits through internal position competition. The rapid development of the program and the systematic training have led to the rapid development of exceptional Future Force trainees and has delivered win-win results for both the Group and the recruits.

**Future Leader Program**

Future Leader Program is an outstanding doctoral training program created by the Group. It has attracted many high-quality talents from top universities in the world such as Harvard, MIT, Imperial College, Cambridge, Oxford,

Nanyang Technological University, National University of Singapore, Hong Kong University, Tsinghua University and Tongji University, since it commenced global recruitments in 2013.



In the past five years, the Group has invested various resources in intensively consolidating this effort, including concentrated training, senior management tutoring, headquarters position rotation, field practice, project internship and other practices. At present, the program has produced more than 280 general managers and other senior management personnel who have made important contributions to Country Garden's development.



As of December 2018, the Future Force Program has produced **506** department heads and directors, and **719** managers.

Among the students of the Future Leader Program, more than **280** have grown into core managers at the level of general manager or above.

Online School

To help employees strengthen their self-learning, and to disseminate knowledge and enhance learning management, in 2018, the Group upgraded its two online learning platforms—"E-learning" and "E-learning APP". The online school is supported by training centers, mobile and PC client-based systems, and uses text, live streaming, exams, interactive communication and other learning methods. It links online learning platforms and offline communications to build a robust environment for corporate training, operations and learning.

Courses are open to all company employees, creating a limitless learning platform that encourages employees to learn anytime and anywhere. The online learning platform provides professional, management and general courses, including professional courses on investment, operations, design, project management, human resources and so on.

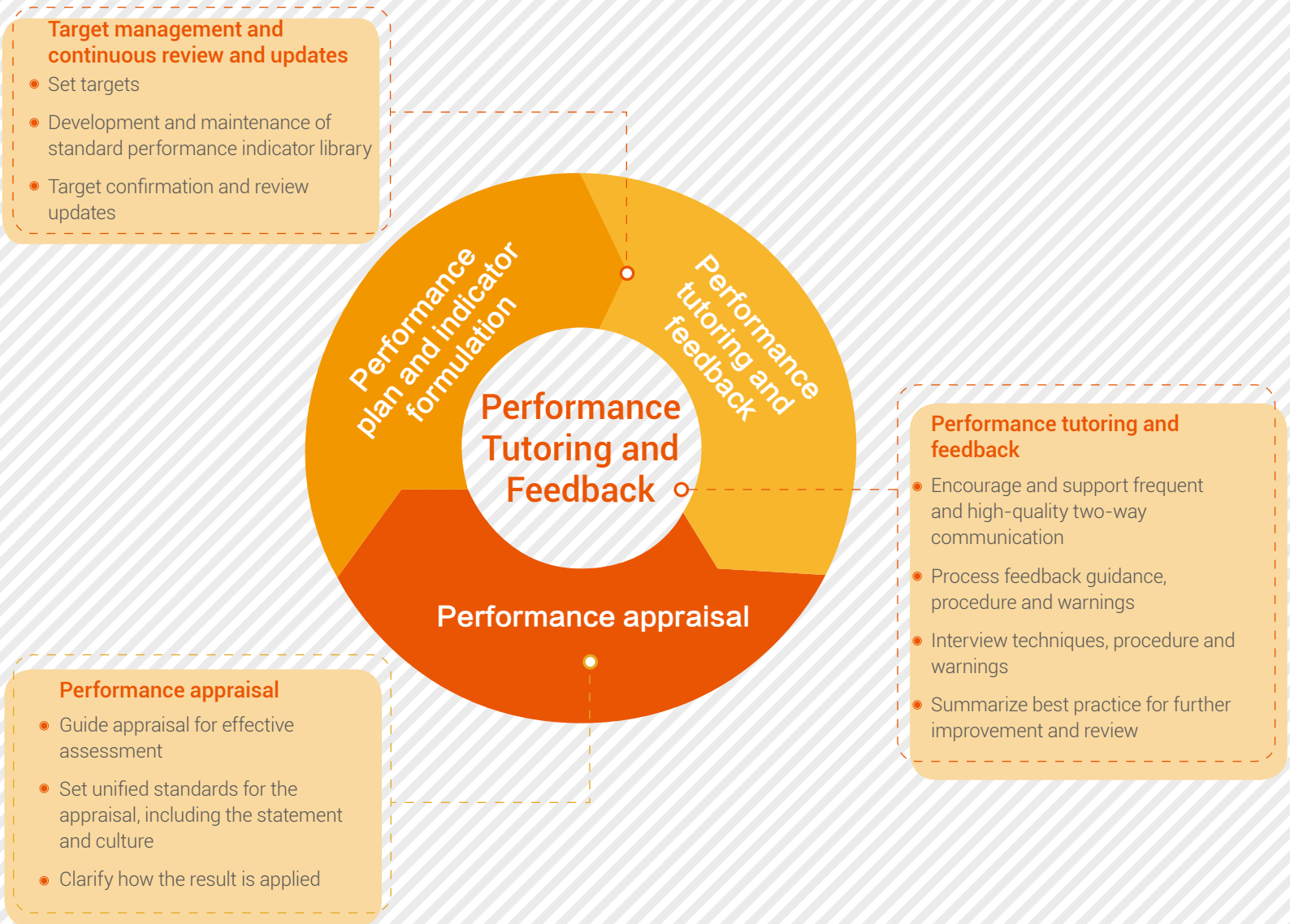


As of December 31st, 2018, the two online learning platforms offered **3,146** training courses. **78,000** employees followed the E-learning WeChat public account.



Performance Appraisal

Country Garden has established a well-balanced performance appraisal system to encourage employees to work proactively and to pursue their potential.



Cherish People

The Group is highly focused on the welfare of employees. It is not only committed to ensuring security and health of employees in their daily work, but has also pledged to offer a safe and comfortable workplace. By creating a warm and harmonious work

environment and improving the salary and benefit system and employee welfare policies, it is doing more to help employees feel like they are home when they are at work, through well-thought out approaches.

Health and Safety

Country Garden attaches great importance to health and safety of its employees at the workspace, and considers it as a mandatory requirement for its sustainability. Our employees spend at least one third of their daily lives at work, and we, as their employer, are

responsible for their physical and mental health in the workspace, and we work hard to promote a work-life balance for our employees.



Dream Challenge Themed Sports Meeting

Promote work-break exercises. Take five-minute break to avoid sitting for long periods of time. Stand up and do stretching exercises to ease fatigue.

Host funny, competitive "Dream Challenge" themed sports meeting and invite all employees to attend.

The headquarters has gyms and swimming pools, which can be accessed by employees for free. Host badminton, basketball and other sports competitions once a week on workdays.

Practice annual physical examination for the employees. The 2018 physical examination covered all employees. Physical examination concessional packages were also provided to the employees' families.



Gym



The Swimming Pool in the Country Garden Headquarters

碧桂园·大健康 安和泰健康 Anhe-Tai Health 守护您一生的健康，是安和泰永远的追求

集团员工体检季

员工健康问题·大健康管理到底

个人体检时间					
10月份			11月份		
13日	14日	20日	21日	27日	28日
3日	4日	10日	11日	17日	18日
每周六日早上7:30-11:30					

团体体检时间为周一至周五
 体检地点：碧乐时光·新翼、碧桂园医院（体检中心）、广州金域体检中心

Annual Physical Examination

CASE STUDY

Chinese Chess Contest

On July 14th, 2018, the Country Garden Staff Chinese Chess Contest was jointly hosted by the Group's Party Committee and the Labor Union. The Dare-to-Love Club kicked off, and was a resounding success. After the fierce competition, the Design team, the East Guangdong regional team, and the Guangqing regional team topped the charts in the team competitions. East Guangdong regional team's Ma Junneng, the Design team's Sun Yonggang, and East Guangdong regional team's Han Chaoyang topped the charts in the individual competitions. Mr. Xu Yinchuan, the international grandmaster of Chinese Chess, visited the competition venue, and spoke with the players. Country Garden adheres to the corporate culture of "Happy Work and Healthy Living". It actively organizes corporate culture activities, enriches employees' cultural life, and enhances their happiness and camaraderie.



Chess match live

Occupational Safety

In terms of occupational safety, the Group continues to improve its safety management structure. It has established a safety production committee, and formulated a sound safety management system, including the Country Garden Project Safety Management System and the Country Garden Safety and Civilized Operation Standardization Manual. We strictly carry out

various types of safety inspections to fulfill our production safety responsibility. We conduct safety education and technical training, and regular emergency response and safety drills, to ensure the occupational safety of our employees, and have enhanced their safety awareness and capabilities.

CASE STUDY

Fire Drill

Country Garden Headquarters has more than 10,000 staff, and fire safety is a top priority. To strengthen fire safety of the building, first-aid capabilities and fire awareness of headquarter employees, improve the speed and coordination of emergency response of all units, and maximize the protection of employees' lives and company property, on the afternoon of November 23rd, 2018, under the guidance of the Group's Safety Management Committee Office, Country Garden General Office, and the Beijiao Town's full-time fire brigade, Guohua Memorial Middle School and Country Garden Center Property Management Department jointly conducted a fire drill. Over a thousand headquarter staff, school teachers and students participated in the drill.



Fire Drill Held in the Headquarters

Salary and Benefits

Country Garden provides its employees with a competitive salary and benefits. It implements a policy of "linking salary with position, and setting salary according to market standards, performance, and personal capabilities". Country Garden practices the **Country Garden Group Salary Management System** and **Employee Performance Management Measures** to provide salary commensurate with the position's work and responsibilities, market salary standards for the

position, internal fairness, and reward for high-performance and high-level talents. This effectively increases employees' acceptance of the Group and motivates them to contribute more to the Group. In addition, we have developed a number of humane welfare policies that are based on the requirements of laws and regulations, combined with the specific needs of employees.

Housing at Concessional Rate

All employees of the Group who have signed a formal labor contract as well as their immediate family members can purchase a house or apartment developed by Country Garden at a concessional rate (does not include shops and parking space).



Concessional School Fees for Employees' Children

All employees who have been employed for more than one year can receive discounts on their children's school fees at Country Garden's schools.



New recruits
Food package/living package/shuttle bus or transportation package/ telecommunication package/ computer package

Make money
Partnership scheme

Buying house
House package/ housing provident fund

Marriage
Marriage leave

Having a baby
Maternity insurance/maternity leave/paternity leave/concessional fees for employee's child to study at Country Garden school

Sickn
Paid sick leave/





Employees Aid Fund

Established in 2007, Country Garden Employees Aid Fund is a non-profit fund that is funded by employees and gives back to them. This practice helps employees tide over the difficulties when they face financial difficulties due to major illness or accidents. Formal employees of any business unit of the Group may apply for financial assistance through the General Offices.



Happiness Program

In 2014, the Group launched the Happiness Program. All employees who have been employed for more than one year can enjoy a free stay in a standard room at Country Garden's self-operated hotels for four nights. In addition, special discount will be offered to employees and their families to stay at the hotel.



Promote Equality

Country Garden earnestly safeguards the basic rights of its employees. Based on the *Law of the People's Republic of China on the Protection of Minors* and the *Law of the People's Republic of China on the Prohibition of the Use of Child Labor* and the *Administrative Measures for Work Attendance and Vacations*, Country Garden has formulated the *Country Garden Employees Work Behavior Regulations* and the *Guidelines on Talent Introduction*. Country Garden adheres to the principle of equal and fair employment, ensuring that all employees are treated the same irrespective of sex, age, nationality, race, religion, family and health, and that there is no form of discrimination. The employee handbook and employee code of conduct set out that all employees enjoy freedom and dignity, and we attach great importance to the human rights of employees and promise to provide a non-discriminatory workplace. Our cafeteria has special menus for ethnic minority employees that respect their dietary customs. Employees who work over time receive overtime pay or take days off. In 2018, female executives account for 21% of the management team. Both male and female receive equal pay.

The Group's human resources management strictly regulates talent introduction, management, training and development, assessment and resignation, and guarantees employees' legitimate rights and interests in terms of recruitment, salary, benefits, promotion, vacation, and resignation. If employees encounter unfair treatment, they can appeal through the Group's Risk Control Audit and Supervision Center, the Labor Union, the Human Resources Management Center, or directly submit relevant information to the chairman's mailbox. Relevant departments will follow up on the employees' appeals, and ensure that the appeals are dealt with reasonably.

The Group also treats contract construction workers equally, attaches great importance to the rights and interests of migrant workers, and formulates management measures for ensuring the rights of migrant workers in various aspects. In our construction contract, we have defined the contractor's construction safety and construction quality responsibility system. In the appendix to the contract—Country Garden Standardization Manual for Safety and

Civilized Operation Measures, we have set up the construction and living standards for migrant workers to ensure their safety. To ensure the implementation of health and safety regulations of migrant workers stipulated in the contract, we have included relevant articles in the contract. Relevant measures have been put forward to ensure that the wages of migrant workers are not embezzled and paid in full, and that the rights and interests of migrant workers are protected. We adopt a sustainable mode of development. When our projects reach a certain stage or come to an end, we would move workers to another project in the same city to avoid layoff.



CASE STUDY

Support Employment for the Disabled

Country Garden actively practices the principle of giving back to society and equal employment. The headquarters and regional companies maintain close contact with the local Social Security Bureau and the neighborhood committee to help the disabled in the region. After receiving the information about disabled people from the Social Security Bureau and the neighborhood committee, the Group arranges suitable

jobs for them according to the attributes and requirements of their business, and provides relevant training to such employees.

As of December 31st, 2018, the Group's headquarters employed 95 people with disabilities. These employees are dedicated, work hard in their respective positions and exert their self-social value.

Systems and Guidelines



Administrative Measures for Work Attendance and Vacations



Country Garden Employees Work Behavior Regulations

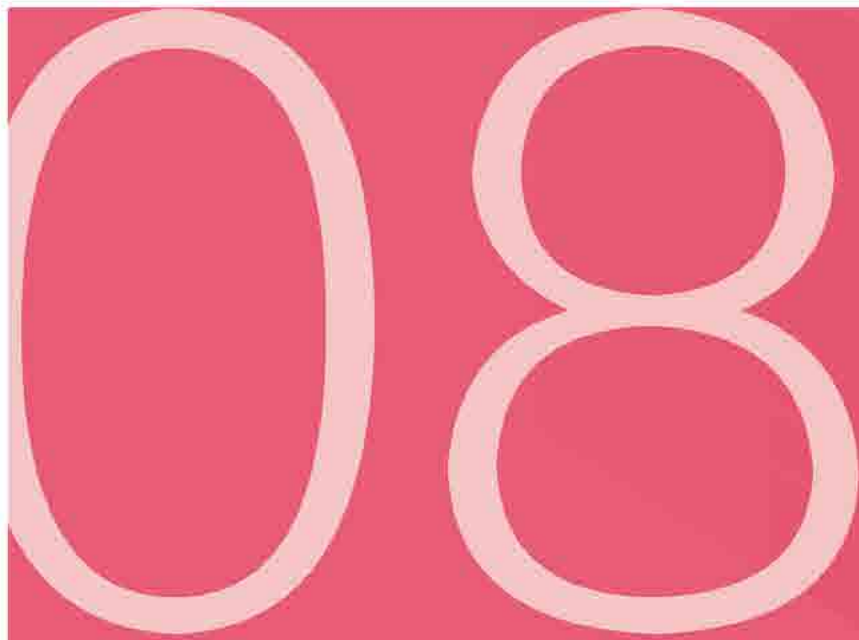


Guidelines on Talent Introduction



Country Garden Standardization Manual for Safety and Civilized Operation Measures





Way to Society: Benevolence

Sustainable Development Goal: Public-welfare Investment

Benefiting people and society is the spiritual power that supports Country Garden's sustainability. Inspired by great love, we actively fulfill our social responsibilities and support community development. We make arduous effort for education-driven poverty alleviation to prevent the next generation from living in poverty. We have established an R&D innovation fund and support integrated industrial application of industrial resources. We have launched targeted poverty relief and supported the beautiful countryside building effort, and we are sparing no efforts in fighting the toughest challenges in poverty alleviation.



The Group attaches importance to its social relations, focusing on environmental protection, charity programs and poverty relief.



It pays extensive attention to sustainability, they would love to teach a man to fish rather than giving a man a fish.



069 Feature Story—Guoqiang Public Welfare Foundation of Guangdong Province

071 Targeted Poverty Alleviation and Rural Rejuvenation

079 Charity and Social Service

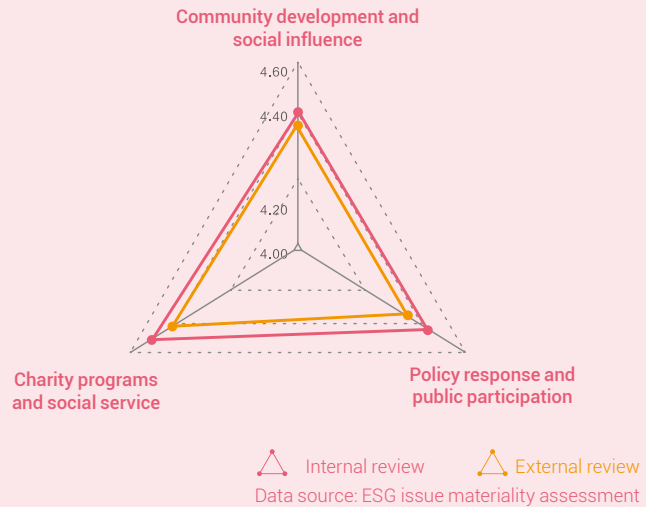
081 Community Development and Social Influence



It builds high-quality houses to maintain a good social reputation, and is committed to innovation and development. It fulfills its social responsibilities in philanthropy, helping it improve its reputation in China and overseas.



Country Garden has always adhered to the belief “To create a better society with our existence”, and it actively fulfills its social responsibilities and participates in public welfare undertakings. Under the leadership of the CPC and the government, the Group has thoroughly implemented the spirit of the 19th National Congress of the CPC, with conscience, hard work and gratitude as its guiding principle. With the “Guoqiang Foundation” as its platform, it has continued to devote itself to China’s education, helping the poor, and spreading love. The Group is contributing to the great cause of our society and offering its wisdom and strength to promote social progress.



Feature Story – Guoqiang Foundation

Guoqiang Foundation was established on October 14th, 2013. It is a non-public funded foundation established by Country Garden Chairman Yeung Kwok Keung and Co-Chairman Yang Huiyan. The Guoqiang Foundation is committed to funding the development of education, science, culture, health and sports, with the aim to “Create a better society with our existence”. The foundation provides funds to poverty-stricken areas and villages to improve people’s livelihood and promote production; it also contributes to

disaster relief and post-disaster recovery and reconstruction. It also provides financial resources for exchanges and cooperation between poverty-stricken and economically developed areas. The Foundation has answered to the nation’s call to align with the work of poverty alleviation and targeted poverty alleviation, shaping the No.1 brand of education-driven poverty alleviation in China.

Accomplishments of Innovative Education-driven Poverty Alleviation of Guoqiang Foundation

Supporting education-driven poverty alleviation



21 years

Funds invested in supporting China’s education efforts (RMB)



4.8+ billion

Poverty-stricken people benefited from the Group’s efforts



360,000+ people

1997

Zhongming Fellowship for College Students

Country Garden Chairman Yeung Kwok Keung established the Zhongming Fellowship for College Students and donates RMB2 million per year to support exceptional poverty-stricken college students in Guangzhou and Guangdong Province.

2007

Guoliang Vocational Training School

Mr. Yeung Kwok Keung provided RMB55 million to establish a tuition-free vocational technical institute to help veterans to learn occupational skills for their employment and income improvement.

2012

Bring techniques and skills to the countryside

Country Garden sent six personnel to Shuitou Town to establish a poverty-relief office. It fully implemented the targeted poverty alleviation program of Fogang County, funding training courses for local residents aged between 16 to 60 with the capability to work.

2015

Drip-down Poverty Alleviation

Country Garden implemented a program to prevent the next generation from living in poverty in Guixiang County. The company provided extensive aid to extremely-low-income families without the capability to work, with the concept of targeted policies and individual responsibility.

2017

Huiyan Educational Aid Fund

In 2017 Country Garden Chairman Yeung Kwok Keung donated RMB100 million to launch the Huiyan Educational Aid Fund, helping schoolkids who had dropped out due to poverty in Shunde District.

2018

Poverty Alleviation Effort Spread to 14 Counties in 9 Provinces

Country Garden has made poverty relief one of its major activities since 2018, expanding its aid model in Yingde, Guangdong Province to Dongxiang Autonomous County in Gansu Province, Xingguo County in Jiangxi Province, Pingshan County in Hebei Province and so on. The activities have benefited the poverty-stricken population in 3,747 villages.

Guohua Memorial Middle School

2002

Country Garden Chairman Yeung Kwok Keung funded RMB260 million to establish the Guohua Memorial Middle School, the only philanthropic and tuition-free high school in China. It enrolls poverty-stricken and exceptional students with good mental and physical health across China. In 2018, 98.2% of its students were enrolled in key universities in the country.

Relocate Wenchuan Sangping Middle School students

2008

An 8.0 magnitude earthquake struck Wenchuan in 2008. Country Garden Chairman Yeung Kwok Keung wrote to Guangdong Provincial Party Committee, offering help to relocate students in the quake-stricken zone to resume their school studies. The program helped relocate over 1,700 students and teachers of Sangping Middle School. This was the first attempt to relocate a middle school to resume school studies in China with so many teachers and students who benefited from this effort.

Guangdong Country Garden Polytechnic

2013

The company's Chairman Yeung Kwok Keung and Vice Chairman Yang Huiyan funded RMB450 million to establish a philanthropic vocational technical institute—Guangdong Country Garden Polytechnic Technical Institute. As of 2018, 640 students have completed the degree programs of the institute with a 100% successful employment rate, among which 60% of the graduates are employed as junior manager or technical backbone staff. 31 top graduates found employment with a monthly salary exceeding RMB10,000.

Targeted Poverty Alleviation Program for Nursery Industry in Tianyang County

2016

Country Garden actively responded to the call of poverty relief cooperation between eastern and western regions of China, and actively provided ideas to governmental poverty relief offices and industry and commerce associations in Guangdong Province and Guangxi Zhuang Autonomous Region. A targeted poverty alleviation program for nursery industry was launched in Yanglv Village in Qiaoma Region.

Large-scale Poverty Relief through Resident Company Staff

2017

Since 2017, Country Garden has expanded its successful experience in Shushan Village to seven other targeted countryside supporting programs, including Huangtang Village in Wengyuan, Shaoguan City, Guangdong Province, Huangzheng Village in Raoping, Chaozhou City and Yanglv Village in Tianyang, Baise City, Guangxi Zhuang Autonomous Region. It also funded RMB500 million to support 78 poverty-stricken villages in Yingde and helped many poverty-stricken regions in Guangdong, Guangxi and Sichuan.

Targeted Poverty Alleviation and Rural Rejuvenation

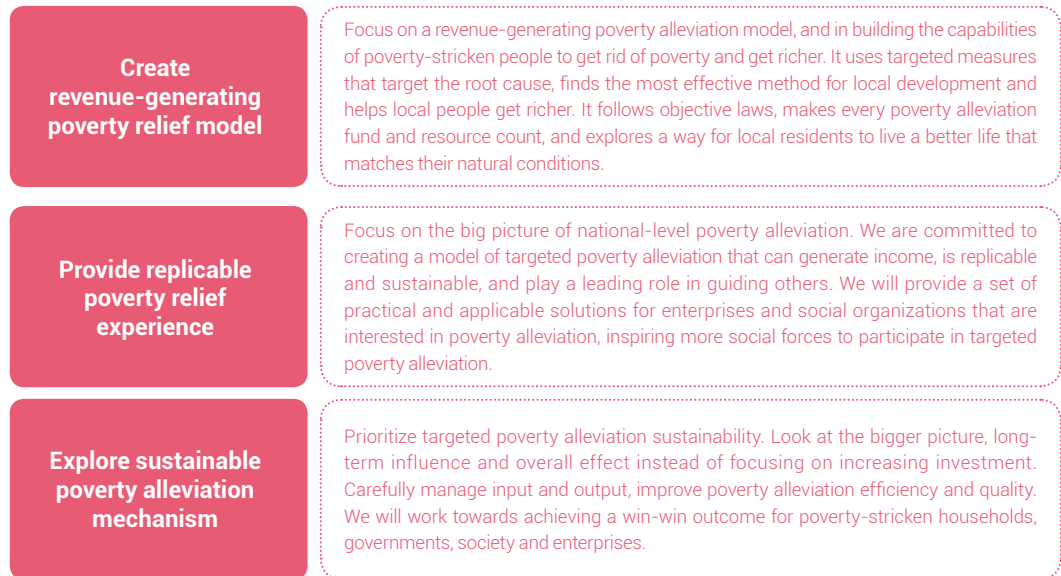
Since 2018, Country Garden has launched poverty alleviation efforts in 14 counties of 9 provinces including Dongxiang Autonomous County, Linxia District, Gansu Province, Pingshan County of Shijiazhuang City, Hebei Province, and Xingguo County of Ganzhou City in Jiangxi Province. Based on the actual situation of poverty-stricken areas, the Group draws on its own strength, upholds a targeted poverty relief strategy, and implements poverty alleviation work according to the nature of the specific areas, the reasons behind poverty and the types of poverty. It applies a “4+X” model centered on party-building-led, industry-oriented, employment-based and education-driven poverty alleviation. Under the guideline of vibrant production and business, sound living environment, civilized society, effective improvement and rectification, and prosperous living, the poverty relief effort

aims to facilitate rejuvenation of the industry, talents, culture, ecology and organization. We develop new functions, invigorate new vitalities, develop local culture, create better environments and build new governance structures. We have helped 336,000 people in 14 counties of 9 provinces work their way out of poverty and live a better life.

Country Garden understands that private enterprises are an important force for targeted poverty alleviation. Over the years, the Group has invested in human, material and financial resources for the poverty alleviation effort, and, based on long-term practice, built a revenue-generating, replicable and sustainable mechanism, setting an example for poverty relief supported by private enterprise.



Country Garden Poverty Relief Mechanism

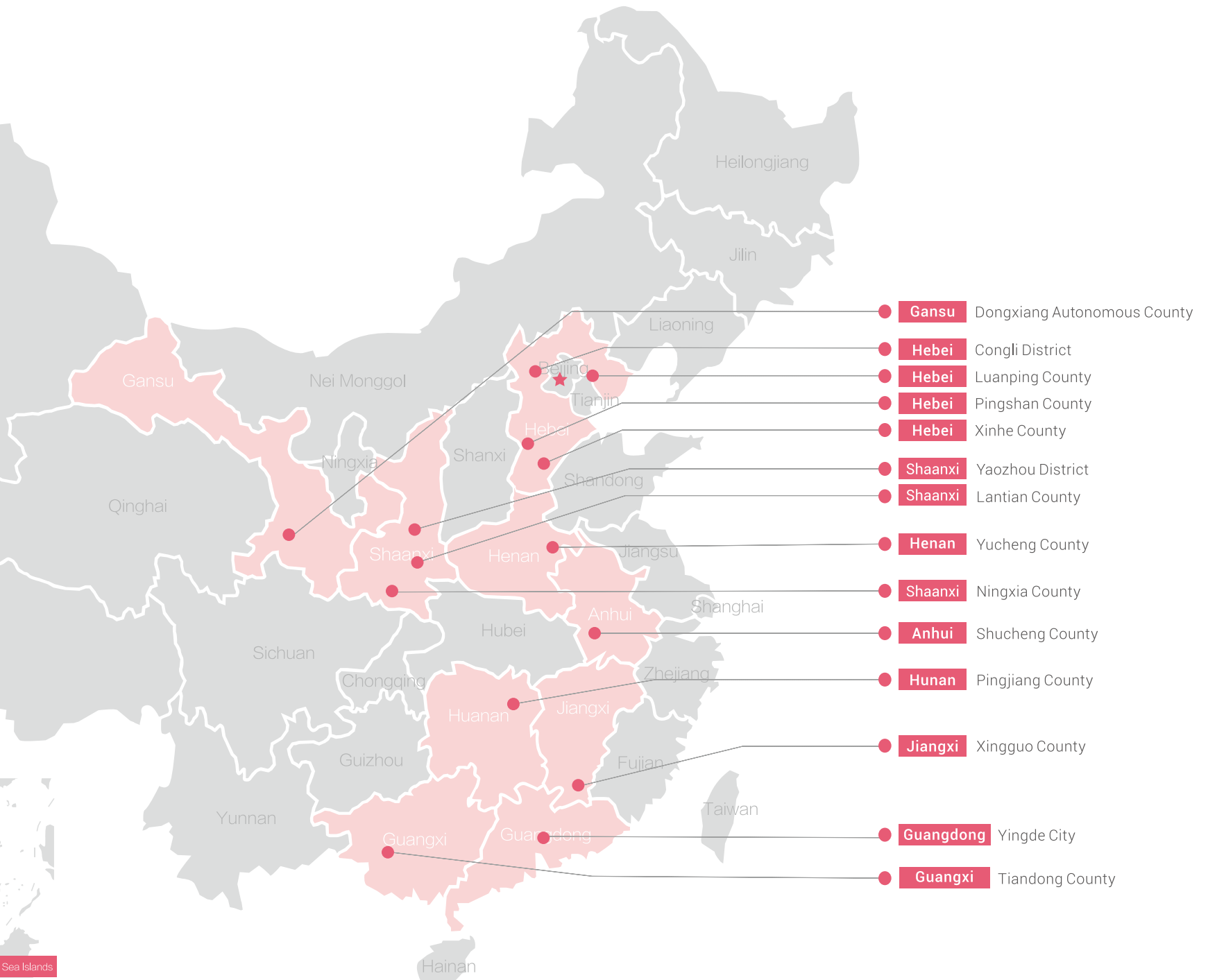


Pair up and help the country
9 provinces **14** counties

Reach the village
3,747

The registered poverty alleviation population
336,000

Poverty alleviation mode
4+X



Sea Islands

Party-led Poverty Alleviation

Country Garden is committed to excellent party building work just as it is to building safety and quality homes. It highly values the guiding role of party building in poverty relief. The Group has identified “Five One-time” targets in party-led poverty alleviation, consistently supports related work, and practices targeted poverty relief through party-building-led programs.

CASE STUDY



Party-led Poverty Alleviation Meeting

Party-led Poverty Alleviation Workshop

Since October 17th, 2018, Country Garden has invited villagers from more than 50 poor villages in Yingde City, Guangdong Province and Shucheng County, Anhui Province to visit the Party members' education base. The poor villagers get to listen to the stories about anti-Japanese war veterans, and learn about the group's industry and e-commerce courses, as well as poverty alleviation experiences and activities. Country Garden hopes to enhance the confidence of party members who are responsible for poverty alleviation through these activities, further strengthen their conviction in poverty alleviation, and inspire new ideas and new insights to help poverty-stricken areas get rid of poverty as soon as possible.

Plan Poverty-alleviation-oriented Journey

Traditional revolutionary base resources are a valuable asset for implementing rural poverty alleviation. From August 29th to 30th, 2018, Country Garden held a special event on traditional revolutionary base tourism with a view to supporting poverty alleviation. The Group organized educational activities for Country Garden party members, and supported the traditional revolutionary base tourism of Yaozhou, Shaanxi Province. By travelling on this route, listening to the characteristic party class, and watching the distinguished demonstration village, these party members relived the history of the older generation of revolutionists, and actively studied the work of Country Garden to win the fight against poverty, and contributed to helping traditional revolutionary bases and towns from getting rid of poverty.



The First Party Spirit Education Activity Held in Yaozhou, Shaanxi

Industry-led Poverty Alleviation

Based on market trends, Country Garden used industry as a vehicle for poverty relief work. It integrated various resources and with the support of different parties, has established a public-welfare community and a resource library for industry-led poverty relief programs. These endeavors help transforming abundant natural resources in poverty-stricken areas into competitive edge to facilitate industry growth in these areas, lift the people out of poverty and build a moderately prosperous society.

CASE STUDY



Seedling Industry Base in Shushan Village

Nursery-industry-oriented Poverty Relief

Country Garden promotes the seedling industry in its supported counties. According to the capital-based operation model of concessional loans, a company + cooperative + poor household model was adopted to develop intensive, large-scale seedling farms or mobilize farmers to grow seedlings in front of and behind their houses, to grow the courtyard economy. The poor households can increase their income by leasing their land or by being shareholders in the farm work. The effort effectively spread to other local residents and helped them get rid of poverty and become richer. Within half a year, the seedling project has been promoted in 12 counties. By the end of 2018, the planting area was nearly 2,000 mu, and more than 5,000 poor households were assisted.

Supporting Young People in Dongxiang with Entrepreneurship

Ma Juan, the first female entrepreneur in Dongxiang, a poverty-stricken county in Gansu Province, graduated from university in 2017. Back then, she got to know that her hometown's fellow villagers could not go out to work because of poverty, local backwardness, and outdated ideas. In order to change the old concept, Ma Juan returned to her hometown to set up a workshop, and invited local women to make Dongxiang's traditional cuisine: fried pastry.

In April 2018, Country Garden sent its resident staff to Longquan Town in Dongxiang County to help poverty alleviation. After many inspections, they decided to establish a food-processing-based poverty alleviation plant and expand the scale of Ma Juan's small workshop as a collectively-owned business. It is estimated that 120 people can be employed in the first phase, and the annual income of employees is RMB20,000 to RMB40,000. The sales after full-scale operation are expected to reach RMB12 million, with a profit of RMB2 million. Country Garden's move not only helped local women get employed, but also helped them use their own platforms to exploit the sales of fried pastry and enhance the ability of poverty-stricken people to get rid of poverty.



Ma Juan Leads Local Women to Participate in Fried Pastry Production



CASE STUDY

● Guangdong Yingde Yuzui Village/Hetou Village Develop Rural Tourism by Exploring Local Cultural Heritage

Country Garden began its poor-relief efforts in Yuzui and Hetou Villages in October 2017. In Yuzui Village, we build family-style hotels using local workers, machineries and construction materials. We hired old craftsmen to build houses in the traditional way that respects local construction culture and techniques. As of November, 2018, Country Garden has hired 20 local villagers, paid over 100 thousand yuan in salaries and over 150 thousand yuan in equipment utilization.

In Hetou Village, we renovate old buildings using traditional techniques. We go to great lengths to maintain Lingnan style architecture and Hakkas walled villages. We build Bixiang

Fengming family-style hotels in a way that fits into local culture in Jiulong Town to promote local tourism. By developing tourism industry, we help local people improve their income and work themselves out of poverty. The family-style hotel in Yuzui has already been put into operation. We are operating a total of 30 family-style hotels and hostels. All employees are local people who live below the poverty line. More and more young people begin to choose to find a job in their home village, in stead of becoming a migrant worker. Today, Yuzui and Hetou have taken on a new look. Their mountains, lakes and emotional ties with villagers have brought new dynamism to the old villages.



Before the renovation of Yuzui Village

After the renovation of Yuzui Village



Before the renovation of Hetou Village

After the renovation of Hetou Village



Education-driven Poverty Alleviation

Country Garden's education-driven poverty alleviation effort dates back to its first big donation in 1997. In that year, Mr. Yeung Kwok Keung, the founder of Country Garden, walked into the Yangcheng Evening News office and donated RMB1 million to set up the Zhongming University Student Scholarship. Starting with this first grant program, the Group has been consistently implementing its

education vision. In 2002 and 2013, it established the charity-based Guohua Memorial Middle School and Guangdong Country Garden Polytechnic. In addition, Country Garden has also set up a number of scholarships such as the Huiyan Educational Aid Fund to help students living in poverty complete their education.

CASE STUDY



Donation Ceremony of the Student Grant

Student Grant for Xinhe County

On October 25th, 2018, Country Garden Xinhe County Poverty-stricken Student Grant Award Ceremony was held at Xinhe County Sports Culture, Radio, Film and Television Press and Publication Bureau. The Group donated RMB563,000, with the hope that education-driven poverty alleviation will enable 365 students living in poverty in Xinhe County to grow out of poverty, and use the knowledge they acquire to give back to their hometown.

Providing Free Bus Tickets to Poverty-stricken Students

In Guohua Memorial Middle School and Guangdong Country Garden Polytechnic, the students are free from the burden of tuition and boarding fees. These two schools also hand out personal allowance to the students. They even cover the roundtrip bus ticket fee for the students during holidays.

Before summer and winter holidays every year, the school purchases roundtrip bus tickets for students and the teachers are responsible to transport these students to the student center in their respective hometowns. This has been a standard policy of the school since its establishment 16 years ago.



Students of Guohua Memorial Middle School

Employment-guided Poverty Alleviation

As a Chinese saying goes, "it is better to teach a person to fish than to give him a fish." Country Garden has not only brought actually positive changes to the villagers since the implementation of its poverty relief program of hosting skill training courses in rural areas in 2012, but more importantly, these practices have improved

the intellectual and moral qualities of the local residents. In 2018, Country Garden conducted training courses on poverty-alleviation-based skills in Yingde, Guangdong Province, Tiandong County, Guangxi Zhuang Autonomous Region, and Yucheng County, Henan Province.

CASE STUDY

Poverty-relief-oriented Recruitment in Tiandong County

Country Garden actively responded to the call for poverty alleviation cooperation between the east and the west of the country. On July 24th, 2018, it cooperated with the Pingshan District of Shenzhen City to hold the 2018 Guangdong-Guangxi Poverty Alleviation Cooperation · Tiandong County Special Recruitment. In all, 36 companies participated in the activity. Among them, 13 companies were registered by Country Garden, and 19 local enterprises and 4 companies in Pingshan District of Shenzhen signed up on their own.

On the day of recruitment, a total of 451 resumes were received. The Group intends to recruit 352 people, of which 92 were officially registered in the Group's system in 2018.

By integrating its own resources and social enterprise resources, the Group has established a social recruitment



Tiandong County Special Recruitment

platform to effectively solve the employment problem of poor rural people in Tiandong, helping win the fight against poverty.



Vocational skills training aluminum film training

Skill Training for Poverty-stricken Rural Households

Country Garden supported Yingde Command Office to provide free training for every poor student who has been registered in the internal system, and arranged for their employment as long as they pass the training assessment. These poor students can find employment in a timely manner through this approach. By chance, Li Guanlian from Liyu Village, Shigutang Town, signed up and attended Country Garden's third-phase aluminum film training class in Yingde City. After being employed, Li Guanlian turned from a new aluminum mold layman to an excellent and skilled technician. Now, Li Guanlian has successfully transformed from a rural part-time migrant worker with a monthly salary of around RMB 2,000 to an industrial worker with a monthly salary of RMB 8,000.

Charity and Social Service

Country Garden has always played an active role in charity programs, and continues to contribute to the cause of public welfare. In 2012, Country Garden established the Country Garden Volunteer Association, which consists of its employees, property owners, suppliers, Country Garden school teachers and students and its

charity project recipients. The association leads Country Garden volunteers to provide charity and social services more actively and professionally. In 2018, Country Garden Volunteers Association organized 1,266 public welfare activities across the country.

Environmental Protection

Country Garden is a builder of global green, eco-friendly and smart cities. It calls on the public to make joint efforts for green and public-welfare programs and to protect our planet together.

CASE STUDY



River Protection Volunteer Activity

Green Effort-backed Volunteer Work

In order to promote the idea of protecting rivers, and supporting the chief river system and Green Lake volunteering service, County Garden Huizhou-shenzhen Region Company worked together with the Huizhou Municipal Party Committee, the Municipal River Affairs Office, the Municipal Water Affairs Bureau, and the Huizhou Xizi Public Welfare Association from July to August 2018. They jointly launched a green effort relay program themed "I am He Xiaoqing, I am the endorser of our mother river protection". Through the launch of the "Hexiaoqing" online and offline activity relay, the concept of ecological and environmental protection was widely disseminated among the general public

and the youth, leading them to protect the natural environment of Huizhou and enrich the connotations of the Beautiful Huizhou program.

Respecting the Elderly and Caring for the Young

Chinese people believe in the philosophy of an ancient doctrine, "Respect and support the elderly as if they were our own parents, and care for the young as if they were our own children". Following this concept, Country Garden voluntarily shoulders the social responsibility of supporting the elderly and caring for the young.

CASE STUDY



Eyesight Recovery Program Kick-off Ceremony

RMB100 Million Eyesight Recovery Poverty Relief Program

"The Eyesight Recovery Poverty Alleviation and Cataract Rehabilitation" program is a national health poverty alleviation project jointly launched by the State Council Poverty Alleviation Office and the National Health and Family Planning Commission. It aims to integrate social forces and achieve free treatment for patients suffering from cataracts.

On March 3rd, 2018, Mr. Yeung Kwok Keung, Chairman of the Group, attended the kick-off ceremony and signed an agreement with the State Council Poverty Alleviation Office to donate RMB100 million for the project. The project has helped restore the eyesight of 89,000 people suffering from cataracts so far.

Caring for Left-behind Children

October 17th, 2018 is the fifth poverty alleviation day of the country. Country Garden held the launch ceremony of the Country Garden Fujian Education-driven Poverty Alleviation Tour in Hetian Middle School, Changting County, Longyan City, Fujian Province, and simultaneously launched the "Country Garden Love Library" project.

The "Fujian Education-driven Poverty Alleviation Tour" held a special charity event themed "Targeted Education-driven Poverty Alleviation—Book Donation" jointly launched by the Country Garden Fujian Regional Company, Fujian Provincial Charity Federation and Fujian Haixia Social Organization Research Institute. Through the event, Country Garden Love Library donated RMB500,000 to 10 rural middle schools in poverty-stricken areas. This program aimed at providing better reading conditions and environment for children.



Launch Ceremony of the "Country Garden Love Library"

CASE STUDY



Group photo of Country Garden Volunteers

Caring for Autistic Children

On April 8th, 2018, the Happy Childhood E-Station Community Integration Charity Project was launched in Beijing. The project was sponsored by China Children and Teenagers Foundation, supported by Guoqiang Foundation, hosted by Beijing Happy Family Science Education Promotion Center, co-organized by Country Garden Volunteers Association, and supervised by China Children's Foundation.

Happy Childhood E-Station Community Integration Charity Project considers the community as a site, and based on the idea of happy childhood, happy family and happy home, conducts online and offline health lectures, expert consultation, reading corners, volunteer services, health promotion training, autism-themed expert public welfare lectures and parent-child support activities. The project aims to advocate the importance of caring for and understanding autistic children among the public, and to shape a happy, harmonious, warm and healthy community culture.

Community Development and Social Influence

Country Garden is committed to providing communities with a rich cultural life and in building a diverse community. By building a colorful life supported by cultural and sports events, the Group builds a spiritual civilization in the communities, and developing a harmonious and happy living environment for homeowners.

Art and Culture

Profound, stylish and thoughtful art that takes into account humanity, links people with their life. Country Garden actively organized several cultural and artistic activities such as the Strawberry Music Festival, children's model competitions, community cultural legacy activities, and cultural open classes, to enrich community life.

CASE STUDY

"We are a Family of Artists" Cultural Heritage Activity

On December 24th, 2018, Country Garden and Guangdong Provincial Museum jointly hosted the "We are a family of artists" cultural heritage activity to carry forward Chinese culture. The "We are a family of artists" Cultural Center is the first community cultural venue in China. It has five major exhibition areas themed on "homes", and includes family cultural legacy, art immersion, memorable handicrafts, traditional performing arts and time-honored collection. Collections from Country Garden homeowners across the country were showcased during the activity, and included hundreds of beautiful collections of books, paintings, calligraphy brushes, ink, Chinese Opera props and so on. Themed on cultural heritage, the Cultural Center conducts cultural exhibitions in Country Garden communities, and brings art and the charm of traditional culture closer to homeowners, enriching their lives.



"We are a family of artists" Cultural Center



"We are a family of artists" Cultural Center

**"The Same Class" TV show**

Country Garden, along with Zhejiang TV and Canxing Production, jointly produced the cultural education show—"The Same Class." The program brought together 22 celebrities from the field of entertainment, visiting primary schools across the country to serve as Chinese teachers for three days. They taught the children, spoke about their special life experiences and culture, and imparted knowledge of classical texts to the children. This program combined the value of all Chinese people sharing same characters, ancestor, roots and bloodlines with Chinese traditional culture, and at the same time manifested the transformation and innovation of traditional education advocated by Country Garden.



Pu Cunxin Teaches Classes for Children

CASE STUDY

● Triathlon

China's development benefits when its sportspersons perform well. The physical health of Chinese people will decide whether China can have a moderately prosperous society. As the exclusive title sponsor of the triathlon contest for three consecutive years, Country Garden stays true to its ambition of building a healthy China. In 2018, it continued to support the domestic high-profile triathlon event, and promoted the triathlon culture through the Triathlon Elite Competition, the Little Iron Man competition, the Triathlon Carnival and other events, helping realize the dream of sports helping China to grow stronger.

●
Triathlon Elite Competition

●
the Little Iron Man
Competition

●
Triathlon Carnival



Healthy and Sports

Country Garden advocates a fitness-for-all program, and actively supports the development of sports such as marathon, cycling, and triathlon. It integrates sports and life so that everyone can enjoy the fun of sports.



The 2018 Tour of Qinghai Lake was Sponsored by Country Garden



CASE STUDY

Chongli Marathon

In September 2018, the Country Garden “A Date with Moderately Prosperous Life” 2018 Chongli Half Marathon was successfully held. Chongli District in Zhangjiakou City is one of the targeted areas supported by Country Garden in its poverty relief effort. The theme of this year’s marathon was “public welfare”. While promoting fitness of the whole nation and developing a marathon culture, the program is also committed to helping the poor and implementing poverty alleviation, by integrating the marathon and charity programs.



Chongli marathon



Chongli marathon

09

Way to Environment: Sincerity

▣ Sustainable Development Goal: Environmental Responsibilities

Following the Group value of doing our business with conscience and social responsibility, we actively shoulder our environmental responsibilities as a corporate citizen, continuously improve our environment management and its supervision mechanism, advocate green culture, advance green work and build a green community.



Promote green office and avoid unnecessary waste.

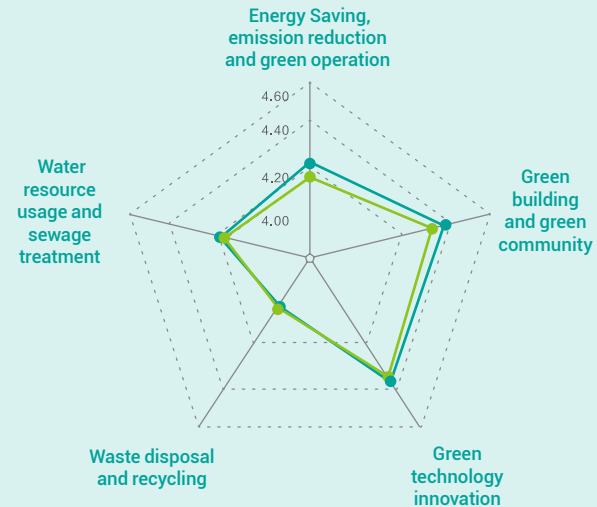
As a leading property developer in China, the Group acts as a pioneer in green construction and energy-saving innovations, to support energy saving and emission reduction.

087	Feature Story—Green Technology Innovation
090	Environmental Management
090	Green Building
099	Green Office
102	Green Campaign
102	Statistics and Disclosure of Environmental KPIs

Everyone should be aware of the importance of environmental protection.



Country Garden attaches great importance to environmental protection, energy conservation and emission reduction. While abiding by the Environmental Protection Law of the People's Republic of China and the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes, the Group has formulated the Measures on Environmental Protection to guide its effort on energy conservation, water conservation, waste categorization, environmental greening, pollution prevention, and biodiversity conservation. In 2018, the Group continued to champion its corporate culture of "being a conscientious and socially responsible enterprise with positive corporate culture". It actively assumed the environmental responsibility as a corporate citizen, and struck to the guiding principle of green operation and environmental protection in business operation, aiming to reduce the environmental pollution in its business operations. It also pursued environmental sustainability in green building, green work and green publicity by utilizing its leading resources.



Internal review External review
Data source: ESG issue materiality assessment

Feature Story—Green Technology Innovation

With the opportunity to transform the industry, Country Garden has earned a spot for itself in technology development. The rapid development of China's economy has brought tremendous pressure on the environment. Based on the "green water and mountain generate countless fortune" environmental protection concept, Country Garden will continue to deepen its standing in the property development industry, act on the emerging business of green building, take the initiative to undertake social responsibility for energy conservation and environmental protection, and contribute towards sustainable development.

Country Garden attaches great importance to the technical research and application of green building in every aspect. In

addition to star-rated green building, prefabricated houses, and the high-quality construction system, it also promotes research on energy conservation, environmental protection, rational use of natural resources, and optimization of user experience. These studies cover a wide range of topics, including materials, equipment, products, construction and other aspects, and aims to practically implement the results through actual projects. After the energy-saving effect is confirmed in multiple projects, it will be promoted and applied throughout the Group. This combination of application and research has delivered a large number of innovative technologies for the Group, and has also achieved energy conservation and emission reduction to a large extent.

Major Research Results over the Past Few Years

<p>Outdoor unit grill of air conditioner</p> <ul style="list-style-type: none"> ● Save aluminum consumption: 3.55 kg/m² ● Energy loss in aluminum manufacturing: save 52.7% 	<p>Light pipe-based daylighting system</p> <ul style="list-style-type: none"> ● Save Electricity 5.3 kwh/m² per year for basement <p>Example : Changsha Lixiangyue Project</p>	<p>Non-liquid-based floor heating</p> <ul style="list-style-type: none"> ● Building material for aboveground building: save 1.7% per floor ● Save 50% energy compared to liquid-based floor heating 	<p>Passive house</p> <ul style="list-style-type: none"> ● Save over 90% energy consumption for buildings in regions with hot summers and cold winters and heating energy consumption reduced by over 85% <p>Example: Taizhou Jiuzhangfu Passive House</p>	<p>Pre-fabricated interior decoration</p> <ul style="list-style-type: none"> ● Construction period reduced by 60% ● Reduce site work and save raw material
<p>Water saving/waterless urinal research</p> <ul style="list-style-type: none"> ● Reduce energy consumption during water transportation and wastewater treatment ● Waterless urinal saves 45 tonnes of water consumption per unit per year 	<p>Slate wall tile pasting technique research</p> <ul style="list-style-type: none"> ● Save steel products compared to traditional dry hanging; cost reduced by 42% ● Set as company standard and comprehensively promoted in southern regions 	<p>CRB600 high ductility high-strength steel research</p> <ul style="list-style-type: none"> ● Save approximately 0.15 tonnes of steel products with CRB600H steel per tonne ● Save steel 0.8 kg/m² and 80,000 tonnes of steel per year 	<p>Swirl-jet-based noise reduction single riser system</p> <ul style="list-style-type: none"> ● Replace traditional double water pipes with swirl-jet-based noise reduction single riser, leading to savings in pipe products ● Promoted in new projects in Fujian Region 	<p>Wall-attached same-floor drainage research</p> <ul style="list-style-type: none"> ● Non-descending board or slight-descending board used in bathroom to save caisson fill. ● Save water consumption by concealed toilet tank
<p>Upgrade wall-mounted solar water heater installation in balcony</p> <ul style="list-style-type: none"> ● Install a steel case through the side wall to avoid damage to the wall during later maintenance ● Use heat collector with short circulating tube to save pipe product and reduce heat loss 	<p>Underground parking inductive ventilation research</p> <ul style="list-style-type: none"> ● Reduce up to 150 mm in height per floor, and reduce excavation depth by 150 mm per floor ● Save energy consumption by 0.25 kwh/m² 	<p>GSHP AC system research</p> <ul style="list-style-type: none"> ● Save energy consumption by 26.1 kwh/m² <p>Example : Hilton Wuhan Optics Valley</p>	<p>Smart lighting system for parking lot</p> <ul style="list-style-type: none"> ● Save power consumption by 1.8 kwh/m² per year <p>Example: Zhangjiagang Country Garden (South Second Ring Road) Phase 1 underground parking lot</p>	<p>Research on energy-saving lighting for garden and courtyard</p> <ul style="list-style-type: none"> ● Save power consumption by 76.5 kwh per lamp per year <p>Example : Country Garden Flower City Foshan</p>

CASE STUDY



Jiuzhangfu Project (Taizhou)



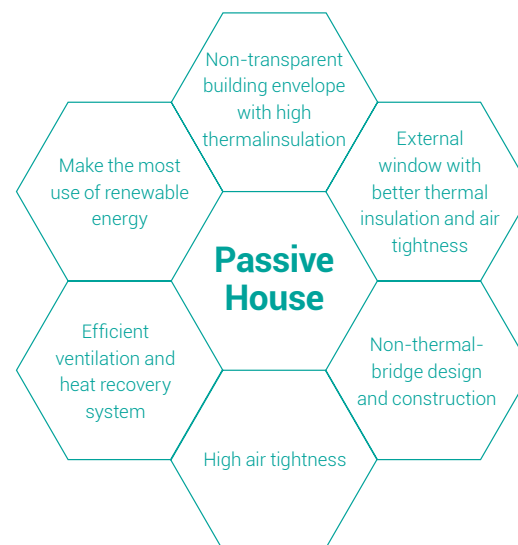
Jiuzhangfu Project (Taizhou)

Passive House

The Group has been practicing low-carbon construction for environmental protection and actively developing green buildings for many years. The high-performance doors and windows, ventilation system and energy conservation of the building envelope have been continuously improved to shape a unique passive house system. The Taizhou Jiuzhangfu project is the best example of this effort. The project adopts passive house techniques such as heat-insulation thermal bridge, T/T triple-pane double-glazed argon-filled external window, aluminum alloy roller blind shading, heat-recovery ventilation. The building is renowned for its extremely low energy consumption and green techniques.

The Taizhou Jiuzhangfu project is a scientific and technological demonstration for the Key Technology Development in Near Zero Energy Consumption System outlined in the 13th Five-Year National Key R&D Program, and also a public demonstration project for China's Ultra-low/Near Zero Energy Consumption Building Open Day in 2018. It passed PHI certification and was awarded the 2018 Passive Ultra Low Energy Consumption Building.

Passive house is a high-performance and energy-saving building concept introduced from Germany to China. Passive house has the following six features:



Environmental Management

The Group integrates green technology and environmental protection into its business plan and daily operations. The major environmental management strategies are as follows:

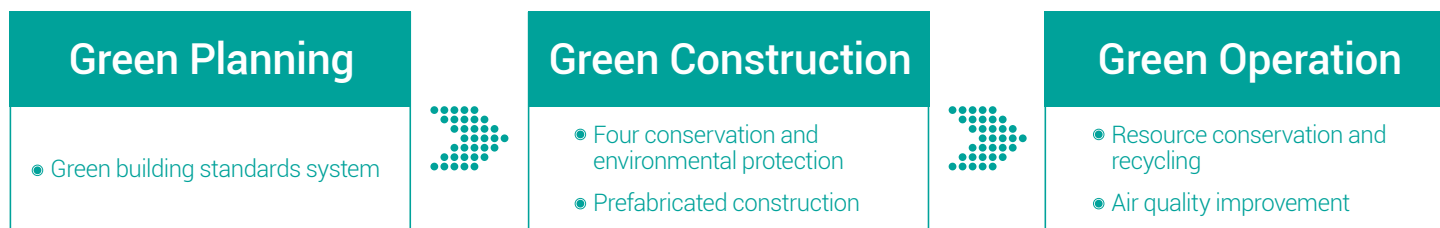
Green Building	Green Operation	Green Office	Green Campaign
<ul style="list-style-type: none"> ● Adapt to green development requirements outlined in the 13th Five-Year Plan, actively develop assembly-based building and green building. ● Follow the trend of construction industrialization, and steadily promote pre-fabricated building. ● Keep researching and practicing high quality construction system. 	<ul style="list-style-type: none"> ● Implement environmental protection in daily operations. ● Actively introduce intelligent and IT applications to reduce building and facility energy consumption. 	<ul style="list-style-type: none"> ● Adhere to paperless work. ● Actively implement energy conservation measures. ● Promote waste categorization and treatment. 	<ul style="list-style-type: none"> ● Conduct diversified environmental publicity and education activities regularly, and actively communicate environmental protection concepts to employees, homeowners, customers and other stakeholders.

We referred to Task Force on Climate-related Financial Disclosures (TCFD) recommendations to actively identify climate-related risks and opportunities as well as their effects on our business and financial positions. We actively develop green construction technologies that reduce construction procedures and green house gas emissions.

Green Building

Following the requirements of the *Green Building Action Plan* issued by the Ministry of Housing and Urban-Rural Development of the People's Republic of China in 2016, Country Garden continues to vigorously develop green and low-carbon buildings, actively explores the design, construction and component production of construction industrialization, and is committed to maximizing the effort of energy conservation, limited use of resources, environment protection and

pollution reduction during the entire life cycle of the building. In order to facilitate green building, Country Garden aligns its work with local conditions, matches house construction with customer needs, and implements inter-department assessment and deliberation on low-cost, environmentally-friendly and efficient project design, to ensure the houses being built are in harmony with nature.



CASE STUDY

Forest City

Country Garden Forest City is Southeast Asia's largest sustainable, green and smart property project. In 2018, the Forest City Company won Gold Awards for Sustainable Design Awards from GreenRE, the most influential Malaysian Green Building rating institution. The project also represented Malaysia at the 2018 Global Habitat Environment Forum (GFHS) Annual Meeting and won the coveted Global Model

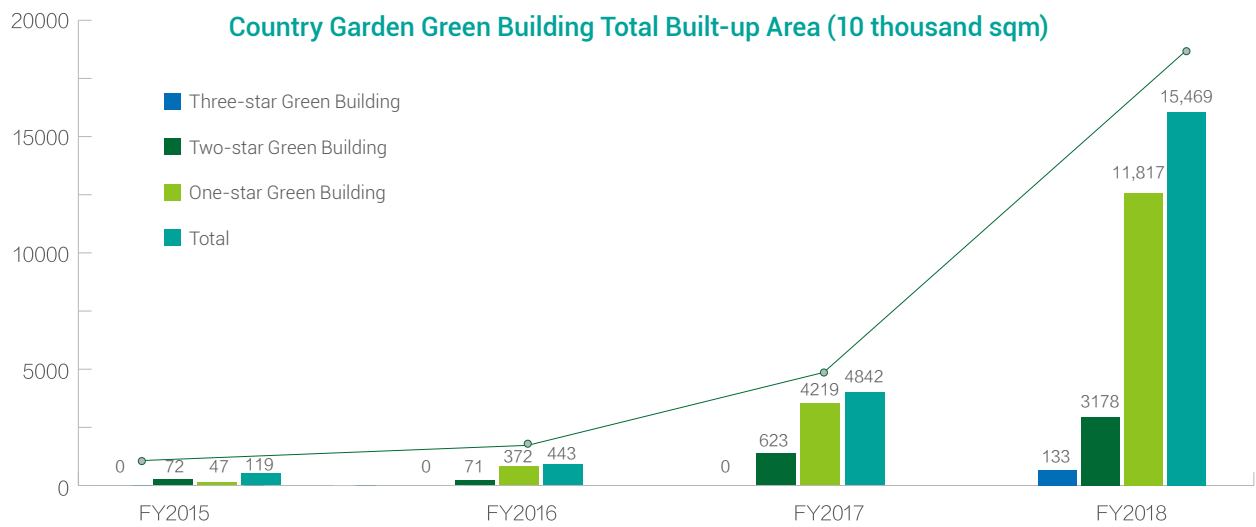
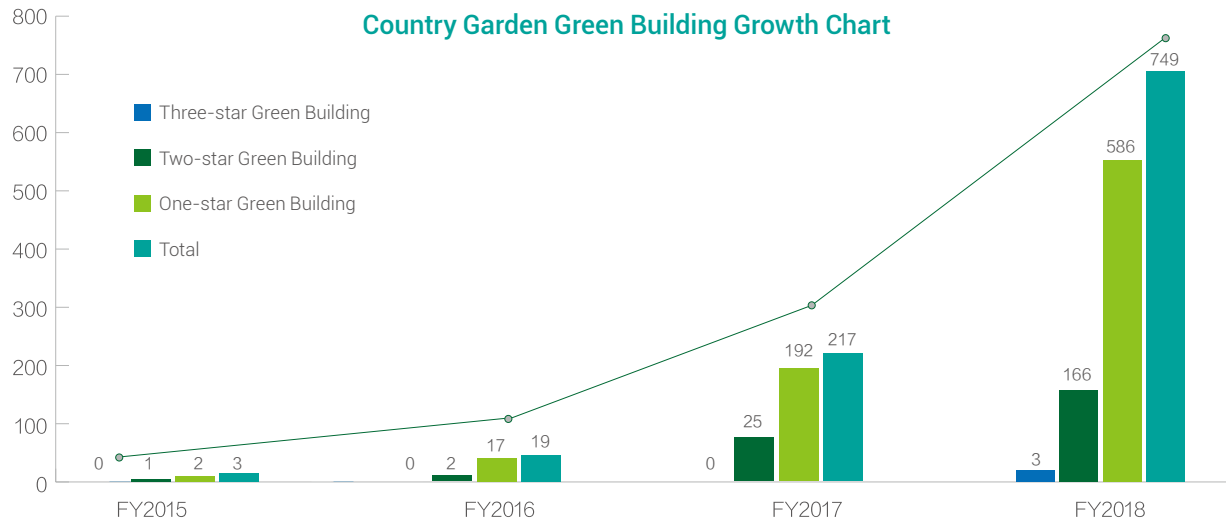
of City-Industry Integration Award at the 2018 Sustainable Urban and Habitat Environment Award (SCAHS). The sustainability of enterprise and community is one of the top priorities for Forest City. This award-winning project adopts the Group's core development concept, green planning and design management, and the concept is practiced during house building to spearhead green construction.



Forest City




Forest City Hotel



In 2018, the total area of green buildings constructed by Country Garden reached

 **154.69** million square meters

One or two-star green projects

 **149.95** million square meters

Three-star projects

 **1.33** million square meters

Three-star Green Building List

Shanghai Country Garden Center

Built-up area (sqm)

65,091

State certified level

Three-star



Country Garden Marine Science Park Community

Built-up area (sqm)

1,080,000

State certified level

Two-star, Three-star



Green Building Standards System

Along with the country deepening reforms with respect to standardization, the Group saw a boom in its green construction applications. Over the past few years, the Group has vigorously carried out the development of a green building standards system and is committed to establishing a complete green building standards system. The development of the green building standards system strictly follows the principle of gaining experience from practice and expanding the practice based on experience. In doing

so, Country Garden has gradually established various green building technology design and construction guidelines, and finally shaped a green building standards system.

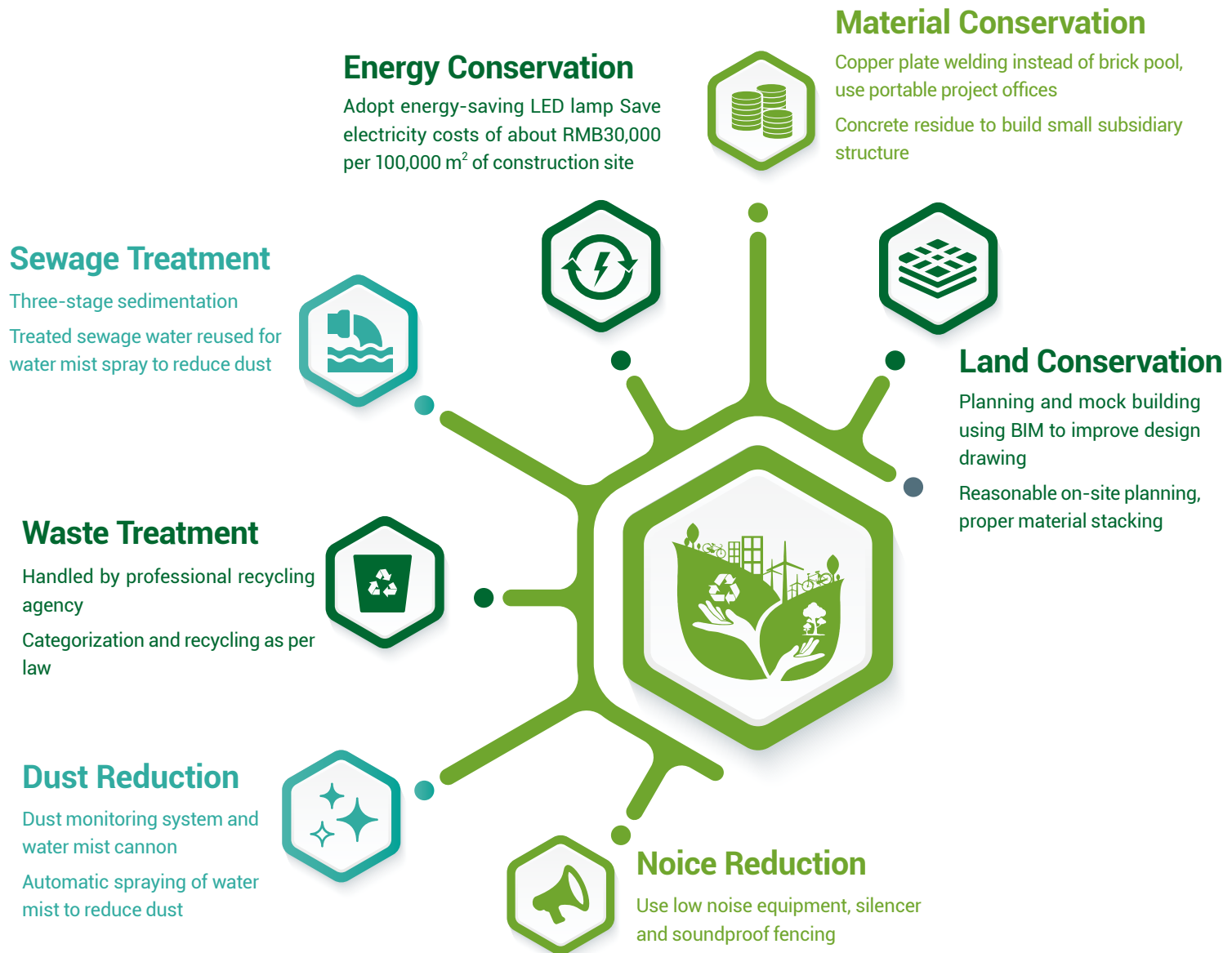
The green building standards developed by the Group in 2018 include design guidelines for prefabricated buildings, green building design guidelines, and standards for all-in-one refined decoration.



Green Construction

To effectively manage construction sites, we adopt various green and eco-friendly measures to ensure legal-compliance and do our utmost to reduce the negative influence over the environment during construction. The guideline of "four conservations and environmental protection"—land, water, energy and material conservation and

environmental protection, is strictly followed. In 2018, environmental impact assessment pass rate of the Group's projects reached 100%, and incidents with major negative influence over the environment and natural resources did not occur.



CASE STUDY

Prefabricated Building

Prefabricated buildings are assembled from prefabricated parts at the construction site. They follow the principle of design, production and construction integration, and are reliable, provide energy savings and are environment-friendly. A prefabricated building built using the high-quality construction system can greatly reduce quality problems such as leakage, cracks and hollowing found in traditional construction. It can largely reduce material waste, provide a cleaner construction site and reduce construction period through sound, orderly and precise management.

As of December 31st, 2018, Country Garden had constructed a total of more than 140 prefabricated projects, with a total area of 10 million square meters of fabricated buildings.

As the first super high-rise prefabricated project of Country Garden, Shenzhen Phoenix Residence Project is planned as the Group's prefabricated building demonstration project. The project features a fabricating system consisting of prefabricated bay windows, prefabricated stairs, prefabricated lightweight inner partition walls, aluminum alloy template and BIM. Through process innovation and detailed management, the internal and external walls don't require plastering, which improves the construction quality and offers a better construction environment. The approach also reduces construction waste emissions and achieves energy conservation and emission reduction.











Phoenix Mansion, Shenzhen

Green Operation

Besides consistently advancing its green technology in traditional business, Country Garden has also extended low-carbon and sustainability concepts in its daily operations, covering the entire life-cycle. It is committed to offering green, eco-friendly and excellent service to its customers and homeowners.

Saving Resources and Recycling

Country Garden adopts and effectively implements *Hotel Energy Conservation Measures* for its hotel business, and asks relevant staff to sign a letter of responsibility for energy management, so that the appraisal of energy conservation responsibility is linked to personal performance.

 <p>6.77%</p>	 <p>516,000 sqm</p>	 <p>15-20%</p>	 <p>10%, 5-8%</p>
<p>As of November 2018, the average energy consumption of the hotel business unit accounted for 6.77% of the Group's operating income, lower than the 8% industry average.</p>	<p>Solar energy and air energy heat pumps are preferred to heat water, to reduce heating water by coal-fired boilers; 57 Country Garden-operated hotels saved gas consumption by 516,000 units.</p>	<p>The ACs in the public area with automatic frequency conversion reduced power consumption by 15%-20%.</p>	<p>The laundry room features heat recovery with steam condensate, saving gas consumption by around 10%; an economizer is installed in the steam boiler flue to reduce gas consumption by 5%-8%.</p>
 <p>1,656 kwh</p>	 <p>80%, 20%, 10%</p>	 <p>1,095-1,277.5 ton 730-1,095 ton 1,095-1,460 ton</p>	 <p>250,000-280,000 batteries 6,000-6,720 kg</p>
<p>In 2018, 80% of the Group's hotels adopted LED lighting, and 57 hotels saved power of nearly 16.56 million kwh.</p>	<p>The parking lots adopt intelligent lighting systems, which effectively save energy consumption by 80%; voice control and delayed control lighting were installed in the staircases, saving energy consumption by 20% or so; the hotels' intelligent lighting adapt to seasons and changes in sunlight, reducing energy consumption by 10%.</p>	<p>The hotel business unit and the renewable energy company signed the Garbage Cleaning and Recycling Agreement. In 2018, the Group recycled 1,095-1,277.5 tons of waste water, 730-1,095 tons of renewable waste, and treated 1,095-1,460 tons of non-renewable waste.</p>	<p>The Group recycled 250,000-280,000 AA batteries in 2018, equivalent to 6,000-6,720 kg.</p>

Indoor Air Quality Improvement

Indoor air quality is closely related to people's health. To improve its hotel operation, Country Garden introduced advanced and ecological management technology to improve the indoor environment, ensuring that every customer can "safely breathe", and created a green, livable, healthy and excellent living environment.

Ventilation System

Ventilator installation
Save AC power consumption around
10-15%

Undesirable Odor Treatment

Pressure release pipe installed for
bilge well and septic tank

Natural Ventilation

Open windows for natural ventilation
when weather is nice

CASE STUDY

Tonghu Tech Town—Solar-powered Compression Trash Can

Tonghu Tech Town is a key project for Tonghu Ecological and Intelligent District. It opened on September 28th, 2018. It embraces smart technology and uses unmanned vehicles, patrol drones, solar power-based parking lots, solar power-based curtain walls for office buildings, wind turbine generators, smart trash cans, etc.

The solar power-based compression trash can uses solar energy, the internet and an efficient compressor. It is powered by a solar panel installed on the top, and when the garbage is full, the trash can automatically detects the level of trash and the automatic compressor is activated. When the compressed garbage reaches a certain level, the trash can automatically texts to the garbage cleaners to collect the trash. The compression trash can, has a capacity that is equivalent to 5-8 times that of regular trash cans. This new feature decreases frequent garbage collection. The collection route is also optimized, thereby reducing the cost of manual collection. Moreover, the trash can be sorted based on shape to facilitate recycling.



Smart Trash Can

Green Office

The Group regarded green technology and environmental protection as one of its key targets during the year, and actively promoted various environmental management measures such as energy conservation and consumption reduction, garbage classification and recycling, and improvement of air quality. The Group is committed to providing employees with a green, healthy and quality office space.

The Country Garden Headquarters Office Building is designed with green technology and has an eco-friendly design. Through the layered green balconies and the wooden main entrance corridor, combined with the unique garden ecological landscape of Country Garden, a green and energy-saving ecological office building has been created.



Energy Conservation and Consumption Reduction

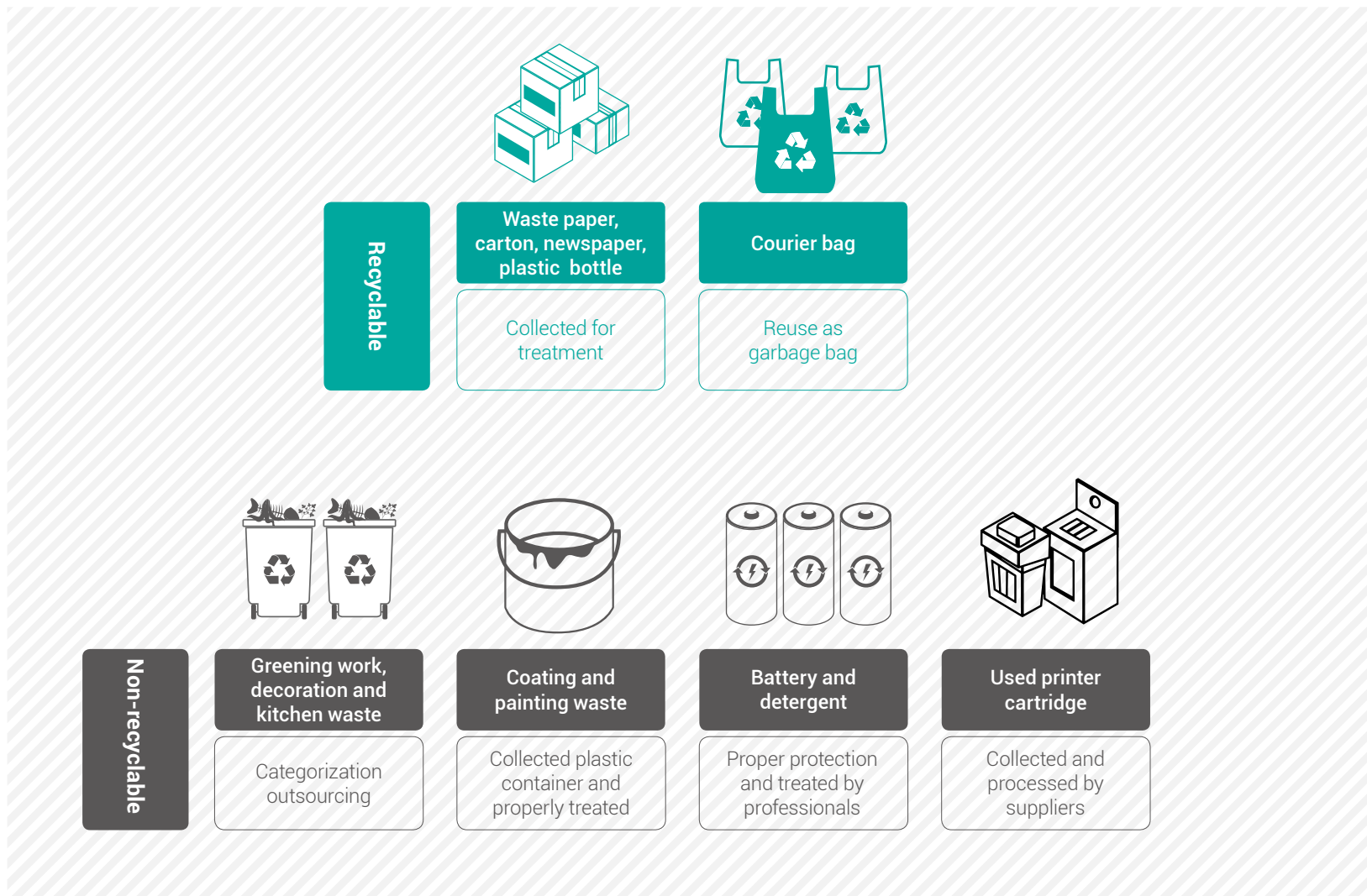
- Add signs close to the switch panel to guide employees to switch off lighting.
- Establish a regular inspection system for public areas, conduct safety hazard checks, and practice energy conservation.
- Actively promote and upgrade the information-based office and training platform in various businesses to reduce the consumption of natural resources such as paper, while improving office efficiency.
- Monitor and control indoor temperature through the air-conditioning BA system, and post temperature guides near the air conditioner controller to keep the indoor temperature comfortable, environmental-friendly and ensure energy savings.
- Water-saving devices are installed on the bathroom sink faucets, which reduces water wastage and cuts the workload for environmental management personnel.
- Use video conferencing instead of business trips to reduce greenhouse gas emissions due to travel.
- Regular maintenance of office equipment to extend their life and improve resource utilization.
- Reduce independent printers, utilize duplex printing machine as the standard approach, and reduce paper consumption in the office.
- Use Forest Stewardship Council (FSC) certified paper for business card printing.



Waste Disposal

- Country Garden Headquarters implements garbage classification based on recyclability.

As of October 2018, the Group's offices had recycled **23,000** courier bags. Headquarters had recycled **35,400** garbage.



Auto Shading

In the summer, the strong sunlight passes through the windows and enters the room. This causes glare and uneven illumination in the open office rooms, and greatly increases the workload of the air conditioner and energy consumption. Country Garden Headquarters converts direct sunlight into a diffuse light source through a layered green balcony, giving indoor office staff a comfortable illuminated environment. A variety of trees, shrubs and other plants have been planted on the balcony to improve the thermal insulation effect of the external wall, increase the green area and regulate the microclimate, and provide a good place for employees to rest.



Energy Conservation Window

Besides the external shading measures to reduce energy consumption, high-transmission Low-E insulating glass was also installed to further regulate the temperature in the room. The highly translucent Low-E insulating glass is a new building material with good heat insulation, sound insulation, and beautiful appearance, while at the same time, reduces the structural weight. The Low-E insulating glass retains the visible light wave while blocking solar heat, reducing the energy consumption of air conditioning and lighting, and its low outdoor light reflectivity does not cause light pollution in the surrounding area.

Green Campaign

The Group understands that environmental protection requires effort from the public. Therefore, in addition to implementing its green environmental protection in daily operations, the Group is also committed to using its own resource advantages to actively

promote green environmental protection among its employees, homeowners, suppliers and other stakeholders. The concept is to regularly host diverse environmental activities and work together with all stakeholders to achieve sustainable green development.

Statistics and Disclosure of Environmental KPIs

Based on the 2017 statistics, we have further improved our practice in data collection in 2018 to ensure their integrity, authenticity, accuracy and consistency to meet the growing expectations and needs of our stakeholders in terms of the Group's sustainability.

In 2018, the Group further reviewed and revised its environmental data collection and form format so that the staff in charge of data collection can better understand and fill the forms, to ensure the accuracy and consistency of these data. It also expanded the scope

of environmental data collection and disclosure, and required its hotel business unit to do so as well.

This year's environmental key performance indicator data collection and disclosure includes the headquarters office buildings, 82 regional company offices of the real estate unit and their 1,822 project company offices and marketing centers, and 16 regional company offices of the hotel business unit and their 56 project companies' offices and business venues.



Country garden, huizhou tianyue bay project mangrove park

Vision 2019

Country Garden is a high-tech conglomerate that aims to provide wonderful living environment products to the world. We have been committed to offering best houses and communities to those who pursue a wonderful life, and will actively embrace smart manufacturing and upgraded product to support people living a better life.

Corporate Governance

Positive thinking is the foundation of Country Garden's corporate culture as we conduct legally compliant business operations to deliver legitimate profits. We value business integrity and work hard to build an open and transparent business environment, and we keep improving our risk management system to safeguard the Group's sustainability.

Operation Responsibilities

"Safety first and people-oriented" — we will continue to improve the safety and quality control system and pursue the long-term goal of "zero casualties" in terms of production safety. We will enhance the competitiveness of our real estate business in its full life cycle with customers at its center, and provide customers with better products and services. We are actively exploring a sustainable development model for our three major business—property development, robotics and modern agriculture, and share the value of our growth with our shareholders.

Product Responsibilities

"Quality and property management underpin Country Garden's sustainable development" — we continue to innovate and develop high-quality construction systems, improve product quality, and promote the transformation of the construction industry. We use high technology to build smart communities and improve services in the community. We also embrace innovative businesses such as long-stay apartments, industrial properties, commercial properties, etc., so that we can provide our customers with diversified products and services.

Environmental Responsibilities

"We need to be a company with positive corporate culture, a sense of conscience and social responsibility" — as a corporate citizen, we uphold green environmental protection as one of the guiding principles in our business management. We attach importance to green building-related technology research and its industrial application, energy savings and emission reduction. We actively promote "green and low carbon" lifestyles among our employees, homeowners and other stakeholders.

Talen Development

"Talent is crucial for a company to grow its business" — we champion people-oriented business thinking, and pursue development that is in the interests of our employees, the Group and our society. We attach great importance to employee welfare and provide a self-development platform for our employees. We advocate health-based management to protect our employees' physical and mental health and occupational safety.

Community Investment

"We hope that our society is better because of our existence" — we take the initiative to fulfill our social responsibilities, actively support poverty alleviation in rural areas, and prevent the next generation from living in poverty. We interact with all our stakeholders to host and participate in various community activities. In doing so, we promote cultural development and social harmony.

The year 2019 marks a key year for Country Garden to step up with respect to its major business, its business transformation and upgrade. Country Garden will continue to uphold the enterprise spirit of "To benefit people and the society", improve product quality, maintain its growth speed, and pursue our targets with stable steps.





Appendix I : Honors

Company / Project	Honor	Granting Institution	Time
Country Garden Holdings Company Limited	#353 in Fortune 500	Fortune	Jul, 2018
	#143 in Forbes Global 2000	Forbes	Jun, 2018
	China Charity Award	Ministry of Civil Affairs, PRC	Sep, 2018
	Excellent case for enterprise poverty alleviation, Enterprises for Poverty Alleviation Blue Book (2018)	Social Welfare Department of the State Council Poverty Alleviation Office, Institute of Industrial	Dec, 2018
	The 32nd ARC Awards, Traditional Annual Report – Property Development: Residential, Gold	MerComm, Inc	Aug, 2018
	Excellent Chinese Poverty Relief Case	People.com.cn	Jan, 2019
	2018 China Corporate Social Responsibility Excellence Award	China Philanthropy Times	Dec, 2018
	Outstanding contribution for China's moderate prosperity and precise poverty alleviation effort in 2018	CHINAXIAOKANG.com	
	2018 Best Property Development Employer	Shanghai Yiju Property Research Institute	Nov, 2018
	Socially Responsible Company of the Year	Southern China Metropolis Daily	Nov, 2018
	Social Contribution Annual Award, Education Contribution Annual Award	International Finance News	Nov, 2018
	Targeted Poverty Alleviation Contribution Awards	Yicai	Nov, 2018
	2018 China Talent Management Paradigm Awards	Beisen	Nov, 2018
	Recommended Case of Targeted Poverty Alleviation Factor Investment Model	People's Daily	Sep, 2018
	Social Responsibility Contributor of the Year	China Business Journal	Aug, 2018
	2018 Best Public-welfare Publicity Awards	Sina.com	Aug, 2018
	2018 The 7th Outstanding Corporate Social Responsibility Awards	The Mirror	Jul, 2018
	2018 Asia Philanthropy Hero	The Mirror	Jul, 2018
	Shaanxi Regional Company of Country Garden Holdings Company Limited	Excellent Poverty-Alleviation Team	Ningshan County Party Committee of the Communist Party of China, Ningshan County People's Government

Company / Project	Honor	Granting Institution	Time
Anhui Regional Company of Country Garden Holdings Company Limited	Dangshan County 2018 Poverty Alleviation Contribution Award	Dangshan County Poverty Alleviation Leading Group Office	Oct, 2018
	Linqun County 2018 Benevolent Company in the 100 Enterprises Supporting 100 Villages Program	Linqun County Poverty Alleviation Leading Group Office	Oct, 2018
Guangxi Regional Company of Country Garden Holdings Company Limited	Baise City Enterprise Supporting Rural Areas Targeted Poverty Alleviation Demonstration Base	Baise United Front Work Department of Party Committee, Baise Federation of Industry and Commerce	Aug, 2018
	Tiandong County Mobilizing Resources of the United Front to Build the Demonstration Base for Poverty Alleviation	Tiandong County United Front Work Department of Party Committee	Aug, 2018
Lanbi Regional Company of Country Garden Holdings Company Limited	Dongxiang Pioneer	Dongxiang County Party Committee	Jun, 2018
Guohua Memorial Middle School	2018 Social Responsible School Award	Forbes Charity List	Aug, 2018
Tonghu Tech Town	2018 Top Ten Operators for New Industrial Urban District with Most Potential	CCID Research Institute, CCID Consulting Co., Ltd.	Nov, 2018
	APICTA 2018 Honorable Mention	APICTA Organizing Committee	Sep, 2018
	2018 Characteristic Town Development Potential Award	Liaowang Institute, China Financial Weekly	Apr, 2018
	Chinese Leading Characteristic Town for the 100 Town Plan	CRECC Characteristic Town Branch	Jan, 2018
Shunde NEV Town	2018 Characteristic Town with Brand Influence	China Business Journal	Dec, 2018
	The 15th Elite Innovative House Honorable Mention	Elite Foundation	Nov, 2018
Cisco Smart City Guangzhou	Guangdong's New Smart City Excellent Industry Solution Case	Guangdong-Hong Kong-Macao Greater Bay New Smart City Summit Forum Organizing Committee	Dec, 2018
Shenzhen Robot Industry Park	Shenzhen Investment and Development Key Industry Park	Investment and Publicity Department of Shenzhen Municipal Commerce Bureau	Dec, 2018

Appendix II : Sustainability KPIs

Environment

KPI		2018 ⁽¹⁾	2017 ⁽²⁾	2016 ⁽³⁾
Emission⁽⁴⁾	NO _x emission (KG)	35,306.16	1,096.90	--
	SO ₂ emission (KG) ⁽⁵⁾	39.95	1.99	--
	Particulate Matters (KG)	2,557.55	84.63	--
Greenhouse gas emission⁽⁴⁾	CO ₂ equivalent emissionScope 1 (ton) ⁽⁶⁾	29,656.07	6,084.31	23,412.00
	CO ₂ equivalent emissionScope 2 (ton) ⁽⁷⁾	1,274,326.58	495,418.52	207,620.00
	CO ₂ equivalent emissionScope 1 and 2 (ton)	1,303,982.65	501,502.82	231,032.00
Hazardous waste	Waste cartridge (ton)	673.42	38.46	--
	Waste electronic products (ton)	621.04	--	--
	Waste battery (ton)	602.49	--	--
	Electronic equipment recycled (ton)	599.69	--	--
Non-hazardous waste	Office waste (ton)	7,981.30	3,103.48	86,913.00
	Kitchen waste (ton)	7,619.84	2,978.35	--
Direct/indirect energy consumption⁽⁸⁾	Natural gas (cubic meters)	7,936,576.24	77,463.60	--
	Gasoline (liter)	2,390,038.55	135,602.00	--
	Diesel (liter)	1,186,226.26	--	--
	Liquefied petroleum gas (ton)	1,065.82	1,811.36	--
	Methanol (ton)	146.15	70.95	--
	Coal (ton)	573,616.01	--	--
	Purchased power (kWh)	478,731,810.68	278,926,783.36	227,740,670.00
	Purchased heat (heating) (GJ)	7,379,921.06	1,716,911.38	--
	Direct energy consumption GJ ⁽⁴⁾⁽⁹⁾	12,459,515.10	99,298.83	--
	Indirect energy consumption GJ ⁽¹⁰⁾	9,103,355.58	3,270,351.60	--
	Total energy consumption GJ ⁽¹¹⁾	21,562,870.68	3,369,650.42	--
	Energy intensity (GJ/million RMB) ⁽¹²⁾	57.97	15.31	--
	Water consumption	Water consumption (cubic meters) ⁽¹³⁾	99,394,375.47	20,185,077.06
Water intensity (cubic meter/million yuan) ⁽¹⁴⁾		267.22	91.68	107.00

KPI	2018 ⁽¹⁾	2017 ⁽²⁾	2016 ⁽³⁾	
Office paper	Office paper (ton) ⁽¹⁵⁾	1,754.70	1,238.91	--

Environmental KPI Details

(1). 2018 Environmental KPI data collection range : Country Garden Headquarters, 82 regional offices of the property development unit and their subsidiary 1,822 project companies' offices and marketing centers, and 16 regional company offices of the hotel unit and their subsidiary 56 project companies' offices and business venues.

(2). The data collection range for 2017 annual KPI includes: Country Garden Headquarters, 59 regional company offices of property development unit and their subsidiary 1,026 project companies' offices and marketing centers.

(3). The 2016 annual environmental KPI data collection includes 539 property projects, their operations centers and sales centers.

(4). A part of data on emissions, greenhouse gas emissions and direct energy consumption is collected from company vehicles. The car-related collected data in 2018 is extrapolated from the data-set of the headquarters over the past year to the set covering office space of the headquarters, the offices of 82 regional companies and their subordinates, the offices and marketing centers of 1,822 project companies, and the hotel unit's 16 offices and business venues and their 56 subsidiary regional project companies' offices and business venues

(5). On the basis of the disclosed data over the past years, SO₂ emission included new data on diesel consumption in 2018.

(6). CO₂ equivalent emissions (Scope 1) are based on non-outsourced staff cafeteria fuel consumption and company car fuel consumption.

(7). The data sources for CO₂ equivalent emissions (Scope 2) are based on purchased electricity and purchased heat. The statistics consists of data in related bills of payment and administrative statistical charts. China-Mainland-Power-Grid-Based greenhouse gas emission factors refer to the 2017 China Regional Power Grid Base Line Emission Factor issued by China National Development and Reform Commission, Hong-Kong-Special-Administrative-Region-based grid emission factors refer to the Environmental Key Performance Indicators Reporting Guidelines issued by Hong Kong Stock Exchange, Australian-grid-emission-based factor refers to the Australia Government National Greenhouse Accounts Factors Australian National Greenhouse Accounts 2017 issued by Australian National Department of Environment and Energy, US-grid-emission-based factors refer to the EGRID Summary Table 2016 issued by United States Environmental Protection Agency; the remaining overseas national grid emission factors refer to the CO₂ Emissions from Fuel Combustion issued by the International Energy Agency in 2016.

(8). The data sources of energy consumption include the fuel consumption of company vehicles, fuel consumption of non-outsourced staff cafeterias, purchased electricity and purchased heat. The statistics consists of data in related bills of payment and administrative statistics. The energy consumption coefficient refers to the conversion factor provided by the International Energy Agency and China's GB2589-2008T Comprehensive Energy Consumption Calculation Principles.

(9). Direct energy consumption = natural gas consumption + gasoline consumption + diesel consumption + coal consumption + liquefied petroleum gas consumption + methanol consumption.

(10). Indirect energy consumption = purchased power consumption + purchased thermal power.

(11). Total energy consumption = direct energy consumption + indirect energy consumption.

(12). Energy intensity = total energy consumption ÷ Country Garden's 2018 annual operating income

(13). The data source for water consumption is based on the municipal water supply, and the statistical documents are water bills, financial reimbursement records and administrative statistical charts.

(14). Water intensity = water consumption ÷ Country Garden's 2018 annual operating income

(15). The data source for office paper consumption is based on paper used for daily office printing, and the statistics are based on purchase records or administrative statistical charts.

Employment

Employees		2018		2017		2016	
		Employee (person)	Percentage	Employee (person)	Percentage	Employee (person)	Percentage
Sex	Male	75,099	57.16%	72,841	58.35%	54,729	57.94%
	Female	56,288	42.84%	51,996	41.65%	39,721	42.06%
Age	Under 30	68,817	52.38%	68,278	54.69%	50,250	53.20%
	31-40	43,803	33.34%	34,280	27.46%	24,074	25.49%
	41-50	15,446	11.75%	18,414	14.75%	16,534	17.51%
	Above 50	3,321	2.53%	3,865	3.10%	3,592	3.80%
Position	Staff	109,273	83.17%	108,385	86.82%	85,472	90.49%
	Middle management	21,442	16.32%	15,951	12.78%	8,810	9.33%
	Senior management	672	0.51%	501	0.40%	168	0.18%
Employment Category	Full time	131,387	100	122,805	98.37%	94,450	100
	Intern	0	0	1,109	0.89%	0	0
	Other	0	0	923	0.74%	0	0
Region	Mainland China	129,054	98.22%	122,084	97.80%	92,884	98.34%
	HK and Macao SAR	41	0.03%	18	0.01%	18	0.02%
	Overseas	2,292	1.75%	2,735	2.19%	1,548	1.64%
Total		131,387	100%	124,837	100%	94,450	100%



Employment KPI Details

(16). Total employee turnover ratio = number of voluntary turnover / (total number of employees at the end of the period + 2018 annual turnover)

Employee Turnover Property Development		2018 ⁽¹⁶⁾		2017		2016	
		Total (person)	Percentage	Total (person)	Percentage	Total (person)	Percentage
Sex	Male	6,170	70.9%	3,862	71.9%	1,911	70.4%
	Female	2,535	29.1%	1,513	28.1%	805	29.6%
Age	Under 30	4,536	52.1%	2,640	49.1%	1,396	51.4%
	31-40	3,746	43.0%	2,336	43.5%	1,041	38.3%
	41-50	398	4.6%	340	6.3%	224	8.2%
	Above 50	25	0.3%	59	1.1%	55	2.0%
Position	Staff	6,404	73.5%	3,914	72.8%	2,133	78.5%
	Middle management	2,258	26.0%	1,439	26.8%	571	21.0%
	Senior management	43	0.5%	22	0.4%	12	0.4%
Region	Mainland China	8,045	92.4%	4,993	92.9%	2,627	96.7%
	HK and Macao SAR	16	0.2%	0	0	6	0.2%
	Overseas	644	7.4%	382	7.1%	83	3.1%
Total Employee Turnover		8,705	100%	5,375	100%	2,716	100%
Turnover Rate		14.5%		13.7%		11.0%	

Health and Safety

	2018	2017	2016
Number of injured workers on duty (person)	11	18	--
Number of deaths on duty (person)	0	0	--
Health and safety training hours (hours)	--	5,887	--
Number of fire drills (times)	--	101	--

Development and Training

	2018	2017	2016
Number of trainees (10,000 people)	2.8	1.7	--
Number of training courses (10,000 times)	19.1	11.2	--
Average training hours (hours/person)	103	184	--
Training satisfaction (score)	93.5	94.7	--

Supply Chain Management

Number of Categorized Suppliers

Supplier Category	2018		2017		2016	
	Number	Percentage	Number	Percentage	Number	Percentage
Raw material	8,588	52.72%	5,369	72.30%	--	--
Customer-required	346	2.12%	236	3.18%	--	--
Subcontracting	222	1.36%	149	2.01%	--	--
Other material	8,020	49.23%	4,984	67.12%	--	--
Property Project	7,703	47.28%	2,057	27.70%	--	--
Contracting	477	2.93%	328	4.42%	--	--
Decoration	377	2.31%	213	2.87%	--	--
Other professional engineering (including pile construction)	6,849	42.04%	1,516	20.40%	--	--
Total	16,291	100%	7,428	100%	--	--

Location-based Supplier Number

Supplier Category	2018		2017		2016	
	Number	Percentage	Number	Percentage	Number	Percentage
Mainland China	13,839	84.95%	--	--	--	--
HK and Macao SAR	15	0.09%	--	--	--	--
Overseas	2,437	14.96%	--	--	--	--
Total	16,291	100%	--	--	--	--

Community Investment

Donor	Donation (RMB)
Guandong Foundation for Poverty Alleviation	991,315,422.68
Guoqiang Foundation	150,045,145.87
China Literature and Art Foundation	8,000,000.00
Hainan Charity Federation	4,865,000.00
Shenzhen University Education and Development Foundation	4,000,000.00
Jieyang University Students Development Foundation	550,000.00
Xiangyang Charity Federation	200,000.00
Others	210,010,696.78
Total	1,368,986,265.33

Appendix III : Policies, Laws and Regulations

ESG Indicator	Internal Policy	Regulatory Compliance
Category A1 : Emissions Category A2 : Use of resources Category A3 : Environment and Natural Resources	Environmental Protection Measures Guidelines on Renewable Applications Measures on Renewable Supplier Entry and Appraisal	The Environmental Protection Law of the PRC The Law of the PRC on the Prevention and Control of Water Pollution The Law of the PRC on the Prevention and Control of Solid Waste Pollution The Law of the PRC on the Prevention and Control of Ambient Noise Pollution The Law of the PRC on the Prevention and Control of Atmospheric Pollution The Law of the PRC on Marine Environment Protection Regulations of the PRC on the prevention of pollution damage to the marine environment by land-sourced pollutants National Catalog of Hazardous Wastes Hazardous Waste Disposal Forms Program on Control of Greenhouse Gas Discharge of the 13th Five-year Plan
Category B1 : Employment	Employee Performance Appraisal Measures Salary Management New Recruit and Redeployment Management Attendance and Personal Leave Management Headhunter Appraisal Measures Employee Handbook Employment Management	The Labor Law of the PRC The Contract Law of the PRC The Employment Promotion Law of the PRC The Social Insurance Law of the PRC Minimum Wage Regulation
Category B2 : Health and Safety	Production Safety Measures and Operating Instruction Construction Site Safety Measures Construction Security Incident Emergency Mechanism	The Labor Law of the PRC The Law of the PRC on the Prevention and Control of Occupational Diseases The Production Safety Law of the PRC The Fire Prevention Law of the PRC The Law of the PRC on Response to Emergencies Regulations on the Safety Administration of Dangerous Chemicals The Byelaw Governing Reporting, Investigation and Handling of Production Safety Accidents Interim Provisions on the Investigation and Treatment of Hidden Dangers in Production Safety Accidents The Regulation on Work-Related Injury Insurances Workplace Occupational Health Supervision and Management Regulations Construction Engineering Safety Production Management Regulations Occupational Diseases Classification and Catalog

ESG Indicator	Internal Policy	Regulatory Compliance
Category B3 : Development and Training	Employee Handbook	
Category B4 : Labour Standards	Commitment on the payment of wages for migrant workers in full and on time Employee Handbook New Recruit and Redeployment Management Labor Relation Management Attendance and Personal Leave Management Salary Management	The Labor Law of the PRC Child Labor Prohibition Regulations The Law of the PRC on the Protection of Minors
Category B5 : Supply Chain Management	Notice on General Contractor Selection Project Bidding Contract Management Measures Project Supplier Evaluation Measures Construction Unit Post-evaluation System General Contractor Management Measures Supplier Integrity Agreement Entry Threshold for Material Supplier Notice on the Country Garden Supplier Short-listing Conditions and Standard Recommendation Process Supplier Management Process Sourcing Center's Internal Regulations on Interactions with Suppliers Marketing Supplier Post-evaluation Manual Notice on the Implementation of the Post-marketing Material Evaluation Plan Notice on the Implementation of the 2018 Supplier Evaluation Notification letter on Strengthening the Quality Control of Materials Supplier Penalty Measures Regulations for Suspending or Canceling Supplier Qualifications and Supplier Recommendation Supplier Integrity Requirements Renewable Energy Supplier Registration and Appraisal Regulations	The Law of the PRC on Tenders and Bids
Category B6 : Product Responsibilities	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 Center Guidelines on Sand Table Display of Domestic Property Project	The Law of the PRC against Unfair Competition Interim Provisions on Banning Commercial Bribery The Anti-monopoly Law of the PRC The Law of the PRC on the Protection of the Rights and Interests of Consumers The Advertisement Law of the PRC The Trademark Law of the PRC

ESG Indicator	Internal Policy	Regulatory Compliance
Category B6 : Product Responsibilities	Brand Promotion Regulations	
	Project Safety Measures	
	Manual for Safe and Civilized Operation Measures	
	Pre-sale Customer Risk Screening Guidelines	
	Pre-sale Customer Risk Screening Form	
	Guidelines on Joint Project Acceptance before Delivery	
	Customer Complaint Handling Guidelines	
	Large-scale Complaints Handling ABC	
	Study and Control Requirements on Recent Large-scale Complaints for Unmatched Products	
	Notice on the Weekly Inspection Patrol and Other Regulations in the Group	The Law of the PRC on Product Quality
	Notice on Strengthening the Extended Management of Supervision Companies	The Law of the PRC on Urban Real Estate Administration
	Provisions on Prohibiting Rushed Construction and Completing Fine Decoration with Minimal Construction Period	Regulation on the Quality Management of Construction Projects
	Guidelines on Construction Site Live Streaming (Publicity and Implementation PPT)	Regulations on Urban Real Estate Development and Management Control
	Requirements on Strengthening Large-scale Complaints Response and Handling	Code of Design on Building Fire Protection and Prevention GB50016-2014
	Guidelines on Large-scale Customer Incident Handling	Guiding Opinions of the General Office of the State Council on Vigorously Developing Prefabricated Buildings
	Large-scale Complaint Handling Requirements (Publicity and Implementation PPT)	Evaluation Criteria for Fabricated Buildings GB/T1129-2017
	Information Security Management Measures	Regulation on Property Management
	Measures on System Reliability and Availability	Code for Acceptance of Construction Quality of Steel Structures GB50205-2001
	Information Security Certification Management Standard	Code for Design of Shop Construction JGJ48-2014
	Information Security Authorization Management Standard	Code for Planning and Design of Urban Residential Areas GB50180-93 2016 Version
Management Standard for Information Security Duties Separation		
Appeal Assessment Management Measures		
Safety Production System and Operating Procedures		
Construction Site Safety Measures Management System		
Project Incident Emergency Mechanism		
Category B7 : Anti-corruption	Regulation on Management of Conflict of Interests of Employees	
	Regulation on Management of Employee On-Duty Behavior	The Group Law of the PRC
	Measures for Pursuing Responsibilities for Violations of Regulations and Discipline by Group Employees	The Anti-Money Laundering Law of the PRC
	Country Garden Supplier Integrity Instruction	The Law of the PRC against Unfair Competition
		Interim Provisions on Banning Commercial Bribery

Appendix IV : ESG Indicators References

	ESG Indicator	Disclosure	Chapter
A1 General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste	disclosed	9. Way to Environment: Sincerity
A1.1	The types of emissions and respective emissions data	disclosed	9. Way to Environment: Sincerity Appendix II : Sustainability KPIs
A1.2	Greenhouse gas emissions in total and, where appropriate intensity	disclosed	Appendix II : Sustainability KPIs
A1.3	Total hazardous waste produced and, where appropriate, intensity	disclosed	Appendix II : Sustainability KPIs
A1.4	Total non-hazardous waste produced and, where appropriate, intensity	disclosed	Appendix II : Sustainability KPIs
A1.5	Description of measures to mitigate emissions and results achieved	disclosed	9. Way to Environment: Sincerity
A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved	disclosed	9.Way to Environment: Sincerity
A2 General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials	disclosed	9.Way to Environment: Sincerity
A2.1	Direct and/or indirect energy consumption by type and intensity	disclosed	Appendix II : Sustainability KPIs
A2.2	Water consumption in total and intensity	disclosed	Appendix II : Sustainability KPIs
A2.3	Description of energy use efficiency initiatives and results achieved	disclosed	9.Way to Environment: Sincerity
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved	disclosed	9.Way to Environment: Sincerity
A2.5	Total packaging material used for finished products and, if applicable, with reference to per unit produced	disclosed	Appendix II : Sustainability KPIs
A3 General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources	disclosed	9.Way to Environment: Sincerity
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	disclosed	9.Way to Environment: Sincerity

ESG Indicator	Disclosure	Chapter
B1 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare	disclosed	7. Way to People: Loyalty
B1.1 Total workforce by gender, employment type, age group and geographical region	disclosed	7. Way to People: Loyalty Appendix II : Sustainability KPIs
B1.2 Employee turnover rate by gender, age group and geographical region	disclosed	7. Way to People: Loyalty Appendix II : Sustainability KPIs
B2 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards	disclosed	7. Way to People: Loyalty
B2.1 Number and rate of work-related fatalities	disclosed	Appendix II : Sustainability KPIs
B2.2 Lost days due to work injury	not disclosed	Not applicable
B2.3 Description of occupational health and safety measures adopted, how they are implemented and monitored	disclosed	7. Way to People: Loyalty
B3 General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	disclosed	7. Way to People: Loyalty
B3.1 The percentage of employees trained by gender and employee category	disclosed	Not applicable
B3.2 The average training hours completed per employee by gender and employee category	partially disclosed	7. Way to People: Loyalty Appendix II : Sustainability KPIs
B4 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour	disclosed	7. Way to People: Loyalty
B4.1 Description of measures to review employment practices to avoid child and forced labour	disclosed	7. Way to People: Loyalty
B4.2 Description of steps taken to eliminate such practices when discovered	disclosed	7. Way to People: Loyalty
B5 General Disclosure Policies on managing environmental and social risks of the supply chain	disclosed	6. Way to Operation: Conscience
B5.1 Number of suppliers by geographical region	disclosed	Appendix II : Sustainability KPIs

	ESG Indicator	Disclosure	Chapter
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	disclosed	6. Way to Operation: Conscience
B6 General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress	disclosed	6. Way to Operation: Conscience
B6.1	Percentage of total products sold or shipped subjects to recalls for safety and health reasons	not disclosed	Not applicable
B6.2	Number of products and service related complaints received and how they are dealt with	disclosed	6. Way to Operation: Conscience
B6.3	Description of practices relating to observing and protecting intellectual property rights	disclosed	6. Way to Operation: Conscience
B6.4	Description of quality assurance process and recall procedures	disclosed	6. Way to Operation: Conscience
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored	disclosed	6. Way to Operation: Conscience
B7 General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion	disclosed	5.Way to Governance: Perseverance
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases	disclosed	5.Way to Governance: Perseverance
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored	disclosed	6. Way to Operation: Conscience
B8 General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests	disclosed	8.Way to Society: Benevolence
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sports)	disclosed	8.Way to Society: Benevolence
B8.2	Resources contributed (e.g. money or time) to the focus area	disclosed	8.Way to Society: Benevolence Appendix II : Sustainability KPIs

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 Center:

jtjcb@countrygarden.com.cn

- For product safety and quality, service quality and sales, please contact the Customer Relationship Management Department:

400-8919-338

- For investor relations, please contact the Investor Relations Department and Listing Compliance Department:

ir@countrygarden.com.cn

- For more details about the Guoqiang Foundation, please visit:

<http://www.guoqiangpwf.org/index.html>

- For comments on this report, please contact the Internal Committee for Environment, Social and Governance Committee:

bgycsr@countrygarden.com.cn

- For more Country Garden Sustainability Reports, please visit:

<https://bgy.com.cn/csr.aspx?type=34>

