



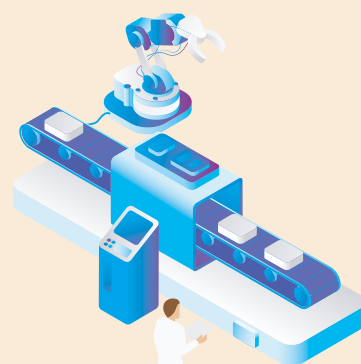
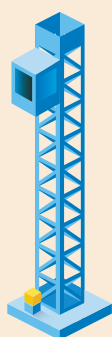
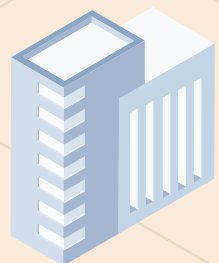
2019 Sustainability Report

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

Stock Code: 2007

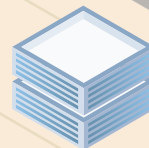
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2019



ESG

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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 11th 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, 2019, 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 include data on hotel and commercial 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 The Stock Exchange of Hong Kong Limited ("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 Sustainable Development Goals from United Nations 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.

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.hkexnews.com.hk to download the electronic version of this report.

What Is Country Garden

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

We are committed to robotics

Country Garden has nearly 200,000 employees, including more than 1,000 PhDs. We established Bright Dream Robotics so that we could bring together leading minds from around the world to develop practical and affordable high-tech products. We use robotics to deliver higher standards of living, and is helping to promote China's technological development.

We were the first company in China to launch a chain of robot restaurants, offering healthy, tasty, speedy, and affordable dining to all.

At building sites, our robots are improving safety and efficiency, and protecting the environment. We have also introduced smart security and service robots in our apartment complexes to deliver thoughtful, efficient, and comprehensive resident services.

We build good housing and good communities

For more than two decades, Country Garden has been China's leader in new urbanization. Just as a craftsman hones his skills, we have progressively improved our apartments to ensure that they are safe, healthy, attractive, affordable, functional, and durable. We have now brought modern living to over 1,200 towns and cities, and more than 1.6 million homeowners have chosen to build their lives in Country Garden developments. Our urban gardens and shopping plazas are a magnet for local residents, while our amenities and management services provide unparalleled convenience and security. We have embraced green construction and smart building technologies, and in our Forest City development we have created a new concept in 3D multi-layered urban planning. This huge project was named one of the

"five new cities that are set to shake up the future" by Forbes.

We're revitalizing rural China with modern agriculture

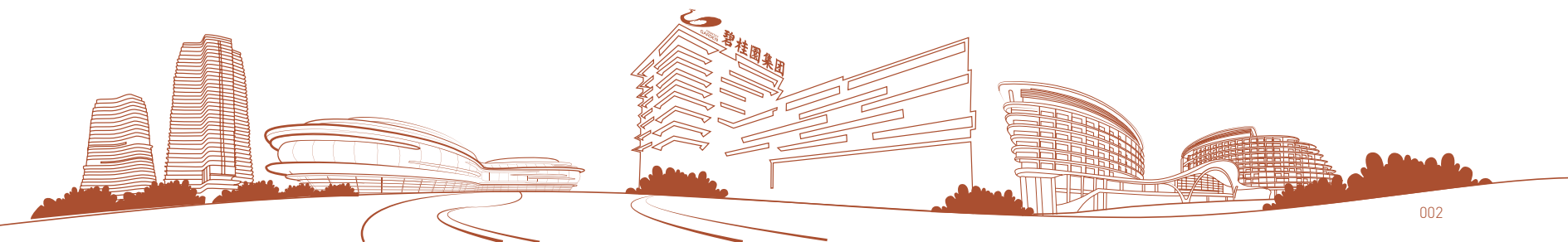
Country Garden has made investments in modern agriculture, including leading agricultural technologies and machinery, to produce a wide selection of safe, tasty, and affordable foods and household products. We provide these products to families in our communities and across China, so that they can access affordable fresh food, and farmers can reap the full commercial benefits, with bigger harvests and bigger profits.

Make the world a better place for having us in it

For us, targeted poverty alleviation programs and rural revitalization are key parts of our business. Country Garden and its founder have donated over 6.7 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 2019 alone, we contributed over 70.2 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.



2019 Annual Message

All-around competitiveness enhancement

2019 marks the 70th anniversary of the founding of the People's Republic of China. In this year, Country Garden embarked on the journey to enhance its competitiveness across the board. Mr. Yeung Kwok Keung announced that Country Garden will transition itself into a diversified technology company that creates lifestyle products for global markets. This vision inspires everyone in Country Garden to meticulously plan every project and constantly improve every detail. Propelled by real estate, robotics and agriculture, Country Garden is entering a phase of diversified and coordinated development. We remain committed to prudent and sustainable business development. In 2019, our revenue reached a record high and Fortune Global 500 ranking climbed to 177, further strengthening our position as an industry champion.

We go to extraordinary measures to create greater value, including restructuring the organization, delegating powers, streamlining processes, reducing costs and relieving burdens. Our aim is to create a lean and efficient headquarters and enhance the competitiveness at regional offices to make sure every project we manage is successful. We continue to improve management efficiency and comprehensive competitiveness across the board by reducing cost, improving product quality and providing better services for customers.

Commitment to quality products and attentive services

We understand the value of prudence and always put safety and quality on top of our agenda. We are building a smart, environmentally friendly and efficient high quality construction system as we explore ways to systematically transform the construction business. We are embracing technology and building a robotics eco-system. We work with partners to promote digital construction and modern agriculture, which will be an impetus to high-quality development. In this way, we will bring better products, services and communities to citizens and customers.

Green innovations for a better environment

Country Garden adheres to sustainable development. We are constructing eco-friendly buildings with green construction practices

and low-carbon technologies, making efficient use of energy. We've also implemented green operation and office management guidelines to effectively address climate change and protect biodiversity. We're advocating the idea of environment protection among our employees and the public to make our contribution to safeguarding our planet home.

Putting employee well-being front and center and empower them to grow with the company

Country Garden regards our employees as the most valuable treasure. We are creating a robust compensation system and an equal, inclusive, warm and positive platform for our employees. We provide diversified development opportunities, abundant learning resources and long-term development paths so that our employees and the Company can grow up together. Care for employees is embedded in our corporate culture. We care for employees' health both physically and mentally and organize various activities where they can find a sense of identity and belonging.

Giving back to society and making the world a harmonious place

Every Country Garden employee is engaged in targeted poverty reduction and rural revival. A few hundreds of us are working full-time to help lift people out of poverty in rural areas. We have twinned up with 14 counties in 9 different provinces to help them build party branches, develop local economy, promote education and create jobs. To date, we have helped more than 200 thousand people work their way out of poverty. On top of poverty relief, we are also actively engaged in charity and set up our volunteer association to give back to society.

Pressing ahead

We share one single mission at Country Garden and we are dedicated to continuously deepening and improving our management system and mechanism. We will integrate sustainable development in corporate management and work with all stakeholders to overcome difficulties to achieve high-quality and lasting development.





Combating COVID-19

As 2020 dawned, an pandemic caused by a novel coronavirus swept through the whole nation. In the face of the urgent challenges, Country Garden quickly issued notices to all departments and subsidiaries to roll out disease control efforts across the board. The Group immediately launched a battle against the disease, including setting up a special COVID-19 fund, donating medical supplies to Hubei, reducing rent and property management fees, and supporting the CCTV lantern

festival celebration.

Country Garden's Party committee launched the "five examples" initiative to encourage employees join the fight against the virus. Regional offices and subsidiaries immediately responded to the call and set up 265 volunteer teams in one week. Very soon, 5000 Party members volunteered to join the fight against the pandemic.

Active Response and Generous Support

During the peak of the pandemic, Country Garden mobilized all possible resources to the best of its ability to fight the pandemic. As of February 17, 2020, Country Garden has donated cash, medical supplies, agricultural products, and intelligent robots to help Hubei overcome the challenges.

Covid-19 Response Timeline (By February 17, 2020)

- 01/24 On January 24th, Country Garden Group donated 100 million yuan to the Phase One Covid-19 Fund. This fund was mainly used to support the epidemic prevention and control in Wuhan City and its surrounding regions by providing urgent medical supplies including surgical clothing, goggles, and masks, etc.
- 01/27 On January 27th, we donated 20 million and 10 million yuan to Wuhan Charity Federation and Charity Federation of Guangdong Province respectively through Guoqiang Foundation and earmarked the money for frontline health care workers and their families.
- 02/01 On February 1st, our first batch of medical supplies arrived in Wuhan, including 60 tons of alcohol prep pads and 500 thousand pairs of disposable medical gloves. Besides, 17.5 thousand medical masks also reached the Huoshenshan Hospital that day.
- 02/03 On February 3rd, Guoqiang Foundation donated 5.5 million yuan to China Youth Volunteers Association and set up the Fund for volunteers who contribute to pandemic control efforts.
- 02/08 On February 8th, Guoqiang Foundation donated 5,000 disposable medical surgical masks, 500 N95 masks, 50 goggles, and 2,000 parts of disposable medical gloves to the Guangzhou Institute of Respiratory Health - Country Garden An Tai He medical team heading for Hubei's Qichun County.
- 02/12 On February 12th, 10 trucks loaded with fresh vegetables from Linshui, Hainan, travelled from the Hainan's Linshui Runda Modern Agricultural and Industrial Park to Ezhou City in Hubei Province.
- 02/13 On February 13th, we added 100 million yuan to set up the Phase Two Covid-19 Fund.
- 02/16 On February 16th, Country Garden decided to donate two Remote Ultrasonic Diagnostic Systems, worth more than 20 million yuan, to Hubei Province through Guoqiang Foundation.
- 02/17 On February 17th, we donated 6 million yuan to Guangdong Charity Foundation for the Guangdong medical teams dispatched to Hubei; 5 million yuan to Guangdong Women and Children's Foundation for the medical teams and their families. Together with Guangdong Youth Development Foundation, Country Garden provided 48 hospitals in Hubei with ventilators, high-flow nasal cannula oxygen therapy devices, oximeters, and other medical equipment with a total value of more than 4 million yuan.

The lockdown of the city doesn't stop our love. Under the leadership of the Guangdong Poverty Alleviation Office, Country Garden and Guoqiang Foundation worked with Guangdong Foundation for Poverty Alleviation to initiate a special procurement project to ensure sustainable supply and promote with unsaleable goods. Guoqiang Foundation purchased a batch of agricultural products from the East-West Trading Fair for Poverty Alleviation of Guangdong Province and some impoverished regions, and donated them to the pandemic-stricken areas in Hubei. As of March 10th, we have placed orders for 164 poverty alleviation agricultural products from 47 counties in 18

provinces, totaling 1,614.35 tons, supporting 42,944 poor households with over 100 thousand people. We donated them to Hubei and other provinces to meet the daily needs of the local people.

Country Garden also exclusively sponsored the 2020 CCTV Lantern Festival Gala for the fifth consecutive year. At the special moment when the whole nation work together to overcome difficulties, we stand with the people and to pay tribute to all the heroes in the front line by virtue of this inspiring special program!

Meals Prepared by Robots

Most restaurants in Wuhan suspended business during the outbreak. Many front line medical workers, often missing the mealtimes due to their shift arrangement, could only end up eating cold fast food.

On February 16th, 2020, a special "angel in white"--the first claypot cooking robot donated by Country Garden-- participated in battle against Covid-19 in Wuhan. Country Garden's first clay pot robot put into use in Wuhan. The robot is an intelligent claypot cooking system independently developed by Country Garden. It can serve quarantine points around the clock, providing medical workers with hot claypot rice free of charge.

All these robots can operate 24 hours a day with high efficiency. And with unmanned delivery, they could greatly reduce the risk of skin exposure and infection while serving medical workers at quarantine points.

On February 29th, 2020, the second robot was delivered to No.3 Hospital in Ezhou, one of the designated hospitals for Covid-19 treatment in Hubei so as to provide 24-hour free meal services for medical workers.



Meals prepared by robots

Strict Control, Thoughtful Care

When volunteers are fighting against COVID-19 on the front line, Country Garden is also working to protect the safety and interests of its commercial tenants.

For example, Tonghu Sci-Tech Town, a benchmark for our city-industry integration strategy, decided to reduce shop rent and property

management fees for commercial tenants for a month between February 1st and 29th, 2020. Meanwhile, all commercial tenants at the Tonghu Sci-tech Town were provided with indoor disinfection and sterilization services free of charge from February 1st to 10th.

Country Garden Employees Combating the Pandemic

More than 150 employees from our Healthcare Department participated in COVID-19 prevention on a daily basis. The medical staff monitor the health conditions of residents and patients while administrative staff support their work by making procurement plans

on essential supplies that meet national standards and translate user instructions into Chinese. Three nurses from our Anhe-tai OB/GYN Services volunteers to support front line health workers in Hubei.



Doctor Qin sacrifices his time with family to fight the pandemic

It was the first time Mr. Qin has spent Spring Festival holidays in Guangdong. He had had booked a ticket back home to celebrate new year with his mother. But when the pandemic broke out, he cancelled the ticket.

On January 22nd, 2020, the day before the lockdown of Wuhan, Mr. Qin, on behalf of Guang Zhou Anhe-Tai OB/GYN Services, took part in the pandemic prevention and control training held by Panyu Health Bureau of Guangzhou. On the next day, he went back to the hospital and gave a lecture to his colleagues on how to address COVID-19, together with Liang Xiaoyan, a doctor from the department of infectious diseases. It was this lecture that

prepared the hospital for the impact of COVID-19. Dr. Qin studied in America and has years of experience as a health worker, so he took the initiative to draft two COVID-19 response plans—***Emergency Plan on COVID-19 Prevention and Control for Non-medical Staff and Emergency, Plan on COVID-19 Prevention and Control for Healthcare Department***. These turned out to be of great help during the peak of the pandemic and played an important role in pandemic control both at the Group level and at the healthcare BU.

Two emergency plans were prepared



Emergency Plan on COVID-19 Prevention and Control for Non-medical Staff and Emergency



Plan on COVID-19 Prevention and Control for Healthcare Department



Nurses lend their hands to protect the elderly

Beijing Jiu Hua Resort is a care home composed of a cluster of villas. It needs special attention in pandemic control and prevention because most of its residents are 60 to 90 years old. Zhang Yanzhen is a chief nurse and she always puts the health of the elderly first. Everyday, she travels back and forth between the three neighbourhoods in Jiu Hua regardless of the windy and dry climate.

She is responsible for taking their temperatures, disinfecting the room, dealing with emergencies, reassuring the anxious residents,

updating them on the pandemic and inform them about how to prevent the disease.

As early as January 20th, the management team of Jiu Hua Resort developed an emergency response plan and decided to locked down the villas. Every resident was required to take temperature every day. Those who came back from the outside are isolated at once. Because of these strict measures, the 500 households in Jiu Hua Resort remained safe and sound throughout the winter.

Meticulous Disease Control Efforts

Country Garden established a COVID-19 task force led by CEO Mr. Mo Bin to oversee epidemic control and support the orderly resumption of work. Under the task force, a special office was set up to coordinate the implementation of disease control efforts. We drafted a **Novel Coronavirus Pneumonia Control Handbook** for Employees, providing

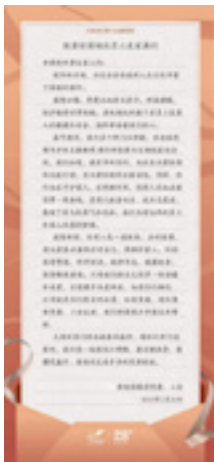
our employees with detailed guidelines on how to protect themselves, for example requesting all employees to wear face masks in public places. A 24/7 COVID-19 hotline and e-mail were also created to ensure timely response to employees' need.

Supporting Employees in Hubei Province

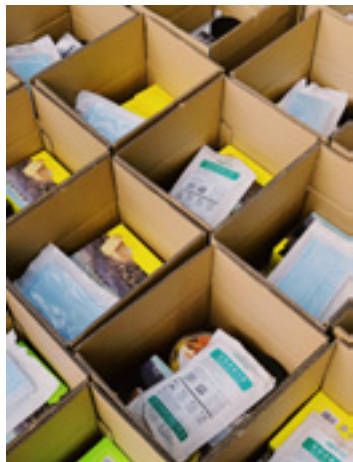
During the peak of the pandemic, access to medical supplies was near impossible at Hubei Province, the epicenter of the disease. Country Garden went to extraordinary measures to ensure every one of its 3373 employees in province are safe and sound. Every employee in Hubei received a health kit and take care letter from the Group. In every department, a contact person is designated for each of its Hubei employees to ensure their needs are taken care of.

Employees of regional and local units in Hubei Province
3,373

All units are targeting employees in Hubei province
One-on-one care



Take care letter for Hubei employees

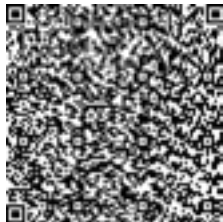


Health kits for Hubei employees

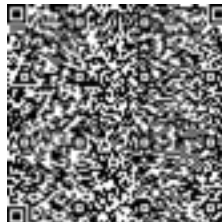
Supporting all Country Garden employees

Country Garden created a COVID-19 Wechat group to coordinate epidemic control efforts in different regions, and collect and register health status of its staff on a daily basis. Use of face masks is mandatory in the workplace, and employees are encouraged to communicate on-line or one-on-one to minimize contact. In the meantime, regional offices are requested to purchase medical masks including N95 masks for its employees, making sure that every employee has at least one mask every day.

To prevent community spread, Country Garden cancelled all gatherings, conferences, marketing events and community cultural activities. Our hotels were either closed or stopped receiving tour groups, while hotel employees would remind customers to wear masks and kept direct contact to the minimum.



Scan to read A Letter from the President to All Country Garden Employees



Scan to read A Letter to Country Garden Employees Overseas

Country Garden pools together resources to fight the pandemic We are confident that our unity and commitment will form an formidable force and will ultimately win the battle against COVID-19.



碧桂園集團

Country Garden in Statistics

Sale Figures

Contracted sales attributable to shareholders (RMB)

552.2 billion

Growth

10.0%

Contracted sales attributable to shareholders in GFA

6,237^{10000 sq.m}

Growth

15.2%

Number of cities with Country Garden Projects

1,299

Financial Figures

Revenue (RMB)

485.91 billion

YoY growth

28.2%

Profit attributable to the owners of the company (RMB)

40.12 billion

YoY growth

17.6%

Gross profit (RMB)

126.64 billion

YoY growth

23.6%

Gross margin (RMB)

61.2 billion

YoY growth

26.1%

Social Impact

Number of employees

101,784

Number of new employees

6,300

Number of suppliers

19,222

BDR R&D Team

3,500+

Number of patents authorized

≥300

Model Construction Site

575

Customer satisfaction

80.1%

Donations (RMB)

1.431 billion

Environmental Protection

Number of new green building certification

120

Number of all green building certification

880

2019 certified green buildings, GFA

5,065^{10000 sq.m}

Number of all green building certification

20,063^{10000 sq.m}

Prudent and Strict Management

- 6.1 Value Creation
 - 6.2 Corporate Governance
 - 6.3 Sustainable Development Management
 - 6.4 Support ESG Index Development
-



Overview

2019 marks the beginning of Country Garden's transition into a diversified technology company that creates lifestyle products for global markets and is therefore crucial to the Group diversified development. We emphasize honesty and integrity in our corporate culture, established a prudent and transparent compliance system to support business development. We incorporate sustainable development goals in our operation strategies and seek advice from all stakeholders to guide our transition.

Topics Discussed in This Chapter

Sustainable development topics discussed in this chapter

- Compliance management and integrity
- IPR protection
- Setting sustainable development goals
- Business performance and owner's equity
- Stakeholder communication
- Risk management
- Industrial development

SDGs discussed in this chapter



HKEX ESG index covered in this chapter: B6.4 / B7 / B7.1 / B7.2

GRI index covered in this chapter: 102 / 18 / 103-1 / 103-2 / 103-3 / 419-1

Value Creation

Business Performance

Country Garden's development goes hand in hand with the times and China's urbanization process. Country Garden made remarkable achievements in 2019, registering 485.91 billion

dollars in revenue, 28.2% growth YOY. The Group moved up to 177th place in 2019, up 176 positions since last year, the biggest upward move for any single company on the list.

2019

Country Garden made remarkable achievements in 2019

485.91 billion dollars

YoY growth

28.2%

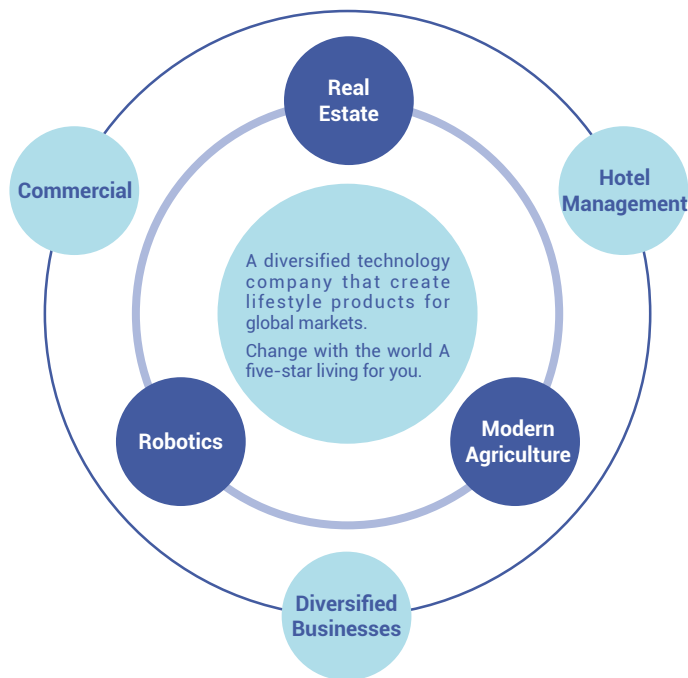
The 2019 Fortune Global 500 list

177

Diversified Business

Country Garden is a diversified technology company that creates lifestyle products for global markets. We are committed to promoting China's urbanization by embracing green construction and smart building technologies. We constantly enhance our leading position

in the real estate sector while expanding our portfolio to include smart manufacturing and modern agriculture. These new business are complementing each other and creating synergies that improve product quality.



- Real Estate: We provide quality homes and communities to everyone who aspires to a better life.**
Country Garden is committed to providing a five-star home for all homeowners. For over 20 years, we've been working to improve people's standards of living and have brought modern living to over 1,200 towns and cities. Today, over 4 million homeowners choose to live in Country Garden developments.
- Robotics: We push back the boundaries of technology by investing in smart manufacturing.**
Country Garden is making a significant investment in robotics and our smart factory is churning out products. Shunde Robot Valley is rising up from the ground and will lead industrial upgrading in the sector.
- Modern Agriculture: We pioneer agricultural revolution to revitalize rural China.**
By consolidating resources, upgrading industrial structure and serving modern agriculture, we aim to build a technology-driven agricultural platform that spans across the globe.
- Hospitality: We provide extraordinary experiences**
We endeavor to provide better living and travel experiences through our extraordinary leisure and entertainment services.
- Commercial: We are building a diversified business ecosystem.**
Country Garden Commercial and Culture Tourism Group has created a diversified business ecosystem which includes shopping malls, community businesses, commercial complexes, long-term rental apartments, special cultural tourism and premium office spaces.
- Other Businesses: We are investing in city-industry integration, education, healthcare and environmental protection.**
We integrate industrial development in city planning to upgrade urban areas so that more and more people can live in cities that provide better education and healthcare, convenient transportation, thriving culture and commercial facilities. We will redouble investment in community retail business and forest city development.

Transparent Operation

Protect Investors' Equity

Country Garden has always attached great importance to the voice from shareholders and capital markets. With the trust and support of our shareholders, we have managed to achieve long-term sustainable development. In 2019, we are committed to continuously improving information transparency. We set up communication channels with our global investors both online and offline to timely brief them on

our operational performance, development strategies, latest business fundamentals and sustainable development efforts, so that the investors can have better understanding of the company and feel confident about what we do. We have a dedicated team in house that promptly collects and analyses market information, and reports to the management in a systematic manner.

Multi-channel

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

Greater Information disclosure

Create the Investor Relations section on our official website to better communicate with shareholders. We improved monthly corporate communication and performance presentation.

Open and targeted communication

Organize activities including staff meetings, reverse roadshows, executive exchanges, and open day for investors; participate in roadshows of many financial institutions in Asia Pacific and Europe.

Respond to inquiries on ESG

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



2019 Country Garden Investor Open Day

On November 29, 2019, Country Garden held the "2019 Investor Open Day" in Shunde, Foshan. Participants include Chairman Yeung Kwok Keung, President Mo Bin, executive Vice President Cheng Guangyu, Chief Financial Officer and Vice President Wu Bijun, and Zuo Ying, Chief Finance Officer of Guangdong Bright Dream Robotics Co., Ltd. Real estate analysts from 22 well-known institutions including Morgan Stanley, Goldman Sachs, CICC and CITIC Securities attended the meeting. Country Garden executives conducted in-depth exchanges with investors on the company's recent operating status, strategic layout and new businesses, paying special attention to the significance of robotics research on real estate and construction, which generated much attention from investors.



Renowned investment institutions participated in 2019 Country Garden Investor Open Day

Capital Market Recognition

In 2019, Country Garden's recognition in the investment market continues to grow. In August, Moody's, the international bond rating agency, raised its outlook on Country Garden from "stable" to "positive". In its 2019 ranking of "Asia-Pacific Corporate Management Team", Institutional Investors listed Country Garden the first of the

"Most Honored Companies" and "Best ESG Indicator" in the real estate industry. Moreover, Mr. Mo Bin, the Group President and Ms. Wu Bijun, Chief Financial Officer won the "Best Real Estate CEO" and "Best Real Estate CFO" awards respectively.

Corporate Governance

Compliance with the Law

Country Garden complies with the laws and regulations of Hong Kong, Mainland China and the Cayman Islands, the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited and the Company's Articles of Association, continuously improving the compliance governance structure and governance ability. We maintain a high-quality board of directors, robust risk management and internal control measures, and high-level of transparency and accountability to shareholders. Both the board and management team adhere to the principles of good corporate governance to ensure stable and prudent

management and create value for shareholders. Country Garden also continues to improve information disclosure and strengthen internal governance to standardize company management.

In 2019, we strictly implemented existing corporate governance policies. In order to protect the interests of all shareholders, especially small and medium ones, we ensure that all decisions are made under the principles of trust and fairness, and published in an open and transparent manner. (For more details about Country Garden's work on compliance, please refer to the Corporate Governance Report in the 2019 Annual Report.)

Responsibilities of the Board

The board of directors is responsible for leading and monitoring The Group, and its members steer and supervise the management of The Group affairs. As the highest governance body, the board is responsible for the overall governance, supervision and regular review of Country Garden's business so

as to bring long-term benefits to The Group and stakeholders. In 2019, the company convened six board meetings to evaluate and consider ongoing transactions, and to review and approve the company's interim and annual results.

Diversified Board of Directors

Country Garden has adopted a board diversity policy. The following factors are considered in the selection of board members, including gender, age, educational background, professional experience, skills, and industry experience. With their different opinions, experience and perspectives, the directors will help The Group to better cope with complex environments, and

achieve balanced and sustainable corporate development.

As of December 31, 2019, the board has 13 members, including 7 executive directors, 1 non-executive director, and 5 independent non-executive directors. The resumes of all directors have been published in the 2019 annual report.

Number of Directors	Gender	Position	Age group	Years of service	Skill and knowledge
13	Female	Executive director	≥ 60	≥ 5	Legal
12					Investment development management
11					Administrative and business management
10					Financial management
09	Male	Non-executive director	50-59	≥ 5	Development strategy and marketing management
08					Property development, construction and building construction management
07		Independent non-executive director	40-49	3-4	
06					
05					
04			30-39	0-2	
03					
02					
01					

Committee Functions

In order to strengthen the function of the board of directors, six committees are set up, namely Finance Committee, Executive Committee, Audit Committee, Remuneration Committee, Nomination Committee and Corporate Governance Committee. In 2015, the ESG Internal Committee was established under the Corporate Governance Committee. Its members include President Mo Bin and representatives appointed by ESG related business centers. As Country Garden's professional review and supervision organization for sustainable development management,

it is responsible for establishing and improving the sustainable development management and compliance system, supervising the implementation of relevant strategies and policies of the board, and reviewing the sustainable development report and the disclosure of relevant information. (For more details about Country Garden's board and committees, please refer to the Corporate Governance Report in the 2019 Annual Report.)

Risk Management

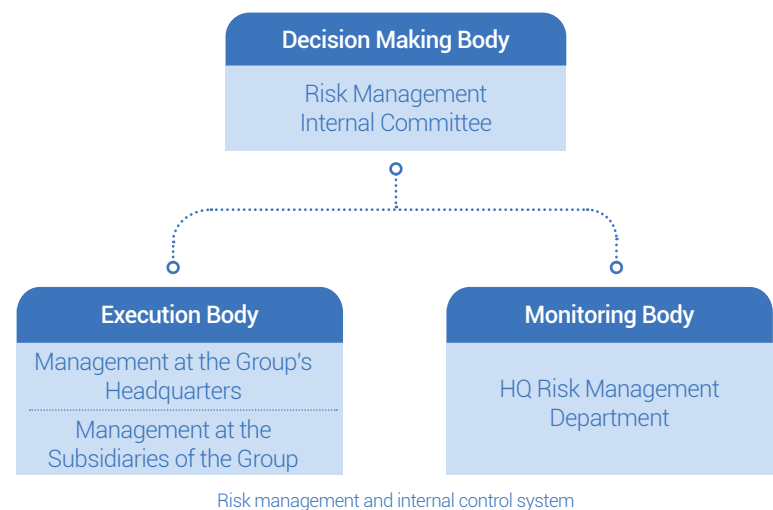
Risk Management and Internal Control Systems

Since its establishment, the company has always attached great importance to risk management and internal control. The board of directors is responsible for maintaining a robust and effective risk management and internal control system, and the Risk Management and Internal Audit Department is authorized to ensure and maintain a robust risk management and internal control system which is also reviewed by independent consultants hired by the Group.

The Group's risk management and internal control systems were developed based on the Internal Control Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO"). We combined the eight factors of internal environment, namely objective setting, event identification, risk assessment, risk response, control activities, information and communication, and monitoring to guarantee the continuous improvement of the Group's risk management capabilities and the level of internal control efforts.

Risk Management Framework

In order to enhance and continuously improve the effectiveness of the system, the Group has established a risk management framework consisting of Risk Management Internal Committee, Risk Management Execution Body and Risk Management Monitoring Body to ensure proper operation of the "decision-execution-supervision" mechanism from the Group level to all business processes.



Strengthening Risk Management and Internal Control

In 2019, the Risk Control, Audit and Supervision Center organized two internal control self-assessments, covering more than 90% of our domestic and overseas regions. We continuously optimized and enriched the content of the internal control self-evaluation system, making it more

substantive, rational and complete. We also formulated rectification plans for each defect, providing strong support for the Group's management, performance, and legal compliance.

Based on the risk assessment and monitoring results, in 2019, Country Garden implemented **152** recommendations, improved **48** business management mechanisms at the group level and **104** institutional processes at the regional and subsidiary levels.

Informatization of Risk Management

The Group constantly digitalizes its businesses and has developed a risk warning and digital audit platform. These real-time, systematic and precautionary measures will comprehensively improve the ability of business units' ability to identify and respond to risks, thus improving the

Group management and control in a refined, digital and dynamic manner. (For more details about Country Garden's work on risk management, please refer to the Corporate Governance Report in the 2019 Annual Report.)

Ethics

Anti-corruption and Anti-fraud

Country Garden is a transparent company with a conscience and social responsibility and we strive to create an honest and clean business environment. We strictly abide by laws and regulation against corruption and bribery including the *Corporate Law of the People's Republic of China* and Law of the *People's Republic of China for Countering Unfair Competition*. Anti-fraud mechanisms have been established to supervise key areas and links on anti-corruption and anti-bribery, to ensure that work on monitoring, reporting, investigation, and resolution are effectively conducted to improve information transparency.

The Group evaluates its operation control, financial control, and compliance control measures, either regularly or when required, through internal control self-assessment, internal audits, and external audits. When problems are found related to internal control, remedies will immediately be put in place and the correction progress will be monitored constantly. The Risk Control, Audit and Supervision Center has set up a public reporting mailbox and a hotline for report of violations. If the reports are proved to be credible, a special investigation will be conducted by the Center or the units involved itself. Those who violate regulations and disciplines will be

Country Garden has formulated a robust anti-fraud mechanism whose internal policies include

-  Country Garden Group Employee Code of Conduct
-  Regulations on the Management of Employees' Professional Conduct of the Country Garden Group
-  Regulations on Management of Employees' Conflict of Interest of the Country Garden Group
-  Measures for Accountability of Violation of Rules and Regulations of the Country Garden Group

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subject to criticism, demerit, demotion or labor contract termination, and make up for the economic losses. Those who violate laws will be handed over to law enforcement agencies. Based on the principle of openness and fairness, the Group would communicate the result of the investigation with the informants and publicize them regularly on the Group's intranet.

The Group's anti-fraud mechanism also covers major business partners. When signing contracts on purchase, construction and project cooperation, the Group requires partners to sign a Contract of Integrity to engage

them in the fight against corruption.

In 2019, Country Garden put in place a series of punishment and prevention measures. By focusing on core positions and major risks, our anti-fraud and anti-corruption efforts have achieved significant results. We also set up a mechanism to prevent corruption and bribery. In addition, Country Garden has expanded its Party Committee and elected a new Country Garden Discipline Inspection Committee. In the future, we will maintain and build a corporate culture in accordance with the law, continue to regulate business management and promote clean governance.

- Strengthen Expense Quota Management.
- We formulated the **Third-Party Project Contract Management System** to reduce losses caused by non-responsible units and false reporting of project volume, and other reasons.
- We implemented the **Best-Selling Houses Warning Mechanism** and the **System of Name Change Before Contracts** to improve management and reduce the risk of fraudulent home selling.
- Implemented the special system for cost and contract payment management and control.
- Implemented the special project of information security management and control.

Positive Corporate Culture Communication and Implementation

The Group pays special attention to the promotion and implementation of positive corporate culture through a series of methods including publicizing fraudulent cases and setting up transparency columns on the intranet. A lecture on moral hazards is given to managers at all levels. Since 2016, we have organized the Positive Corporate Culture Festival every year and communicated with our partners from time to time to raise employees' awareness and improve legal compliance.

In 2019, Country Garden increased the coverage of its publicity campaign through a number of innovative means, including on-line lectures, and mini movies. Over 100,000 employees have taken on-line integrity classes and 126,000 have signed the **Oath of Integrity**.



Taken on-line integrity classes

100,000+



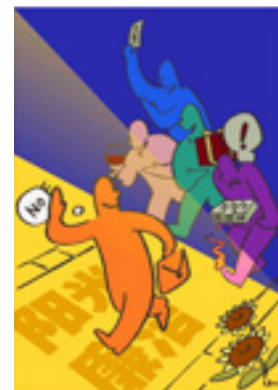
Signed the **Oath of Integrity**

126,000

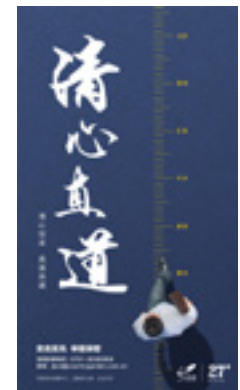
Anti-Unfair Competition

Country Garden strictly abides by the **Anti-Unfair Competition Law of the People's Republic of China**, encourages and protects fair competition, prevents acts of unfair competition, safeguards the lawful rights and interests of businesses and consumers, and promotes the sound development of the socialist market economy. We respect intellectual property rights (IPR), examine our brands and product names through a risk control system and

refuse improper behaviours including forgery and false publicity. We have established an information security mechanism against business secret theft, and keep technology and management information confidential. In addition, we are committed to maintaining market order, never engaging in vicious competition including selling below the cost.



Anti-Corruption poster cartoon



Anti-Corruption Mini Movie

IPR Protection

Country Garden put great emphasis on IPR management to defend our own legitimate rights and interests and respects relevant laws and regulations including **Patent Law**, **Trademark Law**, **Copyright Law**, **Anti-Unfair Competition Law** of the People's Republic of China and the Regulations on the Protection of Computer Software. We can in this way enhance our competitive advantages while protect customers from being misled by any tortious conducts.

In 2019, Country Garden strengthened its own IPR protection with both the headquarters and subsidiaries actively carrying out an IPR management campaign based on their business situation. The headquarters supervised from start to end the determination of brand rights and legal cases over our core brands, while our subsidiaries were encouraged to build their own brands to support their development. The Group promoted standardized and process management of IPR through various industry-based regulations in **Intellectual Property Right**

Handbook, IPR Management Procedure, IPR Protection Procedure, and Regulations for IPR Rewards and Remuneration.

We also respect and protect other companies' IPR. In 2019, Foodom, Country Garden's robotic restaurant chain, conducted patent infringement analysis throughout the R&D process and every trademark was examined before registration and use to avoid risks of infringement. Bright Dream Robotics, Country Garden's robotics arm, also established a management system to help research department prevent patent infringement throughout the entire life-cycle of a project.

Policies and Guidelines



Intellectual Property Handbook



IPR Protection Procedure



IPR Management Procedure



Regulations for IPR Rewards and Remuneration



The headquarters combined the power of all departments and external law firms to find out and work against infringements such as trademark squatting and counterfeit websites. We closely followed the determination of brand rights and legal cases over our core brands. These efforts have achieved significant progress.

Bright Dream Robotics continues to amend the **IPR Filing Handbook** and improve the IPR FAQ to help developers better understand IPR application; We also worked with Foshan city and Guangdong provincial government to open up a green review channel that significantly reduced the time for patent examination. We established several patent databases covering 10 technology areas in the robotics and construction industry, 38 application scenarios and 119 companies. One of the databases is the Construction Robot Patent Navigation System.

Country Garden Agriculture established a complete IPR management plan to protect agricultural IPR: during the M&A process, designated employees would work with external agencies to manage the company's IPRs; after the M&A is completed, IPR management would be conducted by designated personnel chosen by related departments and a series of internal management measures would be created together with application, maintenance and reward mechanisms.

IPR Protection Results

Through coordinated efforts in 2019, Country Garden and its subsidiaries has seen fruitful achievements in IPR filing and registration.

In addition, Country Garden supports industrial efforts to regulate IPR

protection. Some of our subsidiaries have joined the Guangdong IP Protection Association and Foshan Intellectual Property Association to protect research achievements together with our partners.

Country Garden IPR achievements in 2019

	Patent		Trademark		Copyright	New plant	
	Pending	Granted	Pending	Registered	Registration	Pending	Granted
Foodom	166	2	70	-	1	-	-
Bright Dream Robotics	1450	213	439	31	-	-	-
Country Garden Agriculture (subsidiaries included)	263	156	178	121	3	13	1

Sustainable Development Management

Sustainable Development Policies

Country Garden makes continued efforts to popularize the concept of sustainable development, making it an guiding strategy for the Group's development. We developed case studies based on practical examples to showcase sustainable development results. We developed a series of

policies to ensure sustainable development is implemented throughout the value chain. We develop our economic, ecological and social capital to achieve sustainable development and methodically manage the risks that arise.

Sustainable Development Vision

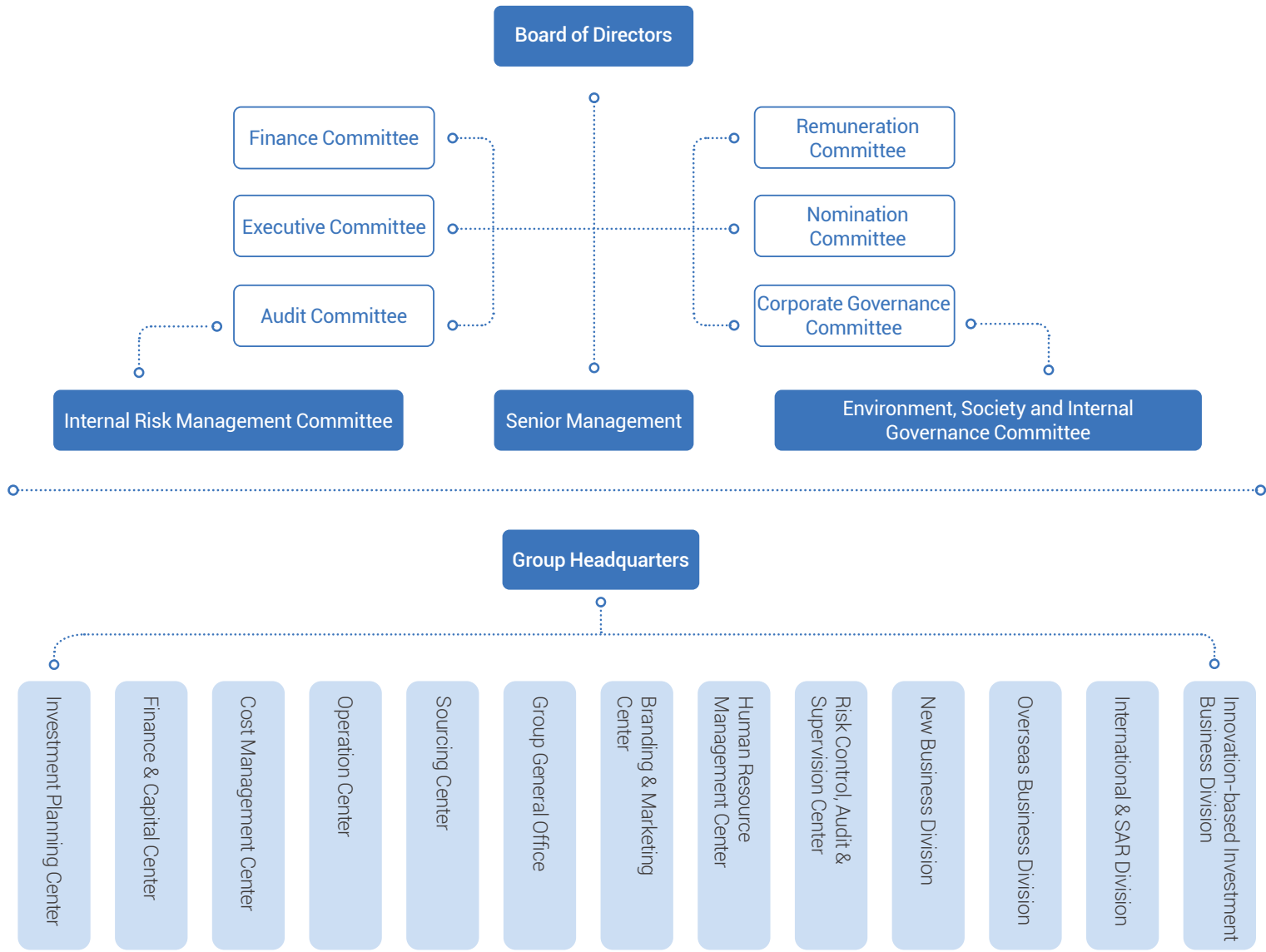
Make the world a better place for having us in it.

Sustainable Development Mission

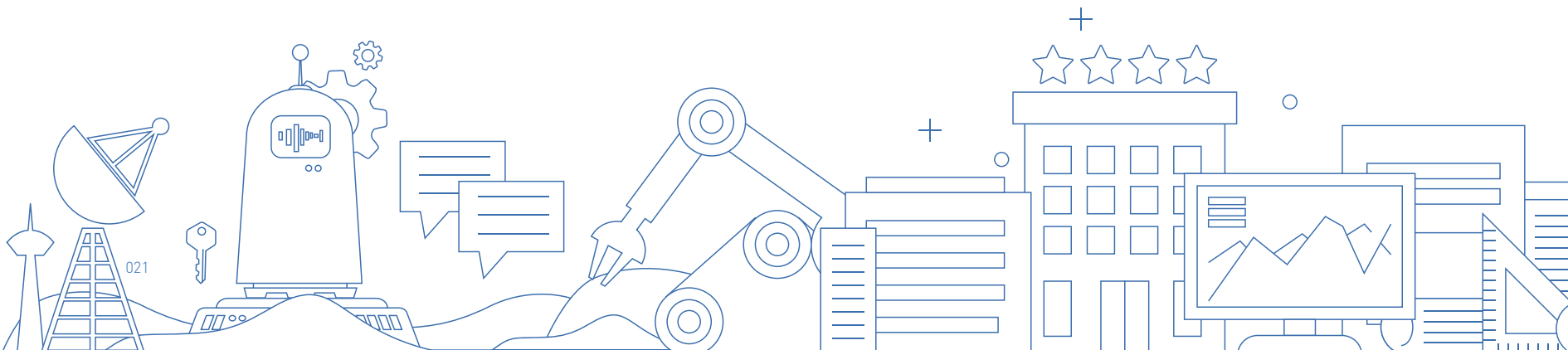
We develop our economic, ecological and social capital to achieve sustainable development and methodically manage the risks that arise.

Sustainable Development Management Structure

We have incorporated sustainable development management in the Group's governance framework, taking into consideration all ESG (environmental, social and governance) risks.



Organizational Structure of BoD Committees and HQ



Governance Supervised by the BoD

Country Garden's sustainable governance structure consists of board committees, management departments and business units. First, the board is responsible for ESG risk management and information disclosure, making overall policies on sustainable development governance and supervising their implementation. The ESG Internal Committee organizes meetings on the topic and gives suggestions to improve coordination between the board and other departments, thus

promoting the company's sustainable development and creating value for the Group and stakeholders. Second, we establish a mechanism for sustainable development information exchanges and disclosure, publicizing credible information in time in response to regulatory requirements and shareholders' expectations. Third, sustainable development governance is supervised at all levels, covering every stage from policy making and communication to execution.

ESG Internal Committee

Country Garden ESG Internal Committee is the highest organ for managing sustainable development and ESG affairs and risks. It is composed of Mr. Mo Bin, the committee Chairman, Mr. Cheng Guangyu and Ms. Li Jing, vice Chairperson and executives from all business sectors as ordinary members.

The Committee reports to the board three times annually on the progress of sustainable development, issues of concern to stakeholders and its suggestions on sustainable development management. At the same time, board directors are encouraged to participate in sustainable development management so that they can effectively carry out their supervisory roles.

Name	Position in the Committee	Position in the Company	Responsibilities
MO Bin	Chairperson	President and Executive Director	Group President
Cheng Guangyu	Vice Chairperson	Executive Vice President	Branding, marketing and investment strategy management
Li Jing	Vice Chairperson	Vice President	Director of the Group General Office, responsible for poverty alleviation, Party building, corporate culture development and logistics

Country Garden Group ESG Internal Committee Members



ESG Internal Committee Management

The ESG Internal Committee Management Regulations stipulates the appointment of members, duties and rights of the organization and rules of procedure. It also helps improve research and planning on

Internal Training on ESG

In 2019, a three-day special workshop on ESG was held at the headquarters to improve Country Garden's sustainable development efforts. Experts and professors were invited from Central University of Finance and Economics, Harvard University, the ESG channel of Sina Finance, and Ernst & Young (EY) to share their insights on ESG. Country Garden's ESG Internal Committee, ESG teams of the Group's business centers and subsidiaries such as Country Garden Agriculture and Bright

sustainable development strategies and the company's ability to deal with environmental and social risks.

Dream Robotics participated in this training. The topics include domestic and overseas green finance development, focuses of corporate ESG information disclosure, how sustainable development helps strengthen business models, ESG-related policy interpretation, international social responsibility and competitiveness of Chinese companies, and ESG case study sharing.



2019 Country Garden ESG sustainable development training workshop



2019 Country Garden ESG sustainable development training workshop

ESG risk management

To achieve sustainable development, Country Garden manages ESG and other risks from the top down, considering ESG factors at all levels of decision making. ESG Internal Committee and Risk Management Committee work together to assess overall risk levels and ensure the risk management system has done its job. All ESG risks we identified have been included as part of our regular risk assessment including bribery and corruption, business ethics, product quality and safety, occupational health and safety, and climate change. We also try to discover and assess new risks and internal or external changes, which will allow us to take

prompt actions.











We attempt to minimize our impacts on nature through environmental risk management, understanding the influence of climate change and protecting natural resources and biodiversity. We operate in a responsible way, ensuring the health and safety of our staff. We create a harmonious work environment, treating every employee equally and with respect. We encourage them to give them talents into full play and grow together with the company.





Support the SDGs of the United Nations

Global Compact, a framework initiated by the United Nations, aims to mobilize responsible and innovative companies to support social sustainability for the benefit of all. As a member of the Compact, Country Garden puts the ten principles of four areas—human rights, labor, environment and anti-corruption—into practices to show our responsibility for the society.

Compact, strives to create value for stakeholders in five areas—product responsibility, environment responsibility, talent responsibility, partnership responsibility and community investment. In the year 2019, we remain committed to our goals and stay true to our founding vision. We are dedicated to fulfilling our corporate social responsibilities and promoting the sustainable development of the Country Garden brand.

Our sustainable development goals, in accordance with the Global

Sustainable development area	Related SDGs	Strategic goals (qualitative long-term goals)	Actions	Progress in 2019
Product responsibility	  	Build "perfect projects, classic homes" for better life; provide smart, convenient and heart-warming products and services through coordinated development of different disciplines and business units.	<ul style="list-style-type: none"> • Customer satisfaction survey • IPR management • Compliance marketing examination • Supplier evaluation standards • Supplier management system • Supplier communication 	Supported by headquarters and subsidiary companies, an IPR management mechanism is taking shape. We strengthened contractor management to guarantee high quality. Real estate is our main business. We are expanding international cooperation and digitalizing our businesses; initial achievements have been made in digital construction, robotics and modern agriculture, helping improve customer satisfaction and contributing to urbanization.
Environment responsibility	   	Construct healthy and green buildings and green communities, play a leading role in green development and help upgrade the construction industry.	<ul style="list-style-type: none"> • Develop green building technologies • Promote green construction • Practice green operation • Address climate change • Protect biodiversity 	<ul style="list-style-type: none"> • 121 certified green construction projects covering 50.65 million square-meter • Drafted a green construction development plan • Continue to carry out green construction research and training • Continue to improve energy efficiency, water and material conservation and prevent dust and noise pollution • All projects are up to EIA (environmental impact assessment) standards and there was no significant negative impact on environment and natural resources
Community responsibility	  	We are a transparent company with social responsibility; we bring mutual benefit to the society by giving back to communities, helping those in trouble and solving social problems.	<ul style="list-style-type: none"> • Respond to China's targeted poverty alleviation initiative • Encourage donations to charity • Carry out volunteer activities • Establish charity schools • Co-organize non-profit sport events • Care for vulnerable people 	Guoqiang Foundation and Country Garden have donated more than 6.4 billion yuan to charitable courses among which 3.2 billion is donated to relieve poverty and 2.5 billion is to support education.








Sustainable development area	Related SDGs	Strategic goals (qualitative long-term goals)	Actions	Progress in 2019
Human resources responsibility	 Gender Equality  Decent Work and Economic Growth  Reduced Inequalities  Responsible Consumption and Production	Incorporate sustainable development into management and business operation to realize long-term, stable and healthy development and to help employees create greater value by achieving their full potential.	<ul style="list-style-type: none"> • Equal employment • Eliminate occupational discrimination • Develop employee training plan • Open up diversified channels for career development • Scientific salary system • Occupational safety and health training • Occupational safety and health protection 	<ul style="list-style-type: none"> • Build a team of diversified talents and a culture of equality • Improve occupational health and safety, including providing annual check-up for all employees
Environment responsibility	 Partnerships	As a leader of new urbanization, we endeavor to revitalize the industry with technologies and build a smart and diversified eco-system.	<ul style="list-style-type: none"> • Supplier evaluation standards • Supplier management system • Supplier communication 	Country Garden continues to expand cooperation, forming partnership with governments, companies, higher education institutions, and industrial associations. Important breakthroughs have been made in new technologies like industry and city integration, digitalized development, and 5G. Country Garde also tries to build a community with shared responsibility and provides sustainable development training for suppliers to help them grow

Stakeholder Communication

Country Garden believes that cooperation with stakeholders can give continuous impetus to its transformation, so a real-time, long-term and efficient communication mechanism has been established with different

channels to understand the needs and expectations of stakeholders and the society. The company thus can respond to them with concrete actions.

Stakeholders	Expectations and needs	Response
 Employees	<ul style="list-style-type: none"> • Protection of rights and interests • Health and safety • Promotion and development • Work-life balance 	<ul style="list-style-type: none"> • Collecting opinions from employees • Caring for employees • Employee training • Establishing company intranet, employee forum and Wechat public account to communicate corporate culture
 Investors and shareholders	<ul style="list-style-type: none"> • Risk management • Information disclosure • Return and growth • Corporate governance • Participating in decision-making 	<ul style="list-style-type: none"> • Information disclosure by listed companies • Shareholder visit • Investor meeting • Shareholders annual conference

Stakeholders	Expectations and needs	Response
 Residents and clients	<ul style="list-style-type: none"> Product quality and safety Privacy protection Excellent services 	<ul style="list-style-type: none"> Customer satisfaction survey Customer complaint channels Community activities Social media and company publications
 Suppliers and partners	<ul style="list-style-type: none"> Fair, just and open purchasing Support for suppliers Secure supply chain capital 	<ul style="list-style-type: none"> Supplier evaluation Supplier conference Visits and research Symposium and training
 Local communities	<ul style="list-style-type: none"> Healthy living Giving back to community 	<ul style="list-style-type: none"> Community activities Company publications
 Competitors and industrial associations	<ul style="list-style-type: none"> Fair competition Industrial experience exchanges Consensus building 	<ul style="list-style-type: none"> Corporate culture exchanges Communication within the industry
 Charity organizations and non-governmental organizations	<ul style="list-style-type: none"> Understanding the influence of community Charitable work Communication with communities 	<ul style="list-style-type: none"> Field study Charitable activities Community service
 Government departments and regulators	<ul style="list-style-type: none"> Respect for laws and regulations Paying tax according to law Compliance. 	<ul style="list-style-type: none"> Field study Participating in the formulation of policies and proposals Government projects
 The public	<ul style="list-style-type: none"> Information transparency Support social development Relieve poverty Support vulnerable people 	<ul style="list-style-type: none"> Social welfare activities Information disclosure Social media and media communication Public opinion monitoring



2019 Supplier Conference 2019.3.7



2019 Annual Results Announcement

Strategic Management of Important Issues

Country Garden hires a third party every year to conduct surveys on all stakeholders who are to prioritize the major issues they believe

the company is facing. Their suggestions and expectations on the company's sustainability are important reference for the management.

Analysis of the Importance of Different Issues

In 2019, we found out the major issues through the following steps:

Step 1 Identify topics and related areas

We identify major sustainability topics from four dimensions—economy, environment, society, and governance, considering factors such as our development strategies, industry development trends, regulatory and capital market requirements, and standards for social responsibility disclosure at home and abroad. In 2019, the number of major topics increased from 22 to 29, covering the four ESG categories of operation practices, environmental management, social investment, employment and labor practices.

 major topics
29

Four ESG categories: operating practices, environmental management, social investment, employment and labor practices

Step 2 Carry out importance analysis

We designed an online questionnaire with scoring and open-ended questions to collect stakeholders' evaluations and expectations on sustainable development issues.

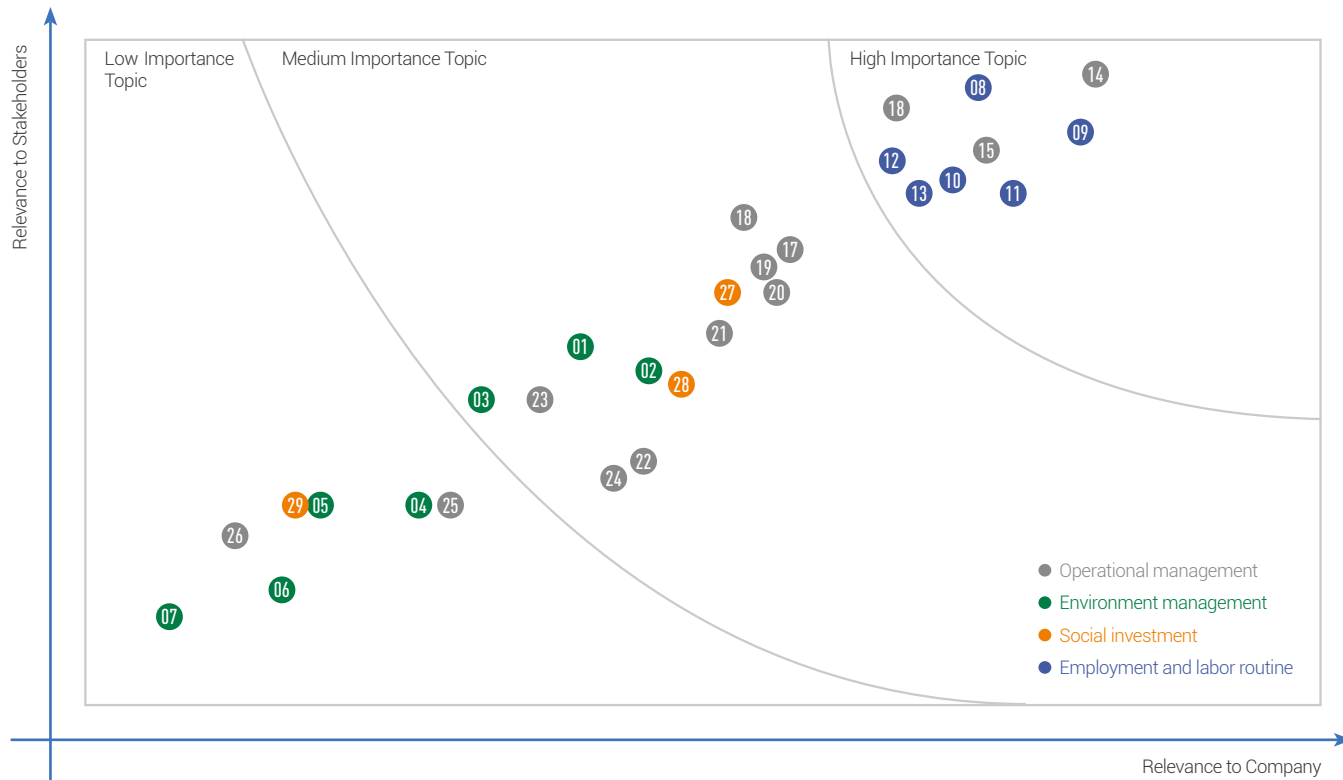
Questionnaires were accessible to domestic and foreign employees, business partners, clients, investors, industry associations, government departments and regulatory agencies, social welfare institutions, and local communities through Yuanbao (an application for Country Garden's employees), the Group's intranet, and Wechat public account and Wechat groups.

 effective questionnaires
2,445

Step 3 Identify importance

After counting the scores and summarizing all opinions and expectations, we reported the preliminary results to the board of directors who would categorize all the issues into three levels—high, medium, and low, on the basis of their influence on sustainability. We updated the 2019 importance matrix and the final rankings were confirmed and disclosed by the ESG Internal Committee.

Importance Matrix



The analysis shows that issues of high and medium importance to Country Garden have covered the demands and expectations of nine major stakeholders, related UN SDGs, and most of the core GRI (Global

Reporting Initiative) indicators, which truly responds to the concerns of relevant parties, conforms to the Group's development directions and reflects a high degree of compliance.

Issue NO.	Important issues	Stakeholders	Scope of influence		Chapters concerned
			Internal	External	
14	Product quality and safety	Regulators, customers, the public, NGOs, employees	✓	✓	7.1
08	Employee health and safety	Employees	✓		9.2
09	Employee interest and care	Regulators, employees	✓		9.2
15	Customer service and satisfaction	Customers, the public	✓	✓	7.3
10	Employee training and development	Employees	✓		9.3
11	Talent recruitment and team building	Employees	✓		9.3

The list of important issues and their scope of influence

Issue NO.	Important issues	Stakeholders	Scope of influence		Chapters concerned
			Internal	External	
16	Customer privacy and information security	Regulators, customers, the public	✓	✓	7.3
12	Prohibition of child labor and forced labor	NGOs, regulators, local communities	✓		9.1
13	Equal employment and communication with employees	Employees, regulators	✓		9.1
17	Risk management	Investors, employees, customers, the public	✓	✓	6.2
18	Setting sustainable development goals	Regulators, local communities, investors	✓	✓	6.3
19	Compliance management and integrity	Investors, employees	✓	✓	6.2
20	Business performance and owner's equity	Investors, employees, customers, the public, regulators	✓	✓	6.1
27	Community development and social influence	Local communities, the public, NGOs	✓	✓	10.3
21	Industrial development	Regulators, other real estate companies, the public	✓	✓	7.2
01	Use of water resources and sewage treatment	Regulators, local communities, the public	✓	✓	8.4
02	Energy conservation, emission reduction and green operation	Regulators, local communities, the public	✓	✓	8.4
28	Policy response and public participation	Regulators, the public, NGOs	✓	✓	7.4
22	Stakeholder communication	Employees, investors, customers, suppliers and business partners, local communities, other real estate companies, NGOs, regulators, the public	✓	✓	6.3
23	Supply chain environment and social risk management	Suppliers and partners	✓	✓	7.4
24	IPR protection	Regulators, other real estate companies, suppliers and business partners	✓	✓	6.2
03	Green building and green community	Regulators, customers, local communities, the public	✓	✓	8.2
25	Reasonable marketing and promotion	Customers, the public	✓	✓	7.3
04	Waste treatment and recycling	Regulators, local communities, customers, the public	✓	✓	8.3
05	Green technology innovation	Regulators, local communities, customers, the public	✓	✓	8.3
29	Charitable work and social services	Local communities, the public	✓	✓	10.2
26	Use of environmentally friendly materials	Regulators, local communities, customers, the public	✓	✓	8.3
06	Address climate change	Regulators, local communities, customers, the public	✓	✓	8.6
07	Biodiversity	Regulators, local communities, customers, the public	✓	✓	8.7

 Issues of high importance

 Issues of medium importance

 Issues of low importance

The list of important issues and their scope of influence

In addition, we have collected 360 answers from stakeholders to the open-ended questions about Country Garden's sustainable development, and found that our most recognized achievements are those on social welfare, poverty alleviation, and ESG information disclosure and practices.

There are 317 suggestions or expectations regarding the performance of sustainable development, focusing on employee salary and benefits, corporate governance, and product quality.

Support ESG Index Development

On August 20th, 2019, a new ESG section was established at Sina Finance, and on the same day, two ESG innovation indexes supported by Country Garden were launched—Beautiful China ESG 100 Index and Shanghai-Shenzhen ESG 100 Select Index.

Beautiful China ESG 100 Index is the first of this type in China to include Shanghai, Shenzhen and Hong Kong markets while Shanghai-Shenzhen ESG 100 Select Index is the first to choose 100 public company with excellent ESG performance from 800 samples in Shanghai and Shenzhen.

Country Garden helps establish China's own ESG indicator system, evaluation standards, and ESG indexes, so that investors, by identifying public companies with good ESG performance, can show their sense of responsibility in making investment decisions to create long-term values.

The indexes, with scientific evaluation methods, have included Country Garden in the lists, demonstrating our excellent ESG performance as a result of our dedication to social responsibility and sustainable development.



The launch of two ESG indexes supported by Country Garden



Quality First

- 7.1 Pursuit of Excellence
 - 7.2 Technology Innovation
 - 7.3 Dedicated Service
 - 7.4 Win-win Cooperation
-

Overview

Country Garden seeks to transform the construction industry into a smart, efficient, and environmentally friendly one on the basis of safety. Technology has the potential change the world, so we work with others to promote smart manufacturing including digital construction, robotics and modern agriculture, which will be an impetus to high-quality development. In this way, we will bring better products, services and communities to citizens and customers.

Topics Discussed in This Chapter

Sustainable development topics discussed in this chapter

- Supply chain environment and social risk management
- Product quality and safety
- Customer service and satisfaction
- Customer privacy and information security
- Reasonable marketing and promotion

SDGs discussed in this chapter



HKEX ESG index covered in this chapter: B2 / B2.1 / B2.2 / B5 / B5.1 / B5.2 / B6 / B6.2 / B6.3 / B6.4 / B6.5

GRI index covered in this chapter: 102-9 / 413-1 / 418-1

24 Hours for Safety Managers in Country Garden

Constant "Nitpicking"—24 Hours for Country Garden's Safety Managers

There is a group of people in Country Garden with various titles such as night watchman and safety helmsman who are not to be found in offices but will never be absent on construction sites. They are the safety

managers. Since the establishment of Workplace Safety Committee, every area of building sites have been equipped with a group to monitor and manage the safety problems of projects.

What do they do?

23:00 - 07:00

At midnight, the noise on the building site dies away, and many workers have fallen asleep, but those night watchmen have to keep working in this fire season, patrolling around to check and record every fire equipment. As thunderstorms in the summer would often trigger accidents, safety

managers would check all circuits and wires in the torchlight to ensure they are adequately protected.

Construction work may follow a schedule but accidents will not, so the safety managers must remain alert even at midnight.



Patrolling and recording safety information

07:00 - 09:00

At the construction site of the third phase of Country Garden's headquarters, Ye Zhiliang, the safety manager, is walking around to find out potential hazards. It will take him an hour or so despite its small size. He would focus on places with greater safety risks including the roof, basement, formwork, external scaffolding and excavation.

Not a single detail is ignored, even if it is a column, or a small corner. Ye Zhiliang discovered that the protective facilities beside the stairway leading

to the roof has not been resumed after the construction of flashings. He at once took a photo and post it in the Wechat group and arranged a worker to deal with it.

"The devil is in the details". Attention to details is critical to safety managers. These include whether a worker on the external scaffolding has worn a safety belt or if a nail has been installed in the correct way. Ye said that some seemingly trivial matters might lead to great danger.



Checking safety risks

09:00 - 13:00

It's 9 o'clock in the morning at Huicheng, Wu Linjian is walking into the construction site with a reflective safety vest and a helmet. He always leads by example as a head of the safety group in

this region and everyone follows the instructions.

"Wait! What are you doing? Stop right now!" Wu is angry when seeing a worker walking into the lift with many bricks and trying to start it himself.



Checking safety problems

"Anyone without systematic training can never start a lift by themselves. It's too dangerous. What's your name? Who's your supervisor?" Wu checks his credentials seriously and asks him not to do so anymore. There is no malice in the criticism, Wu means to raise their awareness of safety and protect them

from hazards.

Wu says, "Construction industry is very dangerous. We have to be alert all the time to avoid problems caused by negligence. And for those that will lead to severe accidents, we must check personally."

13:00 - 17:00

Summer means frequent typhoons and storms. Safety groups have to organize supervisors and general contractors to identify risks on site. Ye Zhiliang focuses on equipment working aloft especially key ones such as tower cranes and lifts.

In addition, the safety groups have also made rules and regulations to avoid risks. For example, on the construction site of the third phase headquarters, boxes have been set up to store crane workers' cellphones to make sure they don't bring a cellphone to work.

Wu Linjian remembered a stormy weekend on a project site, when he found a crack on the steel cable of the crane which might cause accidents. He at once cut the electricity of this area and stopped the work. A safety training was then conducted for special operation workers, project managers, supervisors and general contractors and construction would not begin until a new up-to-standard cable was installed.

Country Garden's safety groups always keep in mind that "every detail matters and safety comes from nipping all the problems in the bud".



Checking equipment working aloft

17:00 - 19:00

Regulation and safety training are also an important part in construction safety. Every project has three parties—developers, general contractors and supervisors. Each has its own responsibility in safety.

In order to improve construction safety management, supervisors and general contractors gather regularly to participate in training workshops on safety. Ye Zhiliang said, "Every week, we'll have an online training for projects of different areas, a safety meeting and offline training for general contractors and subcontractors."

Wu Linjian also introduced that they would give lectures to safety managers from partner companies on how to present safety messages. They would make sure that every detail was

perfect from data collecting to rehearsing.

Ye Zhiliang and Wu Linjian are only 2 of the many safety managers in Country Garden. The safe construction mechanism behind Ye and Wu is growing increasingly robust. The safety management and assessment system covers the headquarters, regional offices and projects. Safety problems are managed across different levels by designated people with clearly-defined responsibility on their own positions.

No one can cross the line. As Yeung kwok Keung, the founder of Country Garden, said on a management meeting, "safety and quality are the foundations and lifeline of our development. Everyone, under any circumstances, must bear this in mind and never ignore any problem."



Country Garden's construction safety training



Country Garden's construction safety training

Pursuit of Excellence

The rapid development of the real estate industry brings both challenges and opportunities. Safety and quality are our top priority. Speed and efficiency must never be allowed to compromise safety or quality. We make meticulous plans to ensure that our projects are progressing

according to laws and regulations while guaranteeing safety and quality. We also strive to make healthier and safer products for customers who aspire to a healthy life.

Strict Quality Control

In order to better implement quality management requirements in all regional offices and projects, Country Garden did a systematic summary and drafted a **Project Quality Management Handbook**, which covers key steps in construction: application of the new system, fully interspersed construction, fine decoration management and control, optimization

of underground integrated pipe gallery, opening of exhibition area and construction site, delivery and acceptance check. We have established a sound quality control system and formulated specific quality management regulations for key construction steps, including:

Material Acceptance Management System



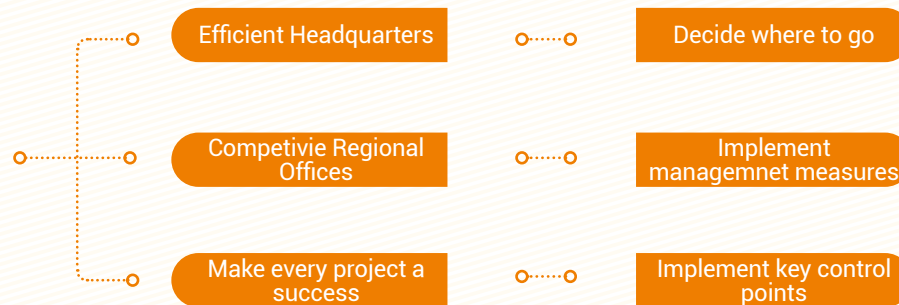
In order to improve the project quality and deliver excellent products, we go to extraordinary measures to ensure that raw materials are up to design standards and meet certain requirements by regulating the management of material acceptance check and the work of the project department, supervisors, and constructors.

Model Project First Management System



We specify the procedures and execution methods of construction models to improve quality.

Quality Control Philosophy



Country Garden Quality Control

● **"5+5+3" control method**

The Group requires all regional offices to establish a mechanism for "5+5+3" problems, including management systems and technology standards:

- **5 structural problems:** pile foundation engineering, rebar engineering, concrete strength, floor slab crack/leak, basement crack/leak
- **5 problems sensitive to customers:** hollowing, cracking, leakage, parts and components, decoration impression
- **3 problems customers care about:** external walls or facades, lobbies, municipal engineering and landscaping

● **Eight guidelines for fully refurbished apartments**

Regional offices and projects must follow the eight guidelines for fully refurbished apartments, covering: civil construction area handover, sample floor, counterfeit materials prevention, key techniques control, household acceptance check rehearsal, finished product protection, drawing detailing, and centralized and sizing processing. Decoration plans should be made before construction and the eight guidelines must be effectively implemented.

Take Construction Safety to Heart

Country Garden has always put safety first and practised people-oriented safety management. We abide by relevant laws and regulations including *Construction Law*, *Work Safety Law*, The Administrative Regulations on the *Work Safety of Construction Projects*, and *Regulations on the Quality Management of Construction Projects*. In 2019, we revised our regulations on safety and quality management: *Country Garden's Work Safety Management System*, *Handbook for the Standardization of Safe and Good Construction Practices*, and *Measures on Operational Risk Management*. We have obtained OHSAS 18001 certification (an international framework for an occupational health and safety (OHS)

management system) and required general contractors to obtain similar certificates. Various safety measures have been implemented in all regional offices and projects to raise safety awareness among managers and workers, including work safety accountability, work safety management and assessment, hazard identification and management system, safety education and training, emergency rescue and accident reporting and response, dangerous project management, standardization handbook, etc.

By the end of 2019, every regional office had employed safety managers, with the total number being 1,901.

Country Garden Work Safety Management System

Standardize work safety management and clarify its procedures; improve safety management procedures during construction; standardize on-site management; and implement key management and control requirements

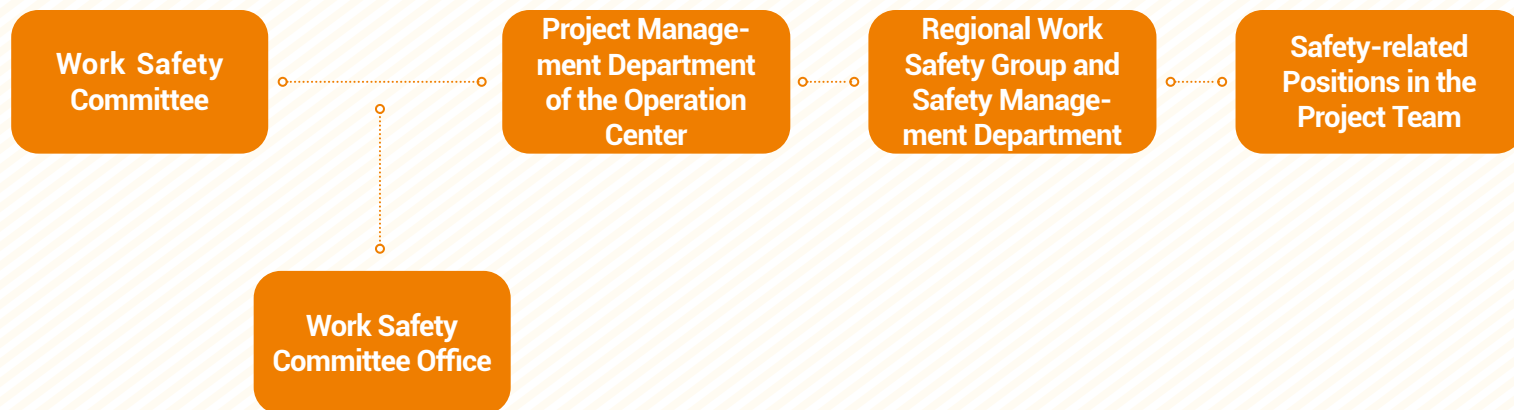
Handbook for the Standardization of Safe and Civilized Construction of Country Garden

Promote standardized safety arrangement; improve construction equipment and facilities; strengthen safety education and training for front line workers; and conduct in-depth safety checks

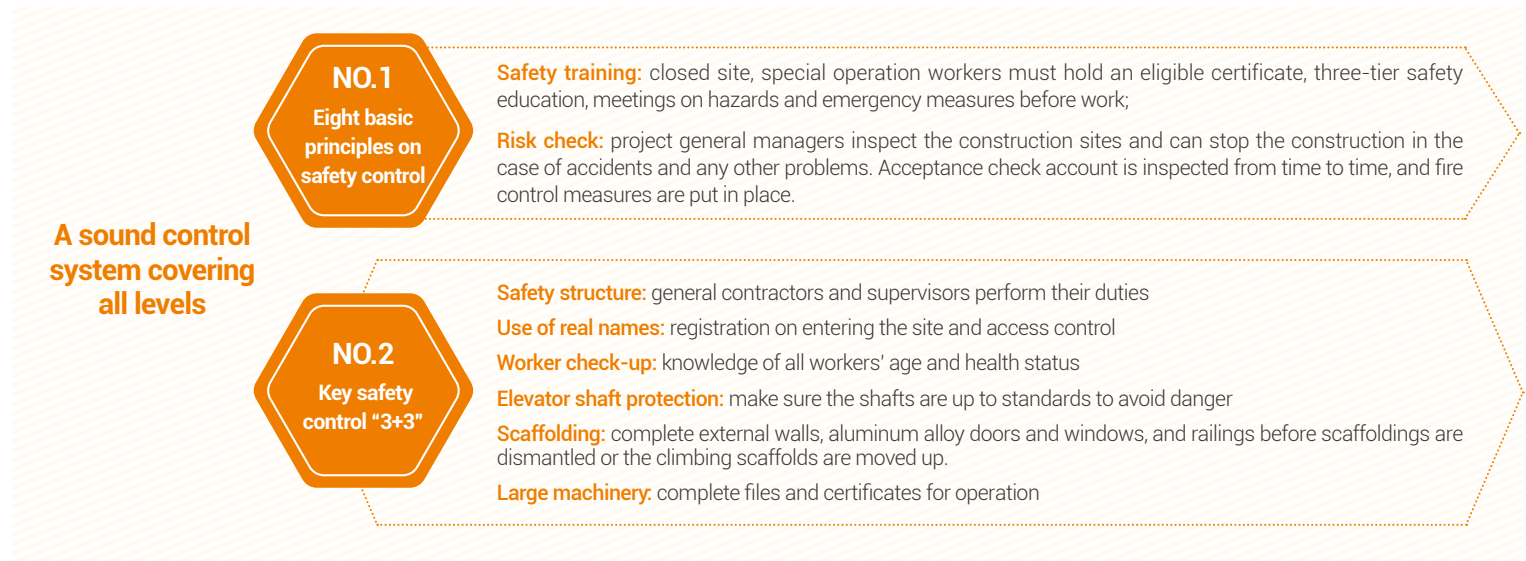
Establish A Complete Safety Control System

Country Garden has a three-tiered work safety management system—headquarters, regional offices, and projects. On August 10th, 2018, Work Safety Committee was established to implement the policy of safety first and people-oriented guidelines. On September 11th, 2018, President of Country Garden has signed letters of production safety responsibility (long-time effective) with 71 district presidents, which clarify that all districts should improve safety management to establish

a more developed system that aims to avoid any causality in the long run. As it is prescribed in the Safety Management System, economic and administrative punishment will be imposed in the event of accidents according to their severity on district presidents, safety VP, district safety managers, and general managers of projects.



- President of Country Garden serves as the Director of Work Safety Committee, while committee members include heads of the business centers, representatives of district presidents, general manager of Giant Leap Smart Building Company, general manager of the property management company, the head of safety department, and distinguished scholars;
- Work Safety Committee Office and Project Management Department of Operation Center are in charge of daily affairs of the Committee;
- Work Safety Committee established an office and functional center and created an expert database;
- Every regional office has a work safety group and a safety management department and regional presidents are in charge of safety problems;
- Every project has a work safety group with the general manager as the head. Safety manager is a full-time position responsible for supervising construction safety and are recruited through an open and competitive process.



Protect Contractor Workers' Health and Safety

Country Garden continues to strengthen protection for its employees and cooperates with general constructors to deliver safe and high-quality projects. Our safety management system includes general constructors and regulates construction and operation procedures based on project types, operation types and operation conditions. Under the "zero casualty" goal, we sign a safety agreement with general contractors before construction, requiring them to abide by the rules on health

and safety so that workers can be protected from accidental injury or death. The 2019 version of safety agreement has incorporated material installation safety, and the safety management system has been revised accordingly to avoid such accidents. In addition, general contractors and supervisors are required to give special rewards to construction teams observing safety rules.

Real-name management and body checkups

The construction site is inaccessible to the outside. Everyone has to use their real names to enter and exit the site while those who haven't gone through safety training are prohibited from entry. In 2019, about 500,000 people worked on construction sites, of which 436,000 or 87.2% have had a checkup. Around 1.7% have been dismissed due to poor physical conditions.

Scale up investment in construction safety management

The cost management center revised the terms on safety management fees, increasing the investment in good and safe construction practices, adjusting payment methods, and providing rewards for people with excellent performance in safety control.

Building site management

Daily meetings in the morning on the construction site; at least one general inspection on project safety and quality by general managers each week; projects with potential risks are suspended and ordered to put in place corrective measures.

Channels for complaints

Complaint channels for safety problems are published at noticeable places at all construction sites and living areas (dorms, canteens, etc.), including phone numbers and email addresses of general managers in charge of the Group's and regional offices' safety management, and project general managers.

Safety and quality training

Safety and quality training for contractors is done by regional offices. We would organize a workshop to communicate technical details and provide targeted training before project begins. In 2019 for example, the Shanghai-Suzhou region organized 15 workshops and the Foshan-Zhaoqing Region organized 27 workshops.

Improve Project Safety Control

Project Safety Inspection

Inspections on project safety are important for safety and quality control. Based on data collection, reflection, improvement, and summarizing, we are able to understand safety control methods at all construction stages, level of craftsmanship, advanced construction experience and reasons

of poor quality. In this way, we identify defects and set targets to improve construction practices. Safety inspections can not only improve project quality, but also remind us that responsibility, ethics, and practices is an important part of our corporate culture.



Through daily supervision and inspections, Country Garden pays close attention to projects with severe safety management problems every month and Mr. Mo Bin will be on site to help. This sets an example for

other districts and projects to find out systematic solutions and put them into effect.

Smart Construction Site

Country Garden is committed to building smart construction sites by developing smart manufacturing including robotics, which can help control the whole production process and safety hazards. Functions

of this new kind of construction site such as real-time remote control, hazard identification and warning will upgrade our safety control system and improve its efficiency to reduce accidents.



Higher Level of Safety Control in Country Garden's Smart Construction Site

In 2019, Country Garden began to develop the smart construction site with AI technologies to improve safety control: AI-powered cameras can automatically identify safety hazards and dangerous behaviors; workers can be located through helmets which can also monitor whether they wearing helmets; the anti-collision system for tower cranes can send warnings and locations in times of danger. Country Garden has now equipped 54 projects with such smart systems as big data cloud, labor management, green construction, project inspection management, AI monitor and so on to supervise production from all aspects and improve safety control.



Country Garden's smart construction site



Safety Management Achievements in Statistics



Safety hazard inspection

In order to implement the safety management system, we have made specific guidelines for

- Closed construction sites and certified special operators

8 basic management behaviors

- Elevator shafts and scaffoldings

6 major objects of control

- Protective measures for foundation excavation, tower cranes, and temporary structures.

16 key links

In 2019, Country Garden inspected **2,429** project sections in terms of safety management behaviors and key links, during which the projects were suspended over **200** times to eliminate safety hazards.



Safety and quality training

- In 2019, Country Garden's project management center organized for the whole company

183 organized safety and quality trainings

- For people from different departments

27 safety and quality trainings

- To ensure every member of the Group is educated on the quality and safety issues

100 %



Model construction sites on safe and good construction practices

Country Garden encourages projects apply for safe and good construction practice models at provincial level.

- Government benchmark

977 projects

- Excellent construction sites

575 projects

- Open day

161 projects

Country Garden also organizes competitions for projects to earn the benchmark title. Those who want to advance to the final Country Garden Benchmark Project campaign have to pass two preliminary tests – **District Benchmark Project Candidate** and **District Benchmark Project**.

Healthy Living

Health is at the heart of people's pursuit for a better life, and it has also become a booming market. In recent years, Country Garden has been acting under China's health care development strategy to build high-quality homes and communities which are healthy, safe, comfortable and environmentally friendly. Health is always the focus of these communities. We endeavour to build homes that meet the physical, psychological and social needs of the residents and promote sustainability at the same time. Meanwhile, as China's population is ageing rapidly, we put more emphasis on living environment and accessible facilities as early as the design phase to build healthy, safe and functional houses for the elderly.

Our developments are equipped with community squares and workout facilities for people to entertain and communicate. The elderly can also read, exercise and socialize with others in the area prepared for them, enjoying the harmonious cultural atmosphere. Some communities have prepared a space on the first floor of each building for the elderly and put in tables, chairs and workout facilities for them to rest, play chess and exercise. For those who are disabled or have mobility difficulties, wheelchair ramps are built at the entrance of every unit.

Some Country Garden communities have smart ventilation systems which brings in fresh air even when the windows are closed. We install hooks on the wall outside the front door and put stools at the entrance

to provide greater convenience. There is an emergency bottom inside for the elderly and children. All the air conditioners are installed in places that prevents the wind blowing directly to the head so that residents can have a sound sleep.

Bathrooms enjoy good daylight and ventilation. Wet and dry areas are separated. We only install our patented floor drain in the dry area to ensure bending pipes never lack water and prevent sewer gases flowing backward. Water retaining strips in shower rooms have been replaced by steps to avoid people tripping over them. We also make sure that all the materials are healthy and environmentally friendly to create a safe and comfortable environment for residents to live in.



Sanya County, Country Garden community amenities



Country Garden Haiyi Peninsula community pool

Technology Innovation

The progress in science and technology is continuously transforming the world and bringing profound changes to our life. In 2019, Country Garden continues to strengthen its real estate arm, while its high-tech business is beginning to take shape, including Bright Dream Robotics, modern agriculture, Country Market and robot restaurant.

Country Garden provides innovation training for employees and is committed to transforming the industry with our innovations in

digitalization and smart manufacturing departments. We make full use of technologies to communicate with tenants and customers more efficiently and provide them with convenient services. At the same time we are committed to innovation partnerships. In 2019, we cooperated with our partners on digitalization, industry-city integration, smart manufacturing and 5G technologies, to keep abreast with the times and deal with challenges that come along.

Digital Country Garden

In the pursuit of high quality development, digitalization has become the key to corporate vitality and competitiveness. Country Garden attempts to ride on the digital trend to improve all-around competitiveness with technology as the driving force. We have been focusing on furthering

our information-based development strategy since 2018. Today, we are upgrading our business from informatization into digitalization, in an effort to transform our business and management models.

Digital Transformation Leader Award

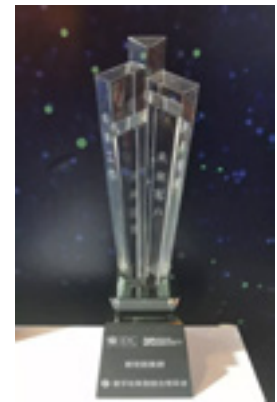
On 18th October, 2019, IDC Digital Transformation Summit and the 4th Digital Transformation Leader Award Ceremony was held in Beijing. Country Garden won the award for its digital Country Garden project,

making it the first real estate company to win this award. This is a demonstration of our achievements in digitalization. From then on we began to transform ourselves into a digital company for the future.

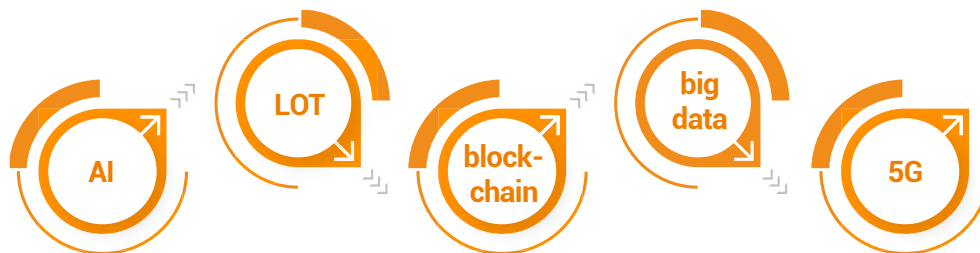
Digital Transformation

Country Garden aims to connect everything together across time and space, including human-machine cooperation. We are attempting to provide customers with one-stop services of holistic marketing, ecosystem and scenario infusion services through

informatized modern management and new technologies including AI, the Internet of Things (IoT), blockchain, big data and 5G, showing the industry how the real estate business would be in the future.



Digital Transformation Leader Award





Digital Country Garden, New Management, Better Future

Internal management innovation and efficient support

We connect the data of all businesses including real estate, property management, hotels, commercial and robotics to improve efficiency and lay a solid foundation for partnerships.



Mid-office strategy

We establish an industrialized digital platform with shared services to create a chain of mid-office platforms including business, customer, data and technology, which will support new businesses and innovation.



Organization innovation

We adopt matrix management methods, organizing and operating on the basis of product lines so that every stage will be considered from finding opportunities to customer success; we build digital teams of different forms at different places, which will work with business centers and regional offices to promote digital development.



Technology innovation and AI advertising design platform

We developed a one-stop automatic advertisement generation system.



Smart construction that is safe, advanced and high-quality

Our digital construction methods, based on BIM system, integrate 5G, AI, IoT, GIS technologies to realize end-to-end digital coordination. In this way, we can manage projects visually online.



The first nonstop marketing model in China

On Phoenix Cloud (our home-buying platform) we provide customers with online services of home viewing, choosing, decoration, furnishing, ordering, tracking and auditing.





Country Garden's First AI Design System, the Moon Walker

In July, 2019, the Moon Walker, Country Garden's first AI design system was launched in China. It is a smart design system invented by the technology department of Country Garden, together with Tongji University, and several internet technology companies. The AI system assists advertising design and IPR infringement checks, enabling designers to work 20 times more efficient. Work that traditionally requires 8 hours can be done within a few dozen minutes with the Moon Walker.

Despite its success, the Moon Walker's invention was never an

easy task. Algorithm and models of AI feed on data which is rarely seen in Country Garden which makes the development all the more challenging. To solve this problem, we establish a special team of "trainers" to work on results revision and algorithm iteration and upgrade.

In the future, the Moon Walker, apart from graphic design, will involve space design and language to meet our design needs in retailing, property, education, business administration and city-industry integration.



Digital Cooperation

On top of in-house R&D efforts, we are also working closely with industrial partners and stakeholders from all sectors of society to ride on the trend of digitalization and incubate innovations that may lead to technological breakthroughs. On January 29, 2019, Country Garden signed a strategic cooperation framework agreement with China Tower Corporation Limited to further integrate real estate development with ICT infrastructures and transform the real estate business with digital and smart technologies. On October 30, 2019, Country Garden co-established Guangdong Smart Limited with LG Electronics. The joint venture will serve as a platform for the two companies to take forward cooperation in smart city development in domestic China, including the construction of smart city, sales of intelligent household products, and integrated engineering installation.



Country Garden joins hands with China Tower to digitalize the real estate sector

Bright Dream Robotics

In 2019, "artificial intelligence" was included in China's government work report, and Intelligent Plus became a key word in the transformation and upgrading of the manufacturing industry. Country Garden believes that AI is an important driving force for the new-round scientific and technological revolution and industrial transformation, and we are the first real estate company to make significant investments in this area, including the Bright Dream Robotics Company, the Robot Valley project, sci-tech towns, and intelligent industrial parks.

Bright Dream Robotics was established in July 2018. Its area of focus is

the development and use of robots for construction, and the company has quickly established systematic processes for research and development. The company has hired many robotic scientists both from home and abroad, and directed their work towards key breakthroughs in technology and product design. It has engaged in wide outreach to partners across the supply chain and established an R&D platform to facilitate commercialization. To date, BDR's smart factory has been officially put into operation, and the construction of the Shunde Robot Valley is proceeding at an accelerate pace.

By February 19, 2020, Bright Dream Robotics has submitted more than **2,000** patent applications, and more than **50** construction robots are being developed and tested to fill unmet gaps in the Chinese market. Bright Dream Robotics has established **5** research institutes, **2** business divisions, **1** digital management center, **1** robot valley construction task group, **10** functional departments and **1** subsidiary company. The R&D team consists of more than **3,500** professionals, over **28%** of whom have a master's or PhD degree.

Smart Application

Bright Dream Robotics strives to address challenges in core robotics technologies with a focus on key components including sensors and controllers. We integrate AI technologies in our systematic solutions. Our research groups are supporting several different lines of future products, including construction robots, healthcare robots and smart construction machinery. And our scientists have developed proprietary technologies in several strategic areas.

The construction robotics team is working on a total of 51 robots, which will eventually support all of the major construction processes. 32 products are now in the field-testing phase, and have proven that robots can deliver buildings to the defined standards of quality, as well as massively increasing worker safety and the speed of construction. We use visual technologies, AI and BIM to help our construction robots achieve greater precision, improve project quality and avoid waste of construction materials. In addition, we are developing recycling

equipment to make better use of construction debris.

Country Garden aims to harness the power of technology to improve productivity and promote social development. On top of construction robots, we are also developing specialized robots for cleaning and healthcare services. Our intelligent, environmentally friendly, efficient, convenient and practical technologies have won widespread acclaim in the industry.



Bright Dream Robotics' cleaning robot Bijing C200 won the iF Design Award in February 2020.

The German iF Product Design Award, or iF Design Award, is presently one of the most authoritative and influential industrial design awards in the world. Country Garden's cleaning robot Bijing C200 is an exterior cleaning robot based on the SLAM navigation technology, which enables it to automatically perform functions including stay clear of obstacles, ride an elevator, replenish water, discharge sewage and charge up batteries. It is an efficient, cost-effective and user-friendly cleaning robot suitable for use in public places.



Broadaid Robotic Wheelchair Bed: Winner of 2019 CGD Contemporary Good Design Award in November 2019.

Broadaid Robotic Wheelchair Bed won 2019 CGD Contemporary Good Design Award in November 2019. It has U-shape structure that can switch between a bed and chair with just one single click of a button. It helps bedridden elderly to move freely at home and reduce the burden of their carers.



Smart Manufacturing: Going Out

On March 9, 2019, Yeung Kwok Keung, chairman of Country Garden, submitted a proposal on Accelerating the In-Depth Integration of Artificial Intelligence and Construction Robots to China's NPC and CPPCC, suggesting that the government, construction industry associations, universities and construction companies to work closely to guide R&D and formulate industrial standards.

To support the Group's strategy, Bright Dream Robotics actively reaches out to partners across the supply chain to accelerate the development and use of robotic technologies. On February 20, 2019, Bright Dream Robotics signed an MOU with the Hong Kong University of Science and Technology (HKUST) to build the Joint Institute of HKUST and Bright Dream Robotics. In April, Bright Dream Robotics, HKUST and the government of Shunde District, Foshan City signed the triangular cooperation framework agreement to build the Hong Kong-Macao Youth Innovation and Entrepreneurship Base in Shunde. The three parties fully leverage the comprehensive advantages of Guangdong-Hong Kong-Macao Greater Bay Area and share innovation and entrepreneurial resources to provide youthful innovators and entrepreneurs in Guangdong, Hong Kong and Macao with incubation services in R&D, trial production, testing and manufacture in the fields of robotics, artificial intelligence, etc.

Bright Dream Robotics is bringing in leading minds to develop robotics technologies and build a modern robot industry ecosystem. We endeavour to play a leading role in the high-quality development of Guangdong-Hong Kong-Macao Greater Bay Area, and help promote emerging industries across China. Going forward, Bright Dream Robotics dedicated our efforts to innovation and transform the most cutting-edge scientific breakthroughs into high-tech products that are safe, attractive, economical, durable, and user-friendly. We will realize our vision of creating products that give the world a better life.



The Opening Ceremony of Hong Kong-Macao Youth Innovation and Entrepreneurship Base (Shunde) and HKUST - Bright Dream Robotics Joint Institute

Modern Agriculture

Developing modern agriculture and supporting rural revitalization are one of the three forces driving Country Garden forward. Country Garden Agriculture is established in May 2018. The Company has made supply-chain-wide investments to provide systematic modern agricultural solutions and services to the market. Our business portfolio includes R&D in the up-stream, creating synergy between companies, production bases and farmers in the mid-stream and the Country Market supermarket

chain in the down-stream. Country Garden Agriculture is building five core business units, including R&D services, smart seeding, modern agricultural technology parks, overseas operations, and community supermarkets. We are dedicated to promoting China's national agricultural strategies by producing safe, healthy, tasty, and affordable produce for families in China, while sharing the fruits of our modern cultivation practices with farmers, helping to boost their incomes.

Country Garden Agriculture Joins Hands with the National Rice Center of China to Help Africa Achieve Food Security

On December 9, at the 1st Forum on China-Africa Agricultural Cooperation held in Sanya, Hainan, Mei Yonghong, Vice President of Country Garden Group and President of Country Garden Agricultural Holdings Co., Ltd., RAHARINOMENA Fanjaniaina Miharisoa, Director General of the Ministry of Agriculture, Livestock and Fisheries of the Republic of Madagascar and Yuan Longping, Member of the Chinese Academy of Engineering and director of the National Hybrid Rice Engineering Technology Research Centre, signed a tripartite framework agreement on agricultural cooperation to jointly promote the industrialization of hybrid rice in the Republic of Madagascar.

According to the cooperation agreement, Country Garden Agriculture will cooperate with the National Rice Center of China to fully leverage its advantages in the agricultural industry, integrate domestic agricultural resources, to promote the industrialization of hybrid rice

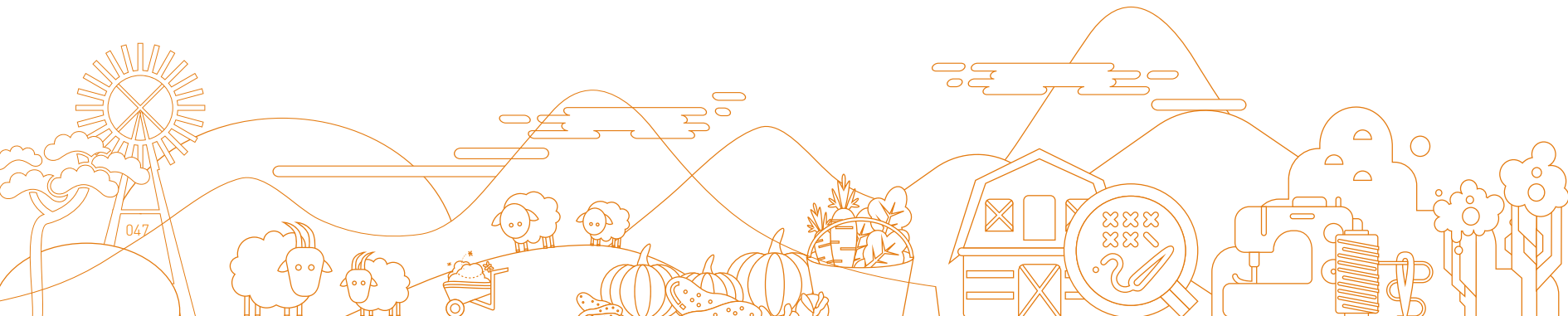
in the republic of Madagascar, and help realize the self-sufficiency and security in the country. With Madagascar as a starting point, Country Garden Agriculture will further promote and develop hybrid rice in African countries and contribute to the food security and agricultural modernization on the continent.



The Signing Ceremony of the Tripartite Framework Agreement on Agricultural Cooperation

Country Garden Agriculture is developing our own animal and plant breeding technology and commercialize them into nutritious products. We support the cultivation and testing of modern agricultural products by building germplasm repositories and molecular markers databases. We promote the innovation and application of its products by heavily

investing in the R&D of patented technologies. Also, we've co-established a gene engineering institute so as to step up our efforts to build a talent pipeline. In 2019, the Company's technology development and commercial operation strategies have been generally rolled out and has already achieved fruitful results.





Agricultural R & D Innovation Results

Country Garden Agriculture has selected three new hybrid millet varieties with good quality, high yield and resistance to rice blast through large-scale testing and matching of the cultivated sterile lines and herbicide-resistant restorer lines .



Three New High-Yield and Blast Resistant Hybrid Millet

After 3 years of research and development, Tangzotm Nutrition Management Program has obtained national invention patent. With scientific intermittent fasting, the Program provides high blood sugar population with effective and safe measures to control

blood pressure. It provided a complete set of nutritious food during the fast diet, as well as nutrition courses and dietician guidance in other periods.



Tangzotm Nutrition Management Program

To ensure the safety and high quality of its agricultural products, Country Garden introduced the most advanced quality management system for agricultural products. We have also passed the ISO9001 and ISO14001 management system certification in 2019. The Company carries out quality inspections of internal products, and cooperates with the regulators to perform spot checks. In 2019, all our products met the

quality and safety standards in spot checks. On the National Agriculture Food Safety Traceability Management Information Platform, we launched pollution-free agricultural products and regularly update their data, so as to ensure authenticity and traceability of agricultural products, and provide products that satisfy our consumers.

Dedicated Service

Responsible Marketing

Country Garden strictly controls the message we communicate through radio and television, print media, portal websites, streaming media and other channels in accordance with laws and regulations in the Advertisement Law of the People's Republic of China and etc. We ensure the accuracy, legitimacy and authenticity of our international publicity, and avoid adverse social impact and legal risks caused by improper publicity.

As the oral introduction by sales consultants varies, we will remind

consumers to carefully read the purchase contract, the housing notice, the residents guide and reminders before transactions, and fully consider potential risks such as market fluctuations, policy changes. In doing so, we aim to ensure informed consent in home buying, and therefore improve our credibility and customer satisfaction. If there is any illegal marketing activities during negotiations, we provide multiple hotlines to handle complaints in a timely, fair and open manner in accordance with the internal management policies.

Risks Signboards used by the Sales Department of Country Garden and Specification Display on Quality Housing in Publicity Areas

A. Air quality	Gas conversion stations, RCP, flour mills, chemical plants;
B. View	Mountains and etc.;
C. Ventilation and Lighting	High-rise building and etc.;
D. Noise	Main entrances of residential quarters, entrances of garages, processing factories, main roads, expressways;
E. Smell	Feed mills and etc.;
F. Transportation	Metro construction and etc.;
G. Environment	Substations, sewage-treatment plants, high-voltage cable bridges and high-tension line;
H. Project Value / Orientation	Rebuilt housing units in urban rundown areas, low-rent housing and etc.;
I. Cultures and Customs	Churches, cemeteries, temples, hospitals and etc.;

Country Garden has set up a number of public reporting channels to facilitate the supervision and feedback of the consumers and clients:

-  Service Supervision Hotline of Country Garden's Regional Marketing Management Department:
400-8222-288
-  Supervision Hotline of Country Garden Headquarters:
400-8919-338
-  Tip-off Hotline of Supervision Department of Auditing and Supervision Center of Country Garden Group:
0757-26395969 / 0757-29916100

The models will faithfully show on signboards all the factors existing within the red line of the project and within 1km outside the red line that will affect the owners' experience or project evaluation.

Customer Satisfaction

Internal Policies of Customer Service

Country Garden always puts residents' needs first. We strive to attain high operating efficiency and customer satisfaction through professional and lean management as well as standard and differentiated services. The Group has formulated relevant systems and guidelines such as the *Operational*

Customer Satisfaction

We work to constantly improve products and services to attain higher customer satisfaction. In 2019, Country Garden launched customer experience researches on defects in product quality and services in a bid to stimulate the upgrading of

Guidelines for Customer Risk Inspection Before Sales and the *Operational Guidelines for the Handling of Customer Complaints* to standardize the management of customer service requirements and demands.

our products and services.

In 2019, the overall customer satisfaction rate of Country Garden's property development business reached 80.10% , and for our hotel business, the figure is 92.67%.

Life-Cycle Customer Service System

We always put customers' demand first and see customer satisfaction as our top priority. Country Garden has created a nine-step methodology for maintaining customer relationship and do our utmost to welcome the residents back home happily. From the first-week return visit after the contract is signed to the completion of the community construction, we put ourselves in the residents' shoes and maintain frequent interaction with them, providing attentive services as they wait for their new home.

Country Garden constantly improves the nine-step methodology for maintaining customer relationship. We've applied the CloudCall platforms in

Quality Hotel Customer Management

Country Garden Hotels Group is always committed to the service philosophy: warm smile and perfect service. The Group actively adapts to the changing market and constantly makes innovative breakthroughs. The Group is keen to provide the customers with the personalized, highly interactive, closely connected quality service, so as to deliver diversified lodging experiences.

Since the application of the service quality assessment system in 2018, Country Garden Hotels Group has placed customer experience at the center of work. Through combining the external customer evaluation with internal

services such as the first-week return visit following the contract signing to better interact with the owners and record their demands. We've embedded the introduction and experience of the Group 's value-added services into the designer meetings, mature communities visits and fully-furnished housing sales. We've also included live broadcast streamed to the activities on the Construction Site Open Day to break down barriers of distance to "bring home" the owners. Moreover, according to the Engineering Maintenance Management System of Country Garden , we've formulated specific guidelines in all our regions to respond to and deal with the quality problems raised by the owners during handover ceremonies within 24 hours.

inspection and assessment, we have initially formed our unique service quality system.

Country Garden Hotels Group carries out the service quality supervision through the management of customer evaluation (Wise Evaluation, External Call) and service inspection. Meanwhile, we carry on the internal supervision and self-inspection through incentive measures in the service quality evaluation plan, and therefore ensures the healthy and sustainable operation of the hotels.

Rules and Guidelines



Operational Guidelines for Customer Risk Inspection Before Sales



Operational Guidelines for the Handling of Customer Complaints

Satisfaction

Country Garden's property development business reached

80.10 %

Our hotel business, the figure is

92.67 %

Actively Respond to Customer Demands

In March 2019, Country Garden Hotels Group issued a "Call Center Open Day" policy, requiring hotels, regional operation managers, and regional presidents to listen to customer comments, find and solve their problems. In doing so, the Group strives to help regional departments and hotels better understand their customers, push forward the interactive development of our headquarters, regional departments and hotels and establish a service quality management system.

In daily communication, we actively respond to customers' comments, properly handle their

requirements, and work hard to provide them with satisfactory solutions. When a major problem or complaint arises, the Call Center will immediately forward it to the Operation Department, and the latter will promptly communicate with the hotel's general manager and operation manager and discuss a proper solution. After the complaint is handled, the hotel would report to the Operation Department in the form of "External Complaint Handling Feedback", thus forming a close-loop management system and providing guidance for our future work.

Whom 2019

In 2019, Country Garden Hotels Group made a total of

243,082 return calls

And among them are effective

73,867

With the efficiency rate reaching

30.51 %

Protecting Customers' Rights and Interests

Country Garden strictly abides by laws and regulations such as the *People's Republic of China Cyber Security Law*, and has formulated our *Information Security Management System* to ban activities such as publishing, disseminating, using and processing customer information, so as to stop the abuse of personal information, and thus safeguard the customers' privacy.

The Group established an information security team in 2018 to control its external customer information output. At present, it has established an information security management system and an information security technology framework. At the same time, in order to help different business units meet the international and domestic information security requirements and better protect the security of customer information, the Group is carrying out a project on GDPR (General Data Protection Regulation) and information security technologies to meet the legal requirements.

In 2019, in order to guarantee the confidentiality of homeowners' information, Country Garden launched the customer resource

mobilization platform and DataMasking outbound calls platform. At the same time, we published the *Operation Guidelines for the Customer Resource Mobilization Platform and DataMasking Outbound Calls Platform*, which stipulates that employees who obtained the crypted customer information through transfer system, and the regional staff and project personnel have limited authority to look up the customers' data. In this way, we strive to fully protect customer privacy. And as a result, in 2019, no customer information leakages occurred in our Group.

Win-win Cooperation

Promote Regional Development

As a company originated in Foshan, Country Garden has been on the strategic agenda of Guangdong-Hong Kong-Macao Greater Bay Area since its inception. Supported by the new round of technological revolution and industrial transformation, the Guangdong-Hong Kong-Macao Greater Bay Area has entered a new phase of accelerated

development. Being a driving force for China's new urbanization process, Country Garden is investing heavily to create new engines of growth, including city-industry integration and intelligent manufacturing in an effort to contribute to the development and prosperity of the Guangdong-Hong Kong-Macao Greater Bay Area.

As of 31 December 2019, more than **27** city-industry integration projects have been put into operation. More than **2,409** companies have signed MOUs on cooperation with Country Garden. Among them, **56** companies rank among the Fortune Global 500, **77** are among China's Top 500 companies, **523** are industrial champions in their respective sectors and **518** are listed on the stock market. Country Garden has created an eco-system that brings together nearly **321** companies and more than **1,844** firms are involved either directly or indirectly in our projects.



The First Benchmark Project For City-industry Integration: Tonghu Sci-Tech Town

As the Guangdong-Hong Kong-Macao Greater Bay Area upgrades its industries and restructures its supply-chains, city-industry integration is now playing an important role in urban development. In 2016, Country Garden launched its city-industry integration strategy. The Company aims to combine industrial development with city planning and build ecological cities that provide good job opportunities and a pleasant living environment. After 2 years of development, Country Garden's city-industry integration strategy is starting to gain momentum.

Tonghu Ecological Smart Zone is located in the heart of the Guangdong-Hong Kong-Macao Greater Bay Area. In addition to a pleasant living environment, Tonghu also has an extensive highway network, a metro line that connects it with city centers and 4 airports that link it with the rest of the world. Tonghu is closely integrated with Shenzhen's Eastward Strategy in city functions, transportation, supportive infrastructure and services. Thanks to

its unique geographical location, emerging industries of strategic importance in the region are relocating to Tonghu, transforming it into a innovation center with a global influence.

Featuring technology, innovation, intelligence and ecology, Tonghu Sci-Tech Town creates an enabling environment that facilitates the development of high-tech industries, including internet of things, big data and cloud computing, and promotes the rapid growth of intelligent manufacturing. Tonghu Sci-Tech Town dedicates itself to the explosive growth of intelligent manufacturing, provide academic support and human resources for the Greater Bay Area, aiming to make it a world-class IoT industrial platform and contributing to its take-off.

In Tonghu Sci-Tech Town, the Innovation Town phase one development and the Industrial Development Center of Science City are already open to public, the Intelligent Hardware Accelerator

has broken ground and the Big Data Industrial Park will be opened very soon. As for tender-invitation and operation, more than 40 entrepreneurs have signed contracts, including 8 listed companies

and 22 national level high-tech enterprises. 17 companies have set up shop, including Pactera, Umiwe, VisionVera, and another 12 will join them soon.



Tonghu Sci-Tech Town



Country Garden signed its first benchmark project of city-industrial integration in central China, connecting the Greater Bay Area to the rest of the country

On April 15th, 2019, the Conference on the Cooperation between Hunan and Guangdong-Hong Kong-Macao Greater Bay Area and the Signing Ceremony of Major Projects were held in Hong Kong. As one of the first signatories, Country Garden has signed formal agreements with Xiangjiang New Area and Yuelu District to implement the Artificial Intelligence Sci-Tech City in Xiangjiang Robot Valley. Country Garden will contribute to constructing an international AI hub for technology transformation and a demonstration center for AI industrial application in China.

As one of the first projects signed at the conference, the AI Sci-Tech city in Xiangjiang Robot Valley is Country Garden's first city-industry integration project in central China. This project is a milestone for Country Garden's transformation and a significant investment in the technology sector. For years, the reform and opening up of Hunan Province has been closely connected with the development of Guangdong-Hong Kong-Macao Area. The cooperation is an important opportunity for Hunan to push forward

the opening up policy in the new era, and also a major commercial opportunity for the business community. Country Garden's contribution toward the signing of city-industry integration projects will deepen all-round cooperation between the Greater Bay Area with the rest of China and the world, promoting the high-quality development of Hunan's economy.



Bright Dream Robotics

Advanced Technology

Country Garden combines Bright Dream Robotics' strength in smart construction and robotics R&D and application with the industrial manufacturing capacities in the Greater Bay Area. It participates in the

development of the high-tech industry in the Greater Bay Area, fostering new growth engines for the economy and realizing its high-quality development.

Promote 5G cooperation to create engines for economic growth at the hinterland of the Greater Bay Area

2019 is the first year when the 5G technology was put into commercial use. Guangdong Telecom actively promotes the construction of 5G networks and innovations. So far, over 10 thousand base stations have been built. The target of putting up 50 thousand base stations is expected to be completed by 2022. Country Garden, together with Guangdong Telecom and Guangdong-Hong Kong-Macau Greater Bay Area is actively promoting innovation and helping to boost the development of 5G industry.

On August 2nd 2019, Guangdong Bright Dream Robots Ltd., Huawei Technologies Co.Ltd., and people's government of Shunde held a signing ceremony of the tripartite strategic cooperation agreement, aiming to jointly build a 5G industrial cluster and an integrated application park. On December 14th 2019, the Guangdong Branch of China Telecom Co.Ltd. and Country Garden Holdings Co.Ltd. signed a strategic cooperation agreement to coordinate and accelerate the construction of a leading 5G industry innovation hub in Guangdong.

Shunde District is located at the heart of the Greater Bay Area and boasts a solid industrial foundation. Bright Dream Robots specializes in intelligent construction and robots. While Huawei and China Telecom are leading providers of telecom equipment and information solutions. The three parties will be fully engaged in Guangdong's three-year action plan to accelerate the development of 5G industry, foster new sources of economic growth, encourage the commercialization of 5G, and promote high-quality economic development in the core region of Guangdong-Hong Kong-Macao



The signing ceremony of strategic cooperation between Bright Dream Robots, Huawei and people's government of Shunde

Supply Chain Responsibility

Supplier Management System

Working closely with architects, designers, consultants, service providers, contractors and other suppliers, Country Garden dedicates itself to building a fair, transparent and sustainable supply chain. The Group has designed a variety of systems including the Process for Supplier Resources Management, the Process for Post-project Evaluation and the Process for Punishment

Mechanism. And a life cycle management process has been developed for all suppliers from sourcing, admission, performance evaluation and risk management to termination and exit, aiming to continuously examine and evaluate their facilities and operation capability. In 2019, in order to better control the supply chains, we updated the system of post-project evaluation and

Rules and Guidelines

-  Process for Supplier Resources Management
-  Process for Post-project Evaluation
-  Process for Punishment Mechanism

 Group supplier
19,222

punishment mechanism. We figure out the key points and risks in quality control, and further refined the evaluation and implementation in regards of quote and supply integrity as well as material and service quality. On top of that, Country Garden also rolls out tougher supervision measures on supplier evaluation. Employees responsible for supplier evaluation are assessed based on their performance, and buyers are evaluated based on their honesty, purchasing standards and ability to improve the supply chain management.

Supply Chain Management

In 2019, Country Garden worked on building a supplier management system that can make the supply chain transparent, streamlined, dynamic and responsive to differentiated needs.

- **Building supply warehouses:** expand supply channels, evaluate suppliers according to standards, assuring transparent selection criteria; improve the supplier information collection and ultimately build a warehouse-based management system and a three-level management mechanism that run in parallel.
- **Invitation to tender:** stick to tendering principles, monitor the number of bidders in real time and select preferable suppliers.
- **Contract performance evaluation:** strengthen the management of contract performance information and communicate regularly with suppliers to solve problems in time and guarantee the quality of supply

Country Garden requires the suppliers to provide qualified materials, which also reflects our commitment to quality. The Company conducts regularly quality inspections to comprehensively strengthen supplier quality control across the board. Our purchasing department carries out sample inspections every month and imposes fines on suppliers who provide substandard materials. During the whole year of 2019, no losses on sale had occurred due to substandard materials.

Solid management framework: dedicated quality control team with full-time employees

- The general manager of the procurement center is the leader of the team and the DGM manages daily operation;
- 3 full-time staff members are appointed in the center;
- Each region contributes 1 employee to the team

Forceful anti-counterfeit efforts

- In order to prevent general contractors from using fake or substandard materials, the procurement center drafted a series of punishment and treatment measures and included them in the turnkey and tripartite contracts to control costs and supervise the quality of materials.
- Through the sample inspection of materials that the corporate specifies, 105 batches of unspecified materials are found in 19899 batches and the main contractors are punished with a fine of 1.6 million yuan.

Standards with valid grounds

- On-site Identification of Fake and Substandard Materials Manual
- Summarized 117 material standards according to GB standards (the national standards of China).
- Summarize materials that homeowners care the most and sort out 6 enterprise standards of materials, including entrance doors, fire-proof doors in the passage, cabinets, Laminate flooring, paint and lamps.

Multi-dimensional material inspections

- Every batch of products received is examined by warehouse workers.
- Random inspection is carried out on site and the materials are tested by the third-party professional authorities.
- Raw materials and the production processes are also inspected.

Anti-corruption in Purchasing

Country Garden has taken measures from the inside out to prevent supplier-related corruption.

- **Internally**, we ask every newly-hired employee of the purchasing department to sign an *Oath of Integrity* and *Internal Regulations of the Purchasing Department on the Relationship with Suppliers*, and set rules to prevent the nepotism in business dealings.
- **In terms of suppliers**, we ask every supplier to sign *Country Garden Corporation Norms of Anti-corruption for Suppliers* and formulate measures of punishment to deter corruption.
- **With regard to business processes**, the Company pays special attention to suppliers' credentials, and rejects biddings from suppliers with bad records. We also tightly control costs and break down quotations, leaving no margin for corruption.

Green Supply Chain

Country Garden is dedicated to the sustainable development of supply chain, we understand that the environmental and social risks brought by supply chains will compromise the sustainable and sound development of business. Since 2019, the Company has paid more attention to environmental and social risks, and given priority to qualified suppliers in regards of environmental and social effects. We put in place a system to monitor environmentally-friendly procurement and keep account of environmentally-friendly purchased office supplies, indoor hardware fittings and building materials. We also analyze whether a purchasing project meets specific environmental standards, for example, whether a

product is granted with environmental certification or accredited by an independent third-party authority. The data collected by the system can be used to evaluate the performance of specific green procurements and search for products that are better for the environment. On top of eco-friendly purchasing, the Group also monitors the consumption of construction materials like wood, concrete and rebar. Country Garden prefers working with suppliers accredited with ISO014001 EnMS and OHSAS18000 OSHMS, and signs guarantee agreements to guard off environmental and social risks and achieve sustainable supply.

Whom 2019

Contractors participating in anti-corruption training

100%

Assistance for Partners

Providing Trainings Courses on Sustainable Development for Suppliers

Country Garden considers supply as an indispensable part of producing quality products and is dedicated to building a community of shared responsibility. The Group not only imbues the concept of social responsibility in every link of the supply chain, but encourages suppliers to be socially responsible, aiming to jointly provide safe, reliable and quality products for customers. Country Garden continues to hold trainings in sustainable development for suppliers to help them grow.

In 2019, Country Garden Cost Management Center has conducted 4 quarterly CSR/Sustainability reviews on its general contractors.



Supporting the Development of Suppliers' Capability

Guangdong Sunfly is one of our supplies, but communication was not smooth between us and some services were substandard. Therefore, the purchasing department carried out an investigation to find out what went wrong. In March 2019, we proposed a

1. Formalize Sunfly's drawing deepening and quotation period, implement a monthly supply mechanism and shorten the supply period.
2. Assist Sunfly to reorganize the company, designate professionals project managers and increase training.
3. Improve the management of logistic information, realizing real-time tracking.
4. Assign full-time staff to every region responsible for after-sale maintenance and specify the response time for after-sales services.

With the assistance of Country Garden, Sunfly's post-project evaluation score was upgraded from D in Q1 to B in Q3, rendering

dialogue and visited their factories. In total, we had 53 face-to-face meetings with Sunfly's senior executives. In the end, we agreed on the following improvement measures:



Providing training courses for Sunfly

a closer cooperation between the two companies.

Facilitating Industrial Development

Country Garden actively works with external partners and seizes new opportunities of cooperation. During the Spring Festival, Country Garden built strategic partnership with governments, enterprises, universities and industrial associations. We worked together to strengthen exchanges of experience for mutual benefits, help boost economy by reforming the

standards of products and services, as well as the processes of R&D, technology, production, operation and management.

Government-enterprise Cooperation:

We work with governments at all levels to boost urbanization, with a special focus on city-industry integration, industrial transformation and smart cities.

We work with the people's government of:

- Chaozhou to build a manufacturing base for intelligent sanitary wares.
- We join hand with the people's government of Shunde district to develop the 5G technology.
- We cooperate with the people's government of Liwan, Guangzhou, to build innovation parks for the financial industry.



Country Garden signs cooperation agreements with the people's government of Chaozhou

Cooperation with Enterprises:

Based on our strength in intelligent manufacturing, we work with industry giants in software, information, electronics and hospitality to share resources, improve production management, in an effort to promote industrial transformation and high quality economic development.

- **Huawei and China Telecom:** 5G industry clusters and its integrated application
- **LG:** smart cities
- **Hilton:** hospitality, culture and tourism
- **Broad Homes:** prefabricated buildings



Christopher J. Nassetta, global president of Hilton Worldwide Holdings, visit Country Garden

Facilitating Industrial Development

University-enterprise Cooperation:

Country Garden works closely with research institutes and universities to set up joint research institutes, provide platforms for talents to excel, and commercialize R&D achievements.

- We signed an MOU with Hong Kong University of Science and Technology to co-build HKUST-Bright Dream Joint Research Institute.
- We work with more than 20 universities, including Tsinghua University, to create an industry-education alliance for intelligent manufacturing.
- We cooperate with Shenyang Architectural University, University of Michigan, CABR, and Guangdong Academy of Building Research to promote academic exchanges.



School-enterprise Cooperative Production-Education Alliance Conference

Cooperation with Industrial Associations:

The Sustainable Development Institute of Country Garden maintains close contacts with Guangdong Building Energy Conservation Association and Guangdong Real Estate Association and jointly compile *Health Community Evaluation Standard* T/CECS 650-2020.



Cooperation with Industrial Associations

Environmental Protection

- 8.1 Environment Management
 - 8.2 Sustainable Buildings
 - 8.3 Green Construction
 - 8.4 Green Operation
 - 8.5 Green Office
 - 8.6 Tackling Climate Change
 - 8.7 Biodiversity Protection
-



Overview

Country Garden is committed to continuously upgrading green technologies, and invests heavily on the research and development of green buildings. In 2019, we constructed 120 accredited green building projects, 3 LEED-certified projects and 110 sponge city projects, in an effort to actively fulfil our responsibility to protect the environment as a corporate citizen. We consistently implement the measures including green construction, green operation and green office. We are taking effective measures to fight against climate change and promote biodiversity and protect our common homeland.

Topics Discussed in This Chapter

Sustainable development topics discussed in this chapter

- Green building and green community
- Green technology innovation
- Energy conservation, emission reduction and green operation
- Waste treatment and recycling
- Use of water resources and sewage treatment
- Biodiversity
- Address climate change
- Use of environmentally friendly materials

SDGs discussed in this chapter



HKEX ESG index covered in this chapter: A1.1 / A1.2 / A1.3 / A1.4 / A1.4 / A1.5 / A1.6 / A2.1 / A2.2 / A2.3 / A2.4 / A2.5 / A3.1

GRI index covered in this chapter: 302-1 / 302-3 / G4-CRE3 / 303-1 / G4-CRE2 / 305-1 / 305-2 / G4-CRE3 / 306-2 / 307-1

Three-Star Green Public Building: Cisco Smart City

To do his work well, one must first sharpen his tools.

To protect the environment, we also need the support of innovative technologies.

Cisco Smart City covers a site area of 7,247m², and a gross floor area of 46,942.7 m², with 33,737.3 m² aboveground and 13,205.4 m² underground. The project is a three-star green

public building, 59.6m high with 12 storeys. The project has applied a number of leading green architectural design technologies, including:

Whom 2019

Cisco Smart City covers a site area of

7,247 m²

Cisco Smart City gross floor area of

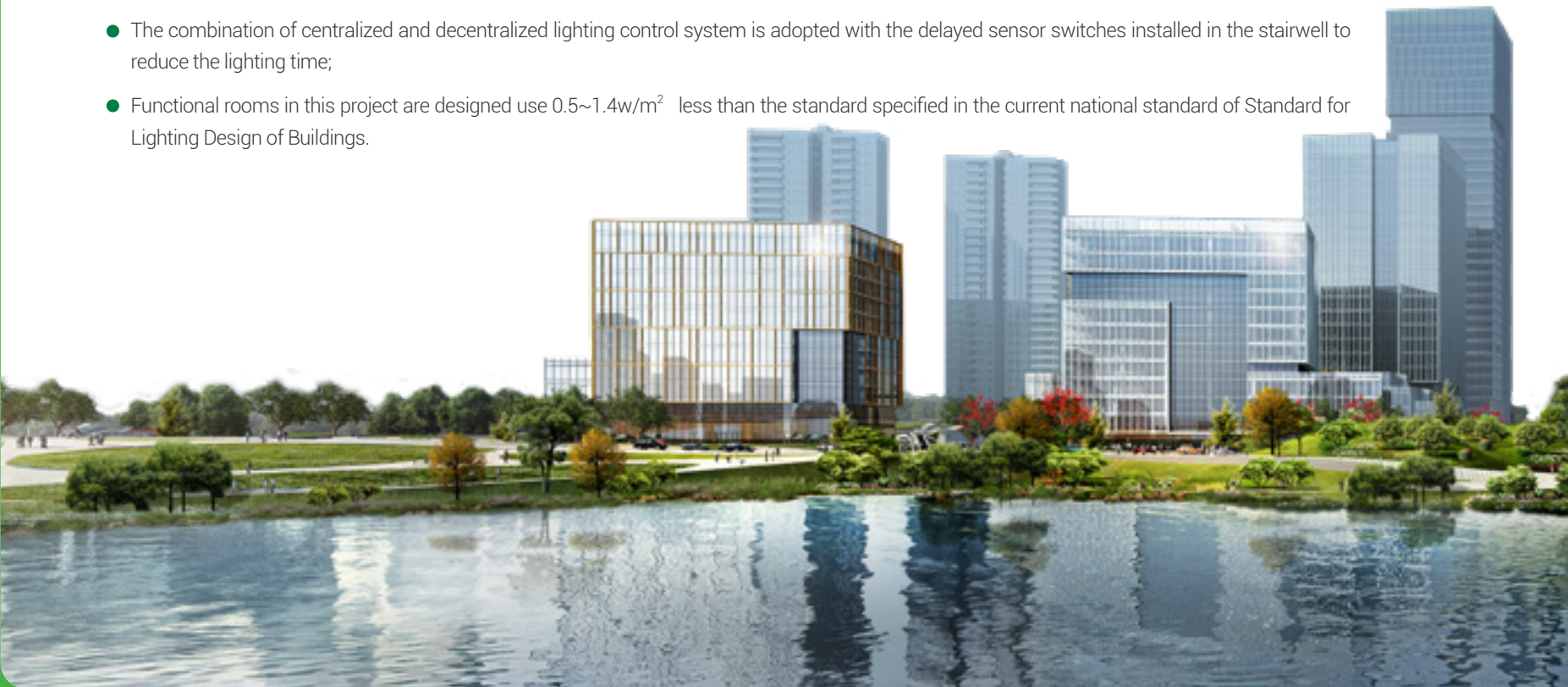
46,942.7 m²

The Sponge City Technologies

- Based on the City's hypsography as well as its green land, we built rain gardens, sunken green belts, green rooftops, permeable paving and other Sponge City infrastructures to absorb and capture excess rain water from the ground.

Energy-Saving Buildings

- Thermoelectric refrigeration technology is adopted to save energy consumption;
- For the ventilation and air conditioning system, the power consumption per unit air volume conforms to the current national standard Design Standard for Energy Efficiency of Public Buildings;
- Run-around coil ventilation heat recovery system is adopted to increase heat recovery rate to over 70%;
- The combination of centralized and decentralized lighting control system is adopted with the delayed sensor switches installed in the stairwell to reduce the lighting time;
- Functional rooms in this project are designed use 0.5~1.4w/m² less than the standard specified in the current national standard of Standard for Lighting Design of Buildings.



Renewable Energy Sources

- Solar photovoltaic systems are installed on the roofs and facades with the installed capacity being 2% of the power load.

Water Conservation

- The water quota, water balance and water consumption of this project are reasonably determined according to the level of economic development and climatic conditions in Panyu, Guangzhou;
- Pipes and valves are carefully selected to avoid leakage;
- We use water-saving appliances and equipment for all plumbing projects in compliance with "Domestic Water-Saving Devices" and "Technical Conditions for Water-Saving Products and General Regulation for Management". Our water use efficiency is rated at level 2.
- Rainwater is collected by rooftop drains and discharged into an outdoor pool through a downspout. The water is then treated and used for irrigation, basement flushing or street cleaning.

Material Saving

- The ratio of reusable materials and recyclable materials is 10.81%.

BIM Technology

- BIM technology is adopted to conduct collision checks, simulate the construction process, and etc.

Indoor Noise, Lighting and Ventilation

- The indoor noise level meets the minimum requirements in the current national standard Code for Design of Sound Insulation of Civil Buildings;
- The main functional rooms are conference rooms and offices. According to DALI's calculation, the daylight factor of the main functional rooms meets relevant daylighting standards, reaching 90.46%;
- The building adopts a curtain wall system with openable windows installed around. According to the simulation result, the proportion of room area, where ventilation rate > 2 in transitional season, is 85% and meets relevant standards.

Comfortable and Healthy

- CAV all-air system is used in the lobby and cafe, while VAV all-air system is equipped in the tower office. Both systems have air filtration functions. CO₂ sensors is set as linkages with the air conditioning system, adjusting the fresh air ratio by controlling CO₂ concentration to ensure the fresh air volume and save energy.
- The underground garage is equipped with a CO concentration monitoring devices that interlinks with the ventilation equipment.



Environment Management

Country Garden strictly conforms to the Law of the People's Republic of China on Environmental Protection, Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution and other relevant laws and regulations. We have formulated Management Measure for Environmental Protection within the Group, guiding our work on environmental issues such as energy-saving, water-saving, pollution control, waste classification, greenery and biodiversity conservation. In

2019, we uphold ethics, social responsibilities and transparency as we address environmental issues, and continue to implement environmental protection as a principle that guides our operation and management. We strive to reduce the environmental footprint generated by our business and adopt sustainable building and operational practices in our projects. We stand ready to contribute our efforts to sustainable development and biodiversity.

Sustainable Buildings

A Standardized System for Sustainable Buildings

To further raise people's living standards, advance green buildings and accelerate healthy development, the Chinese government has published a series of standards including *Technical Guidelines for Passive Ultra-Low Energy Building*, *Green Building Evaluation Standard* GB/T 50378-2019, *Technical Standard for Nearly Zero Energy Buildings* GB/T 51350-2019. In line with the government's guidance, Country Garden endeavors to build healthy living environment for our residents. We follow through researches on standards for green buildings, further improve the GBES within the Group, adhere to sustainable development, and constantly

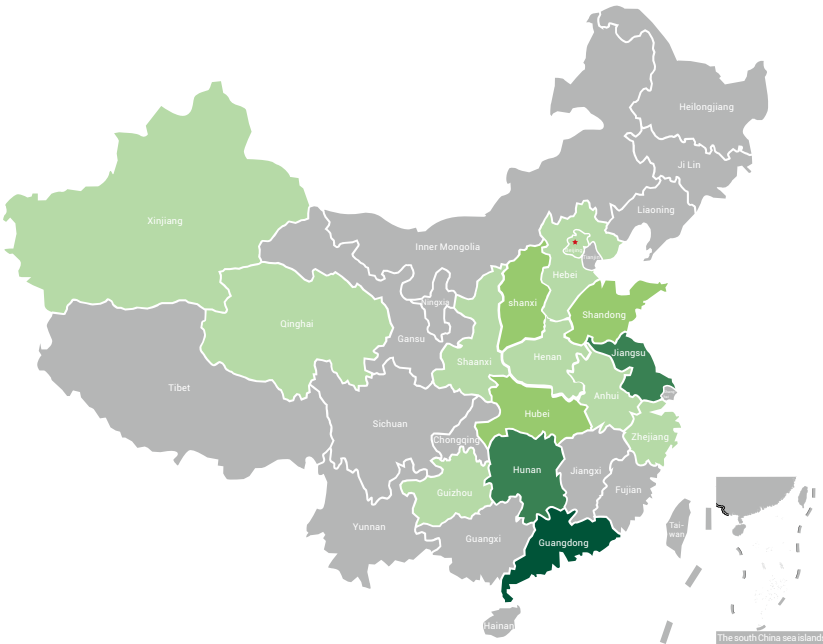
enrich the concept of sustainable buildings. In this way, we hope to contribute our share to promote the sustainable development in China, as well as improving standards of living for the Chinese people. In 2019, the Institute on Sustainable Development of our Design Department developed a series of guidelines, including *Technical Guidelines for Passive Ultra-Low Energy Use Green Houses of Country Garden*, *Design Guidelines for Country Garden Green Buildings Designs*, *Technical Researches on the Implementation of Country Garden Sponge City Project*, and *Design Guidelines for Country Garden Sponge City*.

Technical Guidelines for Passive Ultra-Low Energy Use Green Houses of Country Garden	Guidelines for Country Garden Green Buildings Designs	Design Guidelines for Country Garden Sponge City Technical Researches on the Implementation of Country Garden Sponge City Project
<ul style="list-style-type: none"> ● Air Quality Monitoring ● Indoor Pollution Control ● Ventilation ● Indoor Fresh Air Volume ● Water Quality ● Thermal Comfort ● Acoustic Comfort ● Comfortable and Healthy ● Fitness System (enhance immunity) ● Health Services ● Contingency Management Plan 	<ul style="list-style-type: none"> ● Full Life-Cycle Energy Conservation and Environment Protection ● Integration of Land, Energy Resources, Water, Raw Materials and Other Resources ● Harmony Between Buildings, People and Natural Environment 	<ul style="list-style-type: none"> ● Design Principles for the Sponge City ● Design Flow of the Sponge City ● Technologies Adopted in the Sponge City. ● Permeable Paving, Green Facades, First Flush Diverter, Rainwater Tank, Sunken Green Belts, Bioretention Facility, Constructed Stormwater Wetland, Grass Swale, Dry Stream, Reservoirs, Leaky Pipe/Infiltration Gallery and Buffer Strip ● Incremental Cost of the Sponge City Project

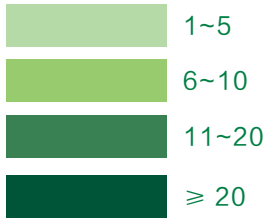
Sustainable Development Building Certification

Country Garden works actively to obtain green building certification for its developments. During the reporting period, Country Garden has built 117 green certified projects (including 56 one-star projects covering 14.65 million m², 59 two-star projects covering 33.17 million m², 2 three-star projects covering 49.2 million m²), with a total construction area of

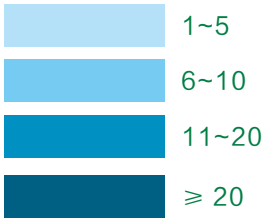
49.2 million m². In addition, we have completed one PHI passive house certification program and 3 LEED certification programs in 2019. In low-impact development, Country Garden has designed and constructed 110 Sponge City projects in 2019, covering an area of 18.64 million m².



Distribution of Country Garden Green Building Projects on Number Basis (2019)



Distribution of Country Garden Sponge City Projects on Number Basis (2019)



Country Garden LEED Certification in 2019

Guangzhou Cisco Smart City

GFA (m²)

46,799 m²

Certification Level

LEED CS Gold Level Pre-Certification

NEW



Zengcheng Country Garden Center (Guangzhou)

GFA (m²)

218,367 m²

Certification Level

LEED CS Gold Level Pre-Certification

NEW



Bai E Tan International Financial Center

GFA (m²)

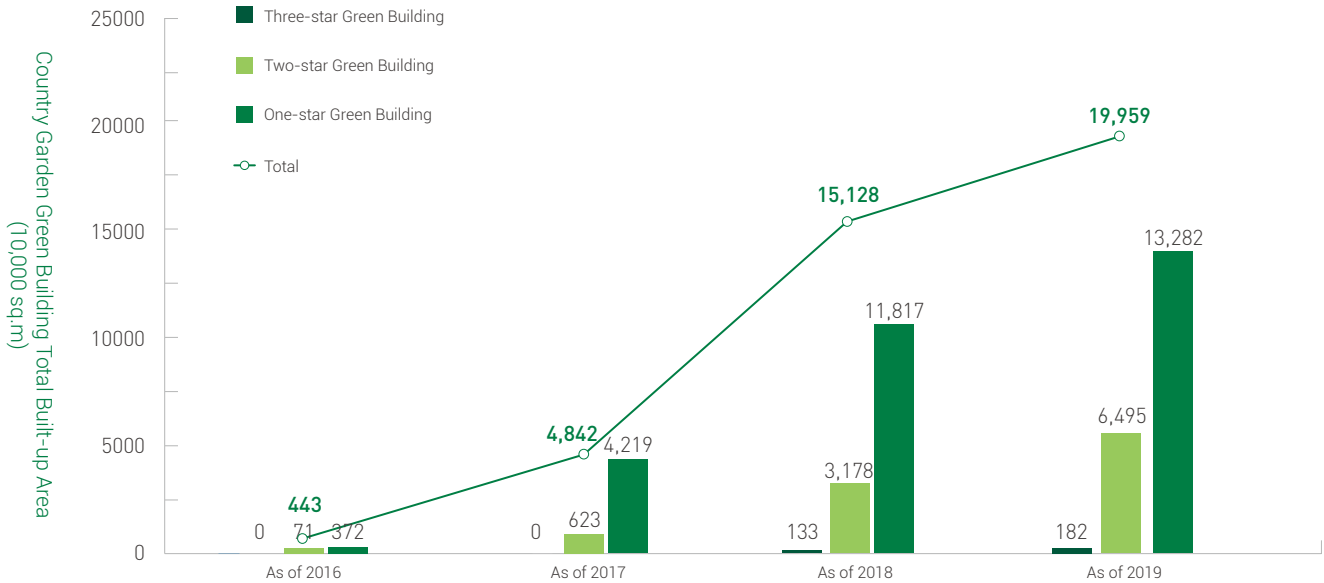
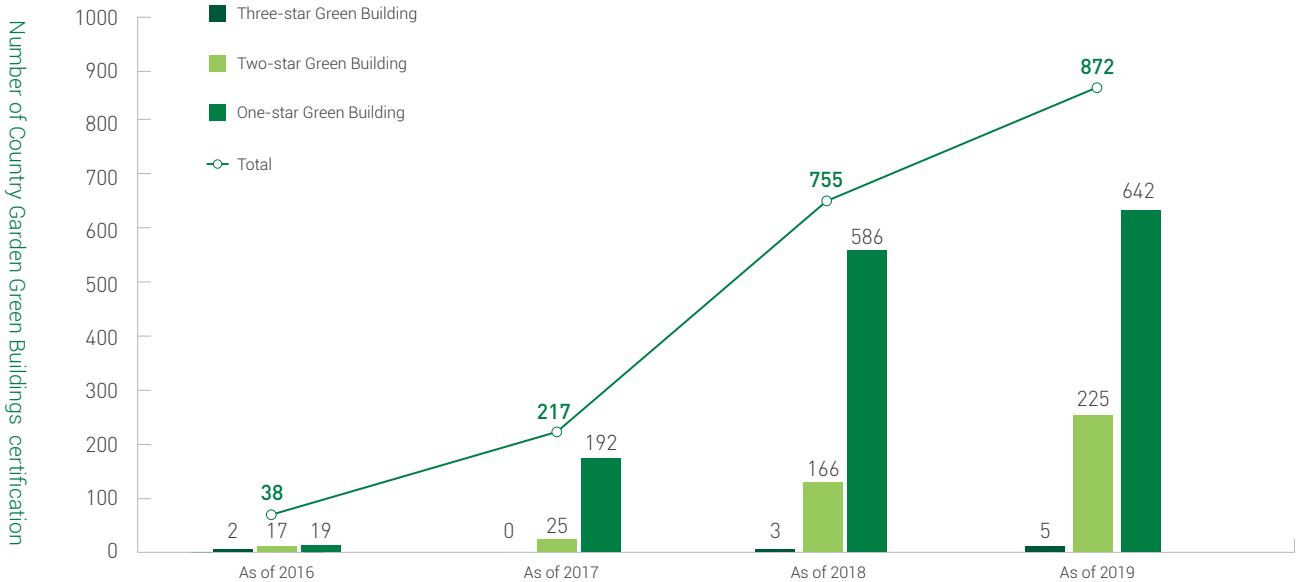
262,084.8 m²

Certification Level

LEED CS Gold Level Certification

NEW





As of 2019, the total area of green buildings constructed by Country Garden reached

199.59 million m²

As of 2019, the total number of Chinese green building certificates obtained by Country Garden reached

872

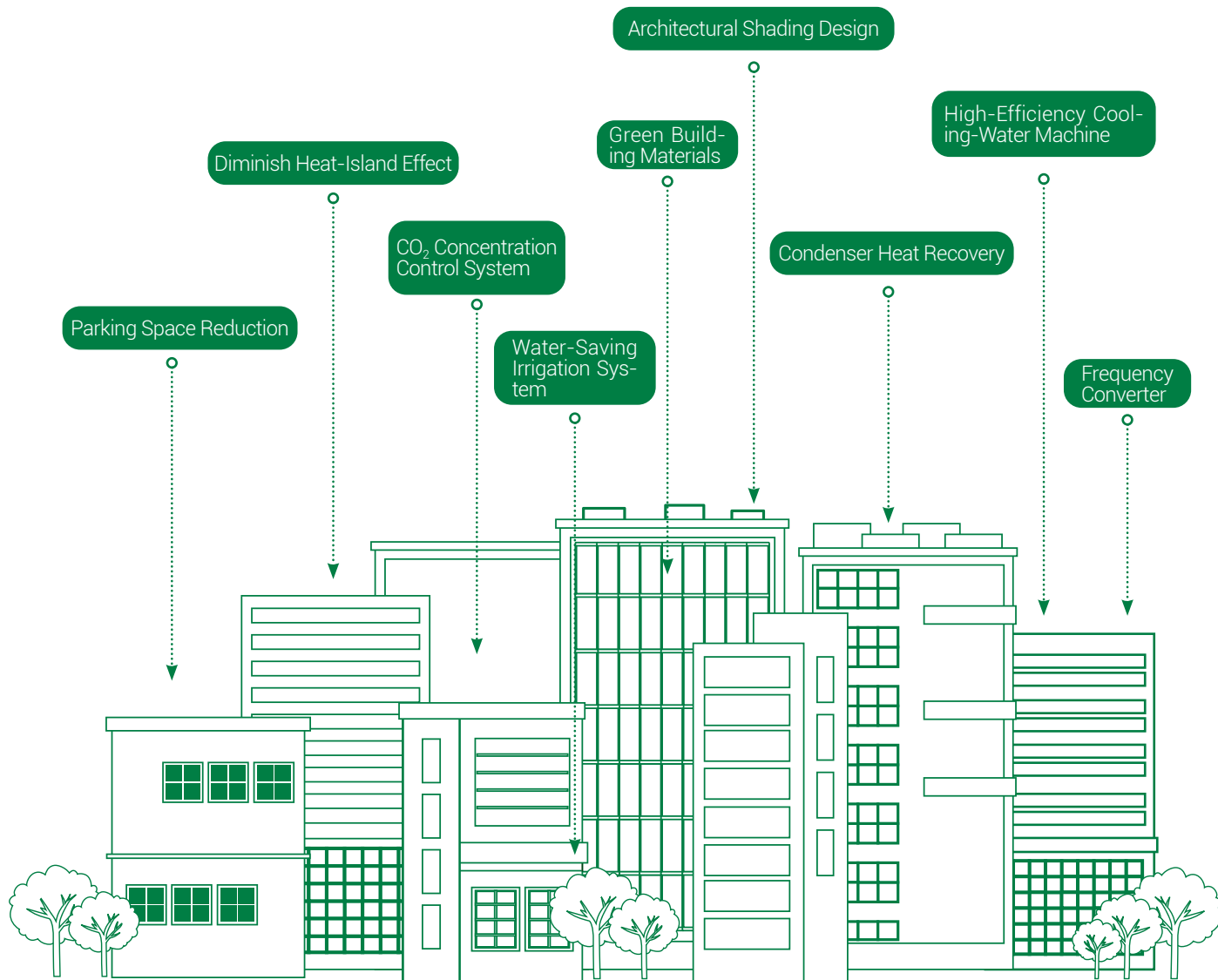
As of 2019, the total area of green buildings certified by US LEED reached

1.04 million m²

As of 2019, the total number of US LEED certificates obtained by Country Garden reached

8

LEED Project Case Study : Country Garden Centre (Guangzhou) Passed LEED CS Gold Pre-Certification



Sustainable Building Research and Training

In 2019, Country Garden established the Institute of Sustainable Development to better manage the construction of green buildings and passive houses, responsible for technology, quality, contract and cost related work in the development of green buildings, passive houses, LEED, WELL and sponge cities. With the help of research institutions and universities, the institute for sustainable development has carried out research projects on such topics as "research on passive ultra-low-energy building system" and "research on green building design optimization algorithm based on artificial intelligence".

The Institute also carried on researches on design criteria for green buildings, and it has made a series of design guidelines, including *Design Guidelines for Country Garden Passive Houses*,

Covid-19 Control and Prevention Guidelines in Country Garden Headquarters, and *Technical Guidelines for Country Garden Prefabricated Concrete Buildings*. At the time, the Institute is also putting together *Design Guidelines for Country Garden Green Buildings*, *Technical Guidelines for Passive Ultra-Low Energy Use Green Houses of Country Garden*, among others.

In addition, the Institute also invests significantly in staff training. We organize internal trainings where employees can systematically learn green technologies, sponge city development and passive house technologies. The Institute also encourages its staff to participate in external professional trainings to keep updated with industrial development both at home and abroad.

Rules and Guidelines

-  Design Guidelines for Country Garden Passive Houses
-  Covid-19 Control and Prevention Guidelines in Country Garden Headquarters
-  Technical Guidelines for Country Garden Prefabricated Concrete Buildings
-  Design Guidelines for Country Garden Green Buildings
-  Technical Guidelines for Passive Ultra-Low Energy Use Green Houses of Country Garden

Sustainable Development Building Strategy

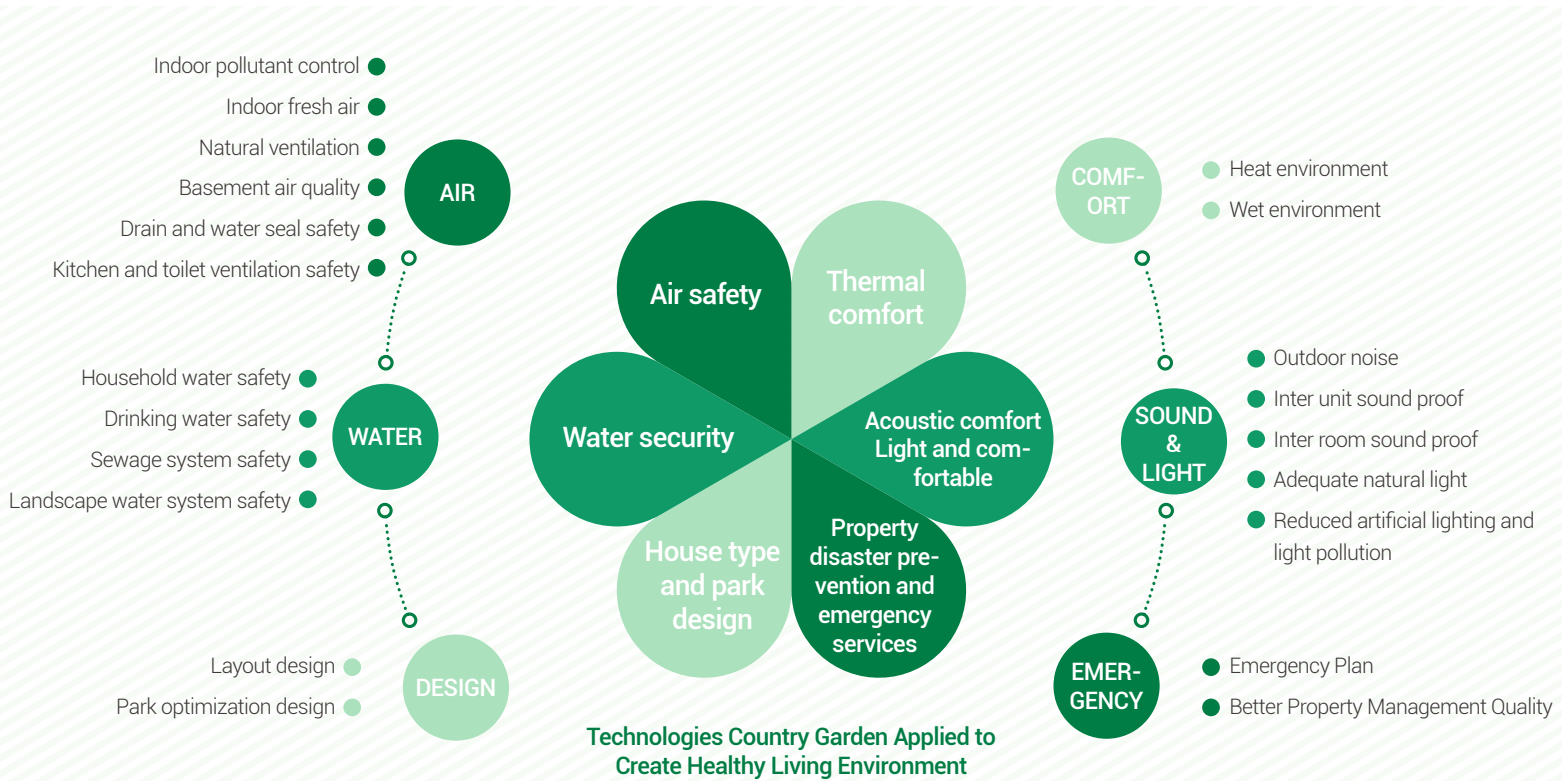
As an environmentally friendly company, Country Garden sees it as its responsibility to build in a sustainable manner and has developed a strategy to achieve this purpose:

Bring out lower-carbon, healthier and more comfortable products in line with the national development strategy

The Chinese government has rolled out a series of construction standards, including 2019 *Evaluation Standards for Green Buildings*, *Technical Criteria for Nearly Zero Energy Buildings*, *Evaluation Standards for Healthy Buildings* and *Evaluation Standards for Healthy Housing*, that require the housing industry to provide lower-carbon, healthier and more comfortable products. On top of improving its existing technological system, Country Garden also actively develops innovative green technologies, exploring ultra-low energy buildings and nearly zero energy buildings to make

our homes low-carbon, comfortable and healthy.

In order to provide residents with a comfortable and healthy environment, the Institute of Sustainable Development is committed to developing healthy building technologies that improves air quality, water quality, thermal comfort, acoustic comfort and visual comfort. We focus on core technologies that help to create a stable, comfortable and healthy environment for residents to live in.



In response to the Healthy China strategy, the Institute has been one of the chief compilers of Assessment Standard for *Healthy Communities in the China Association for Engineering Construction Standardization* since 2017. The Standard is expected to come out in March, 2020.

Research on applying sustainable technologies in existing products

In 2020, Country Garden will complete a number of green building projects as well as Sponge City projects. We will field-test the quality

and performance of the buildings to ensure their sustainability.

Participating in high-level research projects in cooperation with research institutes

For the next three to five years, Country Garden will continue to cooperate with research institutes and universities in national,

provincial, or ministerial level research projects to commercialize research outcomes and apply them in our projects.

Green Construction

We strive to minimize the environmental impacts of our construction projects by applying various anti-pollution measures, so as to effectively manage the construction sites. The Group has formulated and

implemented plans to protect the environment, conserve resources and facilitate green construction.



Water Conservation and Sewage Disposal

- Some of our projects utilize variable-speed pumps to treat and recycle waste water.



Energy Conservation

- Some of our projects utilize HIM (Hydrargyrum Medium-arc Iodide) time-limit lighting devices.



Building Debris Disposal

- First, classify building debris at the construction site.
- Then transfer to recycling facility for legal treatment.



Reduce Dust Pollution

We use ground hardening, greening, sprinkling and other measures to reduce dust pollution.

- Fence off 100% of the construction site
- Harden 100% of entries and exists
- Shelter 100% of the construction materials
- Sprinklers cover 100% of the construction site
- Clean 100% of vehicles at entries and exists
- Apply 100% of the spray dust collectors during the construction



Building Materials Conservation and the Use of Green Materials

- Choose concrete iron, copper products and other recyclable materials
- Prefabricated components, including shear walls, laminated slabs and stair treads are widely used in the construction industry.
- All construction processes use commercial concrete and mortar to reduce the environmental pollution and material losses.
- We take an integrated approach to civil engineering and indoor decoration, and adopt an integrated design for kitchens and bathrooms.

In 2019, all our construction projects have passed EIA (Environmental Impact Assessment) and none has had a significant negative impact on the environment and natural resources.

Green Operation

While adhering to green construction, Country Garden is also committed to bringing out high-quality products and services in other businesses. We attach great importance to green management, and carry out a green operation model in our hotels, Country Market stores, restaurants and

other businesses. With these measures taken, we hope to provide our customers with eco-friendly and high-quality services, so as to achieve green management for our Group, and green lives for all.



Energy Conservation

All Our Business Sections are Taking Concrete Measures to Save Energy

Property Management: Country Garden works to build communities with smart and anti-pollution technologies. We actively extend energy monitors to all our properties, and take effective measures to reduce energy consumption. To ensure an orderly and efficient operation process, our property managers would undergo professional induction trainings to familiarize themselves with the operation of all the devices, especially those of green building technologies such as solar power, sprinkler irrigation, and rainwater harvesting. Site selection of green buildings should take into account traffic factors, ensuring that there are at least two bus stops within 800m walking distance from our communities and our residents can easily access public transportation services.

Hotel Operation: Country Garden Hotels Group has formulated Green Hotels Management Standards, which stipulates that daily hotel operation should focus on green development, energy conservation and emission reduction. Also, our hotels will conduct regular energy metering analysis as well as target assessment, so as to cut down on energy waste. Moreover, we've implemented multiple technical renovations to further reduce energy consumption and emission, including:

- Adopt energy-conserving cookers;
- Install magnetic proximity switches on wardrobe doors in hotel rooms;
- We increased pipelines for washing machines in the laundry room to replace solar water heaters with steam heaters. This measure reduced the gas bill by 25000 yuan per month.



Country Garden Hotels Solar Water Heating System

In recent years, Country Garden Hotels Group actively adopts renewable energy technologies to reduce energy consumption. By the end of 2019, 53 of our hotels have adopted solar water heating systems, which are expected to save 6.042 megawatt-hours of electricity per year.



Country Garden Hotels Solar Water Heating System



Country Garden Hotels Solar Water Heating System

Water Conservation and Waste Disposal

We lay stress on the efficient use of water resources in our operations.

- Water efficient sanitary wares are used in all our buildings to increase the utilization efficiency of water resources.
- Water-saving pipelines and accessories are adopted across the Group. The value on the pressure gauge of service pipes stays within 0.2 MPa, so as to avoid over-pressure flow and water waste.
- Leak-proof valves and devices, and anti-corrosive, durable tubing and pipe fittings are used to effectively avoid pipe system leakage.
- In areas rich in rainwater resources, water collection and storage systems are installed to collect rainwater, which will then be used for irrigation and street cleaning.
- Efficient water saving systems consisting of sprinkler irrigation and trickle irrigation techniques are employed for greenery irrigation in our communities.

Moreover, we also pay attention to sewage disposal. Drainage systems in our communities divert rainwater from sewage to collect rainwater and finally discharged it into the municipal drain networks. Domestic sewage is treated in three-septic tanks to make sure it meets Level III national Integrated Wastewater Discharge Standard (GB8978-1996) before it flows through the municipal sewage pipelines to municipal sewage plants for treatment.

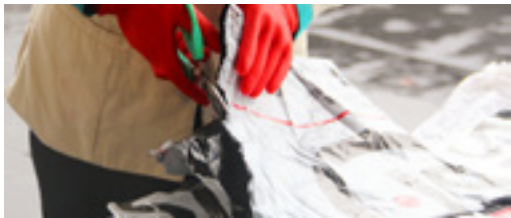
Waste Disposal and Recycling

We continuously strengthen waste management in business operations and purchase durable and eco-friendly products to dwindle the production of waste. Besides, we also encourage our staff, residents, suppliers and other partners to reduce waste as much as possible.

- Transfer stations are set up in every neighborhood according to residents' actual needs. Solid waste are cleared and transferred by sanitation workers after classification, leaving no pollution to the surrounding environment.
- Our hotel group signs garbage disposal and recycling agreements with renewable energy companies.
- The slops are discharged only after being purified by separation tanks, which are regularly cleaned by professional grease treatment companies.

Recycling Plastic Courier Bags

Property managers who collect daily trash in Country Garden's HQ building found office workers received a considerable amount of parcels. The package bags are durable and most of them can serve as garbage bags in offices. Therefore, the property managers installed recycling bins in the break rooms on each floor and delivery service stations to collect and reuse the courier bags. The Group can thus save at least 30 thousand garbage bags per year.



A property manager is recycling courier bags

Making Full Use of Ingredients to Reduce Kitchen Waste

The HQ canteens is working actively to save ingredients and reduce kitchen waste. Using ingredients cut away in crude processing to make our own relishes, the Group can recycle about 100 kg of wasted food every day and save 1,000 yuan or so.


Waste ingredients are available daily
100 KG


Can save
≥1,000 yuan



Better Air Quality

Indoor air quality is important to our health. Country Garden attaches great importance to residents and hotel guests' health, and provides a green, pleasant, healthy and quality residential environment where every clients can breathe clean air.

In our residential buildings, we have installed mechanical ventilation system in the basement, main chimney shafts for cooking fumes, and household flues and lampblack purifiers to dispose of waste gas.

Scientific ecology management technologies are introduced to improve the indoor environment in our hotels. On top of installing fresh air ventilators that can reduce energy consumption of air conditioners and strengthen natural ventilation, Country Garden also installed pressure relief pipes to better control sewage wells and septic tanks that often produce foul odour.



Green Services and Green Consumption

Country Garden provides green services and calls for green consumption through the following measures:

- Offering training courses on the management of eco-efficient hotels for new employees to raise their awareness of providing green services and encouraging guests to embrace green consumption.
- Encouraging our clients to doggy bag leftovers and drinks.
- Substituting biodegradable boxes for Styrofoam boxes.
- Avoiding using paper towels.
- Changing sheets, pillowcases and bath towels less frequently for long staying guests.



Country Garden's Eco-Efficient Hotels

Country Garden Hotels Group formulates management standards of eco-efficient hotels and forming a leading group under the guiding principle of conserving energy and reducing emissions. Country Garden's various practices of eco-friendly business have won the corporate a number of authoritative awards in the hotel industry.

No.	Hotel Names	Eco-Efficient Hotel Rewards	Date
1	Zhangjiajie Country Garden Phoenix Hotel	The 11 th International Platinum Hotel Award – Top Ten Green Resorts Hotels	November, 2016
2	Country Garden Golden Beach Hotel	The 11 th International Platinum Hotel Award – Top Ten Green Resorts Hotels	November, 2016
3	Gaoming Country Garden Phoenix Hotel	The 11 th International Platinum Hotel Award – Top Ten Green Resorts Hotels	November, 2016
4	Hainan Country Garden Golden Beach Spring Hotel	The 11 th International Platinum Hotel Award – Top Ten Green Resorts Hotels	November, 2016
5	Hilton Wuhan Optics Valley	2019 China Green Hotel – Golden Leaf	March 2019



Raising Our Awareness of Environmental Protection

While running our business we actively carry out education about lowering energy consumption, waste sorting and other green activities to raise people's awareness of environmental protection, and fulfil our environmental responsibility together with our staff, residents, tenants, clients, suppliers and other partners. Specific measures are listed as following:

- Putting up posters to publicize energy conservation and environmental protection in offices, hotel lobbies and shopping malls.
- Organizing members of the Green Activity Group to promote learning and experience sharing on eco-efficient business with peer hotels.



Country Garden's Environmental Protection Program

In July 2019, Country Garden Volunteer Association and Country Garden Services Holdings Co. Ltd co-launched the Environmental Protection Program that focuses on the theme of environmental protection and garbage sorting, and promoted it in all Country Garden communities around the country. The volunteers of the program will help residents achieve self-service to build an eco-friendly, harmonious, mutually-beneficial green community with favorable services.

By December 2019, Country Garden's Environmental Protection Program has successfully organized more than 130 activities across the country with 12 thousand families involved. We communicated our service philosophy and culture to more than 220 thousand residents.



Country Garden's Environmental Protection Program has successfully organized

≥130



Families Participated

12,000



Services and cultural concepts are expected to cover

220,000 residents

Green Office

Country Garden puts in place eco-friendly measures to reduce the consumption of energy and resources both at the headquarters and subsidiaries. These measures include:

- Making night patrols every day and reporting the results to make sure the lowest energy consumption when people are off work.
- Adding signs on switch panels to remind the staff to turn off the lights.
- Inspecting public areas regularly and checking possible safety hazards to reduce energy consumption.
- Monitoring and controlling indoor temperature through the Building Automation System for air conditioners, and posting tips of temperature adjustment on remote controls to keep indoor temperature comfortable while saving energy for the good of the environment.
- Substituting travelling with video conferencing to reduce greenhouse gas emission caused by travelling.
- **Enacting Country Garden's Administrative Procedures for Paperless Office**, and promoting a paperless environment in the workplace through the unified management of office supplier like pens, ink and paper to reduce the consumption of natural resources while improving efficiency.
- Reducing the use of standalone printers and setting duplex printing as the default to cut down the consumption of paper.
- Printing business cards with paper certified by FSC.
- Carrying out regular maintenance of office facilities to extend their service life and make efficient use of resources.



Measures and Results of Energy Conservation and Consumption Reduction in Country Garden's HQ

Country Garden HQ is the first and largest eco-friendly office building in China. Its design embodies the concepts of green and eco-friendly development and can reduce energy consumption by an average of 20%. In 2019, the Group carried out the following measures to save energy :

1. Shortening operating hours of the 8 escalators in the podium building and equipping all elevators in the building with the function of operational control for better service in rush hours, saving an annual cost of about **63,940** yuan.
2. From September 2019, turning on and off all water fountains regularly to avoid water waste caused by being turned on for all day long, saving an annual cost of about **278,616** yuan;
3. Installing human body induction system to control the lights of break rooms together with time controllers, ensuring the lights are turned off when no one is inside and saving an annual cost of about **9,472** yuan.
4. Substituting microwave induced fluorescent tubes for original lights of underground garage and turning on lights according to actual needs, saving an annual cost of about **6,000** yuan.
5. Installing water-efficient fixtures to the taps in all toilets to reduce the waste of water when washing hands, saving an annual cost of about **3,312** yuan.

Tackling Climate Change

As a diversified company, Country Garden is dedicated to tackling climate change effectively by implementing mitigation and adaptation measures to minimize the impact of climate change on its business.



Climate Change Mitigation

- Further research and construction of green buildings and improve energy efficiency. While developing projects, Country Garden adheres to the idea of eco-friendly architectures from the design process. Country Garden gives priority to passive building designs while optimizing active design to promote energy efficiency. The building envelope, equipment selection and overall design all comply with national design standards for energy efficiency of public buildings.
- Improve energy management and reduce carbon emissions in construction.
- Take climate change into consideration in procurement and encourage the use of low-carbon and eco-friendly materials.
- Encourage staff, suppliers, homeowners, tenants and other clients to cut carbon emissions in daily business activities.
- Increase the use of solar energy and other renewable resources, such as setting up solar photovoltaic system on rooftops and facades.
- Plan to set emission reduction target to reduce carbon footprints in the future.



Climate Change Adaptation

- Assess the risks and opportunities of climate change and deepen the understanding of its influence on business and finance.
- Improve project design to prevent and mitigate the possible damages caused by climate change to newly constructed projects.
- Develop management plans to deal with extreme weather events that happen more frequently due to climate change.
- Improve work process and carry out appropriate measures to prevent and mitigate the possible damages to our properties and seizing the opportunities brought by climate change.

Biodiversity Protection

Country Garden strictly abides by the **Land Management Law** and relevant laws and regulations on land development, especially in green space and brownfield development, biodiversity and cultural reserves. Country Garden only invests in plots that exert no adverse effects on biodiversity as assessed by government, and attaches great importance to biodiversity protection throughout the whole process of land investment and development.

We will conduct due diligence before land investment and development, ensuring that there are no unfavorable factors in EIA and geology, and no adverse effects on local biodiversity.

To minimize the impacts on environment, Country Garden conducted

a number of sponge city construction projects and low-impact development researches. When planning land development, Country Garden respects nature and regards the existing ecosystem as ultimate foundation.

Country Garden grows landscape plants appropriately in our developments. We choose local plants adaptative to local climate and soil conditions as far as possible, and prefer those with low maintenance, strong weather resistance, less diseases and no harm to human body. We also grow various types of plants such as trees, shrubs and grass according to local climate and characteristics of plant distribution, composing a multi-level phytocoenosis.



People-oriented Philosophy

- 9.1 We put Equal Emphasis on Talent and Character
 - 9.2 Respect the Talents
 - 9.3 Talent Cultivation
 - 9.4 Embrace Talents with Sincerity
-



Overview

Country Garden always puts people at the center and regards our employees as the most valuable treasure. We are committed to creating an equal, inclusive, warm and positive platform for our employees, providing diversified development opportunities, abundant learning resources and long-term development paths so that our employees and the Company can grow up together.

Topics Discussed in This Chapter

Sustainable development topics discussed in this chapter

- Talent recruitment and team building
- Employee training and development
- Employee health and safety
- Employee interest and care
- Equal employment and communication with employees
- Prohibition of child labor and forced labor

SDGs discussed in this chapter



HKEX ESG index covered in this chapter: B1.1 / B1.2 / B2.1 / B2.2 / B2.3 / B3.1 / B3.2 / B4.1 / B4.2

GRI index covered in this chapter: 401-1 / 403-2 / 404-1 / 405-1

Feature

My Experience in Country Garden



Xiao Rong

Qinghai-Tibet region
Financial Officer

“ Vision, Focus,
Perseverance and
Breakthrough ”

The '90s Graduate's Career Path

Xiao Rong was a “graduate” from Country Garden. She entered the original northwest region of our Company through campus recruitment in 2014. After several years of development, the young 90s girl has become the head of finance of Country Garden Qinghai-Tibet region.

When she first joined the company, Xiao Rong demonstrated excellent problem solving ability. She can always come up with an answer to supervisor's question. Every small accomplishments would bring her much excitement. One year later, Xiao Rong went to campus recruitment as the representative of Country Garden's graduates. With brochures in her hand, she talked eloquently with students about Country Garden's corporate culture and her work experience. It felt as if she were having a conversation with her old self who joined the workforce just a year ago -- everything here made her excited and proud.

From 2015 to 2018, the northwest area had grown by leaps and bounds, staff in the financial department grew from 10 to 110. Xiao grasped the opportunity and progressed from a green hand to a manager. During this period, she had worked as the regional shared financial services, project finance, regional tax departments. In 2018, the original northwest region of Country Garden was split into five regions. Xiao actively participated in the competitive hiring for the financial controller in the Qinghai-Tibet region. As the saying goes, opportunities will always be there for those who are prepared. Her ability and experiences made her a successful candidate for the financial department of the Qinghai-Tibet region.



Yet, success is always accompanied by enormous stress. No matter what position she took up before, Xiao could enlist her superior's support when she encountered problems. However, she was facing unfamiliar areas and new challenges this time. She had to take charge of the financial department of the whole region. When those in the workplace can independently handle business, they grow up. Carrying her heavy luggage, Xiao Rong came to Xining, a place at over 2,000 meters above sea level, from Lanzhou. Suffering from the altitude sickness, Xiao had a lingering cough for a month. Yet, with firm determination about her own choice, this girl held on and overcame herself as well as physical discomfort and the new environment.

Now Xiao manages her team well in order, and the financial department is rated as the outstanding department in Country Garden Qinghai-Tibet region. Xiao acts as an instructor in the team, placing the staff in right

positions that give full play to their advantages. The slow-paced lifestyle in Qinghai-Tibet region makes it much more difficult to recruit people than in other regions. However, Xiao believes that it does not necessarily mean that they cannot get things done. The key is to find out the right methods. Therefore, she has in-depth conversations with employees every month to help them analyze their problems at work and bring their initiative into play and make the team competitive.

Xiao believes that, Country Garden's corporate culture lies in its simple and down-to-earth culture, which brings about continuous improvement and progress. In Country Garden, she benefited from the big platform, enormous development opportunities and excellent colleagues, and finally achieves her better self. She hopes that everyone can maintain a positive attitude and become an outstanding Country Garden employee by accumulating work experience step-by-step.



Xiao and her team

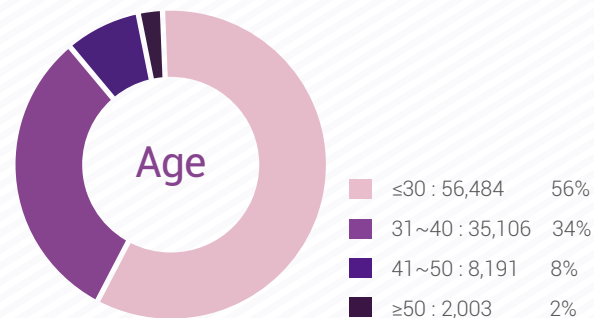
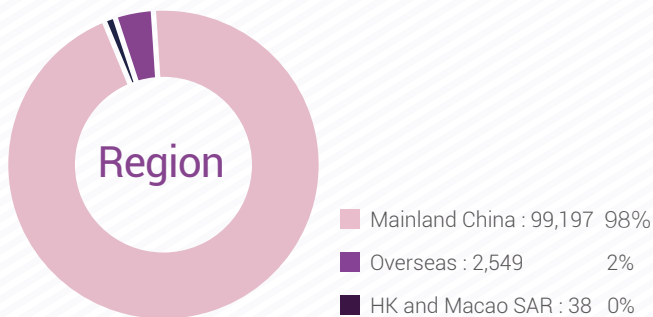
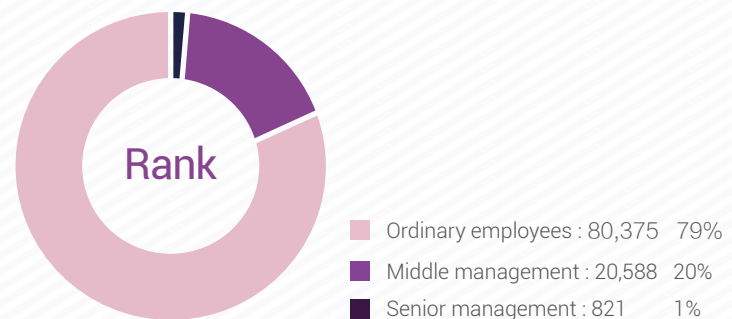
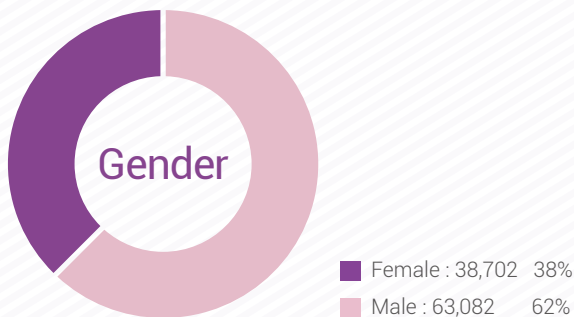
We Put Equal Emphasis on Talent and Character

Top minds create top companies. We consistently improve our brand culture and corporate environment to attracts talents, and provide a big platform for them to excel and realize their dreams.

Equal Opportunity

Country Garden strictly complies with *Labor Law of PRC, Law of RPC On Employment Contracts, Provisions of RPC On the Prohibition of Child Labor* and other laws and regulations. In accordance with our in-house *Standard Guidelines for the Talent Recruitment*, Country Garden

will never differentiate applicants by their gender, religion, ethnic groups, family and health conditions. Country Garden also prohibits child labor and forced labor to ensure a legitimate and fair hiring process. And no such practice has been reported in Country Garden in 2019.



Overview of Country Garden's employment in 2019

Harmony and Diversification

Country Garden is committed to gender equality. We support equal pay and continuously increase the percentage of female executives.

Anti-discrimination

Country Garden stands up against all forms of discrimination. In our employee handbook and code of conduct, we acknowledge employees' freedom and dignity. Country Garden also attaches great importance to human rights and building a workplace without discrimination, for

example, by providing specialized food for ethnic minority employees as respect for their dietary habits and offering additional pay or vacation for those working overtime. In 2019, no human rights violation has been reported in Country Garden.

Hiring the Disabled

We aim to attract talent from different background and become an example of inclusiveness and diversification by providing equal opportunities for the disabled and the platform where they can excel. Country Garden HQ and regional companies work closely with local

social security bureaus and neighborhood committees to provide paired-up employment support for the disabled, We provide training and job opportunities for the disabled based on our labor needs. By the end of 2019, 79 employees with disabilities have been hired in our companies.

Bringing in Talents

To better support business strategies and bring in top talents, Country Garden hires extensively through campus and social recruitment. Country Garden also launches the Super Graduate project to popularize our idea of talent development and build our own talent pool. Based on recruitment requirements and talent evaluation, we provide suitable positions and development plans for our employees so that they can be efficiently

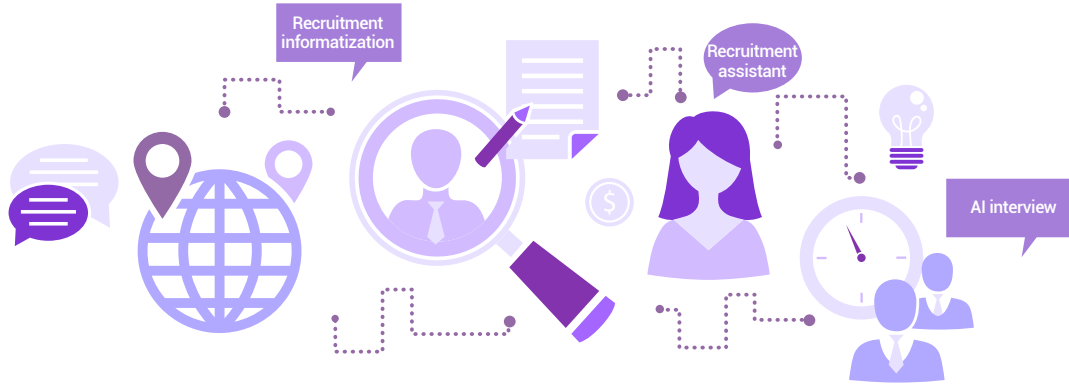
cultivated. On top of that, tools like informatized recruitment system, recruitment assistant and AI interview have improved our recruitment process and effectively matched talents with relevant positions.

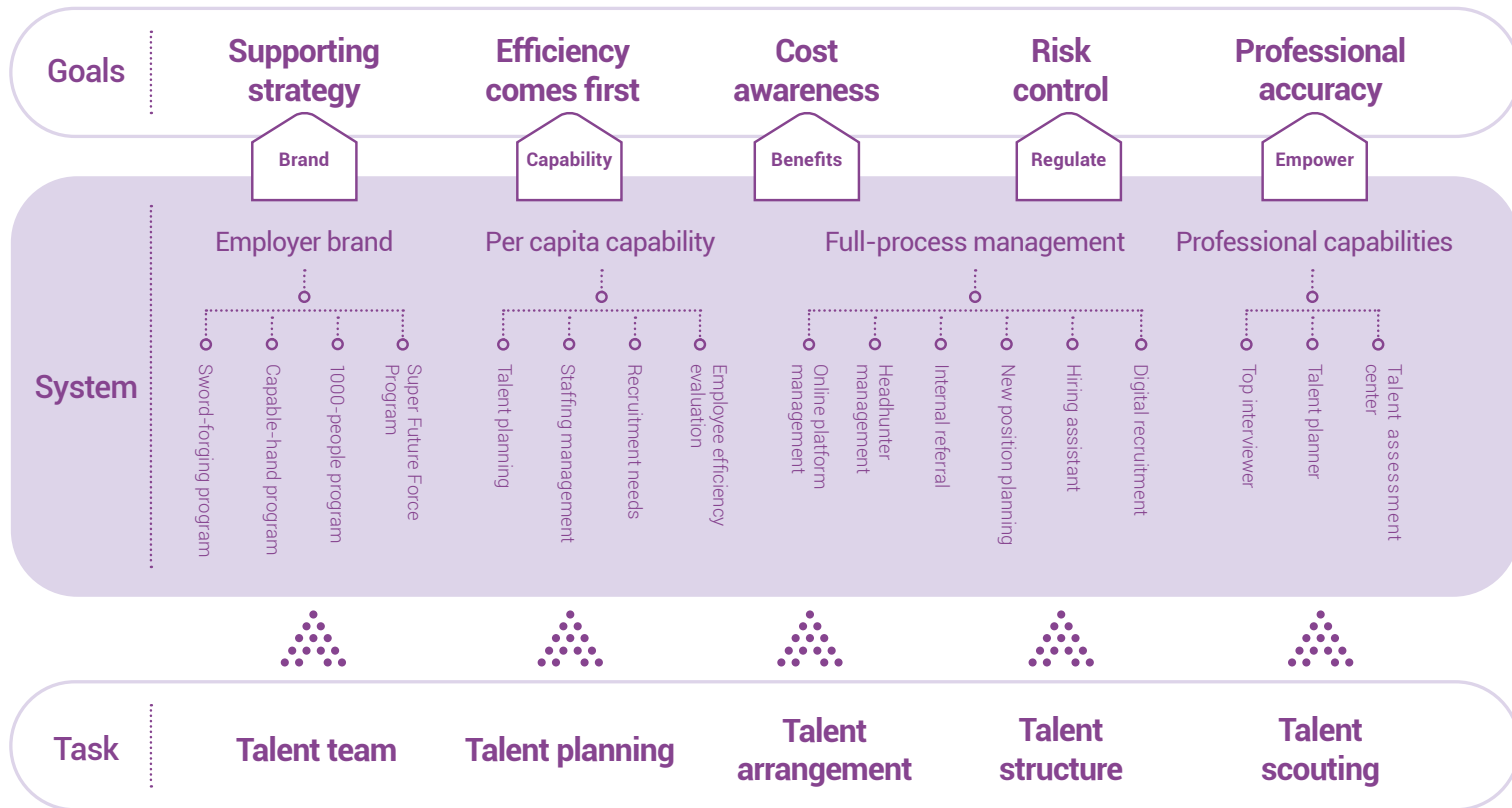
We are also working actively to create jobs for local people. Our overseas real estate business, Hong Kong included, hires 72.58% of its workforce locally.

Whom 2019

Our overseas real estate business, Hong Kong included, hires of its workforce locally.

72.58%





The Recruitment and Management System of Country Garden

Respect the Talents

Talents will have a sense of responsibility for their work when they feel respected. Country Garden puts talents first. We respect and protect them with a robust HR system so that they can think and innovate unfettered.

Competitive Compensation System

For compensation, Country Garden has established an assessment system based on position, market, performance and ability according to Country Garden Remuneration Management System and Measures on Employee Performance Management. It provides an all-around

evaluation based the value created by the employee and ensures his salary is fair and competitive in the market.

For employee benefits, we abide by relevant laws and regulations

including the Regulation on Public Holidays for National Annual Festivals and Memorial Days, Regulation on Paid Annual Leave for Employees, and Implementation Measures for Paid Annual Leave for Employees of Enterprises. Moreover, we provide additional benefits to show our respect for talents and hard work.

There are four types of benefits: subsidy, dining and accommodation,

special festivals, and office amenities. For example, we provide dormitories, computer subsidy, home-buying discount, shuttle buses, gyms, birthday parties, food festivals, education discount, and so on. We care for our employees all the time and we hope to create a caring work environment and reliable backing for our employees.



eHR mobile app brings happiness to Country Garden employees

In 2019, eHR, Country Garden's human resource service system was put into use. It provides numerous services for employees including well-being, daily affairs, internal recruitment, learning, etc. Employees can do nearly everything through one platform, including, redeeming benefits, applying for allowances, and checking social insurance.



Occupational Health and Safety

Country Garden takes it as our main responsibility to protect employees' physical and psychological health and occupational safety, and helps them balance between life and work. Our safety

committee formulates plans on safety and holds safety meetings twice a week during which existing problems are reported.

Whom 2019

2019 total death rate (work-related injuries per 1 million work hours)

0.22

Annual checkup

In 2019, every member of Country Garden was given a checkup and families of employees were provided with checkup discount.

Care for employees' health

We invite medical experts to give lectures on stress management and other health topics. Other activities include exercise classes, sports events, and stress-relieving classes. In 2019, the headquarters cooperated with Foshan Red Cross and Anhe-Tai hospital to give three lectures on employee health and training on emergency rescue.

Office safety drills

The property management department of the headquarters conducted 27 safety drills on emergency aid, food poisoning, power outage, and typhoon to improve employees' sense of safety and their ability to deal with emergencies.

Safety publicity

We shot videos on what our safety managers did and held activities where they would show concerns for employees. We make safety a major part of corporate culture, encouraging every member to know and be able to tell the importance of safety.

Daily safety inspection

Certified staff check safety hazards before work and workers also have the responsibility to identify dangers on site. We will give them rewards or points which can be exchanged for daily products.

Safety manager training

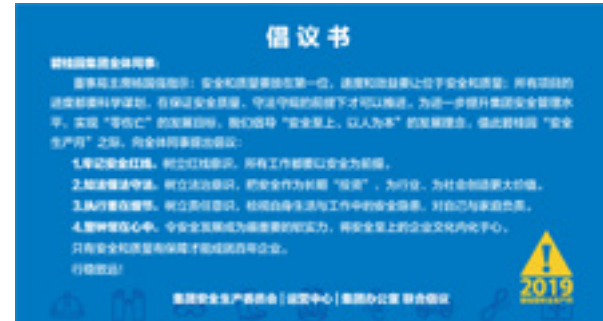
In 2019, we carried out special trainings for safety managers to improve their understanding and managerial ability on safety. An incentive and promotion mechanism was established for them to encourage their self-management on safe production.



Safety Activity Month—Strengthen the awareness of safety, build the defense line of safety

July 26th is the Safe Production Day in Country Garden. In 2019, we held various activities on safety issues in June and July on the topic of risks prevention, hazards elimination and accident reduction.

- Delivered a proposal to 150,000 employees;
- Held tests on safety and laws, calling on employees to increase safety awareness, abide by laws, pay attention to details and keep alert;
- Held activities on the topic of putting safety first to ensure stable and long-term development;
- Fang Dongping, professor from Tsinghua University, gave lectures on workplace safety and safety culture, discussing ways to improve companies' safety leadership, culture and behaviors;
- Held exhibitions on risk prevention, hazard elimination and accident reduction and conducted fire drills at the headquarters;
- Gave classes on safety and more than 6700 people participated in live streamed classes;
- Employees signed oath of safety;
- Held fire drills at the headquarters and encouraged employees to practice.



Listen to the Employees' Voices

Employees are the most valued treasures of Country Garden so we listen to their voices to know what they are concerned about. We have set up multiple channels to hear the problems that our employees face in life,



In 2019, Hotline 400 was established to provide employees with free consultation services. It has become one of the three major service platforms together with Self-service Inquiry and Q&A. It helps employees address their problems and requests. HRBP from different business units would answer the calls and provide accurate answers to policy-related questions.

In order to promote communication and understanding between employees and management, Country Garden provided opportunities for communication. In face-to-face meetings with executives, employees

culture and career development and help them address them. We aim to create a happy work environment for the employees.



Phoenixthink, the most daring public account of Country Garden, is a platform for staff to speak their mind. By disseminating wisdom and making the weak heard, it reveals Country Garden's management, solicits suggestions and enables the management to know what ordinary employees are thinking. Over 10,000 posts have been published since its establishment, creating an atmosphere of free speech in the Company.

can talk equally and freely with them in a relaxing atmosphere about the questions they care most about.



Talent Cultivation

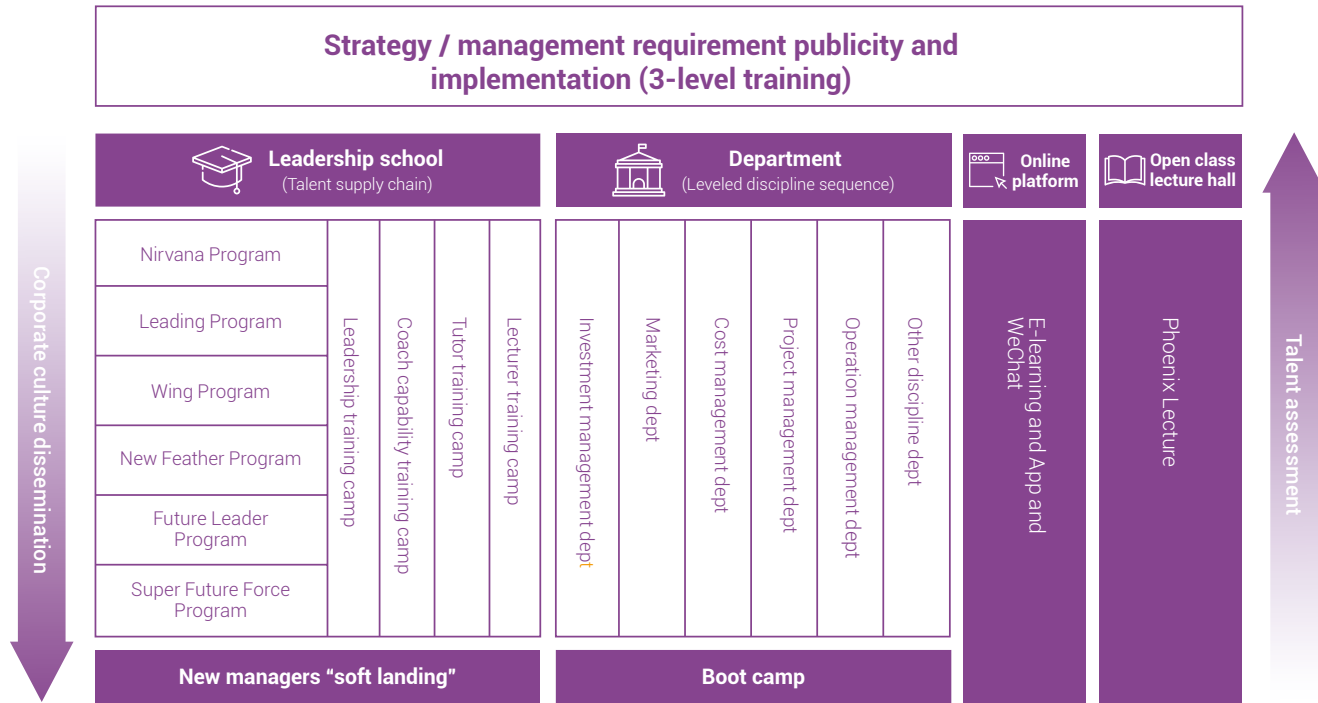
We establish a sound employee training system with sufficient financial support and open policies to cultivate our staff in an efficient way.

Strengthen Employee Training

Outstanding employees are the driving force as well as indispensable asset of a company to achieve sustainable development and develop core competitiveness. To form a talent supply chain, Country Garden established a training system at four levels—Leadership School, Professional School, Online School, and Public Lectures. These training will ensure employees working in different fields at various

levels can access resources and get the training they need. We try our best to cultivate talents so that they can make progress and achieve their potentials. In 2019, Country Garden formed an all-around talent development and training platform to help employees grow from three aspects, i.e. organizational empowerment, employees training on major posts and management training.

Building a Talent Supply Chain



Organizational Empowerment

In 2019, Country Garden created a series of products targeting organizational empowerment and self-development. We centered on resources building, culture integration, and talent cultivation, developing

different products including special training, peer project, engine project, and prep classes for project general managers. We have trained 78 internal departments in 278 days of the year.



The "Engine" Project—Everyone can be both a teacher and a student

Training courses and teachers, as the basis for the accumulation and transfer of knowledge, are the key to the "engine" project and support for talent training and empowerment. Country Garden has been certifying internal courses and teachers since 2010, and there are now more than a thousand courses.

In 2019, the "engine" project was upgraded with the progress in all-around competitiveness enhancement. We make resources building the engine in talent cultivation and organizational ability improvement through course development, teacher training and certification. In 2019, we have had 2,922 in-house tutors including 270 new teachers, 2,392 internal courses and 16 online seminars open to all districts.



New mentors added throughout 2019

270



Offering in-house courses

2,392



online seminars open to all districts

16

Succession Planning

Country Garden never ignores the cultivation of talents for key posts to support company's development. We have now a leadership program

including the signature Pilot Project, and two strategic talent development projects, the Future Leader and Super Future Force.



The Pilot Project

As Country Garden's talent development project, the Pilot is a program developed on our 7-year experience in leadership training. It is a training program for outstanding project managers to keep up with the company's rapid development. We combine training with practice to select and develop talents in a strict and comprehensive way, so that we can have sufficient talent supply and make sure only the most outstanding people can be included in our talent pool which is stringently controlled.



Super Future Force

Super Graduate has a complete training system which includes tutoring, secondment, job rotation, centralized training, and critical mission challenge. Employees will be trained based on the "721" principle and an internal competitive recruitment is organized every year to promote talents.

By December, 2019, over 400 employees in Country Garden have been promoted to vice president, regional president, project general manager or director and nearly 1,200 have become managers. Such rapid promotion is only possible with the platform development and systematic training. Super Future Force Project brings mutual benefits to the company and talents.

Management Training

Corporate management ability lies at the core of competitiveness, while the management team, the backbone of organization that is responsible for business performance and internal talent training, plays

a key role in corporate management. In 2019, Country Garden focused on management training, in particular talent review and management empowerment, to build an excellent team for company development.

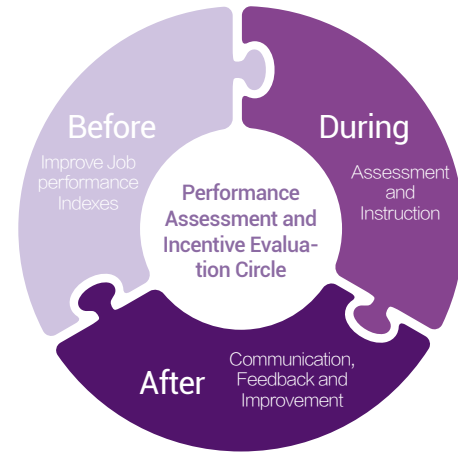
- **Talent review** : we have developed a system for the **4** key management teams to review talents online, covering **67** districts and **1,754** administrative personnel.
- **Management team empowerment**: we formulate management regulations and carry out **70.5** days of training programs on management empowerment for **740** managers from **62** business units.

Help Employees Grow

Country Garden continues to assess employee performance annually to help them reach their full potential. The assessment is fair, just and transparent to guarantee every employee is equally assessed.

We have formulated an closed-loop evaluation circle which consists of target management, performance assessment, performance analysis and feedback. Before assessment, we

continue to improve standard job performance indexes, set reasonable goals and keep upgrading them; during assessment, we evaluate and guide our employees according to unified assessment standards and regulations; after assessment, we encourage communication to help employees grow by giving them performance analysis and improvement suggestions through feedback, meetings and experience sharing.



Career Path Development

Country Garden established a training and incentive mechanism that is democratic, fair, just, transparent and merit-based to give full play to employees' talents. We encourage competition because it will give employees more opportunities to grow, for example, we select managers through open competition and announce job vacancies to encourage healthy competition.

In 2019, Country Garden launched an internal recruitment program named New Path to increase talent mobility. We established an internal job rotation mechanism to provide employees with opportunities to communicate with, learn from and help each other. In this way, employees can better understand different departments and jobs to broaden their horizon, and enhance occupational development.



New Path Project – A talent incentive platform

In 2019, Country Garden established an internal recruitment platform, the New Path, to connect the company with talents. Over the past year, 4,304 people have been transferred across districts and

disciplines. In this way we were able to retain outstanding employees to develop both the company and employees themselves.



New Path project, a talent incentive platform

Embrace Talents with Sincerity

We support and serve talents wholeheartedly to create a cohesive corporate culture. We provide them with resources and treat them with sincerity so that they can feel a sense of belonging.

Work-Life Balance

Country Garden has a large platform where everyone can live his life to the full. We always pay attention to what employees want and support their interests. We believe a healthy and positive corporate culture can

create a vigorous team and help achieve all-round development of our people.



Recreational Activities Organized by Country Garden Club

In 2019, Country Garden Club was established for employees to seek for like-minded spirits and enrich their leisure time. Country Garden is a company good for people, good for the country and good for its employees. We support employees to establish their own clubs and

join those they find interesting.

As of December, 2019, we have established clubs for running, music, soccer, basketball, films and drama, English, and swimming. Also, 138 groups are mushrooming in 29 districts.



Country Garden Cup Men's Open Basketball Tournament



The founding meeting of Country Garden Running Group and the flag-giving ceremony

Care for the Vulnerable

Country Garden has always been paying attention to the vulnerable and encourages employees to help each other, and create a harmonious atmosphere.



Employee Aid Fund

On 15th February, 2008, the Employee Aid Fund was established as proposed by Yeung Kwok Keung, the founder of Country Garden. Every year, between February and March, Country Garden celebrates the Month of Love. Since the establishment of the Fund 11 years ago, it has received donations from employees from all centers, districts and subsidiaries and gifted the money to staff with financial

difficulties caused by diseases or accidents.

The Employee Aid Fund has received RMB 13.21 million from 587 employees since its establishment, and 11.76 million have been given to those in need according to the Criteria on Allowance Allocation in Employee Aid Fund and Labor Union.



Date of Establishment

2008.02.15



Donation of employees

587



Aid Fund has received

13.21 million



The Fund disbursed funds to eligible recipients

11.76 million

According to the *Special Rules on the Labor Protection of Female Employees* and *Regulations of Guangdong Province on Population and Family Planning*, we upgraded regulations on employee management to include maternity leave and birth allowance. We set up wider parking

spaces for pregnant women and baby care rooms at the headquarters. We hope our efforts can help female employees balance between work and life.

Baby care rooms in Country Garden HQ specially designed for expecting mothers and breastfeeding female employees.



Health lectures for female employees to raise their awareness in self-protection.



Benefits for Female Employees

Special meals for female employees, tasty and nutritious.



Daily products and snacks for ladies from the labor union.



Corporate Culture

A good corporate culture can bring people together. We attempt to build Country Garden into a place with a healthy and positive atmosphere so that employees feel inspired and motivated in a company they love. We

hold open day parties for employees and their families to communicate our culture and connect them with the company, making them feel at home.

Simple and colorful life – Country Garden Culture Month

April is the culture month of Country Garden. In April, 2019, we organized activities on the topic of simple and colorful life echoing the all-round competitiveness enhancement and energy conservation campaign. The activities include turning off the headquarters' lights for an hour, the bazaar, and book clubs including, regional presidents' reading time and Walden Lake reading club. We aim to help employees enjoy high-quality life in their spare time and learn how to live healthy in a simplified way.



Simple and colorful life – Country Garden Culture Month

Country Garden Open Day – Thank you for being with us

From 9th to 10th September, 2019, the Third Thanksgiving Party for employees and families was held at the headquarters by the Party Committee, Labor Union, Youth League Committee and the Group General Office. Participants include 33 families from 26 business units of 15 centers, nine districts and two subsidiaries, and 96.92% of them were satisfied with the event. Country Garden always cares for our employees and is grateful to their families who always

support the development of company and their loved ones. We will further increase cohesion and inspire our employees to go hand in hand towards the dreams both of company and themselves.

In 2019, the thanksgiving events have been held at 38 districts with over 5,000 executives and employees present. They help families know more about Country Garden and support its development.



Country Garden Open Day – Thank you for being with us



Country Garden Open Day – Thank you for being with us

Giving Back to Society

- 10.1 Targeted Poverty Alleviation and Rural Rejuvenation
 - 10.2 Charitable Work and Social Services
 - 10.3 Community Investment and Social Influence
-



Overview

We see it our duty to give back to society. Country Garden established Guoqiang Foundation to promote social well-being and bring hope to poor areas by participating in China's targeted poverty alleviation campaign.

Guoqiang Foundation and Country Garden have donated more than 6.7 billion yuan to charitable courses among which 3.2 billion is donated to relieve poverty and 2.5 billion is to support education.

Topics Discussed in This Chapter

Sustainable development topics discussed in this chapter

- Community development and social influence
- Charitable work and social services
- Policy response and public participation

SDGs discussed in this chapter



HKEX ESG index covered in this chapter: B8.1 / B8.2

GRI index covered in this chapter: 203-1 / 413-1

Feature

Guoqiang Foundation

Since their first major donation in 1997, Mr. Yeung Kwok Keung, Ms. Yang Huiyan and Guoqiang Foundation has donate more than 6.7 billion yuan to over 360,000 people. In 2019, Guoqiang Foundation established more than 20 education funds to support education and rural rejuvenation,

which cover 40 higher education institutions and three charity schools. We have helped 14 counties in nine provinces to relieve poverty and established a community for poverty alleviation with 70 companies.



In 2019, Guoqiang Foundation had donated a total of

791 million yuan



Set up special funds for education

≥20

Guoqiang Foundation is also the vice chairman of China Charity Alliance, vice president of Shenzhen Charity Fair Development Center, and a strategic partner of World Philanthropy Forum. We play an actively role

in various organizations and participate in charity exchanges to support charity development.



Charity Schools

The Foundation established Guohua Memorial Middle School, Guangdong Country Garden Polytechnic and Guoqiang Vocational and Technical College for poor students and veterans where they can learn the skills to change their lives.

In August, 2019, construction began on Guoqiang

Vocational Training School in Gansu province. Guoqiang Foundation donated 300 million yuan for the project. After completion, it will accommodate more than 2,500 students. The School will remain charitable and cover students' full cost of attendance, committed to teaching students job skills and lifting their families out of poverty.



Special Educational Funds

The Foundation has established over 20 special funds to support China's scientific and educational development including the Zhongming Fellowship for College Students,

Huiyan Educational Aid Fund and Guohua Scholars Fund.

By 2019, a total of 38 million yuan Zhongming Fellowship has been given to 10,750 beneficiaries.



社会扶贫共同体
Social Poverty Alleviation Community

Social Poverty Alleviation Community

On 20th May, 2019, Guoqiang Foundation established a poverty alleviation community with many organizations dedicated to charity. It aims to pool together resources including consumer demand, businesses, jobs, and

donations to help poor households and villages, and contribute our efforts to the battle against poverty.



Poverty Alleviation Through Consumption Campaign—Linking Up Production with the Market

In 2019, Country Garden and Guoqiang Foundation worked with Dongxiang Government and other members of the poverty alleviation community to launch one-month Consumption for

Poverty Alleviation Campaign at Shunde. On the first day, 10,186 sheep were ordered, generating more than RMB 10 million income for local farmers, which was a great boost for local farming industry.



Launching ceremony of poverty Alleviation Month by Consumption



Targeted Poverty Alleviation and Rural Rejuvenation

Country Garden has developed a series of self-perpetuating methods, sustainable models and duplicable mechanism for poverty relief efforts, contributing our own wisdom and solutions to the battle against poverty. We use multiple measure to lift poor people out of poverty including party building, industrial development, education and employment with our 4+X model, forming a stable and sustainable poverty alleviation mechanism with long-term effect. It will cover different groups of poor people and make our poverty alleviation measures more effective.

We've set up an office for targeted poverty alleviation and rural rejuvenation to implement our plans. Nearly 200 staff have been deployed to poor villages to help reduce poverty under the guidance of the regulations in Handbook for Standardized Targeted Poverty Alleviation. In addition, we established a database that keeps track of the income of poor people, the progress of industrial cooperation projects, and the number of jobs as a way to understand the outcomes of our poverty alleviation efforts and find out potential poverty relief projects.

Reduce Poverty Through Party Building

Country Garden has now established 14 front-line Party branches with 140 senior village leaders, reaching 44,500 people through door-to-door interviews, surveys and publicity. We've now linked up with 1,400 families in deep poverty and our education programs have covered a total of 337,000 poor people.



Country Garden teams up with Yucheng County, Anhui Province, to support party building efforts and organizes party secretary workshops



Cao Jianhua, village chief, Zhufang Village, Xinhe County, Hebei Province

2019

Set up a party branch for poverty alleviation and employ old village leaders

14 branches **140** village leaders

To assist poverty alleviation workers to carry out household visits, research, publicity and visits

44,500

Deep poverty households

1,400

education programs have covered a total of poor people

337,000

Reduce Poverty Through Industrial Development

Industrial development is the foundation of poverty alleviation and the pursuit of prosperity. Country Garden leverages our resources and industrial strength to help poor families and regions work their way out of poverty.

- Nearly **2,000** mu (about 329.47 acres) of tree farms have been established in **12** counties, increasing the income of over **10,000** poor households;
- We have helped more than **2,500** young people to start businesses in their hometowns, which indirectly boosted the income of almost **30,000** poor families;
- We developed **8** poverty alleviation trips routes and attracted more than **5,000** visitors;

In addition, we pooled together our resources and built three social enterprises, including Bixiang, Fenix Holiday and BIG+ to connect hotels, catering services and communities and promote poverty alleviation products. To date, products worth nearly 100 million yuan have been sold.



Targeted Poverty Alleviation with Our 4+X Model

Ye Shuren lives in Botou Village in Pingjiang County, Hunan province. In 2016, his mother was diagnosed with kidney cancer and he decided to go home to look after her. Just a year later, his father was diagnosed with lung cancer. He has two sons and was struggling to make ends meet.

Country Garden's poverty alleviation group, learnt about his difficulties in a household survey and decided to give him 1,450 nursery stock for free to grow in his backyard. We also donated 20,000 yuan to pay for his parents' hospital bill. We gave his two sons 1,000 yuan and 2,000 yuan respectively for education. The poverty alleviation group members sometimes give them books and help them with their homework.



Ye Shuren's Backyard Economy

Reduce Poverty through Education

As the saying goes, "give a man a fish, and you feed him for a day, teach a man to fish, and you feed him for a lifetime". Country Garden has always been focusing on poverty alleviation through education. We provide financial aid and free tutoring for the poor, so that they will have equal access to high-quality education and improve their families' lives.



Wholehearted Wish 100 – An Education Project for Poor Students

Zhichao is an outstanding student in the Xiwanzi Primary School at Chongli district. However, in the winter of 2014, his parents passed away in a car accident. As his grandparents were too old to work, the family struggled hard to afford his education, otherwise he would have to drop out the school.

In 2019, China Guanghua Foundation, Country Garden and Guoqiang Foundation launched the Country Garden Guanghua Scholarship online crowdfunding project. It raised funds for poor students by Wholehearted Wish 100 program, walkathons and other activities. By the end of the project, 10,602,500 yuan was raised from 142,204 people of 176 groups, together with 2,896,197 yuan donated by our Company. These donations have gone to 7500 poor students from 14 counties in 9 provinces.



Poor students receive free school supplies

Reduce Poverty through Employment

Employment is the key to poverty alleviation. Country Garden carried out many activities to help the poor acquire better skills and provide them with more opportunities, such as employment training and job fairs. Since 2012, 1,069 training sessions have been carried out with 62,506 participants, enabling 28,110 people to find new jobs through our 113 job fairs.

As of 2019

Training sessions & participants

1,069 Training sessions 62,506

Job fairs & employment have been held

113 job fairs 28,110



Renowned Cantonese cuisine chefs teach at our Cantonese cuisine master training course



Smiling villagers who find work at our job fair in Xingguo, Jiangxi Province

Reduce Poverty through Healthcare

Healthcare services are a strong support in targeted poverty alleviation. It plays an important role in preventing poverty caused by diseases.



An Old Woman Regained Her Vision

Xingxing (pseudonym) from Mengerzhuang Villiage, Huishe Town, Shijiazhuang City is one of the beneficiaries of Country Garden's Five Ones project. Her grandmother Nie Bingshu suffers from severe geriatric cataracts and has difficulties even in housework like washing clothes.

In March, 2018, Country Garden signed an agreement with China Poverty-Alleviation Promotion of Volunteer Service and donated

100 million yuan to poor patients at the opening ceremony of Free Treatment for Cataracts Program. After learning Nie Bingshu's difficulties, Country Garden's poverty alleviation office in Pingshan arranged a free operation for her.

By 2019, we've donated 100 million yuan through this national program, which then helped 175,000 cataracts patients from 1,350 designated hospitals in 1,627 counties of 20 provinces.



A patient's life after the surgery, Chongli District, Zhangjiakou City, Hebei Province



Villagers taking eye tests

Rural Rejuvenation

Under the national rural rejuvenation strategy, Country Garden strives to alleviate poverty through rural rejuvenation and provide support for the development of industries, education, culture, ecology and organizations in rural areas. To date, we've extended our help to 78 poverty-stricken villages including Yingde, and conducted rural reconstruction projects in 9

villages including Lianzhang, Yuzui, Hetou, Datang, Hengchang, Longhua, Baoxi and Jinzao. We are also working on village renovation and beautiful countryside programs in Shaoguan, Guangzhou, Shantou, Chaozhou and Huizhou.

Charitable Work and Social Services

Country Garden set up its volunteer service team in November 2011 and the volunteer association in March 2012. To date, the Association has set up more than 70 branches with 60,000 volunteers consisting of our staff, residents, suppliers, students and teachers from our schools,

and beneficiaries of our charity programs, among others. Ever since the founding of the association, our volunteers have been actively taking part in charitable activities and social services, contributing their share to environmental protection, elderly & child care and disaster relief.

Country Garden Charity VC Competition

In September, 2019, the first charity VC competition was held by Country Garden's Youth League Committee, Volunteer Association and Guoqiang Foundation to encourage our staff to serve their communities. A total of 44 projects from different districts, subsidiaries and individuals participated in this contest. Targeted at our residents, staff and their families, these projects cover various

voluntary activities in mutual aid, child & youth care, convenience services, environmental protection, culture and arts. After the evaluation of professional judges and representatives of residents and employees, two gold awards, six silver awards and ten bronze awards went to 18 projects.

Volunteers from Country Garden Help Regions Hit by Natural Disasters

Since 9th June, torrential rains led to severe flood at Lianping County, Heyuan City, causing serious damages. Landslides in many villages toppled buildings and destroyed bridges and roads, and people's lives were in difficulty.

Hearing the news, a volunteer team from our northern Guangdong

Region and Foshan-Zhaoqing Region raced to their rescue at the frontline. Through the efforts of these volunteers, our relief supplies arrived at the affected area, silts on the roads and at villagers' houses were cleaned up, and these villages gradually backed to the normal track.



Country Garden volunteers in the villages hit by the flood



Country Garden volunteers in the villages hit by the flood

Country Garden Volunteers Stayed on the Front line of Disaster Relief after Typhoon Lekima

In August, 2019, Typhoon Lekima swept Jiangsu, Zhejiang, Hebei, and Liaoning provinces, bringing catastrophic damages to many places. Volunteers from Country Garden's Eastern Zhejiang Region rapidly went the worst-hit places with 15 engine-powered steamboats.

They have been transporting supplies for four days in a row since 10th August while our staff in Southern Zhejiang Region spontaneously raised 15,100 yuan within an hour and a half on 12th. Our volunteers worked tirelessly to help affected areas recover from the the disaster, and the local people's lives back on track.



Country Garden's volunteers transporting supplies



Country Garden's volunteers transporting supplies

Warm Winter Campaign

In 2019, Country Garden called on all our departments and communities to launch the Warm Winter Campaign. The program aims to help the poor, left-behind children and the lonely elderly in different counties and communities, through clothes donation, household visits, New Year dinners, special performances, gift

giving and house cleaning. Through the 78 campaigns, 100 families in extreme poverty from 14 counties of nine provinces have received our gifts worth 240,000 yuan, and 3,075 poor people and left-behind children have benefited from our Warm Winter Campaign.



Warm winter gift package



Liao Ping Liao baby siblings received a warm winter gift package

Community Investment and Social Influence

Country Garden believes a company should be good for people and good for the country. We actively promote China's new urbanization, advocate a healthy lifestyle and disseminate positive values to the society, in an effort to create a better life for all people.

Affordable Housing

As China continues to promote affordable housing, Country Garden has launched a number of affordable housing projects across the country to push forward the new urbanization process. This is a demonstration of our social responsibilities and values as a real estate company. We have built houses in Shenzhen and other cities for low-income people and

outstanding talents, improving living conditions for more than a thousand families. We see it our responsibility to drive forward new urbanization as a socially responsible company that is good for the people and good for the country.

Health and Exercise

In order to encourage more people to live a healthy life, Country Garden carries out a national fitness campaign and combines it with charitable activities. In doing so, we call on people from different backgrounds to participate in this campaign to feel the positive power brought by exercises and charity.



Go Together—Walkathons for Charity

Go Together is a national charitable walkathon held by Country Garden. It combines walkathon with charity to promote public fitness activities as well as poverty alleviation efforts. Since its beginning in May, 2019, more than 46,000 participants have walked

through over 70 Chinese cities and helped raise more than 1.45 million yuan for Wholehearted Wish 100 Project. The money will be given to poor students from the counties we support to finish their education.



Go Together—Walkathons for Charity



Go Together—Walkathons for Charity

2019 Country Garden Triathlon for Teenagers in Hong Kong, Zhuhai and Macao and RUN! KIDS Triathlon

In 2019, Country Garden held the Triathlon for Teenagers and RUN! KIDS Triathlon in Guangzhou, Zhuhai, Xi'an, Beijing and other cities. We invited Olympic champions to the competition, and contestants fully demonstrated their tenacious, sunny, and tenacious athletic spirit.

To further perform our social responsibilities, every year the organizing committee would select excellent participants to compete in America, to provide more opportunities for these teenagers.



The Competition and Its Award Ceremony



The Competition and Its Award Ceremony



Outlook for 2020

2020 is the last year of China's 13th Five-Year Plan and marks the end of building a moderately prosperous society in all respects and the finishing line of the first centenary goal. Presently, our central government has pointed out that houses are a place of resident, not a tool for speculation, and is working to establish a long-term mechanism to control and manage the housing industry, and promote the stable and healthy development of

the real estate market. In response to these policies, we continue to investigate the market with intensive efforts, achieve high-quality development through innovation and improve our comprehensive competitiveness. At the same time, we strive to further strengthen our sense of responsibility in management, operations and financing, so as to achieve the long-term sustainable development of our Company.

High-quality Products and Services

- We will stick to high quality and safe operation. Products will be managed and monitored strictly throughout the process to ensure that their safety and high quality can meet our customers' demands.
- We will continue to improve customer service, upgrade the customer complaint mechanism, and open up more communication channels and protect consumer rights and interests, so as to win their trust.

Low-Carbon and Green development

- We apply green building, construction, operation and administration technologies and carry out R&D, design, production and management in a sustainable way to create a harmonious world.
- We will run the company in a low-carbon way by using resources efficiently, saving energy, reducing emission and developing circular economy.

Putting employee well-being front and center and empower them to grow with the company

- We will improve the employee training system, providing diversified career paths for our staff to make the best out of themselves.
- To protect employee rights and interests, we hold various activities, create a warm and inclusive work atmosphere and pay attention to their physical and psychological health.

Social Responsibility

- We will continue to pool together social resources to further eliminate poverty.
- In the pursuit of Country Garden Volunteer Association's goal, we will lay more stress on charitable and voluntary activities.

Appendix I: Honors

Honor	Granting Institution	Time
2018 Top Apartment Brand	2018 China Real Estate Awards Ceremony	Jan, 2019
2018 Most Valuable Real Estate Stock	2018 Jin Gang Gu Annual Awards Ceremony	Jan, 2019
#102 in Brand Finance Global 500 2019	Brand Finance	Jan, 2019
Guangdong Industrial Base of Prefabricated Buildings	Guangdong Housing and Urban-Rural Development Office	Feb, 2019
Annual Excellent Social Responsibility Brand	Guangdong Guangzhou Daily Media	Feb, 2019
#1 in 2019 China Real Estate Top 100	2019 Guandian Annual Meeting	Mar, 2019
BrandZ Top 50 Chinese Brands	WPP & Millward Brown	May, 2019
#129 in Forbes Global 2000	Forbes	May, 2019
One of the Top 100 Leading Companies and Excellent Real Estate Company	Guangdong-Hong Kong-Macao Greater Bay Area FinTech Development Summit Forum and the 7 th Top 100 Hong Kong Awards Ceremony	May, 2019
#177 in Fortune 500	Fortune	Jul, 2019
#1 in 2019 China's Leading Real Estate Companies	EH Consulting	Aug, 2019
#1 in real estate companies with All-Asia Executive Team Most Honored Companies Awards	Institutional Investor	Sep, 2019
Targeted Poverty Alleviation Contribution Awards 2018	China Disabled Persons' Federation	Sep, 2019
China's Digital Transformation Pioneers Top 50	Harvard Business Review	Nov, 2019
China Corporate Social Responsibility Excellence Award	China Philanthropy Times	Nov, 2019
Most Influential Charitable Company and Guangzhou Charitable Organization	2019 Guangdong-Hong Kong-Macao Greater Bay Area Social Influence and Guangzhou Philanthropy Ceremony	Nov, 2019
Outstanding contribution for China's moderate prosperity in 2018	CHINAXIAOKANG.com	Dec, 2019
Top 100 Brands	China Media Group	Dec, 2019
China's Excellent Company 2019	Shanghai United Media Group; jiemian.com	Dec, 2019
Sincere and Kind Company 2019	Shanghai United Media Group; jiemian.com	Dec, 2019
Outstanding Company with Social Responsibility in 2019	LEJU.com	Dec, 2019
The 14 th People's Company with Social Responsibility	People.com.cn	Dec, 2019
Social Responsibility Pioneer 2019	TMTPost	Dec, 2019
Targeted Poverty Alleviation Contribution Awards	Yicai	Dec, 2019

Appendix II: Sustainability KPIs

Environment

KPI		2019	2018	2017
Emission ⁽⁵⁾	NO _x emission (KG)	11,902.71	35,306.16	1,096.9
	SO ₂ emission (KG)	29.96	39.95	1.99
	Particulate Matters (KG)	1,094.26	2,557.55	2,318.42
Greenhouse gas emission	CO ₂ equivalent emission Scope 1 (ton) ⁽⁶⁾	23,638.20	29,656.07	6,084.31
	CO ₂ equivalent emission Scope 2 (ton) ⁽⁷⁾	526,767.27	1,274,326.58	495,418.52
	CO ₂ equivalent emission Scope 1 and 2 (ton)	550,405.47	1,303,982.65	501,502.82
	Carbon dioxide emissions (tons/million)	1.13	-	-
Hazardous Waste ⁽⁸⁾	Waste cartridge (ton)	95.96	673.42	38.46
	Waste cartridge (ton)	21.24	621.04	-
	Waste cartridge (ton)	16.32	602.49	-
	Waste cartridge (ton)	4.97	599.69	-
Harmless Waste	Office waste (ton)	3,414.08	7,981.30	3,103.48
	Kitchen waste (ton)	7,967.99	7,619.84	2,978.35
Resource Use	Office Paper Consumption (ton) ⁽¹⁵⁾	707.39	1,754.70	1,238.91
	Methanol (ton)	175.37	146.15	70.95
	Coal (ton)	20,482.30	573,616.01	-
Energy Consumption and Intensity ⁽⁹⁾	Natural gas (m ³)	7,623,598.15	7,936,576.24	77,463.60
	Petrol (litre)	1,609,176.50	2,390,038.55	135,602.00
	Diesel (liter)	688,912.95	-	-
	LPG (ton)	575.13	1,065.82	1,811.36
	Electricity (KWH)	498,702,187.78	478,731,810.68	278,926,783.36
	Purchased heat (Heating) (GJ) ⁽¹⁰⁾	952,834.43	7,379,921.06	1,716,911.38
	Direct Energy Consumption (GJ)	376,308.65	12,459,515.10	99,298.83
	Indirect Energy Consumption (GJ)	2,747,635.11	9,103,355.58	3,270,351.60
	Total Energy Consumption (GJ) ⁽¹¹⁾	3,123,943.76	21,562,870.68	3,369,650.42
	Energy Intensity (GJ/million YUAN) ⁽¹²⁾	6.43	57.97	15.31

Environment

KPI		2019	2018	2017
Water use and Intensity	Water Usage (m ³)	42,170,258.72	99,394,375.47	20,185,077.06
	Water Intensity (m3/million) ⁽¹³⁾	86.79	267.22	91.68
Packing Material Use	Cardboard box usage (ton) ⁽¹⁴⁾	61.46	-	-
Environment and Natural Resource	Solar power generation (KWH) ⁽¹⁵⁾	9,854,093.00	-	-

2019 Environmental KPI Details:

- (1) Sources of 2019 Environmental KPI data: Country Garden Headquarters, 81 regional offices, 1924 project offices and marketing centers of their subsidiaries, staff canteens of the property development unit, and 16 regional offices, 50 project offices of the hotel unit, and 8 project offices of the commercial management unit.
- (2) Sources of 2018 Environmental KPI data: Country Garden Headquarters, 82 regional offices of property development unit and 1,822 project offices and marketing centers of their subsidiaries, and 16 regional offices of the hotel unit and 56 project offices and operation centers of their subsidiaries.
- (3) Sources of 2017 Environmental KPI data: Country Garden Headquarters, 59 regional offices of the property development unit and 1,026 project offices and marketing centers of their subsidiaries.
- (4) Sources of 2016 Environmental KPI data: 539 property management projects, operation centers and marketing centers.
- (5) Part of the emissions, greenhouse gas emissions and direct energy consumption comes from company vehicles. In 2019, Country Garden strengthened vehicle management and encouraged regional offices to reduce vehicle use and disposed of some company cars. Therefore, emission is lower than in 2018.
- (6) CO₂ equivalent emissions (Scope 1) are based on fuel consumption of HQ, regional offices, project offices and marketing centers, canteens for non-outsourced employees, offices and commercial spaces of other units and company vehicles.
- (7) 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 ledgers. Greenhouse gas emission factors of Chinese mainland power grid refer to the 2017 China Regional Power Grid Base Line Emission Factor issued by National Development and Reform Commission; grid emission factors of Hong Kong Special Administrative Region refer to the Environmental Key Performance Indicators Reporting Guidelines issued by Hong Kong Stock Exchange; emission factors of Australian grid refer to the National Greenhouse Accounts Factors 2017 issued by Australia's National Department of Environment and Energy; US grid emission factors refer to the EGRID Summary Table 2016 issued by United States Environmental Protection Agency; grid emission factors of other countries refer to the CO₂ Emissions from Fuel Combustion issued by the International Energy Agency in 2016.
- (8) Hazardous wastes are mainly produced in the workplace. In 2019, Country Garden promoted green office and garbage sorting to encourage employees to produce less waste. And in 2018, some regional offices and project offices disposed of many old electronics including PC and printers. Therefore, wastes produced in 2019 is significantly fewer than in 2018.
- (9) Sources of energy consumption data include fuel consumption of HQ, regional offices, project offices and marketing centers, canteens for non-outsourced employees, offices and commercial spaces of other units and purchased power and heat. The statistics consists of data in related bills of payment and administrative ledgers. The energy consumption coefficient refers to the conversion factors provided by the International Energy Agency and China's GB2589-2008T Comprehensive Energy Consumption Calculation Principles.
- (10) In 2019, energy consumption for heating is significantly lower than in 2018 because most project offices (heating required) in the north suspended due to the winter break policy and hence the reduced heating bill.
- (11) Total energy consumption = direct energy consumption + indirect energy consumption.
- (12) Energy intensity = total energy consumption ÷ Country Garden's 2019 revenues.
- (13) Water intensity = water consumption ÷ Country Garden's 2019 revenues.
- (14) Cardboard box use is a new indicator for 2019. Cardboard boxes are mainly used for office supplies storage in the workplace.
- (15) Solar power generation is a new indicator for 2019. Source of data is the Forest City project in the real estate unit.

Employment

Number of Employees by gender, employment category, age group and region

Employees		2019		2018		2017	
		Employee (person)	Percentage	Employee (person)	Percentage	Employee (person)	Percentage
Total		101,784	100%	131,387	100%	124,837	100%
Gender	Male	63,082	61.98%	75,099	57.16%	72,841	58.35%
	Female	38,702	38.02%	56,288	42.84%	51,996	41.65%
Age	≤30	56,484	55.49%	68,817	52.38%	68,278	54.67%
	31-40	35,106	34.49%	43,803	33.34%	34,280	27.46%
	41-50	8,191	8.05%	15,446	11.75%	18,414	14.75%
	≥50	2,003	1.97%	3,321	2.53%	3,865	3.10%
Position	Junior staff	80,375	78.96%	109,273	83.17%	108,385	86.82%
	Middle management	20,588	20.23%	21,442	16.32%	15,951	12.78%
	Senior management	821	0.81%	672	0.51%	501	0.40%
Employment Category	Full-time	101,784	100%	131,387	100%	122,805	98.37%
	Intern	0	0	0	0	1,109	0.89%
	Other	0	0	0	0	923	0.74%
Region	Mainland China	99,197	97.46%	129,054	98.22%	122,084	97.80%
	HK and Macao SAR	38	0.04%	41	0.03%	18	0.01%
	Overseas	2,549	2.50%	2,292	1.75%	2,735	2.19%

Turnover Ratio by gender, employment category, age group and region

Employees		2019		2018		2017	
		Employee (person)	Percentage	Employee (person)	Percentage	Employee (person)	Percentage
Number of Employees Resigned		8,503	100.00%	8,705	100.00%	5,375	100.00%
Percentage of Employees Resigned ⁽¹⁶⁾		16.80%		14.5%		13.7%	
Gender	Male	6,074	71.43%	6,170	70.9%	3,862	71.9%
	Female	2,429	28.57%	2,535	29.1%	1,513	28.1%
Age	≤30	4,388	51.60%	4,536	52.1%	2,640	49.1%
	31-40	3,652	42.95%	3,746	43.0%	2,336	43.5%
	41-50	412	4.85%	398	4.6%	340	6.3%
	≥50	51	0.60%	25	0.3%	59	1.1%
Position	Junior staff	6,119	71.96%	6,404	73.5%	3,914	72.8%
	Middle management	2,324	27.33%	2,258	26.0%	1,439	26.8%
	Senior management	60	0.71%	43	0.5%	22	0.4%
Region	Mainland China	7,781	91.51%	8,045	92.4%	4,993	92.9%
	HK and Macao SAR	19	0.22%	16	0.2%	0	0
	Overseas	703	8.27%	644	7.4%	382	7.1%

Employment KPI Details:

(16) Total employee turnover ratio = number of voluntary turnover / (total number of employees at the end of the period + 2019 annual turnover)

Health and Safety

Health and Safety		2019	2018	2017
Number of workers injured or dead on duty	Number of injured workers on duty (person)	10	11	18
	Number of deaths on duty (person)	0	0	0
Number of work day lost due to work-related injuries	Work days lost (day)	1,886.5	-	-

Development and Training

Development and Training		2019	2018	2017
Number of employees trained by gender and category	Number of trainees (1,000 people)	101.42	-	-
Other data	Training satisfaction (score)	97.2	93.5	94.7
	Investment (yuan)	3,633,682.02	-	-

Supply Chain Management

Number of Categorized Suppliers

Supplier Category	2019				2018	
	Material supplier	Engineering supplier	Total number of suppliers (Number)	Percentage	Material supplier	Percentage
Mainland China	6,731	9,369	16,100	83.76%	13,839	84.95%
HK and Macao SAR	33	57	90	0.47%	15	0.09%
Overseas	1,929	1,103	3,032	15.77%	2,437	14.96%
Total	8,693	10,529	19,222	100.00%	16,291	100%

Anti-Corruption

Anti-Corruption		2019	2018
Number of legal cases filed against the Company and its employees regarding corruption during the reporting period	Number of corruption cases filed or closed	0	0
	Number of cases ruled as bribery, extortion, fraud, money laundry, etc	0	0
	Lawsuit- corruption charges against HQ or regional HQ employees (no matter convicted or not)	0	0
	Lawsuit- closed anti-competition charges against HQ or regional HQ employees (no matter convicted or not)	0	0
Anti-corruption training for board members and employees	Number and percentage of board members and senior executives taking anti-corruption training	100%	100%
	Anti-corruption training received (person time)	1. online course: 1 developed, covering all staff 2. in-person training: 23 organized, covering 7,000 people	11,000
	Number and percentage of board members and senior executives taking anti-corruption training	100%	100%
	Number and percentage of employees signing anti-corruption policies	100%	100%
	Number and percentage of board members and senior executives signing anti-corruption policies	100%	100%

Community Investment

Resources Mobilized	2019 Investment (RMB)	
Donations	Guangdong Poverty Alleviation Day	660,000,000.00
	Tsinghua University	229,000,000.00
	HKUST	200,000,000.00
	West Lake Education Fund	50,000,000.00
	Fund for Entrepreneurs Dedicated to Hometown Development	20,000,000.00
	Huiyan Education Fund	10,000,000.00
	COVID-19 Donation	200,000,000.00
Other Community Investment and Charity Investment	62,047,949.21	
Total (RMB)	1,431,047,949.21	
Total (100,000,000 RMB)	14.31	

Appendix III: Policies, Laws and Regulations

ESG Indicator	Laws and Regulations	Internal Policy
<p>Category A1: Emissions</p> <p>Category A2: Use of resources</p> <p>Category A3: Environment and Natural Resources</p>	<p>Environmental Protection Law of the People's Republic of China</p> <p>Water Pollution Prevention and Control Law of the People's Republic of China</p> <p>Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution</p> <p>Law of the People's Republic of China on Prevention and Control of Pollution from Environmental Noise</p> <p>Regulations of the People's Republic of China on the Prevention of Pollution Damage to the Marine Environment by Land-Sourced Pollutants</p> <p>Directory of National Hazardous Wastes</p> <p>Administrative Measures for Hazardous Waste Transfer Forms</p> <p>The Work Plan for Greenhouse Gas Emission Control during the 13th Five-Year Plan Period</p>	<p>Environmental Protection Measures</p> <p>Guidelines on Renewable Applications</p> <p>Measures for Renewable Supplier Entry and Appraisal</p> <p>Management Measures of ESG Internal Committee</p>
Category B1: Employment	<p>Labor Law of the People's Republic of China</p> <p>Contract Law of the People's Republic of China</p> <p>Employment Promotion Law of the People's Republic of China</p> <p>Social Insurance Law of the People's Republic of China</p> <p>Provisions on Minimum Wages</p>	<p>Employee Performance Appraisal Measures</p> <p>Salary Management</p> <p>New Recruit and Redeployment Management</p> <p>Attendance and Personal Leave Management</p> <p>Headhunter Appraisal Measures</p> <p>Employee Handbook</p> <p>Employment Management</p>
Category B2: Health and Safety	<p>Labor Law of the People's Republic of China</p> <p>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</p> <p>Work Safety Law of the People's Republic of China</p> <p>Fire Prevention Law of the People's Republic of China</p> <p>Emergency Response Law of the People's Republic of China</p> <p>Regulations on the Safety Administration of Dangerous Chemicals</p>	<p>Production Safety Measures and Operating Instruction</p> <p>Construction Site Safety Measures</p> <p>Construction Security Incident Emergency Mechanism</p>

ESG Indicator	Laws and Regulations	Internal Policy
Category B2: Health and Safety	<p>Report on Production Safety Accident and Regulations of Investigation and Treatment</p> <p>Interim Provisions on the Investigation and Control of Safety Accidents</p> <p>Regulation on Work-Related Injury Insurance</p> <p>Provisions on the Supervision and Administration of Occupational Health at Work Sites</p> <p>The Administrative Regulations on the Work Safety of Construction Projects</p> <p>Occupational Disease Classification and Catalogue</p>	
Category B3: Development and Training	--	Employee Handbook
Category B4: Labor Standards	<p>Labor Law of the People's Republic of China</p> <p>Provisions on the Prohibition of Using Child Labor</p> <p>Law of the People's Republic of China on the Protection of Minors</p>	<p>Commitment on the payment of wages for migrant workers in full and on time</p> <p>Employee Handbook</p> <p>New Recruit and Redeployment Management</p> <p>Labor Relation Management</p> <p>Attendance and Personal Leave Management</p> <p>Salary Management</p>
Category B5: Supply Chain Management	The Bidding Law of the People's Republic of China	<p>Notice on General Contractor Selection</p> <p>Project Bidding Contract Management Measures</p> <p>Project Supplier Evaluation Measures</p> <p>Constructor Post-Evaluation System</p> <p>General Contractor Management Measures</p> <p>Supplier Integrity Agreement</p> <p>Entry Threshold for Material Suppliers</p> <p>Notice on the Country Garden Supplier Short-listing Conditions and Standard Recommendation Process</p> <p>Supplier Management Process</p> <p>Supplier Post-Evaluation System</p> <p>Supplier Penalty Measures</p> <p>Sourcing Center's Internal Regulations on Interactions with Suppliers</p> <p>Marketing and Packaging Supplier Post-Evaluation Handbook</p> <p>Notice on the Implementation of the Post-Marketing Ma-</p>

ESG Indicator

Laws and Regulations

Internal Policy

ESG Indicator	Laws and Regulations	Internal Policy
<p>Category B5: Supply Chain Management</p>		<p>terial Evaluation Plan</p> <p>Notice on the Implementation of the 2018 Supplier Evaluation</p> <p>Notification Letter on Strengthening the Quality Control of Materials</p> <p>Regulations for Suspending or Canceling Supplier Qualifications and Supplier Recommendation</p> <p>Supplier Integrity Requirements</p> <p>Renewable Energy Supplier Registration and Appraisal Regulations</p>
<p>Category B6: Product Responsibilities</p>	<p>Securities Law of the People's Republic of China</p> <p>Anti-Unfair Competition Law of the People's Republic of China</p> <p>Interim Provisions on Banning Commercial Bribery</p> <p>Anti-Monopoly Law of the People's Republic of China</p> <p>Law of the People's Republic of China on the Protection of Consumer Rights and Interests</p> <p>Cybersecurity Law of the People's Republic of China</p> <p>Patent Law of the People's Republic of China</p> <p>Copyright Law of the People's Republic of China</p> <p>Regulation on Computers Software Protection</p> <p>Advertising Law of the People's Republic of China</p> <p>Trademark Law of the People's Republic of China</p> <p>Product Quality Law of the People's Republic of China</p> <p>Urban Real Estate Administration Law of the People's Republic of China</p> <p>Construction Law of the People's Republic of China</p> <p>Regulation on the Quality Management of Construction Projects</p> <p>Regulation on the Administration of Development and Operation of Urban Real Estate</p> <p>Code for Fire Protection Design of Building GB50016-2014</p> <p>Guiding Opinions of the General Office of the State Council on Vigorously Developing Prefabricated Buildings</p> <p>Standard for Assessment of Prefabricated Building GB/T51129-2017</p>	<p>Notice on Avoiding Unmatched Products and Eliminating Large-scale Complaints</p> <p>Reaffirmation of the Implementation of the Pre-sale Policy in Strict Accordance with State Regulations</p> <p>Guidelines for the Revision of the Public Letter on Integrity of the Sales Center</p> <p>Guidelines on Sand Table Display of Domestic Property Project</p> <p>Brand Promotion Regulations</p> <p>Project Safety Measures</p> <p>Manual for Safe and Civilized Operation Measures</p> <p>Pre-sale Customer Risk Screening Guidelines</p> <p>Pre-sale Customer Risk Screening Form</p> <p>Customer Complaint Handling Guidelines</p> <p>Project Quality Management Handbook</p> <p>Intellectual Property Right Handbook</p> <p>Intellectual Property Right Management Procedure</p> <p>Intellectual Property Right Protection Procedure</p> <p>Intellectual Property Right Reward Management Measures</p> <p>Country Garden Work Safety Management System</p> <p>Handbook for Safe and Civilized Operation Measures of Country Garden</p> <p>Operational Risk Management Measures</p> <p>Country Garden Information Security Management Measures</p>

ESG Indicator

Laws and Regulations

Internal Policy

Category B6: Product Responsibilities	<p>Regulation on Realty Management</p> <p>Standard for Acceptance of Construction Quality of Steel Structures GB50205-2001</p> <p>Code for Design of Store Building JGJ48-2014</p> <p>Standard for Urban Residential Area Planning and Design GB50180-93 (2016 Version)</p>	<p>Guidelines on Customer Data Platform and Smart Information Masking and Outbound Platform</p>
Category B7: Anticorruption	<p>Company Law of the People's Republic of China</p> <p>Anti-Money Laundering Law of the People's Republic of China</p> <p>Anti-Unfair Competition Law of the People's Republic of China</p> <p>Interim Provisions on Banning Commercial Bribery</p>	<p>Country Garden Employee Code</p> <p>Regulation on Management of Conflict of Interests of Employees</p> <p>Regulation on Management of Employee On-Duty Behavior</p> <p>Measures for Pursuing Responsibilities for Violations of Regulations and Discipline by Group Employees</p> <p>Country Garden Supplier Integrity Instruction</p> <p>Country Garden Integrity Agreement</p>

Appendix IV: Index of HKEX ESG Reporting Guide

ESG Indicators		Chapter	note
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	8.1 Environment Management (63)	
A1.1	The types of emissions and respective emissions data	Appendix II: Sustainability KPIs	
A1.2	Greenhouse gas emissions in total and, where appropriate intensity	Appendix II: Sustainability KPIs	
A1.3	Total hazardous waste produced and, where appropriate, intensity	Appendix II: Sustainability KPIs	
A1.4	Total non-hazardous waste produced and, where appropriate, intensity	Appendix II: Sustainability KPIs	
A1.5	Description of measures to mitigate emissions and results achieved	8.4 Green Operation (71-74)	
A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved	8.4 Green Operation (71-74)	
A2 General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials	8.2.4 Sustainable Development Building Strategy (68-69)	
A2.1	Direct and/or indirect energy consumption by type and intensity	Appendix II: Sustainability KPIs	
A2.2	Water consumption in total and intensity	Appendix II: Sustainability KPIs	
A2.3	Description of energy use efficiency initiatives and results achieved	8.5 Green Office (74-75)	
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved	8.4 Green Operation (71-74)	
A2.5	Total packaging material used for finished products and, if applicable, with reference to per unit produced	Appendix II: Sustainability KPIs	
A3 General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources	8.7 Biodiversity Protection (76)	
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	8.7 Biodiversity Protection (76) Appendix II: Sustainability KPIs	

ESG Indicators		Chapter	note
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	9.1 We put equal emphasis on talent and character (81-83)	
B1.1	Total workforce by gender, employment type, age group and geographical region	Appendix II: Sustainability KPIs	
B1.2	Employee turnover rate by gender, age group and geographical region	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	9.2.2 Occupational Health and Safety (84-85)	
B2.1	Number and rate of work-related fatalities	Appendix II: Sustainability KPIs	
B2.2	Lost days due to work injury	Appendix II: Sustainability KPIs	
B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored	9.2.2 Occupational Health and Safety (84-85)	
B3 General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	9.3 Talent Cultivation (86-89)	
B3.1	The percentage of employees trained by gender and employee category	Not applicable	All Country Garden employees have undergone regular training. We disclosed person times figure to demonstrate our efforts in this area. Going forward, we will continue to improve and specify training figures to meet disclosure requirements.
B3.2	The average training hours completed per employee by gender and employee category	Not applicable	
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	9.1 We put equal emphasis on talent and character (81-83)	During the reporting period, no case of child labor and forced labor has been reported and we have taken multiple measures to prevent such practice from happening.
B4.1	Description of measures to review employment practices to avoid child and forced labour	Not applicable	
B4.2	Description of steps taken to eliminate such practices when discovered	Not applicable	

ESG Indicators		Chapter	note
B5 General Disclosure	Policies on managing environmental and social risks of the supply chain	7.4.2 Supply Chain Responsibility (54-56)	
B5.1	Number of suppliers by geographical region	Appendix II: Sustainability KPIs	
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	7.4.2 Supply Chain Responsibility (54-56)	
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	7.3.1 Responsible Marketing (49)	
B6.1	Percentage of total products sold or shipped subjects to recalls for safety and health reasons	Not applicable	Not applicable, for there were no recall of products and services that had great impact on the Group's operation.
B6.2	Number of products and service related complaints received and how they are dealt with	7.3.2 Customer Satisfaction (50-51)	
B6.3	Description of practices relating to observing and protecting intellectual property rights	6.2.5 IPR Protection (19-20)	
B6.4	Description of quality assurance process and recall procedures	Not applicable	Product recall is not relevant to Country's operation. During the reporting period, no product recall has occurred due to poor house quality.
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored	7.3.3 Protecting of Customers' Rights and Interests (51)	
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	6.2.4 Ethics (17-18)	
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	Appendix II: Sustainability KPIs	
B7.2	Description of preventive measures and whistleblowing procedures, how they are implemented and monitored	6.2.4 Ethics (17-18)	
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	10. Giving Back to Society (93-94)	
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sports)	10. Giving Back to Society (93-94)	
B8.2	Resources contributed (e.g. money or time) to the focus area	Appendix II: Sustainability KPIs	

Appendix V: GRI Standards Index—Core Option

GRI Standards	Details	Reference	note
General Disclosures			
Organizational profile			
102-1	Name of the organization	1. About the Report	
102-2	Activities, brands, products, and services	2. What Is Country Garden	
102-3	Location of headquarters	Not applicable	
102-4	Location of operations	Not applicable	
102-5	Ownership and legal form	Not applicable	
102-6	Markets served	2. What Is Country Garden	
102-7	Scale of the organization	2. What Is Country Garden	
102-8	Information on employees and other workers	Appendix II: Sustainability KPIs	
102-9	Supply chain	7.4.2 Supply Chain Responsibility	
102-10	Significant changes to the organization and its supply chain	Not applicable	
102-11	Precaution Principle or approach	2. What Is Country Garden	
102-12	External initiatives	Not applicable	
102-13	Membership of associations	Not applicable	
Strategy and analysis			
102-14	Statement from senior decision-maker	2019 Annual Message	
Ethics and integrity			
102-16	Values, principles, standards, and norms of behavior	2. What Is Country Garden	
Governance			
102-18	Governance structure	6.2.2 Responsibilities of the Board	
Stakeholder engagement			
102-40	List of stakeholder groups	6.3.4 Stakeholder Communication	
102-41	Collective bargaining agreements	Not applicable	

GRI Standards	Details	Reference	note
Stakeholder engagement			
102-42	Identifying and selecting stakeholders	6.3.4 Stakeholder Communication	
102-43	Approach to stakeholder engagement	6.3.4 Stakeholder Communication	
102-44	Key topics and concerns raised	6.3.4 Stakeholder Communication	
Reporting practice			
102-45	Entities included in the consolidated financial statements	Not applicable	
102-46	Defining report content and topic Boundaries	1. About the Report	
102-47	List of material topics	6.3.5 Strategic Management of Important Issues	
102-48	Restatements of information	1. About the Report	
102-50	Changes in reporting	1. About the Report	
102-50	Reporting period	1. About the Report	
102-51	Date of most recent report	Not applicable	
102-52	Reporting cycle	1. About the Report	
102-53	Contact point for questions regarding the report	1. About the Report	
102-54	Claims of reporting in accordance with the GRI Standards	1. About the Report	
102-55	GRI content index	Appendix V : GRI Standards Index—Core Option	
102-56	External assuranceClaims of reporting in accordance with the GRI Standards	Not applicable	
Management Approach			
103-1	Explanation of the material topic and its Boundary	6.3.5 Strategic Management of Important Issues	
103-2	The management approach and its components	6.2 Corporate Governance	
103-3	Evaluation of the management approach	6.2 Corporate Governance	
Economic Standards			
Economic Performance			
Management approach disclosures		2. What is Country Garden	
201-1	Direct economic value generated and distributed	2. What is Country Garden	

GRI Standards	Details	Reference	note
202-2	Proportion of senior management hired from the local community		
Economic Performance			
Management approach disclosures		10. Giving Back to Society	
203-1	Infrastructure indirect economic impacts	10. Giving Back to Society	
Procurement Practices			
Management approach disclosures			
204-1	Proportion of spending on local suppliers	7.4.2 Supply Chain Responsibility	
Anti-corruption			
Management approach disclosures			
205-3	Confirmed incidents of corruption and actions taken	Not applicable	
Anti-competitive Behavior			
Management approach disclosures			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not applicable	
Environmental Standards			
Energy			
Management approach disclosures		Appendix II: Sustainability KPIs	
302-1	Energy consumption within the organization	Appendix II: Sustainability KPIs	
302-3	Energy intensity	8.4 Green Operation	
G4-CRE3	Building energy intensity	Not applicable	
Water			
Management approach disclosures			
303-1	Interactions with water as a shared resource	Appendix II: Sustainability KPIs	
G4-CRE2	Building water intensity	Not applicable	

GRI Standards	Details	Reference	note
Emissions			
Management approach disclosures		Appendix II: Sustainability KPIs	
305-1	Direct (Scope 1) GHG emissions	Appendix II: Sustainability KPIs	
305-2	Energy indirect (Scope 2) GHG emissions	Appendix II: Sustainability KPIs	
G4-CRE3	Greenhouse gas emissions intensity from buildings	Not applicable	
Waste			
Management approach disclosures			
306-2	Management of significant waste-related impacts	Appendix II: Sustainability KPIs	
Environmental Compliance			
307-1	Non-compliance with environmental laws and regulations	Not applicable	No major violations of environmental laws and regulations during the reporting period
Land Degradation, Contamination and Remediation			
G4-CRE5	Land remediated and in need of remediation for the existing or intended land use, according to applicable legal designations	Not applicable	
Social Standards			
Employment			
Management approach disclosures		Appendix II: Sustainability KPIs	
401-1	New employee hires and employee turnover	Appendix II: Sustainability KPIs	
Occupational Health and Safety			
Management approach disclosures		Appendix II: Sustainability KPIs	
403-2	Hazard identification, risk assessment, and incident investigation	Appendix II: Sustainability KPIs	
Training and Education			
Management approach disclosures		Appendix II: Sustainability KPIs	
404-1	Average hours of training per year per employee	Appendix II: Sustainability KPIs	

GRI Standards	Details	Reference	note
Diversity and Equal Opportunity			
Management approach disclosures		9.1.2 Harmony and Diversification	
405-1	Diversity of governance bodies and employees	9.1.2 Harmony and Diversification	
Local Communities			
Management approach disclosures		10. Giving Back to Society	
413-1	Operations with local community engagement, impact assessments, and development programs	10. Giving Back to Society	
Customer Health and Safety			
Management approach disclosures		7.3 Dedicated Service	
413-1	Incidents of non-compliance concerning the health and safety impacts of products and services	Not applicable	No such incidents during the reporting period
Customer Privacy			
Management approach disclosures		7.3.3 Protecting of Customers' Rights and Interests	
419-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not applicable	No such complaints during the reporting period
Appeal System			
Management approach disclosures			
Laws and Regulation Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	Not applicable	It is the basis principle of our employees and suppliers to comply with laws and regulations and there is no such violations during the reporting period.
Product and Service Labeling			
G4-CRE8	Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment	8.2.2 Sustainable Development Building Certification	

Appendix VI: 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:

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>

