

2021 SUSTAINABILITY REPORT COUNTRY GARDEN HOLDINGS COMPANY LIMITED

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 2007



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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 13th Sustainability Report (hereinafter referred to 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 1 to December 31, 2021; however, some events occur earlier or end later than this period. The report discloses the main 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 property development and hotel operations.

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 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.

REPORTING PROCESS

The preparation of this report follows the above standards, including steps of peer benchmarking, business interview, field investigation, stakeholder communication, information collection, information verification, 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 electronic format. 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.hk to download the electronic version of this report.



STATEMENT OF THE BOARD OF DIRECTORS

The Board of Directors of Country Garden attaches great importance to our sustainable development. We have put in place an effective environmental, social and governance structure as per the requirements of the ESG Reporting Guide, enhancing the oversight and participation of the Board in the Group's environmental, social and governance matters.

ESG GOVERNANCE

The Board of Directors is responsible for formulating the strategies and approaches at the Group's ESG level, while incorporating ESG factors into the decision-making process. The Group established the ESG Committee in May 2020, consisting of three executive directors and three independent non-executive directors. The terms of reference of the committee is defined in writing. An ESG Working Committee, set up under the ESG Committee, is chaired by the Group's President, who is responsible for its overall affairs. The ESG Committee is responsible for formulating and reviewing the Group's ESG responsibilities, vision, strategies, frameworks, principles and policies; enhancing the importance assessment and reporting process; reviewing key environmental, social and governance trends as well as related risks and opportunities; monitoring and reviewing the work of the Group's ESG Working Committee and evaluating the Group's sustainable development performance, and reporting to the Board of Directors.

ESG RISK MANAGEMENT

Country Garden pays close attention to the potential impact and related risks of ESG matters on the company. We conduct materiality assessment of ESG issues through stakeholder surveys, expert assessment, board discussion, etc., taking into account factors such as regulatory requirements, macro policies, and industrial ESG-related risks. Highly concerning about the ranking of the materiality of ESG issues, the Board has participated in the materiality assessment of the Group's ESG issues in 2021, and has approved and approved the analysis results of this year's material issues.

ESG TARGET MANAGEMENT

Country Garden has set environmental performance-related targets as per the requirements of the ESG Reporting Guide. The Board has reviewed and discussed the setting of such targets, and will continue to monitor and review progress towards the targets.

WHAT IS COUNTRY GARDEN?

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

WE ARE COMMITTED TO ROBOTICS INDUSTRY

Technology is advancing from day to day. In fact, the age of robots is already here. Country Garden is committed to scientific innovation. Our team attracts talents and draws upon their wisdom and strength. Today, we have over 200 thousand employees, including more than 1,000 PhDs. Their combined brainpower channels the power of science to craft better lives for all and to make China a more technologically advanced country.

We established Bright Dream Robotics to develop smart construction systems, built around construction robots, new prefabrication systems, and BIM. Bright Dream Robotics is working to achieve the perfect marriage of safety, quality, speed, environmental friendliness and technology, and is leading a revolution in the construction sector. Meanwhile, Bright Dream Robotics is also developing, manufacturing, and operating robots for catering, healthcare, agriculture, and home services.

We set up Qianxi Robotics to build the world's most advanced robot restaurant. This is how we can offer our community food that is tasty, safe, nutritious, healthy, and reasonably priced and provide an entirely new dining experience to the consumers.

WE BUILD GOOD HOUSING AND GOOD COMMUNITIES

Country Garden is committed to supporting China's new urbanization process. We bring true craft and care to the task of making homes that are safe, healthy, attractive, economical, practical, and long-lasting. We provide good and beautifully decorated homes, friendly green spaces for quality of life, comprehensive local amenities, and thoughtful resident services. We have brought modern living to over 1,400 towns around China, and more than 4.5 million people have chosen to make their

homes in a Country Garden property. We are proud to have made an important contribution to the urbanization and modernization of our country.

WE ARE ACTIVE SUPPORTERS OF MODERN AGRICULTURE AND RURAL REVITALIZATION

We established Country Garden Agriculture to apply cutting-edge unmanned equipment to advance Chinese agriculture. It will help raise productivity and improve crop yields and quality. It is our contribution to the problem of feeding the world.

We also set up Bi You Xuan, a company that helps farmers set up planting and breeding bases with direct commercial links to urban markets. It delivers a wide range of safe, tasty, reasonably priced products straight from the fields to where urban shoppers live: services bringing a better life for every Chinese family.

MAKE THE WORLD A BETTER PLACE FOR HAVING US IN IT

Targeted poverty alleviation programs and rural revitalization are key parts of our business. Since the establishment of our business, Country Garden and its founder have donated over RMB10 billion to charitable causes. We are actively engaged in targeted poverty alleviation and rural revitalization projects in 57 counties across 16 different provinces. These programs have helped lift 490,000 people out of poverty. Going forward, we will consolidate the progress in poverty alleviation and make our contribution to rural rejuvenation.

As a Hang Seng Index constituent company listed in Hong Kong since 2007 and a Fortune 500 company, Country Garden's annual tax payment exceeds RMB60 billion. Adhering to ethics, corporate social responsibility, and transparency, Country Garden will be making unremitting efforts for human progress going forward.

2021 ANNUAL MESSAGE

2021 was an extraordinary year. In the year, people across the country were concerned with multiple waves of COVID-19 and frequent extreme weather. The national real estate industry also witnessed a year full of events, as the industry was facing a headwind after a period of booming. Country Garden tackled challenges head-on and delivered remarkable performance. Country Garden ranked third in the 2021 Hurun China Private Companies SDG Readiness 100 and secured the 139th place in the 2021 Fortune Global 500 list, achieving five consecutive years of growth.

Attaching great importance to sustainable development, we implement sustainable development actions throughout the entire value chain in an effort to maintain and enhance long-term economic, ecological and social capital. Adhering to our vision of being "good to people and good to society", we are committed to building good housing and good communities, deeply involved in social responsibility activities.

● FORGING AHEAD WITH DETERMINATION

In 2021, we adhered to the principle of "housing are for living, not for speculation", serving China's urbanization process and making sustained efforts to expand in the third-, fourth-, fifth- and sixth-tier cities. Making steady progress and insisting on high-quality development, we have adopted "elevating overall competitiveness" as the theme of our corporate management for three consecutive years. We put the customer at the center, launching the "Solid Foundation Initiative" to improve our product quality. We provide training on a regular basis, focus on the efficiency improvement, cost reduction, product quality, marketing capability, service betterment and technological advancement, and comprehensively improve the competitiveness of all departments. We are committed to creating high-quality products and providing customers with high-quality services.

● REACHING NEW HEIGHTS WITH PERSEVERANCE

In 2021 we made unswerving efforts in our transformation journey to become a diversified high-tech firm and spared no efforts to overcome technical challenges, contributing to China's carbon neutrality objective by developing our emerging high-tech business. The products of Bright Dream Robotics are put into use, promoting the continuous improvement of the intelligent manufacturing system. A lot of breakthroughs have been made in the unmanned agricultural machinery independently developed by Country Garden Agriculture, ready to enter overseas market. We continued to inject capital into the carbon neutral industry in an effort to cultivate leading tech firms in this industry. We firmly believe that technological advancement will boost our key business, helping us embrace high-quality development.

● REMAINING TRUE TO OUR FOUNDING PRINCIPLE

While consolidating the progress in poverty alleviation, this year we continued to forge ahead in the new journey of rural revitalization. We focus on the development of industry, talent, ecology, culture and organization to help realize rural modernization. Since the establishment of the Group, we have donated over RMB10 billion to charity cause and helped lift more than 490,000 people out of poverty. Remaining true to our founding principle and original mission of "making the world a better place for having us in it", we contribute to the promotion of common prosperity.

● PRESSING AHEAD WITHOUT FAINT OF HEART

2022 marks the 30th anniversary of Country Garden's founding. Full of energy and confidence, we will join hands with all stakeholders to press ahead and fulfill our social responsibilities, striving to serve as a diversified technology company that creates a happy life for the world towards green and sustainable development.

RESPONSIBILITY: ACTIVELY RESPONDING TO CARBON NEUTRALITY

Currently the world is in an important historical period of transition from high carbon development to low carbon or even net zero carbon development, and China is speeding up its carbon peak and carbon neutrality strategy. In the post-COVID era, as efforts are made to promote green economic recovery, the value chain restructuring of many industries, including prop-

erty development, energy and high tech will accelerate so as to realize green and sustainable high-quality economic development. Country Garden is unwaveringly committed to promoting sustainable development, contributing to the realization of the carbon peak and carbon neutrality objective through practices such as green intelligent manufacturing and green investment.

CONTRIBUTING TO CARBON NEUTRALITY WITH ADVANCED TECHNOLOGY: EMBRACING GREEN TECHNOLOGY

GREEN TECHNOLOGY EMPOWERS THE TRANSFORMATION AND UPGRADING OF THE CONSTRUCTION SECTOR

As the construction sector is one of the main sources of carbon emissions, its transformation and upgrading towards green development is crucial to the realization of China's carbon peak and carbon neutrality objectives. Actively exploring the path of the industry's high-quality sustainable development, Country Garden facilitates the industry's green transformation and upgrading through technological and model innovation, realizing lean construction that incorporates multiple factors including efficiency, quality, safety, environmental protection and cost. Our efforts play a positive role in the exploration of "carbon neutrality" of the industry.

Thanks to our high-quality and stable construction as well as digital and intelligent construction site management, Country Garden has improved operational efficiency, greatly reduced rework rate, reduced the waste of building materials, and effectively lowered carbon and pollutant emissions from the construction sector. As one of the effective solutions to low efficiency, high pollution and high energy consumption of the construction sector, intelligent construction meets the needs

of the current era for transformation and upgrading of the construction sector and manufacturing industry. It provides an important measure to promote high-quality development of the construction sector.

Bright Dream Robotics (hereinafter referred to as "Bright Dream") is committed to the R&D, production and application of construction robots, BIM digitization, new building industrialization, etc., creating and applying new construction organizing modes. Through technological and model innovation, we explore new paths for high-quality sustainable development in the industry, contributing to the transformation and upgrading of the construction sector. We have produced 12 product lines of construction robots, including concrete construction, concrete finishing, brick laying and plastering, and interior wall decoration.

KEY PERFORMANCE



As of the end of 2021, Country Garden had been working on the development of nearly **50** types of robots, with **18** types of construction robots having been put into commercial application and available for lease and sales, serving more than **350** projects in **25** provinces (municipalities and autonomous regions). We delivered over **730** robots, which have been used in a total construction area of over **7** million square meters.

CASE: INDOOR SPRAYING ROBOT PROVIDES INTELLIGENT HIGH-QUALITY SPRAYING



In 2021, Bright Dream used the intelligent parameter adjustment technology for spraying robot for the first time in the world. Intelligent prediction of parameters was applied based on the on-site environment and big data to adjust the spraying parameters and deliver optimal spraying quality. The spraying robot is highly efficient, as its efficiency of spraying latex paint is about 4 times that of manual roller coating, and the automatic spraying of latex paint can cover more than 95%.

In October 2021, Bright Dream's indoor spraying robot conducted a latex paint spraying operation for a prototype room in Foshan. Our indoor spraying robot is found to deliver uniform color and gloss, producing no waste or repetitive spraying. It can provide outstanding operation quality and reduce resource consumption.

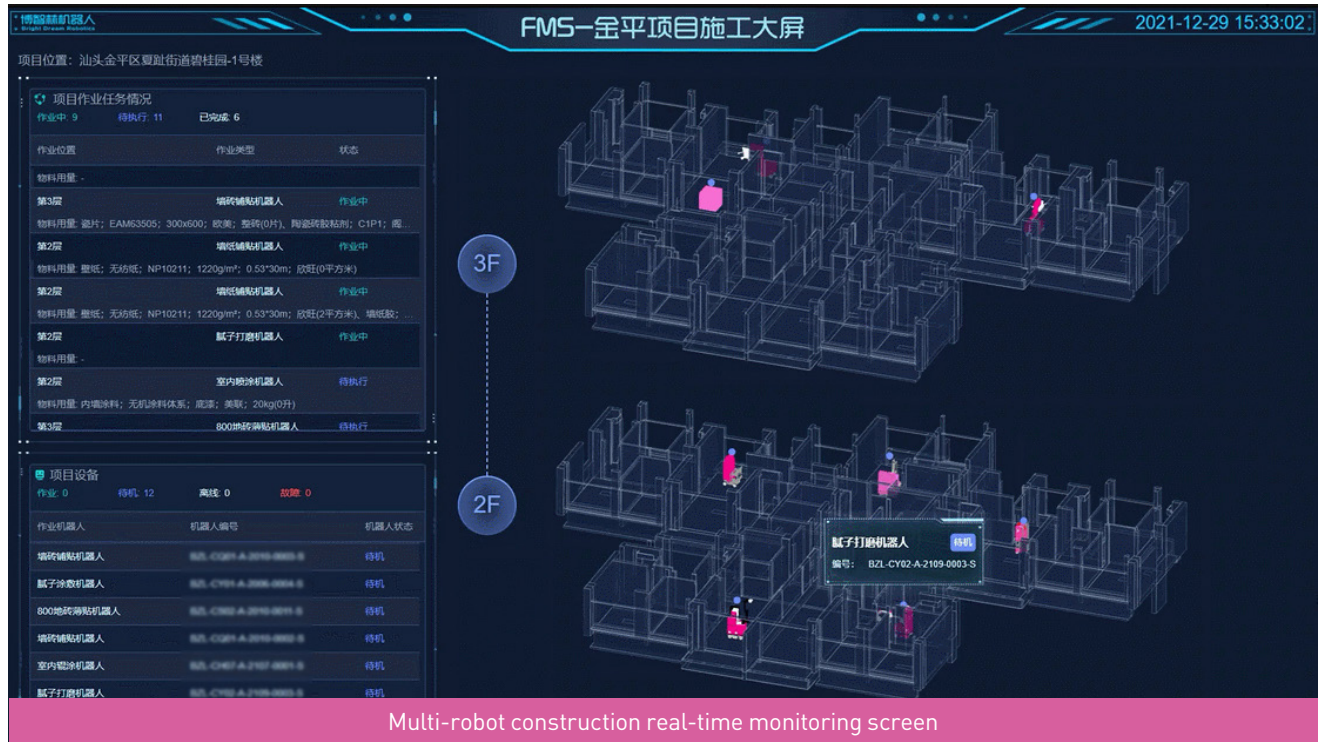


Country Garden's indoor spraying robot in operation

CASE: COMPLETING "BIM+FMS+WMS+CONSTRUCTION ROBOT" MULTI-ROBOT CONSTRUCTION SYSTEM FOR THE FIRST TIME

On December 30, 2021, Bright Dream completed the acceptance of the "BIM+FMS+WMS+Construction Robot" multi-robot construction system for the first time in Shantou, marking a new stage of multi-robot collaborative and systematic application for Bright Dream Robotics. The significant progress has been made again in exploring new paths for high-quality and intelligent construction, becoming the first in China's and even the world's construction sector. It is a benchmark in the sector. The multi-robot construction system integrates

the formerly independent single-robot equipment, delivering the end-to-end intelligent construction ecological practice in the interior decoration stage for the first time and basically putting in place a full closed construction cycle. It greatly improves the construction efficiency and makes the construction process safer and more environmentally friendly. It is an important case of our contribution to the carbon neutrality objective through developing and using advanced technology.



CONTRIBUTING TO CARBON NEUTRALITY WITH VENTURE CAPITAL: EXPANDING GREEN BUSINESS

As the Chinese government put forward the carbon peak and carbon neutrality objectives, the domestic industrial structure, energy structure and economic development mode is becoming more and more urgent. The scale of investment demand in the climate field will continue to expand, and there will be a large financing gap. Achieving the goal of carbon peaking and carbon neutrality is inseparable from the strong support of social capital, and emerging technologies and industries related to carbon neutrality need venture capital to cultivate and develop.

Country Garden Ventures is an equity investment division established by Country Garden in 2019. Guided by the strategy of "industrial empowerment and joint creation of value", we consider the concept of green and sustainable development an

important guarantee for our long-term development. Through forward-looking industrial research, we make sustained efforts to increase investment in such areas as new energy and green and low-carbon technologies.

In 2021, Country Garden Ventures made a lot of progress in the carbon neutrality efforts, acquiring projects such as SVOLT Energy, Morion Nanotech, and UtmoLight Technology. It was also listed in the "Top 10 Carbon Neutrality Investment Institutions" of the year by lieyunwang.com . Going forward, we will continue to actively promote the cultivation and development of green and low-carbon industries, contributing to the realization of China's carbon peak and carbon neutrality objectives.

COUNTRY GARDEN VENTURES' KEY INVESTMENTS RELEVANT TO CARBON NEUTRALITY (CASE)				
Investing in	Total amount of this round of financing	Financing stage	Key strengths	Mode of investment
SVOLT Energy	RMB10.28 billion	B	As a high-tech enterprise in the global power battery industry, its unique high-speed lamination process, high-safety cobalt-free battery, long-life solid-state battery, and automotive-component-grade AI intelligent manufacturing stand at the forefront of the world.	Co-investor
UtmoLight technology	RMB220 million	Pre-A	As the world's leading perovskite industrialization technology development firm, it represents the direction of perovskite technology, enjoys energy efficiency and cost advantages, and has huge potential for further development.	Lead-investor

TABLE: COUNTRY GARDEN VENTURES' KEY INVESTMENTS RELEVANT TO CARBON NEUTRALITY (CASE)

Investing in	Total amount of this round of financing	Financing stage	Key strengths	Mode of investment
Morion Nanotech	RMB Tens of millions	/	It is the first enterprise to realize the mass production of graphene thermal conductive film in the whole chain of graphene oxide. It is actively working on the industrial application of graphene in enhanced composite materials, biomedicine, new energy, etc.	Sole investor
Bluepha	RMB430 million (B2)	B2, B3	It is engaged in molecular and material innovation based on synthetic biotechnology, realizing mass production of biodegradable material PHA.	Lead-investor in B2, co-investor in B3

CASE: CONTRIBUTING TO ENERGY INNOVATION IN THE CARBON NEUTRALITY ERA - CO-INVESTOR IN SVOLT

ENERGY, A NEW ENERGY LEADING ENTERPRISE

On July 30, 2021, SVOLT Energy completed the B-round of financing with a total amount of RMB10.28 billion. Country Garden Ventures is a co-investor.

SVOLT Energy is a high-tech enterprise in the global power battery industry. It has established seven R&D centers in Japan, South Korea, the United States, India, Wuxi, Baoding, and Shanghai respectively. It has applied for more than 2,400 patents, including 800 patents for invention, 50 PCT international patents.

Dai Yongbo, the managing partner of Country Garden Ventures, said: "Country Garden Ventures is looking forward to being part of the transformation, evolution and rapid development of the new energy era together with leading and innovative companies in the new energy industry, contributing to the realization of carbon neutrality and carbon peak in the industrial chain with our industrial capital."



SVOLT Energy's B-round financing transaction ceremony

In addition to the new energy and new material industries, Country Garden Ventures is actively working on the green property development chain. We integrate high-quality resources from the upstream and downstream of the industrial chain to improve the greenness of the entire life cycle of buildings.

CASE: GREEN PROPERTY INDUSTRIAL CHAIN – CO-INVESTOR IN WANHUA HEXIANG BOARD INDUSTRY CO., LTD.

In November 2021, Baobi Fund, established by Country Garden Ventures and other institutions, became the lead investor in Wanhua Hexiang Board Industry Co., Ltd. Using natural straw instead of wood, the company used about 2 million tons of straw residues in the past five years, saving a lot of wood. What's more, the company's board is made of polyurethane ecological glue, which is truly formaldehyde-free.

Wanhua plans to build 20 industrial clusters across the country in the coming 3-5 years. Each industrial cluster is constructed in the mode of "Zero-aldehyde Smart Home

Industrial Park", integrating four building systems, namely, "formaldehyde-free chipboard", "plate furnishing", "intelligent furniture" and "green industrialized home furnishing". Niu Ruolei, the managing partner of Country Garden Ventures, said: "With investment in research and development, Wanhua's use of agricultural residues have not only controlled costs, but also met the requirements of green, sustainable and healthy development. We look forward to working with the team of Wanhua to contribute to the early realization of the carbon peak and carbon neutrality objectives."



Formaldehyde-free wood-based panel

Scan the QR for more information:



COUNTRY GARDEN IN STATISTICS

BUSINESS

Contracted sales attributable to shareholders (RMB)

RMB **558.00** billion

Contracted sales attributable to shareholders (sq.m)

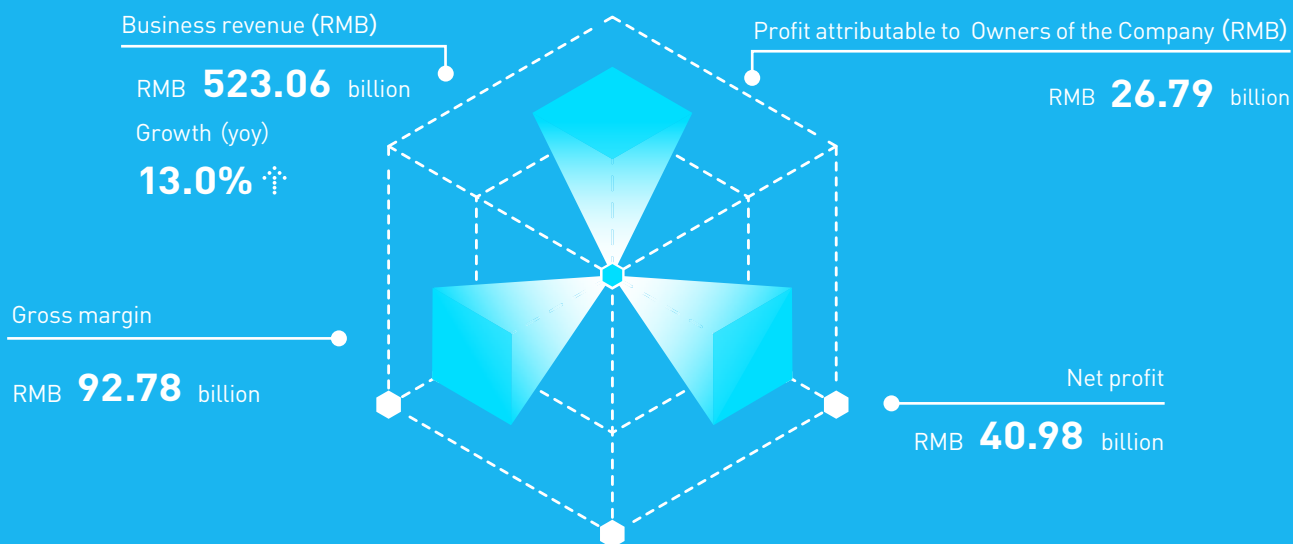
66.41 million square meters

Projects' geographic coverage in the mainland of China

1,425 countries and towns **299** cities

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

FINANCE



SOCIETY



NUMBER OF EMPLOYEES **100,705**

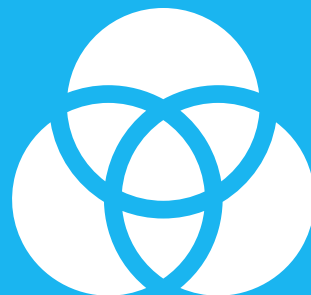
NUMBER OF SUPPLIERS **21,811**

R&D INVESTMENT RMB **3.308** BILLION

TOTAL NUMBER OF PATENTS AUTHORIZED **2,600**

SAFETY TRAINING COVERAGE **100%**

CUMULATIVE DONATIONS OVER RMB **10** BILLION



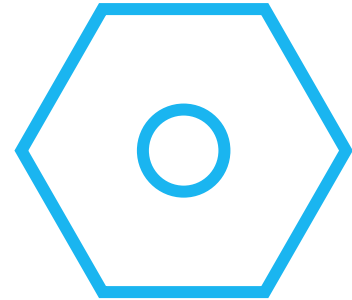
ENVIRONMENT

NUMBER OF GREEN BUILDING IN 2021

61

AREA OF GREEN BUILDING CONSTRUCTED IN 2021

9.15 MILLION SQUARE METERS



NUMBER OF NEW LEED PRE-CERTIFIED STANDARD CONSTRUCTION PROJECTS

1

AREA OF NEW LEED PRE-CERTIFIED STANDARD CONSTRUCTION PROJECTS

39,454 SQUARE METERS

NUMBER OF SPONGE CITY PROJECTS CONSTRUCTED IN 2021

124

AREA OF SPONGE CITY PROJECTS CONSTRUCTED IN 2021

8,654,864 SQUARE METERS

ENERGY SAVED DUE TO RENOVATION OF OUTDATED LIGHTING FACILITIES BY COUNTRY GARDEN IN 2021

500 MWh

COVERAGE OF LIGHTING FACILITIES RENOVATION

86%

SOLAR ENERGY POWER GENERATION

698 MWh

07

ATTENTION-TO-DETAIL GOVERNANCE

• RUNNING A TIGHT SHIP

● **【OVERVIEW】**

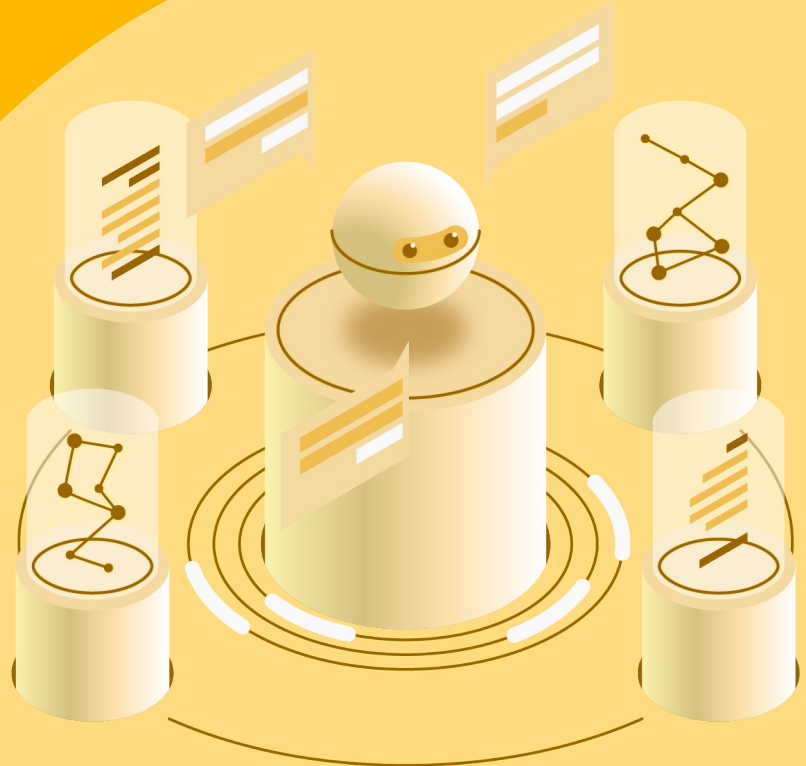
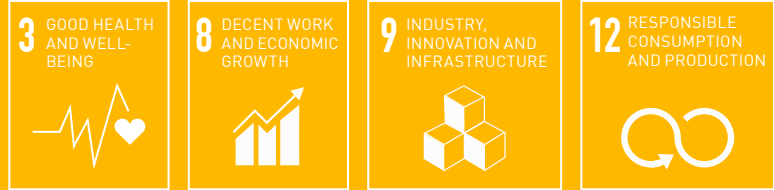
The year 2021 marked the third year for Country Garden to implement its strategy of elevating overall competitiveness for lasting success. In this extraordinary year, while having achieved good economic benefits, we constantly improved corporate governance, conducted transparent and compliance operation, built a sound and prudent risk management system to create a transparent and clean corporate culture. In the meantime, we are committed to optimizing the sustainable development organizational framework, listening to stakeholders' suggestions and expectations on corporate environment, society and governance, etc., unswervingly following the sustainable development path, and working together with the whole society to create better communities.

TOPICS DISCUSSED IN THIS CHAPTER

SUSTAINABLE DEVELOPMENT TOPICS DISCUSSED IN THIS CHAPTER:

- Compliance and clean governance
- Intellectual Property protection
- Setting sustainable development goals
- Operating performance and investor's interest
- Communications with stakeholders
- Risk management
- Industrial development

SDGS DISCUSSED IN THIS CHAPTER



VALUE CREATION

OPERATING PERFORMANCE

In 2021, the real estate market witnessed a severe situation and the sales were declining. However, Country Garden is forging ahead in face of adversities, abiding by the principle that "houses are for living in instead of speculative investment", unswervingly transforming towards a high-tech comprehensive enterprise. Pressing ahead tenaciously and resolutely, we have made brilliant achievements through hard work.

KEY PERFORMANCE



- In 2021, Country Garden ranked **139th** among the Fortune global 500 companies, **8** positions higher than that of 2020, coming out top in the real estate sector on the list .
- In 2021, Moody's maintained the ratings of the company's bond issuer and high-level unsecured bonds as "**Baa3**" of investment-grade.
- In 2021, Fitch maintained the ratings of the company's bond issuer and high-level unsecured bonds as "**BBB-**" of investment-grade.
- In 2021, S & P maintained its rating outlook on the company's long-term corporate credit rating as "**BB+**".

TRANSPARENT OPERATION

Country Garden has always attached great importance to the voice of shareholders and capital market. We are committed to setting up communication channels with our global investors both online and offline to ensure corporate information transparency and operation compliance.

PROTECT INVESTORS' INTERESTS

In 2021, we were committed to improving information transparency by setting up communication channels with our global investors both online and offline and disclosing operation performances, development strategies, most updated information on the business as well as sustainable development to enhance the investors' understanding of and trust in the company. In the meanwhile, we have also set up a dedicated team to analyze and conclude varied information of the capital market in a timely manner and deliver feedback to the management team in a systematic way.

MULTI-CHANNEL

Conduct intensive multi-channel communication through the 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, and delivered more detailed categories of information.

OPEN AND TARGETED COMMUNICATION

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

RESPOND TO INQUIRIES ON ESG

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

KEY PERFORMANCE



In 2021, Country Garden participated in **29** investor exchange activities organized by mainstream domestic and international seller agencies

❖ CORPORATE GOVERNANCE

❖ COMPLIANCE

In accordance with relevant laws and regulations in Hong Kong, Mainland China and Cayman Islands as well as the rules and requirements of The Stock Exchange of Hong Kong Limited and the company's Article of Association, Country Garden constantly improves its compliance structure and governance. The company focuses on developing and maintaining excellent quality of Board of Directors, exercising strict risk management and internal control as well as accountability and transparency

for shareholders. Both the Board and the management of Country Garden abide by well-designed corporate governance rules with an aim for prudent management and value creation for shareholders. The company also keeps optimizing the management of information disclosure to strengthen internal governance and regulate operations.

In 2021, Country Garden strictly implemented all of its existing

corporate governance policies to ensure all the decisions making were based on trust and fairness and were disclosed in an open and transparent manner to protect the interest of all shareholders, particularly the minority shareholders.

For more details about Country Garden's work on compliance, please refer to the Corporate Governance Report in the 2021 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. We regularly convene board meetings to evaluate and consider proposed transactions, and to review and approve the company's interim and annual results.

KEY PERFORMANCE

- In 2021, Country Garden convened **9** board meetings
- The average rate of attendance for board meetings was **100%**

In order to strengthen the function of the Board of Directors, seven committees were set up, namely Finance Committee, Executive Committee, Audit Committee, Remuneration Committee, Nomination Committee, Corporate Governance Committee, and the ESG Committee. The ESG committee consists of three executive directors and three independent non-executive directors and sets out its terms of reference in writing. The ESG Committee is mainly responsible for formulating the Group's environmental, social and governance objectives, strategies and policies, as well as ESG's work plan

and implementation path, while enhancing the environmental, social and governance level by strengthening communication with stakeholders on sustainable development issues.

For more details about Country Garden's Board and committees, please refer to the Corporate Governance Report in the 2021 Annual Report.

DIVERSIFIED BOARD OF DIRECTORS

Country Garden has adopted a board diversity policy. The following factors are considered in the selection of Board members to achieve diversity, including but not limited to gender, age, educational background, professional experience, skills and knowledge, industry experience, ethnicity and race, cultural background, and other related factors from time to time. With their different opinions, experience, and perspectives, the directors will help the Group to better cope with complex environments and achieve balanced and sustainable development.

KEY PERFORMANCE

- As of the end of 2021, the Board has **13** members, including **7** executive directors, **1** non-executive director, and **5** independent non-executive directors
- **2** female directors
- **11** years of average tenure
- **2** independent non-executive directors with specified industry experience

❖ RISK MANAGEMENT

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

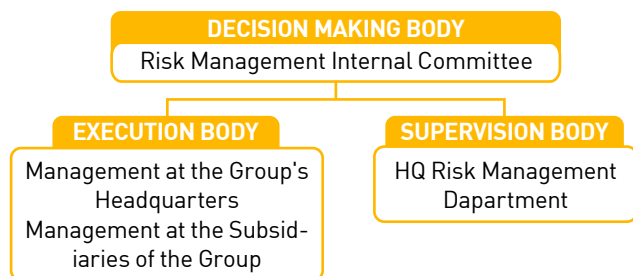
Since its establishment, the company has always attached great importance to the construction and improvement of risk management and internal control. We have established the Group's risk management and control system with reference

to the COSO risk management and internal control framework. The system makes it clear that the Board of Directors and management at all levels are responsible for maintaining and ensuring the effective operation of the risk management and control system, and the Group's Risk Control and Audit Department is responsible for maintaining and ensuring the effective operation of the risk management and control quality assurance and supervision system.

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 Internal Committee of Risk Management, 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.

COUNTRY GARDEN'S RISK MANAGEMENT FRAMEWORK



RISK MANAGEMENT SYSTEM

Country Garden's risk management system is based upon the theory of three lines of defence, which encompasses internal control over business processes and activities (front-line control), risk management at group's level (headquarter risk management mechanism and systematic control) as well as risk management quality assurance and supervision (internal audit and independent supervision).



RISK MANAGEMENT QUALITY ASSURANCE AND SUPERVISION MECHANISM

There are three main components of Country Garden's risk management quality assurance and supervision system. First, the overall risk management system. The Group's executives work together with external risk management experts on a regular basis to identify major risks that potentially have group-level impact and to follow up and review preparedness plans, implementation status as well as operational soundness. Second, self-evaluation system for internal control. Management both at the group's level and at the subsidiaries' level periodically carries out self-evaluation on internal control over key business processes, which enhances the staff's risk awareness and capability to identify internal loopholes. Third, the internal audit system. The risk management and audit department organizes a variety of internal audits, which include special audit, internal audit, operation audit, economic accountability audit, and information system audit. The department identifies risk management loopholes, exercises systematic control and implement rectification measures in a timely manner. The three key components reinforce each other with significant positive impact on efficiency and effectiveness of the risk management quality assurance and supervision system.

COUNTRY GARDEN'S FRAMEWORK ON RISK MANAGEMENT, QUALITY CONTROL AND SUPERVISION SYSTEM



OVERALL RISK MANAGEMENT SYSTEM

Country Garden continuously optimizes the Group's overall risk management system, and the main measures include:

- Gradually build a key risk index matrix covering the company level, the BUs level and business processes; constantly improve on the ability of the system to identify risks and issue alerts in a dynamic, digital and visualized manner;
- Sensitivity analysis and stress tests are carried out to respond to extreme and extraordinary risks; sensitivity and stress tests on financial risks associated with exchange rates and interest rates, operational risks regarding profitability, equity and liquidity, as well as climate change risks are carried out to evaluate the Group's resilience under pressure;

- Focus on the impact of emerging risks on the business of the Group, ESG risks and climate change risks in the real estate market have been identified as the most significant long-term emerging risks affecting the future business; corresponding mitigation measures have been formulated.

POTENTIAL RISKS AND THEIR IMPACTS

Country Garden has identified the negative impacts of climate change, including global warming and high frequency of flood; the asset value that can potentially be affected by extreme weather are also analyzed

COUNTERMEASURES

- We actively develop smart industries so as to reduce greenhouse gas emissions during corporate operation as much as possible
- We have formulated a series of emergency plans applicable for properties, including Emergency Plan on Bio-hazard and Emergency Plan on Flood
- We are committed to realizing the carbon-neutral goals and to formulating a science-based carbon emission cut goal

Environmental, social and governance risk is one of the most important risk categories of Country Garden Group's comprehensive risk management system. The identified key ESG risks include bribery and corruption, corruption, business ethics, product quality and safety, occupational health and safety, climate change, etc., which have been incorporated into the regular risk assessment and monitoring process.

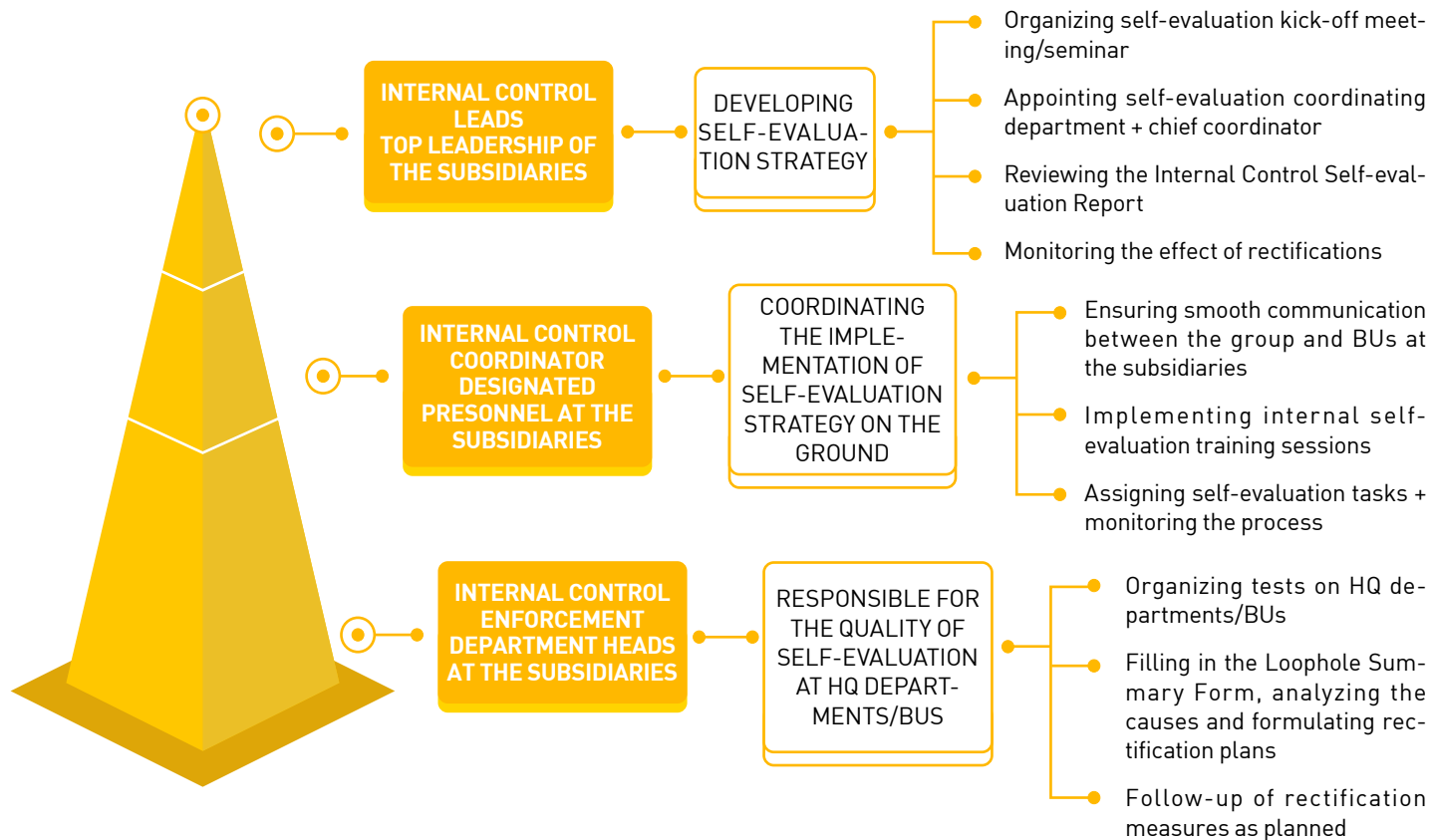
The risk management and audit department of the Group also regularly identifies and evaluates major risks at the group level in the form of discussions among management, data analysis and questionnaire survey, which are done in combination with industry risks, policy changes, the Group's strategic adjustment as well as risk events. The risk-oriented internal audit plan will be formulated accordingly to check the effectiveness against countermeasures implemented in response to relevant risk events.

SELF-EVALUATION SYSTEM ON INTERNAL CONTROL

Since 2015, Country Garden has been carrying out self-evaluation on effectiveness of internal process control (referred to as internal control self-evaluation) at least twice a year. An “integrated risk management” information system has been established to support the efficient operation of this mechanism which fully covers all the key BUs and organizations at all levels of the real estate

sector. A culture of “internal accountability by all” has come into shape. The Group is committed to optimizing the internal control self-evaluation system with a focus on self-inspection and self-correction at key risk control points, and improving the efficiency and effectiveness of internal control self-evaluation.

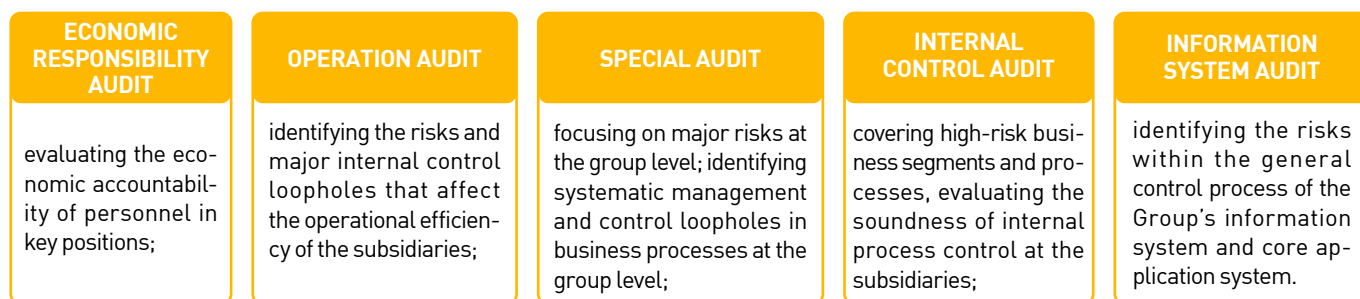
THE FRAMEWORK OF INTERNAL CONTROL SELF-EVALUATION AT COUNTRY GARDEN



INTERNAL AUDIT SYSTEM

Since the establishment of audit department in 2000, Country Garden has been developing and improving its internal audit system. Since 2014, the Group has further strengthened the supervision function of the risk management arm, improved the organizational capacity of internal audit and implemented risk-oriented internal audit mechanism. Our audit work has come a long way from primarily internal-driven to a model that allows audit of multiple types being carried out in synch with exploration into

auditing in digitized format. The Group's internal audit focused on identifying systematic problems at the group level and enforcing rectification. Our effort led to the establishment and optimization of control mechanism at the group level and at key business processes and systems level. Economic responsibility audit was introduced on key positions to promote the implementation of the accountability mechanism of the Group. Key audit types include:



INTERNAL AUDIT FRAMEWORK OF COUNTRY GARDEN



• **BUILDING A CLEAN CULTURE**

Country Garden takes the value of “To shape a prosperous future through our conscience and social responsibility awareness” close to our heart as we always adhere to the philosophy of doing business transparently. By providing a series of training and awareness-raising programs, we encourage employees to identify with and implement the Group’s sunshine philosophy, building a clean culture that employees realize the importance to be against corruption:

- ▶ Since 2015, the Group has organized the Sunshine Culture Festival every July to continuously inspire a culture of transparency. In August 2021, Country Garden held the 6th Sunshine Culture Festival, during which we released the 2021 Sunshine Index System, awarded plaques and pennants to “Organizations of Sunshine”, established a benchmark within the Group, and helped all departments to make sustained efforts to strengthen the transparent culture;
- ▶ The Group and the regional levels continue to conduct a variety of themed integrity training and warning publicity which cover all the employees so as to promote compliance management and make the sunshine philosophy of transparency deeply rooted in the hearts of employees;
- ▶ The Group demands the management and employees to participate in activities such as declaration of conflict of interest and signing of commitment to integrity and self-discipline each year, implementing the idea of sunshine culture with practical actions and effectively guiding all employees towards the recognition of the core values of the company;
- ▶ For external business partners, Country Garden continues to strengthen the coverage of anti-fraud mechanisms. When signing procurement contracts, construction project contracting agreements, project cooperation agreements, etc., the Group requires the external partners to sign an integrity agreement at the same time in an effort to jointly maintain a clean and healthy business environment.

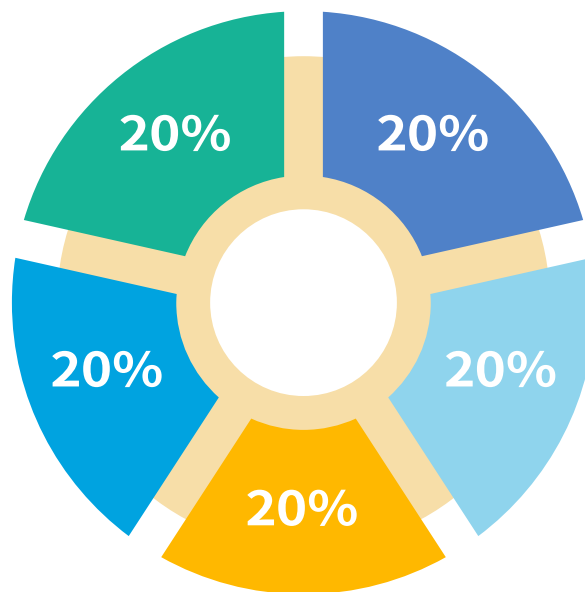
KEY PERFORMANCE



12 online courses on anti-corruption policies are developed
215 anti-corruption governance training sessions were organized for regional offices and BUs, covering **100%** employees in the Group

SUNSHINE INDEX EVALUATION SYSTEM OF COUNTRY GARDEN GROUP

SUNSHINE INDEX EVALUATION SYSTEM



Focusing on the concept of clean corporate culture, the Group built the “Sunshine Index Evaluation System of Country Garden” on its own initiative. Through questionnaires, data collection and independent appraisals, the Group evaluated the integrity risk management and control over its subsidiaries, and issued the Sunshine Index White Paper of Country Garden Group to guide its subsidiaries to continuously strengthen the clean corporate governance culture, pay attention to compliance risks, and constantly improve the soundness of internal control.

● LEADERSHIP AND COMMITMENT

- Attention and commitment from the management
- Awareness and recognition of clean corporate governance culture among the staff

● DESIGN AND ARCHITECTURE

- Reasonable organizational structure
- Rationality of performance appraisal, reward and punishment system, and compensation system

● TRAINING AND PROCESSES

- Coverage and effectiveness of compliance training
- Establishment of a learning organization
- Development of theme training

● OPERATION AND MAINTENANCE

- Talent recruitment
- Career development
- Maintenance of employee relations
- Stakeholder relationship maintenance

● PREVENTION AND IMPROVEMENT

- Internal control quality
- Internal control deficiency modification

ANTI-UNFAIR COMPETITION

Country Garden strictly abides by the Anti-Unfair Competition Law of the People's Republic of China and other laws and regulations, encourages and protects fair competition, stops acts of unfair competition, protects the legitimate rights and interests of operators and consumers, and guarantees the healthy development of the socialist market economy. The Group respects the intellectual property rights of others, establishes a risk control system, screens the trademarks and product names used, and prevents any improper means such as forgery, false use and release of false information to engage in market transactions and damage the interests of competitors. We have established an information security system, stipulating that the trade secrets of others shall not be infringed upon, and the technical and business information of others shall be kept confidential. In addition, we are committed to maintaining the order and stability of the market economy. We do not seek to squeeze out competitors or engage in malicious competition at below-cost prices.

INTELLECTUAL PROPERTY PROTECTION

Country Garden attaches importance to intellectual property protection. The Group and its subsidiaries make coordinated efforts to carry out IPR filing and registration in an orderly manner and have seen fruitful achievements. In 2021, Guangdong Bright Dream Robotics Co., LTD, a subsidiary of Country Garden, has improved IPR management procedures, identified the main responsible persons for IPR work, and supervised the IPR work. At the same time, we have strengthened the management of confidential information, project patent risk and external cooperation intellectual property, and expanded the scope of intellectual property management in line with business development to provide

guarantee for invention and creation. In addition, Country Garden supports industry 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 business partners.

COUNTRY GARDEN'S ACHIEVEMENTS ON INTELLECTUAL PROPERTY AS OF THE END OF 2021					
	PATENT		TRADEMARK		COPYRIGHT
	PENDING	GRANTED	PENDING	REGISTERED	REGISTRATION
Headquarter	/	/	1,218	899	15
Foodom	1,178	767	476	430	64
Bright Dream Robotics	3,637	1,661	1,585	614	264
Country Garden Agriculture (subsidiaries included)	325	172	180	86	9

SUSTAINABLE DEVELOPMENT MANAGEMENT

SUSTAINABLE DEVELOPMENT ORIENTATION

Country Garden makes continuous efforts to popularize the concept of sustainable development. We are committed to sustainable development path, the long-term cause for the Group. To this end, we have been strengthening self-monitoring

and implementing corporate social responsibilities, mainly including: (i) elevating sustainable development to the Group's strategic level and incorporating it into the operation development plan; (ii) integrating with the business and launching various activities of sustainable development; (iii) setting up sustainable development policies step by step and ensuring the implementation of sustainable development concept throughout the whole value chain.

- **SUSTAINABLE DEVELOPMENT VISION**

To create a better society with our existence

- **SUSTAINABLE DEVELOPMENT MISSION**

Maintaining and improving the Group's long-term economic, ecological and social capital to achieve sustainable development; Managing and handling the associated risks properly with sustainable development.

SUSTAINABLE DEVELOPMENT GOVERNANCE STRUCTURE

REINFORCING THE PARTICIPATION OF THE BOARD

Country Garden attaches great importance to sustainable development. We have established the governance structure of sustainable development consisting 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 committee makes plans according to demands and organizes meetings concerning sustainable development, thus enhancing the Group's endeavor of sustainable development and seeking lasting value for the Group's development as well as for the stakeholders. Second, we established a mechanism for sustainable development information exchanges and disclosure to timely disclose credible information 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.

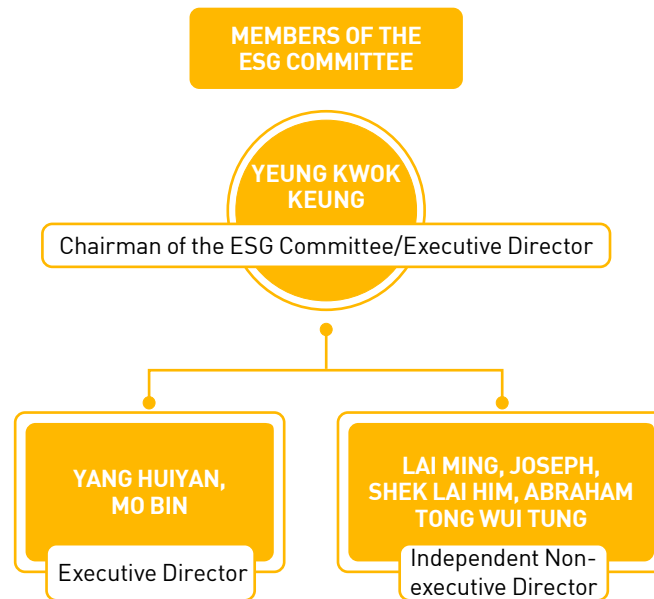
SUSTAINABLE DEVELOPMENT GOVERNANCE STRUCTURE



ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE (ESG COMMITTEE)

Country Garden continues to improve its sustainable development governance structure. In May 2020, it set up the ESG Committee supervised by the Board of Directors with written terms of reference. There are three executive directors and three independent non-executive directors in the committee, mainly responsible for formulating the Group's strategies and policies on the ESG subject, strengthening communication between the Group and stakeholders, identifying risks and opportunities related to ESG etc., as well as convening no less than two meetings every year to report the work progress to the Board of Directors.

By the end of December 31st 2021, the ESG committee had convened three meetings to discuss sustainable development issues.



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








Country Garden sets up the ESG Working Committee subordinated to the ESG Committee. It is chaired by Mr. MO Bin, President of the Group, who is responsible for the overall affairs of the ESG Working Committee. In 2020, Country Garden revised and updated the Regulations of ESG Working Committee of Country Garden, specifying the responsibilities and rules of procedure of ESG Working Committee. It also offers guidance for improving the research and strategic planning of the Group's sustainable development and for strengthening the management capacity and preparedness for risks associated with environment and society. The working group of ESG Working Committee is the routine office that is responsible for the preparation of meetings and the implementation of related resolutions of the ESG Working Committee.





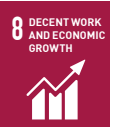



At the same time, in order to enhance the Board's participation in sustainable development issues, we hired third-party professional consultants to conduct ESG specific training for the Board. During the training, the Board of Directors was fully aware the concerns of investment, rating and regulatory agencies on ESG disclosure, it had an in-depth understanding of Country Garden's current ESG governance status, and other key issues such as improvement of business operation through sustainability etc., and it actively participated in the interactive communication session which effectively enhance the level of ESG governance.

SUPPORTING THE SDGS OF THE UNITED NATIONS

UN 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 including human rights, labor, environment, and anti-corruption into practice to show our responsibility for society.

Setting our sustainable development goals in accordance with the UN Global Compact, Country Garden strives to create value for stakeholders in five areas, including product responsibility, environment responsibility, talent responsibility, partnership responsibility, and community responsibility. In the year of 2021, 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.

SUSTAINABLE DEVELOPMENT SCOPE	SDGS OF REFERENCE	STRATEGIC GOALS (QUALITATIVE LONG-TERM GOALS)	ACTIONS	PROGRESS IN 2021
RESPONSIBLE FOR OUR PRODUCTS	  	<p>Building products that are model homes with sound processes; providing smart, convenient, and warm products and services via industrial crossovers and diversification</p>	<p>Customer satisfaction survey; Strengthening intellectual property management; Marketing compliance audit; Supplier evaluation criteria; Supplier management system; Supplier communication</p>	<ul style="list-style-type: none"> Country Garden actively pursues safe and civilized construction sites and has won 967 titles and awards in the national, provincial or municipal safety civilization standardization programs Customer satisfaction survey suggests a 3-11 point bump from the 2020's level By the end of 2021, Country Garden had applied for 5,140 IPR patents, among which, 2,600 were granted
RESPONSIBLE FOR OUR ENVIRONMENT	   	<p>With building habitable homes as the objective, we aim to build green architectures and green communities, leading the industry in green development and upgrading</p>	<p>Vigorously develop green building; Promote green construction; Practice green operation; Tackle climate change; Pay attention to biodiversity protection</p>	<ul style="list-style-type: none"> The green buildings built by Country Garden won 61 certificates with a total construction area of 9.15 million square meters The green and intelligent construction sites are built as Bright Dream Robotics is developing 50 types of robots, 18 of which have been applied to construction sites exceeding 7 million square meters Medium- and long-term goals are set to provide Country Garden solutions for fully assembled buildings, energy storage and other issues

SUSTAINABLE DEVELOPMENT SCOPE	SDGS OF REFERENCE	STRATEGIC GOALS (QUALITATIVE LONG-TERM GOALS)	ACTIONS	PROGRESS IN 2021
RESPONSIBLE FOR OUR COMMUNITIES	  	Being a transparent company with a sense of responsibility for society, we will play to our strength to give back to the communities, to address poverty and to solve social problems, achieving win-win results	Respond to rural vitalization; Organize public donation; Carry out volunteer activities; Launch education on charity; Co-organize sports activities for public interest; Care for vulnerable group	<ul style="list-style-type: none"> Country Garden has donated over RMB10 billion to China, participated in targeted poverty alleviation and rural revitalization in 57 counties in 16 provinces, and helped lift over 490,000 people out of poverty Country Garden has developed multiple affordable apartments with a total construction area of 11.720 million square meters
RESPONSIBLE FOR OUR EMPLOYEES	   	Sustainable development being integrated into corporate governance and business development to realize long-term, stable and healthy growth; incentivizing staff to create greater value	Equal employment; Elimination of occupational discrimination; Employee training plan; Multiple career development channels; Well-designed salary system; Occupational safety and health training; Occupational safety and health guarantee	<ul style="list-style-type: none"> Multiple influential employer brand activities were created In 2021, Country Garden upgraded the "Experience Platform for Employees' Wellbeing" to better serve the employees
RESPONSIBLE FOR OUR PARTNERS		Being pioneers of the nation's new urbanization, leveraging technologies to drive industrial growth and create a smart and diversified ecosystem	Evaluation standards on suppliers; Management system of suppliers; Communication with suppliers	<ul style="list-style-type: none"> Country Garden values the compliance across the supply chain; In 2021, it carried out monthly spot checks on key projects, covering 90 projects in 48 regions, with a pass rate of 99.2%

COMMUNICATION WITH STAKEHOLDERS

Country Garden believes that cooperation with stakeholders can give continuous impetus to its transformation. Therefore, a real-time, long-term, and efficient communication mechanism has been established with different channels to understand the needs and expectations of stakeholders and society. The company thus can respond to them with concrete actions.

STAKEHOLDER	EXPECTATION AND DEMANDS	COMMUNICATION AND RESPONSE METHODS
Staff	<ul style="list-style-type: none"> Protection of rights and interests Health and safety Promotion and development Work and life balance 	<ul style="list-style-type: none"> Employee's feedback Care for the employees' events Employee training OA, BBS for staff and corporate culture WeChat account
Investors and shareholders	<ul style="list-style-type: none"> Risk management Information disclosure ROI and growth Corporate governance Participation in decision-making processes 	<ul style="list-style-type: none"> Information disclosure of public companies Investors' visits Investor briefing Shareholder's annual congress
Owners and customers	<ul style="list-style-type: none"> Product quality and safety Service of premium quality Privacy protection 	<ul style="list-style-type: none"> Customer satisfaction survey Customer compliant mechanism Community activities Social media and corporate journals
Suppliers and business partners	<ul style="list-style-type: none"> Fair, just and transparent procurement Financing safety of supply chain Supplier support 	<ul style="list-style-type: none"> Supplier evaluation Supplier congress Visits and investigations Seminars and training
Local communities	<ul style="list-style-type: none"> Building habitable homes Giving back to the community 	<ul style="list-style-type: none"> Community activities Corporate journals
Peers and industry associations	<ul style="list-style-type: none"> Fair competition Exchange of industry experiences Building development consensus 	<ul style="list-style-type: none"> Exchanges on corporate culture Communication with the industry

STAKEHOLDER	EXPECTATION AND DEMANDS	COMMUNICATION AND RESPONSE METHODS
Charitable organizations and NGOs	Understanding impact on the community Charity Communication with communities	Field visits Social services Charity events
Government departments and regulators	Lawful corporate citizen Credible taxpayer Compliance of operation	Field visits Participation in decision making and recommendations Government-led projects
General public	Transparent information disclosure Supporting social progress Poverty relief Attention to vulnerable groups	Charitable activities Information disclosure Social media and communication with the media Monitoring of public opinion

STRATEGIC MANAGEMENT ON KEY ISSUES

Country Garden attaches great importance to strategic management of important issues and hires a third party every year to conduct surveys on all stakeholders, understanding the major issues that the stakeholders consider important for the

corporate operations, asking them to rank the major issues they believe the Group is facing based on significance. Their suggestions and expectations on the Group's sustainability are important references for the management.

• IDENTIFY ISSUES AND THEIR INFLUENCE SPHERE:

The company's development strategy, industry development trend, institutional regulatory requirements and capital market expectation, as well as domestic and foreign social responsibility disclosure standards and other factors are

comprehensively considered. The list of major issues is further refined from the four dimensions of economy, environment, society and governance.

• CARRY OUT SIGNIFICANCE INVESTIGATION:

Online questionnaire is designed to collect comments and suggestions from internal and external stakeholders on the topic by combining topic scoring and open questions. The questionnaire is opened through channels like Yuanbao APP,

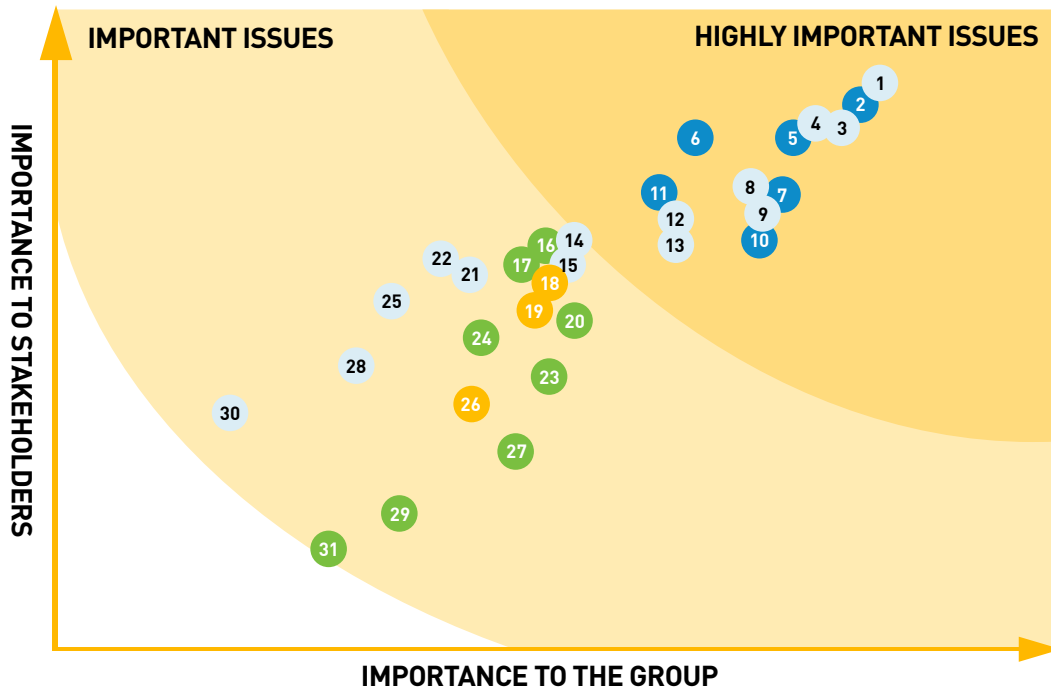
the Group's intranet, official WeChat accounts of the Group's corporate culture, WeChat groups etc., to listen to the voices of employees at all levels and lines.

• **DETERMINE THE LEVEL OF SIGNIFICANCE:**

The results of the survey are statistically analyzed and the employees’ suggestions are collected. The issues related to sustainable development are classified into issues of highly important and important in line with the scores of the issues.

Initial findings will be taken to the Board for deliberation, and highly important issues and importance matrix will be finalized for disclosure.

IMPORTANCE MATRIX OF SUSTAINABLE DEVELOPMENT ISSUES OF COUNTRY GARDEN IN 2021



● OPERATIONAL MANAGEMENT

● ENVIRONMENTAL MANAGEMENT

● SOCIAL INVESTMENT

● EMPLOYMENT AND LABOUR PRACTICES



The analysis shows that issues of relatively high importance (including highly important and important issues) 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. In addition, we collected suggestions and comments from stakeholders on sustainable development management. According to the analysis, the social welfare work of the Group receives more recognition, and the report disclosure and work performance of the Group's sustainable development are widely recognized by stakeholders.

LIST OF KEY ISSUES AND THE SCOPE AND INFLUENCE

	NO.	KEY ISSUES	STAKEHOLDERS	SCOPE AND INFLUENCE		CHAPTER COVERING THE TOPIC
				INTERNAL	EXTERNAL	
ISSUES OF HIGH SIGNIFICANCE	1	Product quality and safety	Regulators, Customers, General Public, NGO, Employees	●	●	8.1
	2	Employees' health and safety	Employees	●		10.2
	3	Customer service and satisfaction	Customers, General Public	●	●	8.3
	4	Customer privacy and information security	Regulators, Customers, General Public	●	●	8.3
	5	Employees' rights and care	Regulators, Employees	●		10.4
	6	Prohibition of child labor and forced labor	Regulators, NGO, Local Communities	●	●	10.1
	7	Talent recruitment and team building	Employees	●		10.1
	8	Risk management	Investors, Employees, Customers, General Public	●		7.2
	9	Compliance management and integrity construction	Investors, Employees	●	●	7.2
	10	Staff training and development	Employees	●		10.3
	11	Equal employment and employee communication	Regulators, Employees	●	●	10.1
	12	Set sustainable development goals	Regulators, Local Communities, Investors	●	●	7.3
	13	Supply chain environment and social risk management	Suppliers and Business Partners	●	●	8.4

LIST OF KEY ISSUES AND THE SCOPE AND INFLUENCE						
	NO.	KEY ISSUES	STAKEHOLDERS	SCOPE AND INFLUENCE		CHAPTER COVERING THE TOPIC
				INTERNAL	EXTERNAL	
ISSUES OF SIGNIFICANCE	14	Operating performance and investors' equity	Investors, Employees, Customers, General Public, Regulators	●	●	7.1
	15	Industrial Development	Regulators, Peers, General Public	●	●	8.2
	16	Carbon Neutrality	Regulators, Investors, Local Communities, Customers, General Public	●	●	5
	17	Water resources utilization and sewage treatment	Regulators, Local Communities, General Public	●	●	9.4
	18	Policy response and public participation	Regulators, General Public, NGO	●	●	8.4
	19	Community development and social influence	Local Communities, General Public, NGO	●	●	11.3
	20	Energy saving, emission reduction, and green operation	Regulators, Local Communities, General Public	●	●	9.4
	21	Stakeholder communication	Employees, Investors, Customers, Suppliers and Business Partners, Local Communities, Peers, NGO, Regulators, General Public	●	●	7.3
	22	Intellectual property protection	Regulators, Peers, Suppliers and Business Partners	●	●	7.2
	23	Green Building and Community	Regulators, Local Communities, Customers, General Public	●	●	9.2
	24	Waste treatment and recycling	Regulators, Local Communities, Customers, General Public	●	●	9.4
	25	Reasonable marketing and promotion	Customers, General Public	●	●	8.3
	26	Charity and social service	Local Communities, General Public	●	●	11.2
	27	Green technology innovation	Regulators, Local Communities, Customers, General Public	●	●	5
	28	Use of environmental protection materials	Regulators, Local Communities, Customers, General Public	●	●	9.3
	29	Tackling climate change	Regulators, Local Communities, Customers, General Public	●	●	9.8
	30	Green lease	Customers, Investors, Local Communities	●	●	9.5
	31	Biodiversity	Regulators, Local Communities, Customers, General Public	●	●	9.9

08

QUALITY FIRST

- **CREDIBLE
COUNTRY GARDEN**

- **【OVERVIEW】**

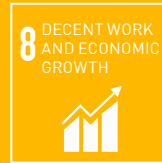
With production safety as the premise, Country Garden is committed to advancing smart construction and exploring systemic reform of means of construction. Believing in the power of technology to change everything and the enormous potential of smart manufacturing, we have carried out extensive collaboration with stakeholders in the society to grow our presence in digitized construction, robotics, and modern agriculture, which feeds back into the high-quality growth of our company, ultimately benefiting households and consumers with premium experiences of better products, services, and communities.

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



In addition, we issued multiple construction guidelines instructing the construction of pile foundation, main structures, fine decoration, and electromechanical construction. By continuously optimizing and improving the quality management system, we upgrade the product quality and delivery.

In 2021, we newly formulated a variety of relevant quality management systems to continuously improve our quality management capabilities.

ENHANCE FIELD INVESTIGATION AND BASIC ENGINEERING MANAGEMENT

We have compiled and published the Country Garden Group Management Measures for Field Investigation. We have sorted out and clarified the selection of field investigation units, the examination of plans and results, the management and control of the investigation process, and the relevant post-investigation requirements, thus forming a closed-loop management of all links of field investigation. By improving the quality of plan, process and results of field investigation, we provide reliable basis for the follow-up work of construction projects.

JOINT MATERIAL SAMPLING INSPECTION

We have compiled and published the Country Garden Group Management Measures for Joint Material Sampling Inspection and continuously carry out the special work of "Material Sampling Inspection". By doing so, we realize the whole-chain material management, strictly control the warehousing of front-end material suppliers, implement monthly material routine sampling inspection and Group material unannounced inspection in the process, comprehensively strengthen management, improve the material qualified rate, ensure process compliance, and contribute to continuous improvement of product quality.

UNANNOUNCED INSPECTION OF PILE FOUNDATION

We have compiled and published the Country Garden Group Management Measures for an unannounced inspection of Pile Foundation and carried out the special work of unannounced inspection of pile foundation. We check the management behaviors and hidden dangers of the projects with problems or possible problems in pile foundation engineering, to improve the quality of pile foundation engineering and ensure product quality.

THIRD-PARTY PROJECT PATROL AND INSPECTION

We have revised and published the Country Garden Group Management Measures for Project Patrol and Inspection, expand the scope of inspection of entity quality and management, optimize the targets of the patrol and inspection system, and the contents of project patrol inspection.

**JOINT
INSPECTION
OF PROJECT
REGIONS**

We have compiled and published the Country Garden Group Management Measures for Joint Inspection of Project Regions and launched the Group's joint inspection of project regions. The model of the "Group + Region" Joint Inspection Team is adopted. In the sections patrolled and inspected by third parties, the Joint Inspection Team selects several sections according to certain principles, checks the work outcome of the third-party inspection, verifies the rectification results required by the third-party inspection, and evaluates the risks at key nodes such as the commencement and delivery of buildings.

**STANDARDIZE
THE
INSPECTION
AND
MAINTENANCE
WORK**

We have compiled and published the Country Garden Group Guide for Inspection and Maintenance Work. Before the project is delivered, the Project Department and the Project Maintenance Center will jointly carry out three rounds of inspection respectively in the three months before the project delivery. They check the planning, design and construction scheme approved by the competent government department, relevant regulations and standards for construction engineering quality acceptance, relevant drawings and materials handed over by the construction unit, commercial housing sales contracts, delivery standards, and the Country Garden Group Delivery Perception Standard Manual, etc., so as to achieve the goal of perfect delivery of the Group's projects and improve product quality and delivery quality.

**DELIVERY
EVALUATION**

Since 2021, Country Garden has implemented delivery assessments, with 800 items covering indoor spaces, public areas, roofs, external walls, and garden greening.

We have compiled and published the Country Garden Group Management Measures for Delivery Evaluation. We invite a third-party professional engineering consultancy to conduct risk evaluation of projects before delivery. We specify the bottom line for delivery, continuously improve the delivery standard, urge the projects to strictly control the product delivery quality and improve the delivery quality of the whole Group.

All the delivery results should be evaluated by a third party entrusted by the Group before delivery. If the result fails to reach the bottom line score set by the Group, delivery would not be allowed. What's more, the bottom line score increases on a quarterly basis. During the process, the Group's headquarters also conducts quarterly project inspections on all the projects under construction, and establishes a corresponding assessment mechanism for regions, projects and participating organizations, to identify problems, correct them in a timely manner, and make sure no problem is left unsolved.

ESTABLISHMENT OF EXPERT DATABASE

We have compiled and published the Country Garden Group Management Measures for Engineering Expert Committee. We have conducted interviews, assessments, and investigation of professional engineering and technical talents across the whole Group, selected 62 experts covering 7 majors, and issued the Notice on Publishing the Expert List of Country Garden Group Engineering Expert Committee. We set up a Group database of experts who provide technical consultation, program evaluation, on-site assistance, lectures, and other services for the Group, regions, and projects, and thus improve the product quality of the Group.

PRODUCT QUALITY TRAINING

In 2021, we intensified training on product quality and carried out various training activities including online training, offline

training and regular training to increase the employees' awareness of product quality.

FRUITFUL RESULTS OF PRODUCT QUALITY TRAINING IN 2021

ONLINE TRAINING

- Nihehe Plan (empowerment training for multi-discipline): held every half a year, 27 sessions were organized in two phases in a year and a total of 9,203 engineers participated in training and assessment.
- Sky Lecture: held twice per week on average. It is an online periodically-organized engineering technology training and empowerment open to all employees of the Group. A total of 45,600 person-time have attended the online learning.
- Operational Empowerment Training: held once a week. In 2021, a total of 43 training sessions were held. 66 special courses were shared. A total of 129,000 person-time learning records were achieved.

OFFLINE TRAINING

- Training Course for Project Leaders: It is regular training for project leaders. 577 persons successfully graduated from a total of 10 training sessions.
- Candidate Program (Future Engineering Director Class): It directionally trains the reserve team of directors for major operation teams and effectively integrates the "talent identification-training-reserve" chain. Two training sessions were organized and attended offline by a total of 88 persons. Seven graduates took the position of director for major operation teams.
- The "Demolishing a Building" Special Action: The program is open to the Group's relevant units, pilot projects and regions in smart construction and shares the action results and the latest practice, aiming to promote the transformation and upgrading of the construction industry to smart construction and empower managers in relevant positions.

OFFLINE TRAINING

In 2021, 24 training sessions were organized. A total of 10,645 persons attended the training and passed the assessment.

- Class tours:

It conducts in-depth communication and sharing on the front line, provides 183 targeted training sessions, covering vertical training in all regions. At the same time, third-party organizations are invited to hold 15 itinerant training sessions nationwide on the topics of project patrol inspection and delivery evaluation, covering all regions. A total of more than 15,000 people participated in the training.

PRODUCT QUALITY RESULTS

Country Garden establishes internal product quality and safety standards based on the Country Garden Group Operation Management System that imposes strict requirements on product quality management. We have incorporated key elements that require great attention in the production, acceptance, and after-sales processes, and used them as benchmarks to strictly monitor quality control links. We require all regions and projects to strictly comply with this set of internal quality and give clear instructions on the standardized construction operations and product acceptance standards. At the same time, we require regions to establish rules and regulations for “5+5+3” types of issues (five types of structural issues, five types of customer-sensitive issues, and three types of customer-concerned issues), including specific management

systems and technical standards, to ensure that 100% of products and projects pass the quality and safety standards and provide customers with quality products.

In 2021, Country Garden won many national-level, provincial-level, and municipal-level awards for product quality, including 162 provincial-level awards for product quality and 11 Guangsha Award candidate projects.

KEY PERFORMANCE

- A joint sampling of materials:
In 2021, **80%** of the regions were covered, and **100%** of problems found were urged to correct;
- Group’s unannounced pile foundation inspection and region’s pile foundation inspection:
In 2021, the Group’s unannounced pile foundation inspection covered **95%** of the region, and **100%** of the pile foundation inspection in all regions nationwide were implemented;
- Delivery Assessment:
Based on obtaining the completion certificate issued by the government, the Group has **100%** full coverage of all the delivery results of the company’s engineering operations. A total of **1,580** delivery batches were evaluated throughout the year, contributing to the improvement of product quality and delivery quality.

CASE: COUNTRY GARDEN LIUZHOU WAS AWARDED THE GUANGSHA AWARD



On April 8, 2021, the 9th “Guangsha Award” and the 2020 Real Estate Credit Enterprise Awarding Ceremony jointly sponsored by the China Real Estate Association and Housing and Industrialization Promotion Center of the Ministry of Housing and Urban-Rural Development were held in Nanning. The first phase project of Liuzhou Country Garden won the 9th Guangsha Award and the Excellent Award of Industrial Technology Application of

Guangsha Award. With scientific architectural planning, strict engineering safety and quality management, reasonable apartment design, humanized public space, moving line planning, and construction details, Country Garden adheres to its original aspiration, integrity and craftsmanship. It strives to polish its products and constantly consolidates and enhances its product strength.



Guangsha Award

FEATURE : DEEPLY-ROOTED AWARENESS OF SAFETY MANAGEMENT

Through the “Guardian” culture, our company cares about the feelings of frontline workers and team leaders and integrates family members into on-site safety management. The safety management action program featuring “message from family members, safety teams, volunteer safety officers” is implemented in all projects across the entire Group.

FAMILY MEMBERS BECOME STAKEHOLDERS OF SAFETY MANAGEMENT BY SENDING MESSAGES

It is human nature for workers to resist managers or safety system if safety instructions come in the form of tough demands. Thus they may not voluntarily carry out the correct operation. Inadvertent mistakes from the beginning will gradually grow into conscious resistance and disregard for safe operation, which will easily lead to safety accidents during construction. In order to enhance workers’ safety awareness, the Group asks their families to shoot a video “to urge workers

to pay attention to safety” before workers enter the site. The videos are selected and played at the main entrance of the construction sites, workers’ living quarters, and other places, so that workers are always reminded that they are the “backbone” of the families who are responsible for the family wellbeing and thus strengthen their self-driven safety awareness.



Messages from Family Members

In order to include more workers in safety management, project managers hold monthly tea party discussions with workers' representatives whose family members have sent videos and awards the excellent workers. Such discussions help workers realize that "I am responsible for my own safety and the safety of others" and remind them to pay attention to safety.



Safety Discussion

TEAM LEADERS BECOME STAKEHOLDERS OF SAFETY BY ESTABLISHING A SAFETY SQUAD

Team leaders are the grass-root manager of construction, who are always the elder, fellow villagers, or friends of frontline workers. Team safety management is the weak link of construction safety management. How to strengthen the management of team leaders has remained a question for the whole industry. Each project has set up a safety squad with the team leader at the core. Through pre-work education, during-work inspection, and after-work summary, the squad strengthens the team safety management and popularize the concept of safety management of the company and projects among workers.



Safety Squad

EXECUTIVES BECOME STAKEHOLDERS OF SAFETY BY RECRUITING VOLUNTEER SAFETY OFFICERS

The Group requires the part-time safety management personnel from construction departments, supervision departments, and executive departments to wear special red vests to participate in frontline safety management, find potential safety hazards, and stop violations. This is also a manifestation of "all-staff safety management". Every month, the project formulates the safety officers' patrol schedule. Before the patrol, the safety officer should take an oath in front of the "safety officers' promise board". During the patrol, he or she should smile and kindly remind the workers to pay attention to safety. After the patrol, he or she should make a summary and share his / her feelings.



Volunteer Safety Officer

PRODUCT SAFETY MANAGEMENT

SAFETY MANAGEMENT SYSTEMS

Country Garden takes "early prevention, strict control, and strong system" as the core of safety production and upholds the "safety first and people-oriented" philosophy. The Group has successively issued and improved a number of management systems, standards and measures, established mechanisms of accountability for hidden dangers and accident interviews, and continuously strengthened the production safety management.

In 2021, Country Garden has kept improving its safety management system. We strictly comply with national laws and regulations such as the Construction Law of the People's Republic of China, Production Safety Law of the People's Republic of China, Regulations on Construction Work Safety Management and Regulations on Quality Management of Construction Projects. The Group also continuously amend its internal regulations, such as the Country Garden Group Safety Post Setting and Safety Guarantee Incentive Measures, Country Garden Group Punishment Measures for Safety Hidden Dangers in Projects and Country Garden Group Incentive Management Measures for Joint Safety Inspection of Regional Construction Units. The Group also revised the Country Garden Group Operation Man-

agement System to place its focus on improving the level of product safety management and supervision.

With regard to the investigation of hidden dangers in the construction sites, we have formulated internal systems such as the Notice on Implementing the Group's Unannounced Safety Inspection and the Notice on Implementing Joint Inspection of Regional Construction Units. The Group also formulated 13 internal safety management guidelines such as Management Guidelines for Construction Lifting Machinery, Safety Management Guidelines for Base Pits, Safety Management Guidelines for Scaffolding and Safety Management Guidelines for Professional Subcontracting, so as to strengthen the ability to prevent and control safety accidents.

"FOUR ONES" PRINCIPLE FOR SAFETY MANAGEMENT

In 2021, Country Garden introduced the "Four Ones" principle, which comprehensively improved the Group's safety management performance from four dimensions: cultural construction, mechanism establishment, tool implementation, and standard improvement.

- **One mechanism** is the accountability mechanism for hidden dangers. We explicitly require that the accountability mechanisms for hidden dangers at all levels should be established in the Group, regions, and projects and the relevant responsible persons will be held accountable once major hidden dangers or major violations are found in the inspection.
- **One tool** is the control of key positions, key personnel, and key actions. We have clearly defined the safety production responsibility of key positions, require the signing of production safety responsibility letter, vigorously improve the safety leadership of key personnel and give full play to their safety leadership responsibility. We have also defined the specific control actions of each unit and required the project owners in various regions to strictly fulfill their legal responsibilities. If any major potential safety hazards are detected, we will track and check whether the ten key actions are in place.
- **One standard** is the safety control standard. Through sorting out past accident cases, we found out the rules, and worked out the "6+4+6" legal responsibilities of project owners, the "3+3" key management and control points, eight basic management and control points and the safety management and control standards of 16 key nodes. We require the management and control actions such as planning, disclosure, site supervision and acceptance to be in place.
- **One culture** is the culture of safety guardians. We organize the Guardian Program and vigorously create a safety culture atmosphere in which all employees are responsible for safety. The Guardian Program includes three activities: a message from family members, a volunteer security officer and a safety squad, and fully implements the safety management culture.

COUNTRY GARDEN SAFETY MANAGEMENT STRUCTURE

Country Garden takes production safety as the most critical link in construction. We established the Production Safety Committee in 2018. Mo Bin, the President of the Group, also serves as the Director of the Production Safety Committee. Its members are composed of the heads of all functional centers of the Group, representatives of regional presidents, the general manager of property management company and specially appointed renowned scholars. The Safety Committee is responsible for giving instructions and making decisions from all aspects of safety management, regularly reviewing and evaluating the Group's safety performance in terms of health and safety policies and safety work implementation, and using this as a reference for deploying future safety work and updating relevant policies and systems. In addition, each region

and subsidiary has established a safety committee headed by the regional president and the general manager of the subsidiary. The Production Safety Committee holds quarterly meetings. In 2021, the Committee convened four meetings.

The health and safety strategy and performance are also managed by the Group's CEO and senior executive Mo Bin, who are also a member of the Environmental, Social and Governance (ESG) Committee. The health and safety strategy and performance is also managed through the ESG Committee, which reviews and assesses Country Garden's health and safety strategy and performance and conducts risk management. The Operation Center of the Group is responsible for implementation. It regularly reports on the implementation of health and safety strategy and performance at the Group's executive meeting.

THE GROUP ADOPTS CENTRALIZED SAFETY MANAGEMENT TO ACHIEVE FULL COVERAGE OF REGIONS AND PROJECTS:

- Adopt unannounced safety inspection and third-party inspection to monitor the implementation of the Group's management and control measures;
- Require regional companies to report occupational health and safety management update to the Operation Center monthly;
- Formulate the Information Reporting System, strictly implement the risk classification management and control, and report to the Group and regional companies according to the levels. Penalties will be imposed for concealment or false reporting.

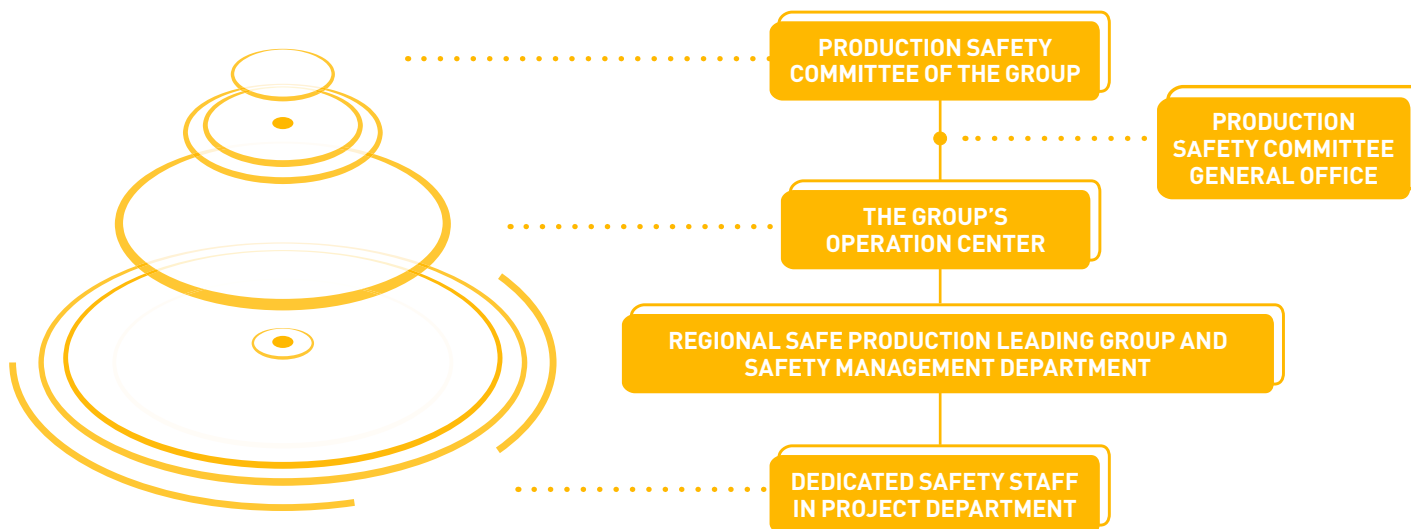
In order to supervise the work of the Production Safety Committee, the President of the Country Garden Group signed a production safety liability statement (valid indefinitely) with regional presidents as signatories, which clearly requires each region to improve the overall production safety management level and to pursue "zero casualties" in production as a long-term goal.

KEY PERFORMANCE

In 2021, no major safety (or above) accident occur¹ in Country Garden

- The accident rate per one million square meters² is **0.05** (including suppliers and contractors)
- In 2021, the number of employee deaths due to work of the Group was **0**. Zero death has lasted for **four** consecutive years
- In 2021, **3** employees suffered work-related injuries, and the number of working days lost due to work-related injuries was **243**
- In 2021, the reasonable rate of safety inspection and rectification was **100%**, realizing closed-loop management of safety hazards

COUNTRY GARDEN SAFETY MANAGEMENT STRUCTURE



1. Major safety accidents or above refer to accidents that cause 3 or more deaths, or 10 or more serious injuries, or direct economic losses of more than RMB 10 million;

2. Accident rate per million square meters = number of accidents/(annual area of operation launching (resumption) /1,000,000).



KEY PERFORMANCE

- As of the end of 2021, there were **4** full-time safety directors or managers at the Group's headquarters and **65** safety managers at each regional platform
- With **1** safety manager for each project under construction, there were **1,877** altogether
- A total of **1,946** safety managers were appointed in three-level organizations

SAFETY MANAGEMENT MEASURES

In order to promote the better implementation of safety management requirements in various regions and projects of the Group, Country Garden has formulated a series of safety management digital passwords according to the key links of construction and the places prone to safety accidents.

- "6+4+6" legal responsibilities of the construction parties: The responsibilities include 6 items of project management, including application for approval, construction period guarantee, project data, cost guarantee, bidding and contracting and project supervision; 4 items of quality management, including material guarantee, design guarantee, joint review on drawings and process supervision; 6 items of safety management, including system construction, personnel structure, contract management, safety and civilized construction measures, real-name system management and process supervision;
- "3+3" safety control priorities: The priorities include requirements for safety organization structure, real-name system management, physical examination of workers and safety control over critical construction tools including elevator shafts and scaffolding.

SAFETY TRAINING FOR ALL STAFF

Country Garden regularly organizes safety training for all employees, including quarterly Group training by the Production Safety Committee, safety lectures by regional presidents every six months, and weekly safety training for operating production lines.

- A safety letter is issued, while training and safety work arrangement is conducted before every important holiday;
- The group headquarters and regions conduct training and reminders every month according to the monthly special action programs formulated at the beginning of the year so as to prevent various types of accidents and emergencies such as rainstorms, typhoons and high temperatures;
- The project manager conducts safety summary and skill improvement training for project management personnel and construction management personnel of related parties on a quarterly basis.

Country Garden pays attention to improving the safety awareness of its workforce, strengthens the quality and safety training covering all employees and construction personnel of related parties and further improve the capacity of safety management.

- For all the employees of the Group: The Group holds a meeting of the Production Safety Committee every quarter, which delivers a summary of this quarter's safety management of the Group, gives instructions on the priority work of the coming quarter, and timely brief the employees on the national laws and regulations on safety and norms of the industry. Regional presidents give lectures on safety to regional management staff every six months;
- For all the operation department employees of the Group: We hold weekly quality and safety meetings, including the interpretation of national policies and quality management requirements of the Group and the sharing of the best safety and quality management experience and process practices.
- For regional major operation team leaders and engineering project leaders: Carry out online intensive training at different levels to share quality and safety management knowledge, the latest regulations of the Group, etc.

KEY PERFORMANCE

In 2021

- During the Month of Production Safety, Country Garden has demonstrated **666** safety management projects, carried out **3,373** warning education and training, and conducted over **2,110** emergency exercises
- The coverage rate of Country Garden reached **100%**
- A total of **5,329** third-party engineering safety and quality inspections were organized for projects under construction
- The general manager of the projects personally organized and participated in **1,800** safety education meetings, and the safety summary session was held more than **1,703** times

KEY PERFORMANCE

- **100%** implementation of joint safety inspection was realized, and the closing rate of hazards correction was **100%** for hidden dangers

PRODUCT SAFETY INSPECTION

Country Garden understands that safe construction is impossible without the supervision and guidance of a sound product inspection system. On the basis of strengthening the daily project safety inspection, we conduct multi-dimensional and normalized safety inspections to ensure that potential safety hazards will be nipped in the bud. We enhance the product safety inspection capability and improve the safety construction management level by carrying out the third-party inspection, unannounced inspections, joint safety inspections of regional construction units, joint safety guarantees of project safety managers, monthly regional inspections and weekly inspections by project managers.

ON-SITE CONSTRUCTION INSPECTION

We pay attention to the monitoring of construction products on the construction site, carry out various on-site inspections on the realization of quality and safety management and safe operation activities, and ensure the safety on the construction site and product quality.

UNANNOUNCED SAFETY INSPECTION

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

JOINT SAFETY INSPECTION

The construction units in each region implement the joint safety inspection system, focusing on the inspection of potential safety hazards on the construction sites and preventing safety accidents. The members of the joint inspection teams are composed of the staff regions and the general contractor. Such inspection is conducted in a rotating manner to check all items in the covered regions and effectively make up for what is missed in the third-party inspection process.

JOINT SAFETY GUARANTEE

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


MONTHLY PATROL INSPECTION

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

THIRD-PARTY PATROL INSPECTION

Country Garden work with third-party professional organizations to conduct quarterly engineering inspections that cover all operational projects and sites. In addition to checking the safety status of “things”, the project patrol inspection also checks the management behaviors, including mechanical equipment, power supply, base pits, high-altitude operation, scaffolding, climbing frame, unloading platform, civilized construction, and the management behaviors of report Party A, the general contractors and the supervisors. Third-party professional organizations directly issue a notice report of “switch-off” (an analytical evaluation report) for the major hidden dangers identified, and “switch-off” the parts with the hidden dangers. The project can be “switched on” after the hidden dangers are rectified and reviewed and approved by the region. The “switch-on” needs to be reported to the relevant departments of the Group.

KEY PERFORMANCE



Country Garden released the first Safety Production Management White Paper, which comprehensively summarized the institutions, control measures and actual results of the Group's safety production management work

KEY PERFORMANCE



in 2021. With the strategy of “improving quality and lowering speed, and making steady progress”, we constantly improve product safety standards and management measures.

In 2021, Country Garden has made a series of achievements in production safety management, with a significant decrease of safety accidents. In 2021, a total of **24** projects of Country Garden won the national-level safety and civilized standard award, **353** projects have won the title of provincial-level safe and civilized standard construction site, and **590** projects have been awarded the title of municipal-level safe and civilized standard construction site, solidly improving safety management and contributing to the Group’s transition towards high-quality and sustainable development.

EXAMINE THE POTENTIAL QUALITY AND SAFETY HAZARDS

Country Garden constantly pays attention to its own emerging quality/safety problems and those of other real estate companies, the systems and requirements newly promulgated by the government, and the topics around which the owners have put forward many suggestions, etc. We also take the opportunities of training sessions to publicize and implement preventive and governance measures in a timely manner, and add more items for inspection during project engineering inspections of the Group. In 2021, Country Garden has formulated a number of specific safety management guidelines, including Safety Management Guidelines for Prevention of Falling from Height, Safety Management Guidelines for Elevator Shaft and Fire Safety Management Guidelines, etc. These guidelines clarified the management practices for 8 basic safety management measures such as full closure of construction sites, certification of special operations personnel, 6 key control priorities such as elevator shafts and scaffolding, and 16 key junctions such as base pit support, tower cranes and

temporary constructions. We strictly investigated quality and safety hazards.

In order to maximally eliminate the major hidden dangers in the projects and prevent the occurrence of safety accidents, Country Garden issued and implemented a punishment mechanism for major hidden dangers in projects and invited a third party to conduct quarterly inspection of all the Group’s projects. All the major hidden dangers detected in the inspection need to go through rectification measures and punishment. In addition, Country Garden actively carried out a number of patrol inspections and supervisions:

WEEKLY PATROL BY PROJECT MANAGERS

We demand the use of the digital “Weiwo Operation Management Platform” in all the projects under construction of the whole Group to conduct weekly patrol investigation. The project managers personally lead a team to inspect the safety and quality engineering defects on the project sites, and initiate the rectification form online, which will be closed by the responsible units.

MONTHLY INSPECTION AND WEEKLY SELF-INSPECTION BY CONSTRUCTION UNITS

We insist that all general contractors of projects under construction of the whole Group conduct monthly inspections on the construction sites. Through this arrangement, we intend to incentivize the suppliers to take the initiative to prevent the occurrence of quality defects and potential safety hazards from the source;

SELF "SWITCHING-OFF"

We encourage self "switch-off" on projects with hidden dangers, implement the rectification of hidden dangers and accordingly draw inferences;

SITE SUPERVISION AND ACCEPTANCE

For the construction of major and dangerous projects, supervisors and construction units must carry out site supervision and acceptance to ensure that the safety measures are in place;

FIRE CONTROL

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

KEY PERFORMANCE

- A total of **11,259** unqualified safety helmets were found in the special action on safety helmets, and **100%** of the unqualified safety helmets were collected and destroyed
- **1,307** unqualified seat belts were found and destroyed in the special action on safety belts, and qualified seat belts were distributed
- In the special action on large-scale equipment, **51**

KEY PERFORMANCE

regions, **91** bid sections, **92** tower cranes and **70** construction elevators were randomly selected, and more than **80** defects were reported. **100%** of rectification of the regions/projects was completed as required

- In the special action on equipping large-scale fire extinguishers and safety watch lists, **5,536** crane drivers' cabs were equipped with fire extinguishers and **1,630** safety watch lists

SMART INNOVATION

Facing such problems as extensive production management, different management standards and asymmetric information in the traditional construction industry, it is extremely important to lift the management level by digital means. Committed to digital building and technological development with rich experience and the empowerment of science and technology industry resources, Country Garden actively explores scientific and technological means to improve the engineering management capability and enhance product quality.

WEIWO OPERATION MANAGEMENT PLATFORM

We continuously promote the practical application of digital management tools in engineering management, popularize and use the independently-researched-and-developed Weiwo Operation Management Platform, and strive to build a one-stop operation platform for engineering management, so as to transform such business scenarios as management behavior,

planning coordination, engineering inspection, meeting preparation and pile foundation management from traditional paper data transmission to online process records. The system deposits more than 14.81 million pieces of multidimensional data, including management behavior records, planning coordination records, weekly inspection lists and closed output records, project inspection data and problem sheets, meeting preparation materials and meeting minutes, pile foundation

construction data and inspection data. At the same time, we embedded the intelligent FAQ function in the system, used AI technology to analyze and identify users' questions during operation and project management process, and answered a total of 27,100 questions. In addition to improving business efficiency and facilitating refined management, the use of digital tools greatly saves office consumables consumption and manpower investment in engineering management.

APPLICATION OF SMART CONSTRUCTION SITES

In 2021, we became more refined in the management of smart construction sites. We upgraded 6 business modules to 12 modules, including labor management, tower crane, elevator, environment, smart hydropower, safety monitoring

of temporary electrical boxes, material management, safety rectification, safety education, AI hidden danger identification, Weiwo docking, and BIM data analysis screen to help refine on-site management and improve overall product strength.

PHOENIX TREE GARDEN AND OTHER 7 PROJECTS

We tried to integrate the smart construction sites with the Weiwo Operation and Management Platform. The smart construction sites collected the data of labor, environment, large-scale equipment and some safety management behaviors through intelligent and information technologies, so as to reuse the data collected and thus improving the efficiency and reducing the burden for front-line business personnel;

JINPING PROJECT SHANTOU

We tried to connect the robot WMS system, the planning and scheduling system, the cost calculation system, the BIM application service platform, the BIM collaboration platform and other systems, and facilitated the cooperation among six robots. Through overall end-to-end intelligent construction ecology practice, we built a complete full-cycle closed loop of robot and material management.

In 2021, at the "2020 China Digital Transformation and Innovation Awards Ceremony", Country Garden's Bright Dream Robotics digital technology project stood out from thousands of candidate projects and won five awards, including three Awards Typical Case and two Product Awards & Solution

awards. The winning projects covered IT capability sharing, enterprise office, data portal, material quality management, data warehouse and other fields, demonstrating that Country Garden Group had achieved remarkable outcomes in digital construction.

DEVOTED SERVICES

RESPONSIBLE MARKETING

Country Garden complies with the Advertising Law of the People's Republic of China and related laws and regulations and strictly controls information output through channels such as radio and television, paper media, portals, and streaming media to ensure the accuracy, legality, and authenticity of external publicity information and to avoid adverse social impacts and legal risks to the brand due to inappropriate output.

Due to possible discrepancy of verbal introduction by our sales consultants, we will remind customers to carefully read the home purchase contract version, UH announcement, UH

RESPONSIBLE MARKETING TRAINING

Country Garden focuses on protecting the legitimate rights and interests of consumers, and we have conducted training for all employees on responsible marketing to continuously regulate their marketing practices.

guide, and warm tips before the sales transaction is conducted, and fully consider the risks of market fluctuations and policy changes to ensure that the purchase of commercial properties is a fully voluntary commercial act to deliver honest sales and improve customer satisfaction. We provide multiple reporting hotlines for any illegal and irregular marketing behaviors that occur during the negotiation process and will handle them in a timely, fair and open manner according to our internal management policies.

In addition, we have strengthened our compliance campaigns on marketing to avoid false or exaggerated marketing and effectively protect consumers' right to know by setting up signboards in our sales department.

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

CONTENT OF THE SIGNS

(including but not limited to the following information)

Air quality, such as gas conversion station, garbage collection station, flour mill, chemical plant;

Vision, like mountain;

Ventilation, lighting, such as high-rise buildings;

Noise, such as the main entrance of the community, garage entrance, various processing plants, urban trunk roads, and expressways;

Smell, such as feed factory;

Convenient travel, such as subway construction;

Environment, such as sub-station, sewage treatment plant, high voltage bridge, high voltage line;

Project value/positioning, such as the surrounding communities transformed from shabby sheds, rent-control housing community;

Cultural practices, such as churches, cemeteries, temples, hospitals, etc;

We require the adverse factor signage to make all factors that exist within the red line of the project and within 1 km outside the red line that would affect the owners' residential use or project appraisal to be faithfully displayed on the model, and make the corresponding signage for display.

Country Garden has set up a number of public reporting channels to allow consumers to monitor and give feedback at any time

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

Country Garden Group Audit and Supervision Center Supervision Department reporting hotline:
0757-26395969 0757-29916100

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

KEEP CUSTOMERS SATISFIED

Country Garden adheres to the "client-centered" service philosophy. We strictly comply with regulations or guidelines such as the Operational Guidelines for Pre-Sales Customer Risk Inspection and Operational Guidelines for Customer Complaint Handling to continuously improve service quality and provide customers with more attentive services.

FULL CYCLE HOMEOWNER SERVICE SYSTEM

With the service philosophy of "customer needs being the starting line, customer satisfaction being the finishing line", Country Garden has formulated regulations or guidelines such as Full-cycle Home Owner Service System, Customer Contact Service Standard Guideline, Full-cycle Customer Risk Management Method, Customer Complaint Management Method and

Full-cycle Satisfaction Management Method. We also set up an online management platform to improve customer service management capacity, constantly standardize customer service standards and continuously improve service quality.

In 2021, Country Garden continued to invite third parties to carry out satisfaction survey. We adopted the most rigorous survey method in the industry to know the truest needs and suggestions of customers via telephone survey. The survey targeted all kinds of residential owners, including prospective owners, owners in running-in period, owners in stable period and old owners, so as to ensure full-cycle and full- coverage investigation. This year, the Group's overall customer satisfaction showed an upward trend, which fully affirmed Country Garden's customer service quality.

KEY PERFORMANCE



In 2021, Country Garden's overall customer satisfaction in every dimension improved:

- In terms of products, customer satisfaction rate in the property design increased by **6** points; community planning and public area facilities increased by **3** points; landscaping increased by **7** points; housing quality satisfaction increased by **11** points
- In terms of service, customer satisfaction rate in delivery service increased by **8** points; maintenance service increased by **8** points; property service increased by **3** points; and complaint handling increased by **3** points

HIGH-QUALITY HOTEL CUSTOMER MANAGEMENT

Country Garden Hotel has always implemented the brand philosophy of “making your life better by providing pleasant accommodation experience”, actively adapting to market development and changes, constantly innovating and making breakthroughs, creating personalized, interactive, and connected quality customer service, and offering consumers a diversified leisure experience based on accommodation.

With customer experience as the key, Country Garden Hotel has formed a service quality system by combining external evaluation with internal inspection and assessment. At the same time, customer service quality supervision is enabled through both customer opinion management (comments on Brand Wisdom website and online feedbacks) and service quality inspection, complemented by service quality assessment incentives to achieve self-inspection internally, thus ensuring the healthy and sustainable operation of the hotel.

KEY PERFORMANCE

In 2021, the overall customer satisfaction rate of Country Garden’s hotel business was **96.48**, increasing by **2.54** from 2020.

ACTIVELY RESPOND TO CUSTOMER DEMANDS

Country Garden attentively listens to the opinions and demands of customers. Once we receive the complaints or suggestions, we require customer service staff to arrange for the manager responsible for complaints at the regional level to take the lead in handling complaints and contacting customers within 24 hours (within 2 hours for urgent issues) to negotiate and deal with them. The process and results are regularly communicated to the unified customer service platform system, and the call center personnel make return visits to ensure that customer demands have been resolved before closing the orders. We strive to build a harmonious and

warm service quality management system. In 2021, we set a satisfaction target, aiming to increase the satisfaction rate by 10% in 2020.

KEY PERFORMANCE

In 2021, Country Garden had a total of **140,000** complaints, with a case-closed rate of **77%**. This included **45%** of construction and maintenance complaints, **23%** of property management complaints, and **19%** of sales management complaints,

INFORMATION SECURITY AND PRIVACY PROTECTION

Country Garden strictly abides by the Law of the People’s Republic of China on Cyber Security, General Data Protection Regulation (GDPR) and information security compliance schemes to meet compliance and legal requirements. We also established the Country Garden Group Information Security Management System and other regulations to manage the output, dissemination, use, and handling of customer information to prevent the misuse of personal information and to effectively safeguard customer privacy. In 2021, we formulated internal documents such as the Measures for Improving the Management of Digital Information Security Incidents to standardize the information security incident handling process and improve the emergency handling mechanism for security incidents.

We have established an information security team to control the Group’s external customer information output. The team is responsible for full-time management and evaluation of information security incidents and provide relevant technical support. We classify information security incidents into six cat-

egories including malware incidents, cyber-attacks, information destruction incidents, equipment and facilities failures and catastrophic incidents. Taking into consideration of economic loss, operational impacts and confidentiality, we classify the incidents into four levels including minor incidents, general incidents, major incidents and serious incidents and take cor-

responding measures to deal with different levels of incidents.

In 2021, Country Garden adopted a three-tier management mode of featuring “managing, handling and serving”, established a digital management platform, and coordinated and guided the digital strategic planning and management.

KEY PERFORMANCE



In 2021, Country Garden complied with GDPR and Data Protection Act and strictly implemented business compliance requirements and information security technology protection measures, and we received no complaints about customer privacy leakage.

In 2021, Country Garden Digital Management Center conducted data security risk screening for **16** business scenarios, organized and participated in **14** data security risk screening meetings for business scenarios, completed **28** system data security impact assessments and delivered reports.

❖ WIN-WIN FOR MULTIPLE PARTNERS

Country Garden is committed to working with multiple partners to make strides forward and joining hands to pursue win-win cooperation. We keep strengthening communication with suppliers, hoping to facilitate a fair and transparent partnership for suppliers. At the same time, we actively participate in industry exchanges and explore the logic and paths of the innovative

industrial development. In addition, we pay close attention to the cooperation between industry, academia, and research institutes and constantly carry out various formats of science and technology cooperation with universities and institutions to achieve mutual progress on the basis of win-win cooperation.

SUPPLY CHAIN MANAGEMENT

SUPPLIER MANAGEMENT SYSTEM

Country Garden works closely with different types of suppliers such as architects, designers, consultants, service providers, contractors and vendors, and is committed to establishing a fair, transparent, and sustainable supply chain. We have developed a series of mechanisms such as Supplier Resource Management Process, Supplier Post-Assessment System and Supplier Penalty Mechanism to build up a whole life cycle management process for all types of suppliers from development, access, performance evaluation, and risk management to termination and withdrawal, and to continuously inspect and evaluate the hardware facilities and operational capabilities of suppliers. In 2021, we newly formulated the Country Garden Group Management Measures for Joint Sampling Inspection of Materials, to ensure the material quality of the Group's projects under construction and continuously improve the product strength through on-site inspection and material sampling inspection on a monthly basis.

At the same time, Country Garden has set up an internal control group and a supplier management group to continuously improve the process of supply chain performance and to strictly supervise and control the process of entry, inspection, and management of suppliers.

INTERNAL CONTROL GROUP

- Responsible for the development of supplier management norms and systems and their timely dissemination and implementation so that quality controls are evidence-based.
- Responsible for using information technology to ensure the implementation of the system and continually improve and adapt the system to situations on the ground.
- Responsible for collecting complaints in the mailbox, taking a careful approach to the reported cases, and conducting comprehensive verification of relevant personnel.

SUPPLIER MANAGEMENT GROUP

- Responsible for reviewing and managing relevant entry qualification materials of suppliers.
- Responsible for carrying out sampling inspection on the problematic items found in the daily inspection of the Bidding and Purchasing Center and the Group's third-party inspection and conducting sampling inspection on suppliers with a history of providing unqualified materials.

KEY PERFORMANCE



In 2021, Country Garden cooperated with a total of **21,811** suppliers in the material and engineering categories

SUPPLIER ACCESS

In conducting supplier entry assessment, the Group follows the screening requirements for supplier selection in the Supplier Management Measures. In 2021, we newly formulated internal regulations such as Measures for Materials Quality Management in Real Estate Sector to clarify the workflow of new material research shortlisting, product sampling standards and other contents. Appropriate additional points will be given to suppliers who have passed ISO 14001 energy management system, ISO 9001 quality management system, and OHSAS 18001 occupational safety management system certifications. We will not hire suppliers with bad track records.

When examining suppliers, we attach great importance to the establishment of a green supply chain. In 2021, Country Garden continued to take into account the environmental and social risk factors of suppliers, giving priority to suppliers whose environmental and social performance meets the requirements:



- Applying an environmental procurement monitoring system to keep statistics on the environmentally friendly procurement of office supplies, building equipment, and building materials;
- Analyzing whether procurement items meet specific environmental standards, such as whether products have environmental certifications or approvals granted by authoritative independent third parties.

SUPPLIER COMPLIANCE

SUPPLIER AUDIT

Performance assessment and auditing are essential to building a sound supply chain. In 2021, Country Garden adopted different auditing methods for different suppliers to ensure that they could provide compliant products and services. Country Garden Group organized joint material sampling inspection covering 90 projects in 48 regions. We detected 254 batches of materials with problems and 115 batches of material management problems. For unqualified suppliers, we take disciplinary measures such as warning, fine and halting purchase according to the degree of violation, and remove those suppliers who don't cooperate. The Group's quarterly inspections of all projects under construction include the inspection of the qualification of materials. The documents submitted for inspection should include the composition, properties, and quality of the materials.

In addition, we conduct a supplier certification program. We continue to deepen the material quality management, formulated the Material Joint Sampling Inspection Management Measures of Country Garden, requiring all regions and projects to supervise the construction units' materials supplied by Party B. In addition, when all the main materials supplied by Party B access the site, we require the construction units to arrange the supervisors and Party A to carry out the inspection and acceptance of the materials before the entry. At the same time, we have expanded the scope of materials covered by material sampling inspection, incorporating the materials supplied by Party B into the regular sampling inspection program. The joint sampling inspection is carried out by multiple centers of the Group to inspect all the materials on site, focusing on the quality of materials purchased by the construction units (materials supplied by Party B). The materials being used are also collected on-site and sent to authoritative third-party national laboratories and other institutions for inspection according to national standards.

SUPPLIER TRAINING

Country Garden is committed to building a "community of shared responsibilities", integrating the concept of corporate social responsibility into all aspects of the supply chain and guiding suppliers to fulfill their social responsibilities. Country Garden's headquarters carried out all suppliers' training sessions and exchange conferences at least once a year to continuously improve the suppliers' product quality and provide safe and reliable quality products to our customers.

- Organize suppliers' training on our information system every six months
- Convening training session for quality and safety and other operational lines every Tuesday open to all suppliers. Before the entry of all suppliers, the project quality and safety disclosure and training for suppliers is conducted
- Organizing national training tour for all suppliers every year. We held 15 sessions in 2021 to publicize and implement the main quality and safety inspection contents of the Group such as project patrol inspection and delivery evaluation
- Conducting full-coverage quality and safety inspections on all projects under construction every quarter, and training project suppliers and other relevant personnel for problems identified on site

In 2021, Country Garden conducted sustainable development and quality upgrading training sessions for all suppliers; in the meantime, each region organized training workshops on product quality, safety management, and other topics as well as supplier exchange conferences. With these efforts, we aim to strengthen the foundation of responsible supply-side communication and join hands with suppliers to grow together.

CASE: ACHIEVE WIN-WIN COOPERATION WITH SHARED ASPIRATIONS AND CONCERTED EFFORTS

In April 2021, Country Garden Southeast Anhui Region held a supplier conference. The regional President Wang Jun and heads of various functional departments attended the meeting. More than 70 suppliers from regional partner suppliers also attended the conference. At the conference, speeches on work summary and future outlook were delivered. Country Garden is committed to achieving mutual benefits and win-win outcomes with suppliers, making every effort to contribute to urban construction.



Southeast Anhui Regional Supplier Conference

ENHANCING SUPPLY CHAIN RESPONSIBILITY

As the core official member and main organizer of the Real Estate Purchasing Supply Chain Association, Country Garden actively participates in the association's activities, playing an important role in the industry's green supply chain management, resource sharing of outstanding material suppliers, and experience sharing of advanced supply chain management.

INTEGRITY IN PROCUREMENT

Country Garden has adopted a series of measures to prevent supplier corruption from within the Group and beyond:

- Preventing supplier corruption from inside the Group: We require every new procurement center employee to sign the Country Garden Integrity Agreement to regulate the business connections between employees and the enterprises set up by their close relatives
- Preventing supplier corruption from the supplier side: Each supplier is required to sign the Country Garden Supplier Integrity Requirements, which sets corresponding rectification measures for corrupt behavior
- Preventing supplier corruption in the business process: We pay attention to supplier qualification during the inspection, and do not hire those with poor records; strictly control costs and break down prices when pricing, so as not to give suppliers the opportunity to be corrupt

COMBATING COUNTERFEIT AND SUBSTANDARD PRODUCTS

Country Garden attaches great importance to combating counterfeit raw materials and products, and the Group has formulated the Counterfeit and Shoddy Products On-site Verification Manual, which serves as the basis for on-site inspection of Party A-designated and Party A-supplied materials. Country Garden's material procurement mechanism requires that materials be purchased from designated suppliers and designated channels; in addition, the supplier inspection system also requires suppliers to verify whether there are problems with their own materials.

We require the personnel responsible for procurement in each region across the country to inspect newly-added materials when conducting patrol investigation. According to the contract, the construction party must sign a tripartite contract with the material supplier designated by Party A, and is explicitly required not to change suppliers after establishing a cooperative relationship. If the construction party purchases materials from a supplier outside the scope designated by Country Garden, it will constitute a breach of contract and Party A will require rectification and return of the materials and impose a penalty of 30%- 100% of the purchase amount of that batch of materials for breach of contract.

EMERGENCY PLAN

Country Garden guarantees the supply of key materials. We prepare high-quality supplier candidates in advance to ensure the uninterrupted supply of project materials and meet delivery standards by taking into account changes in the raw material market, COVID-19 control measures, and factory production. To better cope with risks, some of the main materials of the Group are provided by our subsidiaries. On the basis of the standardization of the Group, the subsidiaries ensure that emergency will not affect project development through material reserves, product reserves, scientific and rational arrangement of production schedule, and multiple production bases.

❖ SPEARHEADING DEVELOPMENT OF THE INDUSTRY

Country Garden is committed to leveraging its strengths to promote the development of the industry and to seize new cooperation opportunities through active external cooperation and exchanges. In 2021, we built strategic partnerships with multiple enterprises to jointly transform and upgrade industry products and services, working hand in hand to achieve mutual benefits.

CASE: UNIVERSITY-INDUSTRY COOPERATION

On June 7th, 2021, Country Garden Agricultural Holdings Co., Ltd. and South China Agricultural University signed the Framework Cooperation Agreement on the Development of Overseas Agricultural Projects. The two sides will explore to construct an “unmanned farm” demonstration base, and build an “unmanned” modern agricultural industrial chain cluster integrating planting, breeding and trade, which will provide strong support for food security. Country Garden Agriculture and South China Agricultural University will integrate their advantageous innovation resources and jointly achieve excellence in research and development, testing, transformation, incubation and industrial application of high-tech to form a complete industrial chain in Industry-University-Research cooperation, and help Country Garden Agriculture build an overseas modern agricultural industrial cluster.



Representatives were signing the Framework Cooperation Agreement.

09

GREEN DEVELOPMENT

● COUNTRY GARDEN THE GUARDIAN

● [OVERVIEW]

Upon the backdrop of China's pledge to achieve carbon peak before 2030 and carbon neutrality before 2060, it is imperative for the construction industry, a main source of carbon emissions, to shift to green and low-carbon development and reduce carbon emissions. As a leading real estate enterprise, Country Garden constantly explores the green and sustainable development path of the real estate industry in such dimensions as environmental-friendliness, intelligentization and digitalization and actively fulfill our responsibility to protect the environment as a corporate citizen. Country Garden is committed to continuously reinforcing research and development of green construction and apply green exploration and practice across the whole industrial chain of construction, operation, office environment and products. We are taking effective measures to fight against climate change, 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
- Tackling climate change
- Use of environmentally friendly materials
- Green Lease
- Carbon Neutrality

SDGS DISCUSSED IN THIS CHAPTER



FEATURE : ECOLOGICAL HABITAT-BOOSTING THE DEVELOPMENT OF CARBON NEUTRAL CITIES

Green development, in essence, to facilitate the harmonious coexistence between mankind and nature. Country Garden has been adhering to the design philosophy of harmonious coexistence of mankind, cities and nature. In the process of project development, we are committed to green space development, abide by the ecological red line and promote the harmonious coexistence of mankind, cities and nature. We have been actively studying and exploring technologies that can save energy and resources, reduce pollution, and improve health and comfort level in the whole life cycle of buildings, such as passive ultra-low energy-consumption buildings, the energy consumption of which is much lower than that of conventional buildings, so as to maximally realize the harmonious coexistence of mankind and resources.

We prioritize environmental factors as our primary consideration and adopt two design concepts:

- Make the utmost use of the landform and protect the natural landscape from being destructed by modern construction;
- Integrate with the original ecology in the surrounding environment and use the inhere mountains and rivers as the project landscape.

We take a number of measures to protect the ecological environment during the project construction:

- When selecting vegetation, we give preference to local plants suitable for local soil and climate conditions to ensure the ecological environment for plant growth.

For example, in the design of sponge city, we choose drought-enduring and waterlogging-resistant species to ensure that plants can grow well in rainy season and at ordinary times and realize the storage capacity of sponge measures.

- We plant various types of plants to form a multi-level plant community of arbor, shrub and grass, enriching the biodiversity in the ecosystem.
- Some projects adopt a multi-dimensional greening system standing from the ground to the roof, enabling plant carbon fixation, mitigation of heat island effect and reduction of energy consumption of temperature control system.

CASE: YUZUI GUESTHOUSE VILLAGE ECOLOGICAL CONSTRUCTION PROJECT IN YINGDE CITY

Yuzui Village is located in the south of Hanguang Town, Yingde City, Guangdong Province, with Xiaobeijiang River winding by it. This ancient village has been standing here for over 800 years, but still preserves its ancient features. Based on the concept of environmental protection, cultural tradition preservation and sustainable development, Country Garden has fully explored the natural resource endowment of Yuzui Village and planned to build it into a base for cultural travel and guesthouses. In the architectural design, the company places emphasis on the protection of rural traditional culture, respecting villagers' feelings and wishes, artistically using the rural elements instead of carrying out large-scale demolition and construction, and transforming and upgrading only parts of the landscape to maintain the original ancient features and charm. In addition, by dredging the rivers and connecting mountain corridors and making full use of the landscape sight, we built the dock cultural square and the flower terrace ecological revetment along the river, which serve not only as the ecological flood control embankment, but also the beautiful shoreline of the village.



Bird's-Eye View of Yuzui Ancient Village



Bird's-Eye View of Yuzui Ancient Village



Flower Terrace



Buildings with Vertical Greening



CASE: FOREST CITY

In 2021, the Country Garden Forest City Project was devoted to advancing refined operation and the upgrading ancillary facilities. For example, solar photovoltaic power station installation has been launched in the Fisherman’s Wharf and Sea Shell Exhibition Center in the Forest City, with an estimated installed capacity of 405kWp and an estimated annual power supply of 480,000 kWh. In the future, Forest City plans to install solar panels in other areas to supply electricity for public areas, so as to increase the utilization ratio of renewable energy.

In 2021, Forest City won the Construction21 International “Green Solutions Award” Finalist Award for its comprehensive sustainable solutions such as water resources recycling and biodiversity protection. With the low-carbon and green development concept, Forest City won the “Global Model of Low-carbon City Planning and Design” awarded by the “Sustainable Cities and Human Settlements Awards”.



GREEN SOLUTIONS AWARDS
POWERED BY Construction21

THE SUSTAINABLE INFRASTRUCTURE GRAND PRIZE
OF GREEN SOLUTIONS AWARDS 2020-21 CHINA

Forest City
Johor Bahru, Malaysia

Stakeholders
• Developer: Country Garden Holdings

DELIVERED ON JULY 2021 IN PARIS

THE COMPETITION WAS HELD BY: Construction21

WITH THE SUPPORT OF: UN, egis, GRDF, Association Promotelec, Interface, FIDELITY+AVANTO, EDF

International “Green Solutions Award” Finalist Award

ENVIRONMENT MANAGEMENT

Country Garden adheres to the guiding principle of green, low-carbon and environmental protection, actively acts on the goal of carbon peaking and carbon neutrality, upholds the corporate culture of "To shape a prosperous future through our conscience and social responsibility awareness" and strengthens environmental management to minimize the environmental impacts caused by business development. In 2021, we leveraged on our advantages in technology, science and technology, continued to promote the corporate

sustainable development in green building, green construction, green operation, green lease and green office, and attached importance to and implemented the climate change response and biodiversity protection plan.

ENVIRONMENT MANAGEMENT SYSTEM

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 the 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 addition, Country Garden passed ISO 14001 and other environmental management system certifications and has implemented standardized environmental management in all business processes.



ISO 14001 Environmental Management System Certification

SUSTAINABLE BUILDINGS

STANDARDIZED SYSTEMS FOR SUSTAINABLE BUILDINGS

Country Garden continues to actively implement the relevant national standards for green buildings, low-carbon buildings and sustainable buildings. With the aim to create a green ecological and healthy living environment, Country Garden constantly improves its own green building standards, fully integrates the low-carbon concept and sustainable development ideas into the whole life cycle of buildings, contributes to reducing energy consumption and carbon emissions in the whole life cycle of buildings, and helps to achieve the national goal of carbon peaking and carbon neutrality while meeting people's aspiration for a happy life.

In the process of developing green building projects, we strictly abide by a series of industrial standards published by the Chinese government and act on the green building policies issued by local governments including. In the meantime, we

actively explore the formulation and improvement of internal standards and guidelines for sustainable buildings. In 2021, we drafted the Interpretation of the Impacts of the 'General Code for Energy Efficiency and Renewable Energy Application in Buildings' GB 55015-2021 and renewed the Design Extension Service Guidelines for Passive Ultra-Low Energy Building (V1.0 2021). We also formulated a number of guidelines and technical regulations, such as the Design Principles of Passive Ultra-low Energy Residential Building Planning and Building Monomer Scheme in Freezing and Cold Regions, the Design Guidelines for Passive Ultra-Low Energy Building Construction Drawings in Hebei Province, the Quality Control Requirements and Technical Regulations for Prefabricated Design, and the Detailed Design Guidelines for Common Precast Components.

INTERPRETATION OF THE NEW GENERAL CODE FOR ENERGY EFFICIENCY AND RENEWABLE ENERGY APPLICATION IN BUILDINGS

- Requirement for energy conservation rate
- Comparison between new and old thermal performance of main building envelope
- Requirement for carbon emission
- Energy-saving design & solar energy system installation of building
- System adjustment & quality acceptance of energy-saving project
- Energy system management
- Green building impact analysis

DESIGN EXTENSION SERVICE GUIDELINES FOR PASSIVE ULTRA-LOW ENERGY BUILDING (2021)

- Pre-plan and cooperate with other departments in project establishment
- Key design points and application of passive ultra-low energy building
- Key construction points and technical support of passive ultra-low energy building
- Instructions for passive ultra-low energy building

CERTIFICATION FOR SUSTAINABLE BUILDINGS

In 2021, Country Garden accelerated the development of green buildings and saw increasing number of projects awarded certificates and more construction areas recognized as green buildings.

KEY PERFORMANCE



- In 2021, Country Garden had **23** GB 2-Star projects, with a total area of **3.253** million square meters and **38** GB 1-Star projects, with a total area of **5.902** million square meters.
- In 2021, one project got the **LEED** pre-accreditation.
- In 2021, Country Garden constructed **124** sponge city projects with a floor area reaching **8.655** million square meters.

CASE: HEADQUARTERS OFFICE OF BRIGHT DREAM ROBOTICS



The headquarters office of Bright Dream Robotics Innovation and Research Center, a GB 2-star project, won the Second Award of “2019-2020 Foshan Excellent Engineering Investigation Design Award (for Green Buildings)”.



Headquarters Office of Bright Dream Robotics

CASE: MEILIN FENGMING MANSION IN YIXING IS ACCREDITED AS NATIONAL 2-STAR BUILDINGS



Meilin Fengming Mansion in Yixing, designed by the Country Garden Boyi Design Academy, is located on the north side of Yipu Road, east to Guihua Jingsan Road, north to Weiyi Road, with woodlands on its west and south sides in Meilin District, Yixing City, Jiangsu Province. With emphasis on energy conservation, energy utilization and indoor environmental quality, the design adopts active and passive technologies such as thermal insulation of envelope structure, efficient energy-saving equipment, energy-saving lighting, solar hot water, adjustable external shading, CO₂ concentration monitoring, indoor natural lighting simulation optimization, indoor natural ventilation simulation, etc. By catering to the environmental features and planning requirements of the land, we built the project into a green, livable and healthy residential area.

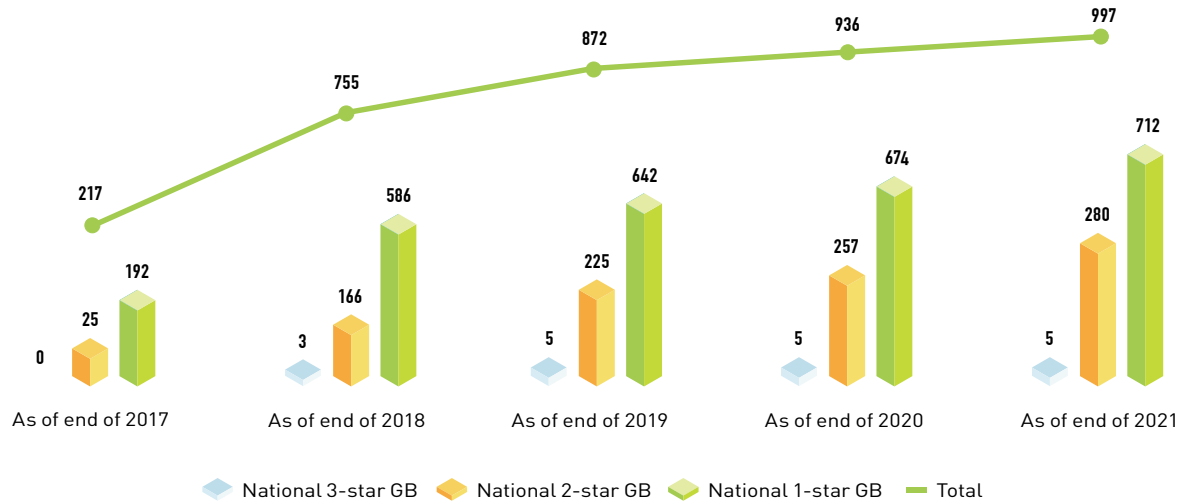


Project Design Sketch

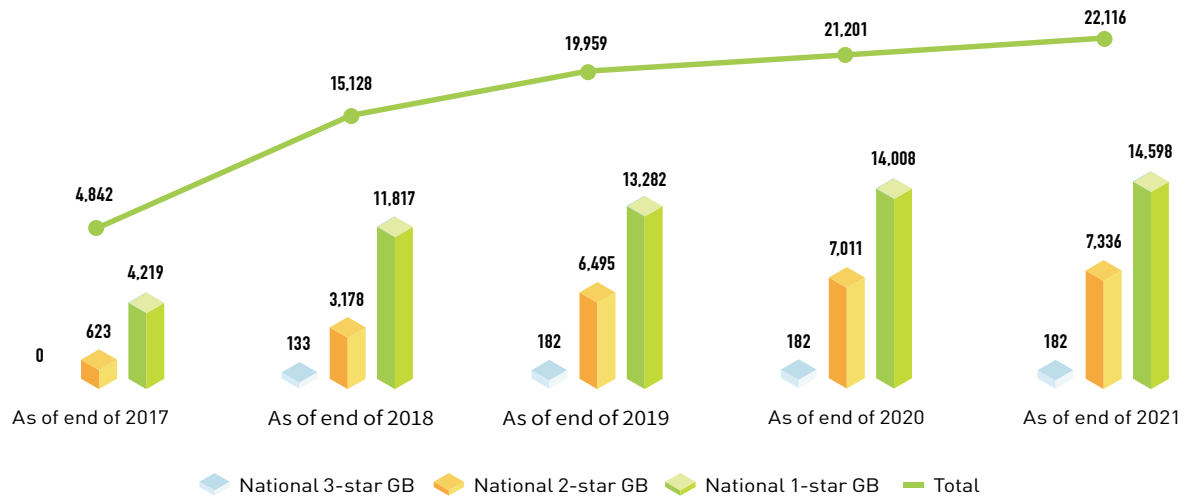
绿色建筑设计标识 二星级绿色建筑设计标识证书 CERTIFICATE OF GREEN BUILDING LABEL		绿色建筑设计标识 二星级绿色建筑设计标识证书 CERTIFICATE OF GREEN BUILDING LABEL	
居住建筑	NO. RD21021233	公共建筑	NO. PD21021232
项目名称: 宜兴梅林凤鸣府1-7、9-24号楼 建筑面积: 13.05 万平方米 申请单位: 宜兴市冠鸿房地产开发有限公司 广东博意建筑设计院有限公司		项目名称: 宜兴梅林凤鸣府8、25、26号楼 建筑面积: 1.24 万平方米 申请单位: 宜兴市冠鸿房地产开发有限公司 广东博意建筑设计院有限公司	
评价指标	设计值	评价指标	设计值
建筑节能率	65.00%	建筑节能率	65.00%
可再生能源利用率	84.94%的太阳能热水量	可再生能源利用率	—
非传统水源利用率	6.74%	非传统水源利用率	6.74%
绿地率	30.01%	绿地率	30.01%
可再循环建筑材料用量比	8.64%	可再循环建筑材料用量比	10.15%
室内空气污染物浓度	设计阶段不参评	室内空气污染物浓度	设计阶段不参评
物业管理	设计阶段不参评	物业管理	设计阶段不参评
说明: 1. 设计依据《绿色建筑评价标准》(GB/T 50378-2014)。 2. “绿色星级”指为《绿色建筑评价标准》(GB/T 50378-2014)。		说明: 1. 评价依据《绿色建筑评价标准》(GB/T 50378-2014)。 2. “绿色星级”指为《绿色建筑评价标准》(GB/T 50378-2014)。	
发证日期: 2021年4月30日		发证日期: 2021年4月30日	

Certificate of 2-Star Green Building Label

TOTAL NUMBER OF PROJECTS THAT MEET THE NATIONAL GREEN BUILDING EVALUATION STANDARD



TOTAL AREAS OF PROJECTS THAT MEET THE NATIONAL GREEN BUILDING EVALUATION STANDARD (100,000 SQUARE METERS)



RESEARCH AND TRAINING ON SUSTAINABLE BUILDINGS

Leveraging on the research on sustainable development buildings, Country Garden is committed to striking a balance among higher building quality, energy and resource conservation and environmental protection by means of advanced and appropriate technologies and cutting-edge ecological design, so that residents can truly feel the changes brought about by green values in their lives. In 2021, we continued to strengthen the cutting-edge research and training on sustainable development buildings, providing strong technical support for green building construction and future business expansion.

Meanwhile, Country Garden is committed to creating a livable and comfortable living environment to enhance people's level of satisfaction and happiness. Guided by the strategy of "Healthy China", Country Garden focuses on "health" and the concept of sustainable development of human living environment to meet the physiological, psychological, and social needs of customers and create healthy, safe, comfortable, and environmentally friendly high-quality residences and communities. At the same time, as the aging of China's population intensifies, we also pay more attention to adapting the living environment for the elderly and the construction of barrier-free elderly facilities in the community in the process of product design so as to bring a healthier, safer and more suitable living environment for the elderly clientele.

The Boyi Design Institute has continuously deepened and expanded the research on sustainable architecture and published 6 core journal papers in 2021, published in Construction Technology and Journal of Building Energy Efficiency and other leading industry magazines. In the meantime, we actively partner with the government departments, universities and research institutes to carry out industry-university-research cooperation. In 2021, we cooperated with Tsinghua University to carry out "Research on Adapting to 6-storey Prefabricated Concrete Structure System", and cooperated with China Academy of Building Research to develop "BIM-based Assembled and Integrated Design Software PKPM-BGYPC", which won

the second prize of Foshan Excellent Engineering Investigation and Design (Computer Software) in 2019-2020, and cooperated with Guangdong University of Technology to carry out "Passive Ultra-Low Energy Building Design". We will also engage in the formulation of the Evaluation Standards for High-Quality Housing organized by the Ministry of Housing and Urban-Rural Development in 2022.

In 2021, we organized employees to attend a number of technical exchanges and forums related to green buildings, such as the China-UK Summit Forum on Sustainable Communities and Buildings, the Greater Bay Area Green Building Energy Conservation Conference, the Fourth National Energy Conservation and Green Building Innovation Conference, the 2021 Guangzhou Green and Functional Building Materials Industry Development and Application Summit. We also actively participated in various technical exchanges organized by Guangdong Construction Sustainable & Prefabricated Industry Association. We also organized a number of internal trainings to improve employees' professional skills, including Transfer Training of 2021 Green Building Conference, Closed-loop Training on Application Materials Review and Design of Green Building Design Marks and Key Control Items of Passive Ultra-Low Energy Residential Buildings. We also actively organized and participated in external exchanges and trainings, such as Special Training on LEED Application and Technology and Research on Sound Insulation Floor Materials.

KEY PERFORMANCE



- In 2021, Country Garden Boyi Design Academy obtained **23** new patents.
- In 2021, Country Garden Boyi Design Academy organized **22** internal training sessions on sustainable buildings, totaling **37** hours and participated by **285** employees.

PLANNING AND DEVELOPMENT OF SUSTAINABLE BUILDINGS

Country Garden has formulated short-term and medium-long-term sustainable building development plans, providing strong support and guarantee for boosting green buildings.

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

· SHORT-TERM OBJECTIVE ·

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

· MID-LONG-TERM OBJECTIVE ·

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

CASE: PASSIVE ULTRA-LOW ENERGY BUILDING TECHNOLOGIES ARE CONTINUOUSLY OPTIMIZED



In 2021, Country Garden Boyi Design Academy kicked off the design of ultra-low energy buildings for the first time ever in economically developed areas of Shanghai, translated the design into concrete projects, and gradually expanded its scope of service. When building passive ultra-low energy-consumption buildings in different climatic zones, we insist on adopting performance-based design, quantify the use of technology in different climatic zones and make tailored analysis of specific projects, so as to avoid excessive use of technologies and achieve the best effect of building energy conservation:

We proposed that the passive ultra-low energy consumption buildings' fresh air system should adopt compartment drier control to realize sufficient indoor oxygen and ensure a healthy indoor environment. Project cases include passive ultra-low energy consumption buildings in Nanxiang Town, Shanghai and some residential buildings in Yuejiangsha, Longyao, Xingtai.

The climate zone with hot summer and warm winter is where Country Garden has been present and active for a long time. In this climate zone, we made technical exploration and carried out a villa project as a passive ultra-low energy-consumption building implementation case.



Nanxiang Passive Buildings Project in Jiading District, Shanghai



Yuejiangshan Passive Buildings Project in Xingtai, Hebei

GREEN CONSTRUCTION

In order to minimize the waste of resources and environmental pollution caused by construction, in 2021, Country Garden implemented a number of environmental protection measures and optimized the schemes and technologies in the construction process. On the premise of ensuring the engineering quality and building environmental safety, we saved energy, water and raw materials in the construction process, so as to protect environment and deliver key features of green buildings.

We plan to reduce the waste on the construction sites by using construction robots as much as possible in the internal projects, and we create value from the waste by using mobile brick-making vehicles, etc.

We aim to continuously reduce the dependence on human labor in building construction, especially high-risk and high-intensity operations, to ensure construction safety, by employing measuring robots, standard concrete furnishing combined construction robots, indoor spraying robots, exterior wall spraying robots, etc.

WATER CONSERVATION AND REASONABLE SEWAGE TREATMENT

- The draining system at construction sites is designed to separate rainwater and sewage; Sedimentation tanks and oil separators are set up to avoid water resource pollution
- Turfs are installed to eliminate water and soil erosion
- Wastewater from construction sites is deposited and purified so that it can be recycled
- With the extensive use of aluminum formwork and plastic formwork, we promote the reduction of the use of wet construction (ex. plaster-free and thin-plastering techniques) to consume less water resources so that it can be recycled

ENERGY CONSERVATION

- Solar street lamps are used for lighting in the construction of some projects
- Dysprosium centralized and time limit lighting devices are used in the construction of some projects

DUST POLLUTION CONTROL

Country Garden concerns about the construction dust pollution and has taken a series of measures to minimize the negative environmental impact caused by dust, mainly including:

- Vehicles are flushed at entries and exits of all projects
- Hoppers of muck trucks are closed at construction sites
- Spraying devices are installed on all walls of construction sites to stop dust from floating in the air
- All earthworks are required to be covered to reduce dust
- Turfs are planted near construction sites

We achieve “six 100%” in construction:

- The construction sites are 100% enclosed
- The access roads in and out of the construction sites are 100% hardened
- Materials at the construction sites are 100% covered
- The sites are 100% cleaned by sprinkling water
- Trucks coming in and going out are 100% flushed
- Spray dust removers are 100% applied throughout the whole project period

In addition, we actively explore and practice the construction of gardens, municipal utility and greening projects in advance. Therefore, we can finish the outdoor construction 12 months earlier than the traditional construction process and shorten the period of bare soil exposure. An example is Tianyu Project in Meishan of central Sichuan, which was praised by the Municipal Housing and Urban-Rural Development Bureau and observed and studied by delegations led by the mayor.

BUILDING MATERIALS CONSERVATION AND THE USE OF GREEN MATERIALS

- We choose concrete iron, copper products and other recyclable materials
- All projects are encouraged to adopt aluminum formwork and climbing frame system. Aluminum formwork is required to be used in buildings with the 25 floors and above as long as conditions permit, so as to reduce the use and loss of wood square and wooden formwork
- Prefabricated components, including shear walls, laminated slabs, and stair treads are widely used in the construction industry
- In the construction process, plastic formwork with higher turnover times is popularized to reduce the loss of turnover materials
- All construction processes use ready-mixed concrete and commercial mortar to reduce the environmental pollution and material losses at the construction sites
- We conduct feasibility studies and popularize 109 technological achievements including high and low grade concrete interception airbag construction technology, municipal tube well PC construction technology and secondary comprehensive utilization technology of construction waste, and strive to improve the turnover efficiency of turnover materials and make the construction materials more environmentally friendly
- We use intelligent paving and piling robots to accurately control the dosage of ceramic tile cementing materials and reduce the material loss caused by manual construction
- Some projects make full use of the integrated design of building, civil engineering and decoration, and adopt integrated qualitative design for kitchens and bathrooms

WASTE DISPOSAL AND RECYCLING

- Waste generated on construction sites are categorized.
- Waste is recycled and properly treated by professional organizations.
- Construction waste is reused. The mobile brick-making truck directly converts construction waste into recycled building materials such as garden pavement bricks, grass-planting bricks and bricks for blind sidewalk, immediately turning waste into usable items.

PEOPLE-CENTERED APPROACH IS TAKEN TO REDUCE CONSTRUCTION LABOR INTENSITY

We utilize prefabricated components and smart construction techniques to reduce labor intensity and improve construction conditions. For example, we put into use the prefabricated wallboard installation robots to reduce the material waste and wet work in the traditional process of masonry wall building.

KEY PERFORMANCE

In 2021, the EIA coverage rate of Country Garden and its construction projects reached **100%**



CASE: MOBILE BRICK-MAKING TRUCKS FOR RECYCLING THE CONSTRUCTION WASTE

The Country Garden mobile brick-making truck for recycling construction waste can provide a one-stop solution for the reduction, recycling and harmless treatment of construction waste. The truck is capable of directly converting construction waste into recycled building materials such as garden pavement bricks, grass-planting bricks, blind sidewalk bricks and various solid concrete bricks, thus immediately turning waste into usable items on site. The truck can help save construction waste clearing expenses and brick

building materials purchasing expenses and also reducing dust pollution and transportation emissions. The mobile brick-making trucks for recycling construction waste has been put into use in Feng Tong Garden, one of the first batch of intelligent construction pilot projects approved by the General Office of the Ministry of Housing and Urban-Rural Development. The truck absorbed 450 tons of construction waste and produced more than 200,000 colored pavement bricks (230*115*60mm).



Mobile brick-making trucks for recycling construction waste



Colored pavement bricks produced by the mobile brick-making trucks

GREEN OPERATION

Country Garden not only implements the energy conservation, emission and pollution reduction and other sustainable development philosophy in the project development and construction process but also comprehensively implements green operation measures in various business operations, including property management, hotel operation, commerce, culture, and tourism project operations. We are committed to contributing to the realization of carbon peaking and carbon neutrality goals and providing customers with green and environmental-friendly services.

ENERGY CONSERVATION AND CARBON EMISSION REDUCTION

Energy conservation and emission reduction is a critical way towards carbon peaking and peak neutrality. Country Garden attaches great importance to energy conservation and emission reduction in its business operations. In 2021, We implemented energy-saving management measures and applied new energy technologies to control energy consumption, reduce carbon emissions, and achieve the goal of low-carbon operations.

We pledge to make gradual improvement of the office building operation and management system during the operation, strive to reduce the energy consumption, and maximally increase the share of solar energy systems as actual conditions allow.

The energy consumption ratio in the Phoenix Hotel is controlled within 6.25%, as a measure of contributing to the national carbon peaking and carbon neutrality goals and vigorously promoting clean energy, energy storage and air-conditioning(AC) systems powered by water-steam energy.

CASE: HOTEL BUSINESS ACTIVELY WORKS ON ENERGY CONSERVATION AND EMISSION REDUCTION

Country Garden Hotels Group has fully implemented the mission of “green initiative, energy conservation and emission reduction” in its daily operation and strictly carried out management of energy conservation and emission reduction according to the Green Hotels Management Standards. Also, to encourage the staff to engage in energy conservation and emission reduction, the ratio of energy consumption is written into the 2021 Performance Assessment of Functional Departments, so that staff performance will be evaluated with energy conservation result as a criteria. Country Garden Hotels Group conducts energy conservation management from three aspects: time, environment and equipment:

TIME

We reduce the daily energy consumption cost of hotels through time-related control measures, including adopting outdoor floodlighting and energy-saving control mode of landscape lighting, and the energy-saving control mode of AC systems in lobbies, restaurants, public area, guest rooms corridors and laundry equipments

ENVIRONMENT

In consideration of the hotels’ operational demands, we fully use the advantage of natural environment to reduce energy consumption costs of hotels, including adopting energy-saving natural ventilation and lighting in conference rooms, western restaurants and guest corridors

CASE: HOTEL ACTIVELY PROMOTING ENERGY

CONSERVATION AND EMISSION REDUCTION

EQUIPMENT

We fully use the advantage of the equipment operation performance in the hotels and adopt scientific management measures. In consideration of the hotels' operational demands, we control the equipment operation cost within the minimum reasonable energy consumption cost, by adopting energy-saving control mode of hot water boiler equipment, solar energy equipment, central air conditioning with water chiller and heating boiler equipment

In 2021, Country Garden Hotel also implemented a number of energy-saving renovations, including the renovation of hot water system in hotel rooms and the use of energy efficiency management platforms in 46 hotels.

WATER CONSERVATION AND WASTE DISPOSAL

In 2021, Country Garden continued to pay attention to the challenges posed by water shortage, and worked on the efficient use of water resources in the operation process to achieve the goal of saving water resources.

We pledge to advocate water conservation, intensify wastewater reuse and improve the efficiency of water resources. The Hotels Group effectively controls the daily use of water resources, saving every drop of water. In the hotel projects in operation and with proper conditions, lake water is used to irrigate green plants.

Water-efficient sanitary wares are used to increase the utilization efficiency of water resources

Water-saving pipelines and accessories are adopted. Leak-proof valves and anti-corrosive durable tubings and pipe fittings are used

In areas rich in rainwater resources, water collection and storage systems are installed to collect rainwater, which will then be used for building construction, construction site dust control, irrigation and street cleaning if conditions allow

Efficient water-saving systems consisting of sprinkler irrigation and trickle irrigation techniques are employed for greenery irrigation in communities

Non-toxic and non-hazardous high-performance products are used for daily washing and cleaning chemicals

At the same time, we also pay attention to law-abiding and reasonable sewage disposal in the operation process. Drainage systems in our projects 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

Country Garden pays attention to waste management in the operation process, maximally recycles all the recyclable waste and disposes non-recyclable waste in compliance with relevant management regulations. For example, during the construction process, all our board houses can basically be used for three times; cables and wires are recycled, and excess concrete are

made into prefabricated parts. At the same time, Country Garden also explicitly puts forward waste disposal requirements for suppliers in the procurement process and prefers durable and environmentally friendly products to reduce the generation of waste.

GREEN INITIATIVES

Country Garden advocates green consumption in hotel operations by carrying out campaigns to raise awareness of energy consumption reduction, waste classification and other green environmental protection concepts. We also join hands with our employees, customers, suppliers, and other partners to fulfill environmental responsibilities. In 2021, the following measures are mainly adopted:

- Offering training courses on the management of “green hotels” for new employees to raise their awareness of providing green services and encouraging guests to engage in green consumption
- Encouraging our customers to doggy bag leftovers and drinks
- Getting rid of styrofoam boxes, disposable wooden chopsticks, reducing the use of disposable towels, and using biodegradable boxes
- Changing sheets, pillowcases, and bath towels less frequently for long staying guests
- 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 learn from and share experience with peer hotels

We pledge that the wastes are classified as hazardous, harmless, recyclable and non-recyclable wastes and accordingly collected. Hazardous wastes shall be treated by qualified institutions and harmless wastes shall be recycled as renewable resources and disassembled materials.

CASE: COUNTRY GARDEN PHOENIX

HOTEL IN CHANGSHA IS AWARDED THE “GOLDEN-LEAF GREEN TOURISM HOTEL”

Upholding the philosophy of environmental friendliness, the Country Garden Phoenix Hotel in Changsha integrates environmental management into hotel management, implements the principles of environmental protection, thriftiness, health and safety, adheres to green management and resource conservation and advocates green consumption. In 2021, the hotel was awarded the “Golden-Leaf Green Tourism Hotel”.



GREEN LEASING

In 2021, Country Garden continuously promoted green leasing and set feasible green leasing goals.



CREATE GREEN RENTAL PRODUCTS

Through the redesign, transformation and function adjustment of old buildings such as displaced factories, warehouses and dormitories, and the installation of intelligent metering systems and energy-saving lighting systems, we increase the use efficiency of leased buildings, improve the energy efficiency of leased buildings, reinvigorate urban functions, deliver industrial transformation and upgrading and realize the harmonious coexistence with the surrounding environment.

INNOVATIVE GREEN LEASING SERVICES

We encourage both homeowners and tenants to cooperate towards the sustainable development goal, encourage tenants to jointly improve the environmental performance of the property (such as energy conservation and emission reduction, etc.), and constantly publicize the concept of sustainable development to tenants, partners and other stakeholders; We also include the energy efficiency index into the lease contract, and give corresponding subsidies and incentives to tenants for their cost savings in energy conservation and consumption reduction; Through the joint environmental protection housekeeper, we integrate environmental protection design, health standards, environmental consultants and other resources to facilitate green transformation.

IMPLEMENT THE GREEN MANAGEMENT CONCEPT

In the entire operation process of leasing space, through the multi-pronged development mode of green building, green construction and green operation and services, we fulfill the responsibilities for products, services, supply chains, environment and society, improve ESG risk management and internal monitoring system and join hands with all stakeholders to realize the sustainable development of leasing business.

GREEN OFFICE

In 2021, Country Garden vigorously acts on the concept and sustainable development and fully implements multiple green office measures in all the offices to maximally save resources and energy.

SAVING ELECTRICITY

- Interesting energy-saving signs are put up in public office area as reminders to switch off the lights when staff leave
- Night patrols are made every day and reporting those who forget to switch off the lights to make sure the lowest energy consumption when staff are off work
- Multi-area lighting solutions and tools are optimized and transformed. For example, underground garage lighting is optimized, pantry room lighting is changed from manual control to time control plus infrared sensors, and Yingbin Avenue lighting switches are in the mode of intelligent and accurate control, etc.
- Public refrigerators are powered off before employees leave work every Friday
- Some elevators are closed at 10:00 p.m.; the elevators are closed all day and the AC systems are turned off on Saturdays and Sundays
- Refrigerating units are strictly managed to accurately control the temperature of chilled water, and ensure that the indoor temperature is constantly around 26 degrees Celsius

SAVING OFFICE CONSUMABLES

- The Management Measures for Paperless Office is practically implemented to promoting paperless working environment
- Less office supplies are purchased. For example, only the purchase of refills can be applied and the pen cases are reused, thus reducing the waste of office supplies
- Regular maintenance of office facilities is carried out to extend their service life and make efficient use of resources
- Use of standalone printers are reduced the and duplex printing is set as the default to cut down the consumption of paper
- Business cards are printed with paper certified by (Forest Stewardship Council) FSC

SAVING WATER

- Bubblers are added to the faucets to lower water outlet
- Water tanks are adjust to control the water outlet
- Soluble tissues are placed in the washroom to save flushing water

GREEN MOBILITY

- Official vehicles are strictly managed and regularly maintained. Staff are encouraged to take public transportation and carpooling
- Video conferencing is encouraged to substitute unnecessary traveling, thus reducing greenhouse gas emission caused by traveling

RESOURCE RECYCLING AND REUSE

- Packing bags for food delivery and express services are recycled in the office area
- Batteries are regularly recycled
- The "Warm Winter Action" is upgraded again, in which donation is replaced by collecting wastes. Clothes, shoes, bags, books and textbooks, digital products and other items are recycled and sent to legal and compliant recycling agencies for environmental protection treatment. The funds deducting costs are used to purchase brand-new warm package for left-behind children

❖ GREEN PRODUCTS

In 2021, Country Garden continued to strengthen the R&D of green products, bring leading green products to the market, constantly reduce the carbon footprint of its products through various measures, minimize the use of harmful substances and support and boost green development. We follow the industry's leading environmental product standards and ensure that the group's furniture and sanitary products are 100% in line with the national environmental protection standards. In the

meantime, during the whole life cycle of products, the environmental attributes (disassembly, recyclability, maintainability, reusability, etc.) should be taken into account as the design goals. Green environmentally-friendly materials and advanced technologies are the primary choices in an effort to reduce the negative impact of products throughout the whole life cycle on the environment.

❖ TACKLING CLIMATE CHANGE

As a diversified company, Country Garden is dedicated to effectively managing and addressing climate change by actively adopting a number of mitigation measures and formulating adaptation strategies to minimize the impact of climate change

on its business. According to the disclosure requirement of the Task Force on Climate-related Financial Disclosures (TCFD), we report the progress we made in 2021 as follows:

TCFD DISCLOSURE SCOPE	PROGRESS SUMMARY
Management	<ul style="list-style-type: none"> ● ESG committee reports climate change issues to the Board of Directors ● Issue materiality assessments for stakeholders are integrated into climate change issues
Strategies	<p>Climate Change Adaptation</p> <ul style="list-style-type: none"> ● Assess the risks and opportunities brought about by climate change and deepen the understanding of the impacts of climate change on business operation as well as risks and opportunities for finance ● Continue to improve project design to prevent and mitigate the possible damages caused by climate change to newly constructed projects ● Make extreme weather management plan to deal with more frequent occurrence of extreme weather events caused by climate change ● Formulate appropriate workflow and measures to prevent and mitigate the possible damages to existing properties and business and seize the opportunities offered by climate change <p>Climate Change Mitigation</p> <ul style="list-style-type: none"> ● Enhance research on and practice in green buildings and improve energy efficiency of buildings. For the projects developed by Country Garden, the concept of green building is integrated into the building since the design process. We adhere to the principle of passive priority and active optimization. The building envelope, equipment selection and overall building design will be guided by the national energy-saving design standards ● Take climate change into consideration in procurement and encourage the use of low-carbon and eco-friendly materials ● Encourage staff, suppliers, homeowners, tenants and other clients to cut carbon emission in daily business activities ● Increase the use of renewable resources, especially increase the use of solar energy by setting up solar photovoltaic systems on the roof and facade, etc.
Risk Control	Company-wide risk management and materiality assessment are carried out to identify and assess climate risks.
Indicators and Targets	We will consider setting carbon emission reduction targets in the future to reduce carbon emissions.

BIODIVERSITY PROTECTION

In 2021, Country Garden strictly abides by the Land Management Law and other laws and regulations on land development, conducts diligence investigation and ecological assessment of the land to be developed before investment and development start, further takes the habitat of animals and plants and ecological red lines into considerations to ensure that the whole process of projects is in line with the principles of sustainable development and that the development activities will not impose negative impacts on biodiversity.

In project development, if the projects involve greenland, brownfields, nature reserves, cultural reserves and other areas, we strictly adhere to the bottom line and only carry out construction and commercial business on plots after passing

the government's assessment on the projects' impacts on biodiversity. We also try to reduce the potential adverse impacts of business operations on biodiversity.

During the construction of projects, we choose landscape plants reasonably. We prioritize the native plants that adapt to the local climate and soil conditions and choose the plants that need less maintenance, show strong weather resistance, suffer fewer diseases and pests and are harmless to human body. We plant various types of plants according to the local climate conditions and features of the plants' natural distribution features to form a multi-level plant community integrating arbors, shrubs and grasses.

KEY PERFORMANCE



In 2021, there were **no** incidents in Country Garden that had a significant negative impact on the environment and natural resources.

FULFILLING COMMITMENT WITH OUR PARTNERS

Country Garden actively participates in ecological protection activities around the world and cooperates with partners inside and outside the industry and the academia, such as AES, an environmental consultancy, DHI, a hydrological consultancy, and many professional scientific research institutions such

as University Putra Malaysia in a bid to jointly explore the forest city projects and protect the natural and ecological environment. In the projects located in Kunming, Malaysia, etc., biodiversity conservation measures have been effectively implemented.

CASE: BUILDING ECOLOGICAL PARKS

In order to embrace the United Nations Conference on Biological Diversity held in Kunming in 2021, and to provide a better living environment for citizens, Country Garden Yunnan built an ecological park covering an area of over 60,000 square meters at the entrance of Spring Garden of North City Impression in Kunming. More than RMB30 million was invested for the construction of the park. More than 70 varieties of plants such as Jacaranda, Yunnan cherry blossom, Kunming pittosporum as well as Yunnan precious tree species Dianpu were planted to better protect the biodiversity of Yunnan Province. Pavilion, chairs and other convenient facilities were installed in the park, and two 800-meter circular trails are also built.



Picture of the Ecological Park

DEVELOPMENT OF GREENLAND AND RESTORATION OF BROWNFIELD

Country Garden has always fulfilled its commitment to green space development and avoided developing and encroaching farmland and greenland. If the development is necessary, we obtain approval from relevant departments in advance and minimize the impact on the greenland and surrounding ecosystems in the subsequent development process. For such brownfields

as wasted industrial plant plots with soil pollution problems, we actively communicate with the government departments, build a risk assessment system for contaminated plots and implement soil remediation plans in accordance with relevant regulations and develop brownfield projects in compliance with regulations after passing third-party review.

10

ALWAYS PUTTING THE PEOPLE FIRST

● COUNTRY GARDEN THE COMPANION

● 【OVERVIEW】

Talents is the most valuable resource of corporate development, and hard power and soft power ultimately depend on the strength of talent. Country Garden stays committed to the idea of talent-driven development, and upholds the philosophy of "caring for people, society and employees". It has been creating an equal, inclusive, warm and positive atmosphere for employees, providing a training system that covers all fields and the whole business cycle, proposing a philosophy of grid development for the professional talents, and caring for every employee wholeheartedly.

TOPICS DISCUSSED IN THIS CHAPTER

SUSTAINABLE DEVELOPMENT TOPICS DISCUSSED IN THIS CHAPTER:

- Talent recruitment and team building
- Staff training and development
- Employees' health and safety
- Employees' rights and care
- Equal employment and employee communication
- Prohibition of child labor and forced labor

SDGS DISCUSSED IN THIS CHAPTER:



FEATURE: PERSEVERE IN GLORY AND GROW WITHOUT END

In 2021, Country Garden launched the Company Working Age Badge Award Campaign. The event was held for the first time at the Family Appreciation Party to award customized Company Working Age Badges and gift boxes to long-term employees who have served the company ranging from 3 to 25 years. In the presence of family members of the Group's employees, Mo Bin, CEO of Country Garden, awarded two senior employees who served the company for more than 25 years with Working Age Badges, while each center and region also organized their own badge awarding ceremony to effectively promote corporate culture and enhance employees' sense of belonging.

The design of the Company Working Age Badge is inspired by "Phoenix", the brand logo of Country Garden, which indicates that the plump feathers carry the vision of Country Garden and give the people of Country Garden the strength to take off. The top of the feather is covered with ears of wheat symbolizing hope, which explains the culture of "sharing with those who make great contributions", and to walk and share with one heart. The top right corner of the badge is inlaid with a red gem, symbolizing a fire that never ends, highlighting the glorious perseverance of employees.



❖ MORAL CHARACTER AS THE TOP CRITERIA FOR RECRUITING

“We gather outstanding talents and pool the wisdom of them in our journey towards success.” It is an ambitious vision put forward by Mr. Yang Guoqiang, Chairman of the Board of Directors of Country Garden. Country Garden consistently improves on our excellent corporate culture as well as equal and inclusive environment to attract talents and provide a big and inclusive platform for talents from all over the world to create a clean and dynamic platform to lift themselves and develop their wonderful professional careers.

❖ FAIR RECRUITING PROCESS

Country Garden always adheres to a fair and legal employment relationship. It strictly complies with the Labor Law of People’s Republic of China, the Law of People’s Republic of China on Employment Contracts, Provisions on Prohibition of Child Labor, and other laws and regulations. We continue to improve and implement Standard Guidelines for the Talent Recruitment and other in-house management mechanism. Country Garden never differentiates applicants by their gender, religion, ethnic groups, family, and health conditions. The Group also prohibits child labor and forced labor to ensure a fair, equitable, legitimate and regulated hiring process.

KEY PERFORMANCE

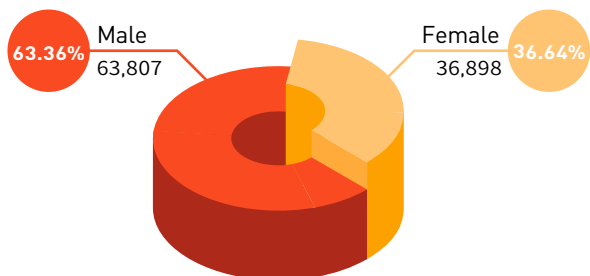


- In 2021, **no** illegal employment, child labor, or forced labor was reported.
- **100%** of our employees have signed labor contracts with Country Garden.

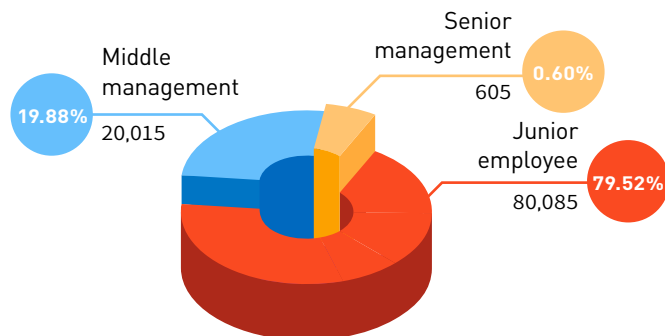
In 2021, Country Garden has created a diversified, professional and inclusive team of talents.

COUNTRY GARDEN'S RECRUITMENT IN 2021

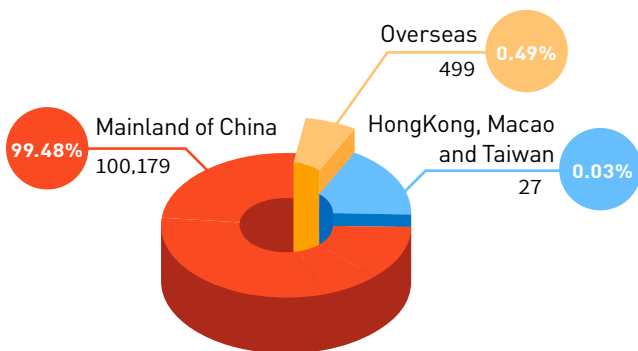
GENDER



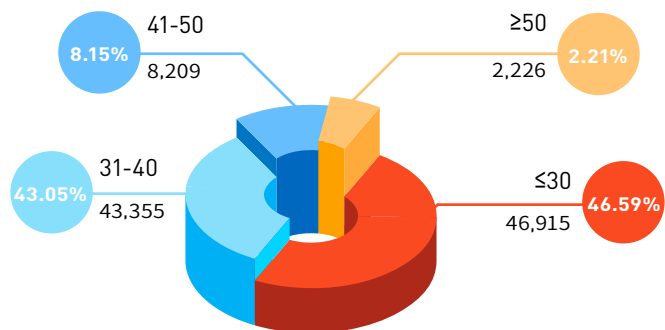
RANK



REGION



AGE



KEY PERFORMANCE



By the end of 2021:

- Women have accounted for **20.73%** of the Group's management and the proportion of female employees in senior management has been **15.54%**.
- The pay ratio of male and female employees is equal to **1:1**.

DIVERSITY AND INCLUSION

Country Garden strives to provide a harmonious and diversified working environment for employees and opposes all discrimination. We help underprivileged people to create opportunities of professional development and take proactive measures to ensure that the human rights of employees are guaranteed.

EQUALITY AND DIVERSITY

We are committed to creating an equal and diversified space for career development. We advocate gender equality and stay committed to equal pay for equal work. We have been constantly raising the proportion of women among senior management. The cultural traditions and rituals of ethnic minorities including their dietary habits are valued and respected in our company with special food windows set up at our canteens.

ANTI-DISCRIMINATION

Country Garden promises to provide a discrimination-free work space. We have drafted the Employee Guidebook, the Employee Codes of Conduct and the Accountability Measures for Violation of Rules and Regulations by Employees of Country Garden, which clarifies that employees enjoy freedom and dignity, and

clearly stipulates that any act that constitutes discrimination or harassment (sexual or non-sexual) is prohibited. We strictly implement the above rules and actively promote them to our employees. Fresh recruits are trained to fully understand the aforementioned rules and are impressed upon the procedures for reporting and appeal on violations, thus protecting the lawful rights of employees.

HIRING OF THE DISABLED

We aim to attract talents from different backgrounds and to become an example of inclusiveness and diversification by providing equal opportunities for the disabled as well as a platform where they can excel. Country Garden HQ and regional offices 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.

HUMAN RIGHTS PROTECTION

As one of the members engaging in the United Nation's Global Compact, Country Garden operates with reference to the fundamental principles of the UN Global Compact as well as initiatives at home and abroad with regard to human rights and employee rights. In the operation of the Group, we attach importance to both human rights protection and business operation. Each year, Country Garden communicates with related parties concerning the progress of the UN Global Compact by releasing our commitment and actions in the field of human rights. Moreover, we include the items of employees' working time and working environment into the Labor Contracts. We also introduce the content of the protection of human rights in relevant mechanisms, so as to further implement the work of human rights protection. In addition, Country Garden respects employees' free rights in joining associations, safeguarding their rights in participating in different organizations, labor unions, and employee representative conferences, etc. Up to now, Country Garden has set up its labor union and various employee associations, ensuring employees' free rights of joining associations.

KEY PERFORMANCE



- By the end of 2021, the real estate segment of the Group has employed **162** people with disabilities, an increase of **7.28%** compared to **151** in 2020.
- There were **no** discrimination and harassment related incidents this year.
- **75%** of the Group's employees join the labor union¹.

1. The statistics cover employees of the headquarters and its nearby subsidiaries.

CAREERS AT COUNTRY GARDEN

Country Garden considers talents as its most important treasure. We have set up a full-fledged recruitment system and process. Through the "Minjie (Swift)" Recruitment Operation and Management System, we have conducted campus and off-campus recruitment programs and define the objective, mission and system of talent recruitment. Meanwhile, Country Garden also launches the Project Super Graduates and Hun-

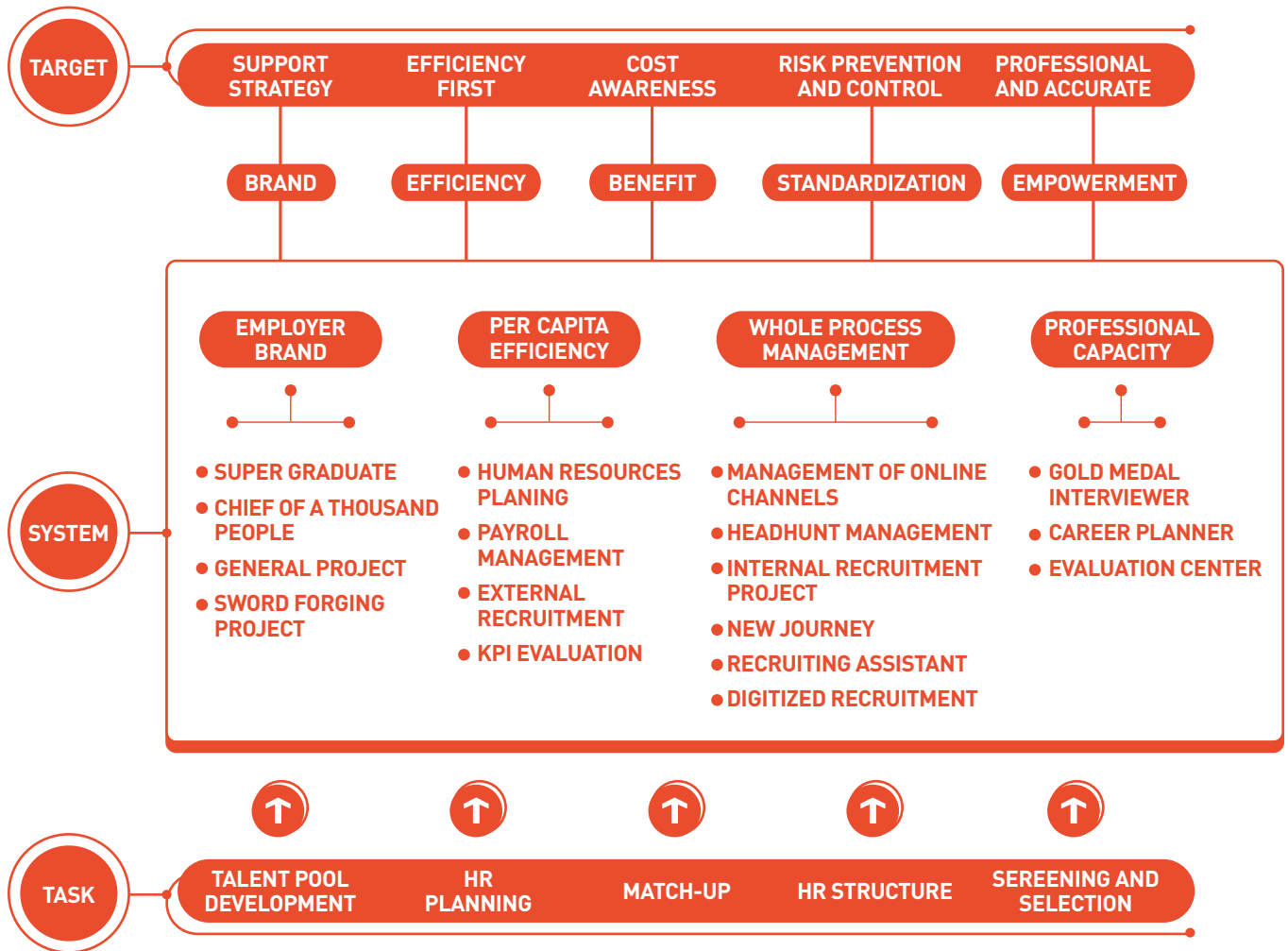
dred Rivers project targeting campus and off-campus recruitment respectively to continue to strengthen our talent pool. We set up reasonable recruitment positions and talent development programs, and employ digitalized recruitment means, aiming for higher precision and efficiency. We are also working actively to create jobs for local people. Based on the actual business operation, we also promote localized recruitment.

KEY PERFORMANCE



By the end of 2021, Country Garden's real estate business (overseas and Hong Kong SAR) has hired **81.5%** of its workforce locally.

THE "MINJIE (SWIFT)" RECRUITMENT, OPERATION AND MANAGEMENT SYSTEM



RESPECTING PROFESSIONALS

Country Garden values employees as its most important treasure. Focusing on human resources, Country Garden creates an atmosphere of respecting and caring for talents so as to make them feel respected in all aspects. We constantly improve

our salaries and benefits, continue to intensify occupational safety and health measures, and have set up multiple channels for communication, aiming to create favorable employee experience.

WELL-DESIGNED PAYROLL AND BENEFIT SYSTEM

Country Garden continues to refine its corporate compensation and benefits system, attracting and retaining outstanding talents with fair and competitive compensation packages and employee benefits.

INCENTIVE COMPENSATION

We give full play to the incentive role of the compensation scheme on talents. According to Country Garden Remuneration Management System, the Group implements remuneration management and performance management, and sets up an

assessment system based on position, market, performance, and ability. It provides an all-round evaluation based on fairness and value created by the employee to attract and retain talents.

EMPLOYEE WELFARE

Country Garden provides extensive benefits for employees, aiming to raise their sense of happiness and sense of belonging. In 2021, we revised and refined the compensation and welfare related systems, such as the Management Measures of Employee Welfare Subsidy for Domestic Real Estate Segment and the Management Measures of Attendance and Leave. We also further standardized and improved our employee welfare benefits and build a full-cycle and all-around employee welfare system. We strictly abide by the 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 Measures for Implementation on Paid Annual Leave for Employees of Enterprises. Accordingly, Country Garden provides paid leaves such as maternal leave and parental leave. In addition, based on the national standard, the Group keeps enhancing the benefit level of employees by honoring its commitment to respecting talents and respecting labor.

In 2021, we continued to promote the digitalization of employee welfare and management, and built “the Happy Employee Experience Platform”, which won the IDC “Future Work Leader” Award.

CASE: COUNTRY GARDEN'S "HAPPY EMPLOYEE EXPERIENCE PLATFORM" WON



THE IDC FUTURE ENTERPRISE AWARD

As a closed-loop system of employee lifecycle management built by Country Garden, "Happy Employee Experience Platform" takes employee experience and organizational management effectiveness as the starting point to ensure that employees become beneficiaries of efficient and high-quality human resources services, and truly serve and care for employees. At present, the "Happy Employee Experience Platform" provides 7 major services for employees, with a total of 29 products including the online platform "Youfu", Cloud Recruiting, and Cloud Self-Service, and is committed to creating a happy employee experience.

In this year's annual digital transformation ceremony held by the international organization IDC, Country Garden's "Happy Employee" digital experience platform stood out among many competitors and won the IDC Future Enterprise Award, reflecting the recognition of industry experts and third-party organizations for Country Garden's digital workforce.



IDC Future Enterprise Awards ceremony and the trophy

❖ OCCUPATIONAL HEALTH AND SAFETY

Country Garden prioritizes the occupational health and safety of its employees, formulates health and safety strategies and goals and releases and improves a host of management systems, standards and measures to enhance the management of occupational health and safety and effectively ensure the occupational health and safety of all staff of Country Garden, including the staff working for contractors.

COUNTRY GARDEN OCCUPATIONAL SAFETY MANAGEMENT	
<p>HEALTH & SAFETY STRATEGY</p>	<p>Country Garden takes “early prevention, strict control and strong system” as the core of safety production and upholds the “safety first and people-oriented” philosophy to guide and guarantee safety and cover all staff in safety management.</p>
<p>OCCUPATIONAL HEALTH & SAFETY METRICS AND TARGETS</p>	<p>Country Garden takes “zero death or injury” in safe production as its ultimate goal. In 2021, we improved the management of occupational health and safety metrics, supervised the occupational death rate including contractors’ employees, strengthened the occupational safety supervision of all employees; overfulfilled the occupational health and safety targets and set a non-zero occupational health and safety target (contractors included) for the upcoming year: we are committed to reducing the occupational death rate by 20% compared with 2020. We also set mid- to long-term non-zero contractors included safety targets:</p> <ol style="list-style-type: none"> 1. 2025 target: zero major (or above) safety production accidents, and the annual accident rate per one million square meters will be kept below 0.05; 2. 2035 target: to eliminate the occurrence of liability accident of fatal occupational injuries, and to keep the annual accident rate per one million square meters below 0.03. <p>In addition to our own employees, our occupational health & safety metrics management also covers our contractors’ employees. Our regulatory approach includes:</p> <ol style="list-style-type: none"> 1) We take inspection measures such as unannounced safety inspection, third-party project patrol inspection, joint safety inspection, and joint safety guarantee; 2) After a safety accident occurs, the Group would immediately carry out an investigation, have an admonition with the deputy general-level leader of the department responsible for the accident, and make corrective actions; make the penalty decision of prohibiting bidding for half a year to one year or put it on the blacklist of the Group, considering whether the management behavior is in place.

COUNTRY GARDEN OCCUPATIONAL SAFETY MANAGEMENT

SENIOR MANAGEMENT SUPERVISING SAFETY WORK

We regularly conduct executive safety supervision work at the primary level to raise their awareness of safety work and help them better understand the challenges in the first-line work. Group President leads a team to construction sites to check the safety work on a quarterly basis, publicizing the Group's safety culture and supervising the safe production of the region and projects. Regional Presidents and Regional Operational Heads lead teams to construction sites to check the safety work on a monthly basis, supervising and directing the implementation of the Group's various safety control measures and safety management systems to effectively enhance the Country Garden Group's control on project safety work.

SAFETY PERFORMANCE- RELATED SALARY INCENTIVE

We require senior executives to be held accountable for safety management and link their salaries with safety performance. In case of a safety accident, in accordance with the Safety Production Management System, the Group imposes different degrees of economic penalties (deduction of bonus, etc.) and administrative penalties (demotion or dismissal, etc.) on regional presidents, regional officials in charge of safety-related issues, regional safety managers and project managers, depending on the severity of the accident. In case of safety accidents, we will implement one vote veto, cancel the current operation incentive, cancel the achievement sharing of regional projects, and cancel the qualification of evaluating first and creating excellence.

VERIFICATION MECHANISM FOR SAFETY MEASURES

Each year, Country Garden checks the production safety mechanism, assesses the implementation of the mechanism and revises and improves relevant policies and systems. In 2021, we improved a number of safety management systems, revised the Country Garden Group Operation Management Mechanism (for Safety), formulated the notice of unannounced safety inspection and joint safety inspection of construction units, issued a number of safety-related incentive and punitive measures, and provide comprehensive institutional support for safety management from various perspectives, such as safety management mechanism, supervision mechanism and performance incentives.

HEALTH & SAFETY MANAGEMENT CERTIFICATION

We are committed to increasing both the number and quality of health and safety certification. Country Garden encourages all the business segments within the Group to obtain health and safety management certification and plans to further expand the number and the coverage of safety certification including OHSAS 18001 / ISO 45001. At present, Country Garden Agriculture, Bright Dream Robot, and Giant Leap affiliated to the Group have passed OHSAS 18001 certification.

COUNTRY GARDEN OCCUPATIONAL SAFETY MANAGEMENT

CONTRACTORS' SAFETY MANAGEMENT

We attach great importance to the implementation of occupational health and safety of contractors' employees. The health and safety standards are specified in the agreements signed with our contractors. A whitelist mechanism is adopted. Each region evaluates the health and safety implementation of the contractors and makes public the red and black lists on a monthly basis, and will have an admonition with contractors who perform poorly in this regard. In the event of a safety accident or failure to follow the information reporting mechanism, we will take measures including public criticism and punishment. During the cooperation, the Risk Control Audit and Supervision Center makes sustained efforts to supervise the health and safety work of our contractors, and the audit line will carry out effective intervention and supervision according to the reporting and punishment of safety accidents in a closed-loop management.

SAFETY PUBLICITY

We strengthen the cultivation of safety culture in our daily work to instill the awareness of safety in the employees. We introduce the "Four Ones" principle, regularly carry out safety education, and promote the "Guardian" culture, so that employees can really pay attention to safety and take the initiative with enthusiasm to ensure safety.

CASE: COUNTRY GARDEN "GUARDIAN" CULTURE



To create a tense safety culture atmosphere and promote safety management, Country Garden has launched the Guardian Program to create a safety culture of "engage everyone in safety management". The Guardian Program mainly includes three activities: message from family members, volunteer safety officers and security squad:

- Message from family members - family members assist in safety management by sending messages: We require all workers of the contractors film a short video of their family members urging them to take care and keep safe. The videos are played in the main entrance of the construction sites, restaurants and other places, so that workers are always reminded of production safety.
- Volunteer safety officers - one taking charge of the production (business) must take care of the safety: managers from the Group, regions and projects visit project sites in the special vests for "safety officers" to inspect and supervise the safety work.
- Safety squad - team leaders take responsibility for safety: all team leaders are included in safety squads and a working group of safety squads is established; all team leaders must wear "safety supervision" red armbands at the sites to urge and remind team workers to pay attention to safety and stop operations that violate regulations.

The "Guardian" culture also adopts other control measures, such as "three thought-provoking questions", "three-in-one safety reminder", "three functions of whistle" and "three iron laws of safety" to contribute to safety management.

❖ LISTENING TO THE EMPLOYEES

Country Garden takes the initiative to listen to the employees and is concerned about the employees' concerns. We have set up mechanism to facilitate communication with employees and provided a platform for employees to make comments, exchange ideas and learn from one another. We have organized such activities as "Meet the CEO" and "Meet with Senior Exec-

utives" for many years directly convey employees' voices and answer their concerns in face-to-face meetings; we have also built an internal voicing platform called "Crazy & Cool Inputs" to create a corporate atmosphere of inclusive and free communication.

CASE: 2021 COUNTRY GARDEN "MEET THE CEO" EVENT

During the first Engineering Cultural Festival in 2021, President Mo Bin and Vice President Li Xiaolin of Country Garden attended the "Meet the CEO" event to communicate with 93 outstanding engineers from all regions. The executives an-

swered the questions on career planning, work experience and the Group's strategic vision and shared their own experiences.



Scene of the "Meet the CEO" Event in 2021

❖ TALENT DEVELOPMENT AS A PRIORITY

Country Garden remains committed to high-quality talent training. We create mature employee cultivation platform that keeps improving and upgrading, set up employee assessment system

that fits the development of both the Group and talents, expand talent growth space inside the Group, and provide fertile soil for the sturdy growth of talents.

❖ ENHANCED TRAINING FOR EMPLOYEES

Country Garden creates an all-round and full-coverage talent training system that fits the development of both the Group and talents. Through the horizontal extension and vertical growth of

the training system, we ensure that every employee can access professional training resources throughout his/her whole career cycle and realize rapid growth.

PERSONNEL TRAINING SYSTEM



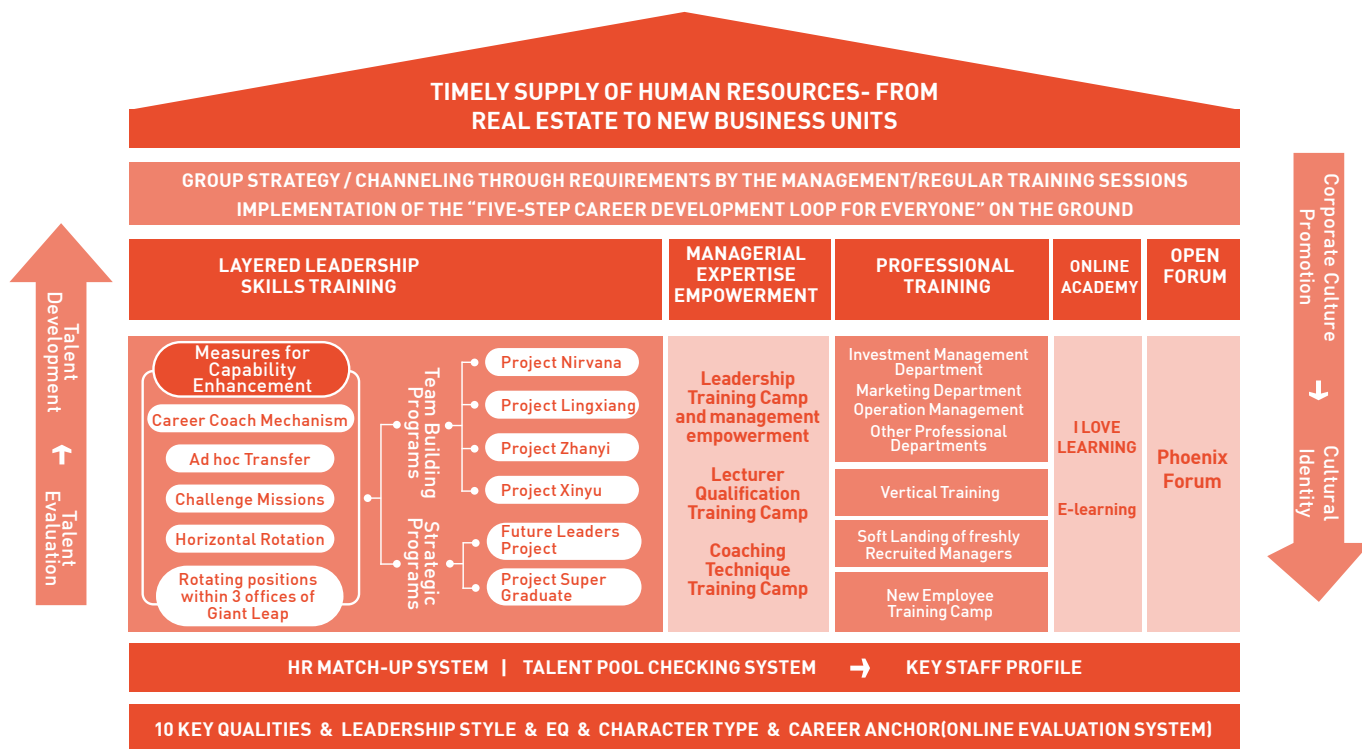
HORIZONTAL EXTENSION

Our training system is devoted to providing employees with all-round training opportunities. Country Garden establishes a four-pillar training system, including “leadership school”, “professional departments”, “online school”, and “open lectures” to comprehensively meet the differentiated demands of talents.



VERTICAL GROWTH

Our training system boosts and helps talents' development. Through multi-level training programs, namely fledgling program, flying program, leading program, nirvana program, and coaching by senior management, we put in place a career ladder for employees to move up from junior managers to senior executives.



KEY PERFORMANCE

Total online courses: **12,000**

Total number of employees studying online: **10.86 million**

Total certification courses: **2,537**

The highest number of employees studying online at the same time during live broadcasting: **212,000**

In 2021, centering on organizational empowerment, succession training, regular training and special training programs for managers, Country Garden continued to boost the high-quality growth of employees with the introduction of high-quality internal and external training resources.

ORGANIZATIONAL EMPOWERMENT

Country Garden advocates that “everyone is a teacher and everyone is a learner”. Through the “engine program” and the TTT certification, we fully tap the internal training resources, cultivate an internal team of tutors. By empowering our em-

ployees and enabling them to do by themselves, we facilitate the growth of both the “teachers” and “learners”. During this process, the corporate wisdom is carried forward and the development experience is accumulated.

KEY PERFORMANCE

By 2021, Country Garden has **2,528** certified tutors and **2,537** certified courses.



SUCCESSION TRAINING

Country Garden is committed to the succession training of talents to cultivate “its own talents”. We have launched multiple talent training programs represented by the “Project Super

Graduates”. Through tailored training, we improve the key capabilities of talents at different stages to unstoppingly supply talents to the Group.

CASE: PROJECT SUPER GRADUATES

Country Garden is deeply devoted to and invested in the Project Super Graduates. Through high-quality talent training and science-based talent development plan, we help the “Graduates” rapidly grow into outstanding talents.

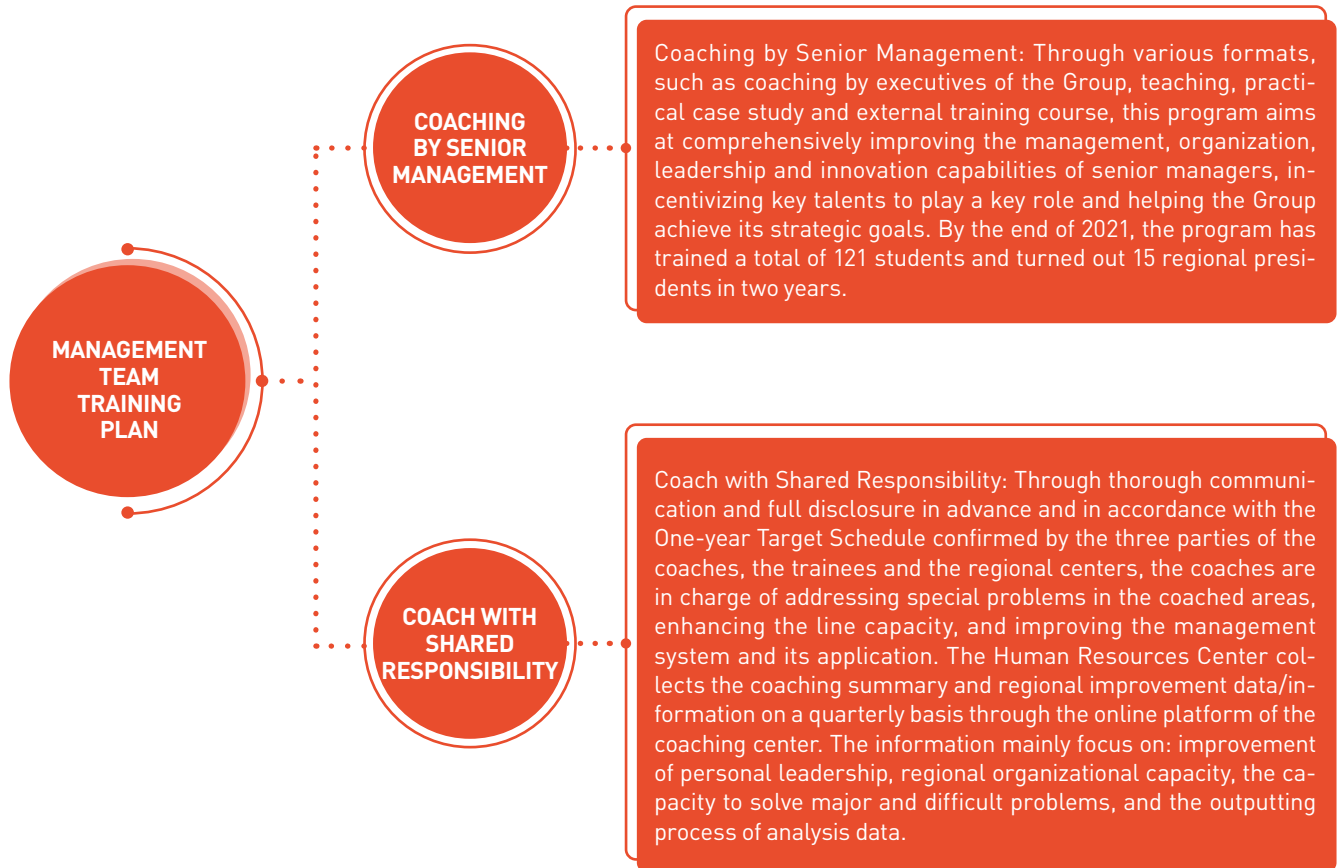
- The CEO, CCO and regional presidents are invited to participate in the talent training programs.
- The “246 Advance Ladder” talent development plan has been set up to help talents grow step by step at three stages in six years.

In 2021, Country Garden carried out the recruitment and training of talents in advance through the “Pre-class” of Project Super Graduates, thus realizing the forward extension of talent succession training.



MANAGEMENT TEAM TRAINING

Country Garden is committed to building a team of excellent management talents and has launched tailored management team training programs such as “executive mentors” and “coach with shared responsibility”.



INSPIRING EMPLOYEES TO GROW

Country Garden conducts the performance assessment in the principle of "being fair, just, and transparent". We emphasize that everyone can create value. The talent selection is shifted from post value evaluation to capacity value evaluation, so as to promote the multi-domain and cross-domain growth of talents and empower them with multiple specialties and abilities.

CLOSED-LOOP ENCOURAGEMENT & EVALUATION SYSTEM

Country Garden has formulated a closed-loop encouragement & evaluation system which is a phased system consisting of target management, performance assessment, performance coaching, and feedback and covering the early, middle and later stages of talents' development to facilitate the growth of employees.

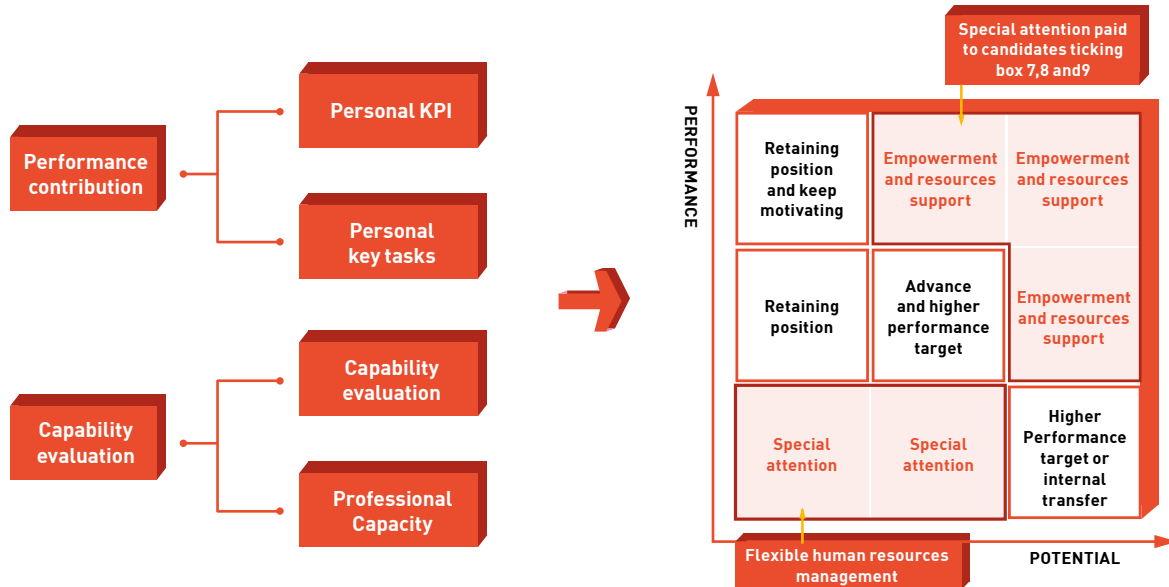
KEY PERFORMANCE

In 2021, Country Garden launched **106** talent pool checking activities.

TALENT POOL CHECKING SYSTEM

Talent pool checking has become a regular activity of the talent management in Country Garden. In accordance with a complete system and guidelines, we conduct talent pool checking covering 100% of the regions and continuously focus on the needs of talents. In 2021, Country Garden further calibrated the scope of talent pool checking, upgraded the talent standards according to the industry status quo and business requirements, and connected the profiles of key talent with the eHR system to continuously optimize the talent pool checking mechanism.

TARGETS AND PRINCIPLES APPLIED FOR TALENT POOL CHECKING



DIGITIZED TALENT MANAGEMENT SYSTEM

Country Garden has built a human resources information platform with SAP, Talent Cloud and Learning Cloud as its core. By advancing the construction of such digitized human resources platforms, we continuously improve the efficiency of human resources management, help employees achieve rapid growth, realize intelligent decision-making and support the Group's business strategy implementation and sustainable development.

• TALENT PROFILE SYSTEM

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

• LEARNING CLOUD SYSTEM

This system supports various learning scenarios such as online learning, centralized training, and O2O hybrid projects and meets the learning needs of employees anytime and anywhere; It covers a series of learning management tools, such as knowledge management, training management, certification management, etc., and comprehensively improves the efficiency of learning management.

• TALENT CLOUD SYSTEM

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

• TALENT BOX

We launched the “Talent Box” tool to realize the whole-process online management of talent activities, paperless office and a closed-loop business line and standardize the management of talent activities while implementing the principles of openness, fairness and justice in talent selection. With this tool, we have seen manual labor time considerably reduced and efficiency of judges, employees, and HR-organized activities all significantly improved, with efficiency improvement rate over 80%.

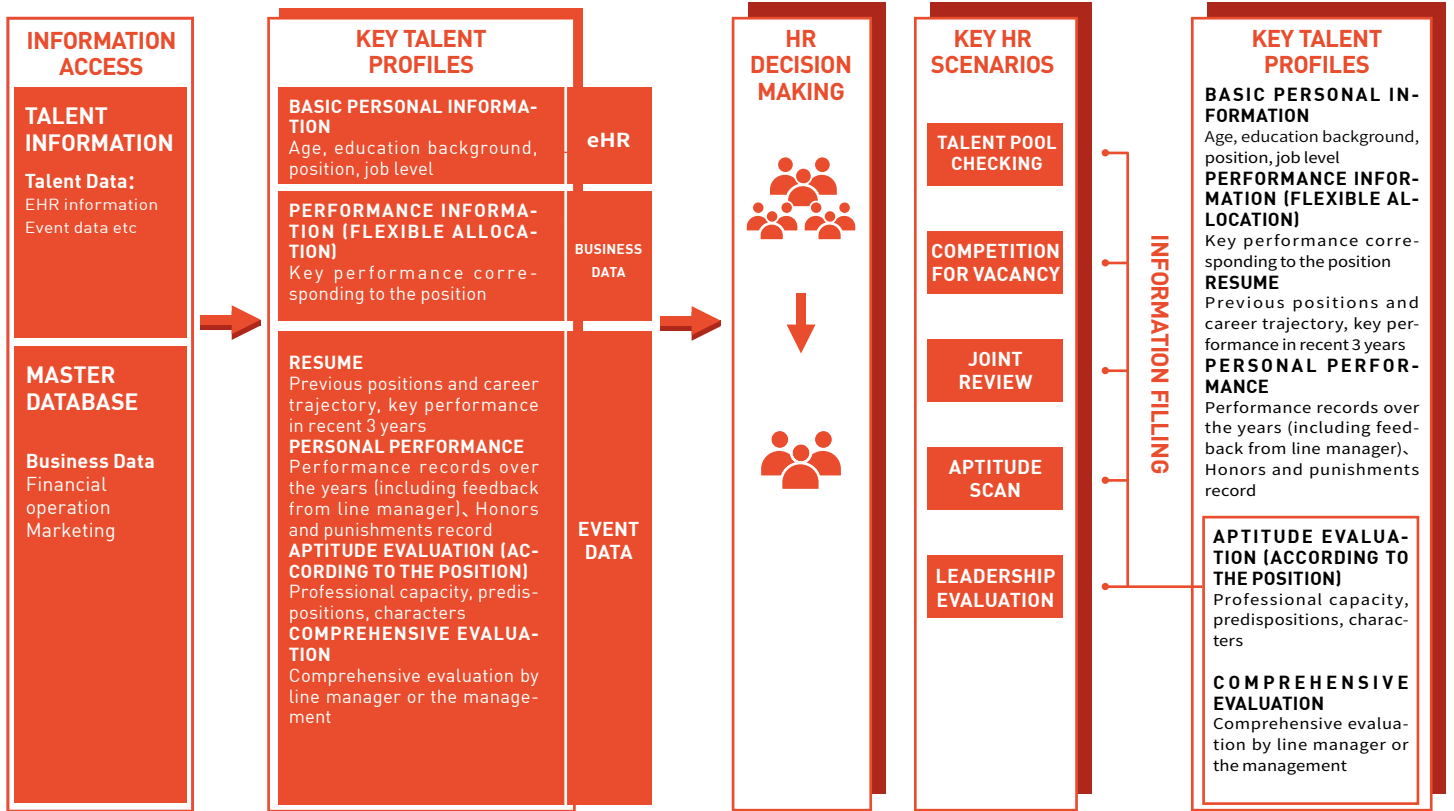
KEY PERFORMANCE

There are **12,000** online courses in the Learning Cloud

The Talent Box organized **725** activities, with a total of **8,270** participants



DIGITIZED TALENT MANAGEMENT SYSTEM



PROFESSIONAL QUALIFICATION CERTIFICATION MECHANISM

In order to continuously improve the professional capacity and job competence of the project managers, Country Garden released the professional qualification certification mechanism in March 2021. Competency certification is based on hierarchical management to comprehensively grade basic literacy, key experience, past performance and bottom-line requirements,

so as to fully start the qualification evaluation of the project managers. Meanwhile, the supporting professional qualification certification system is put on line, so that the certification operation is efficient and accurate, and the project can achieve 100% success.

KEY PERFORMANCE

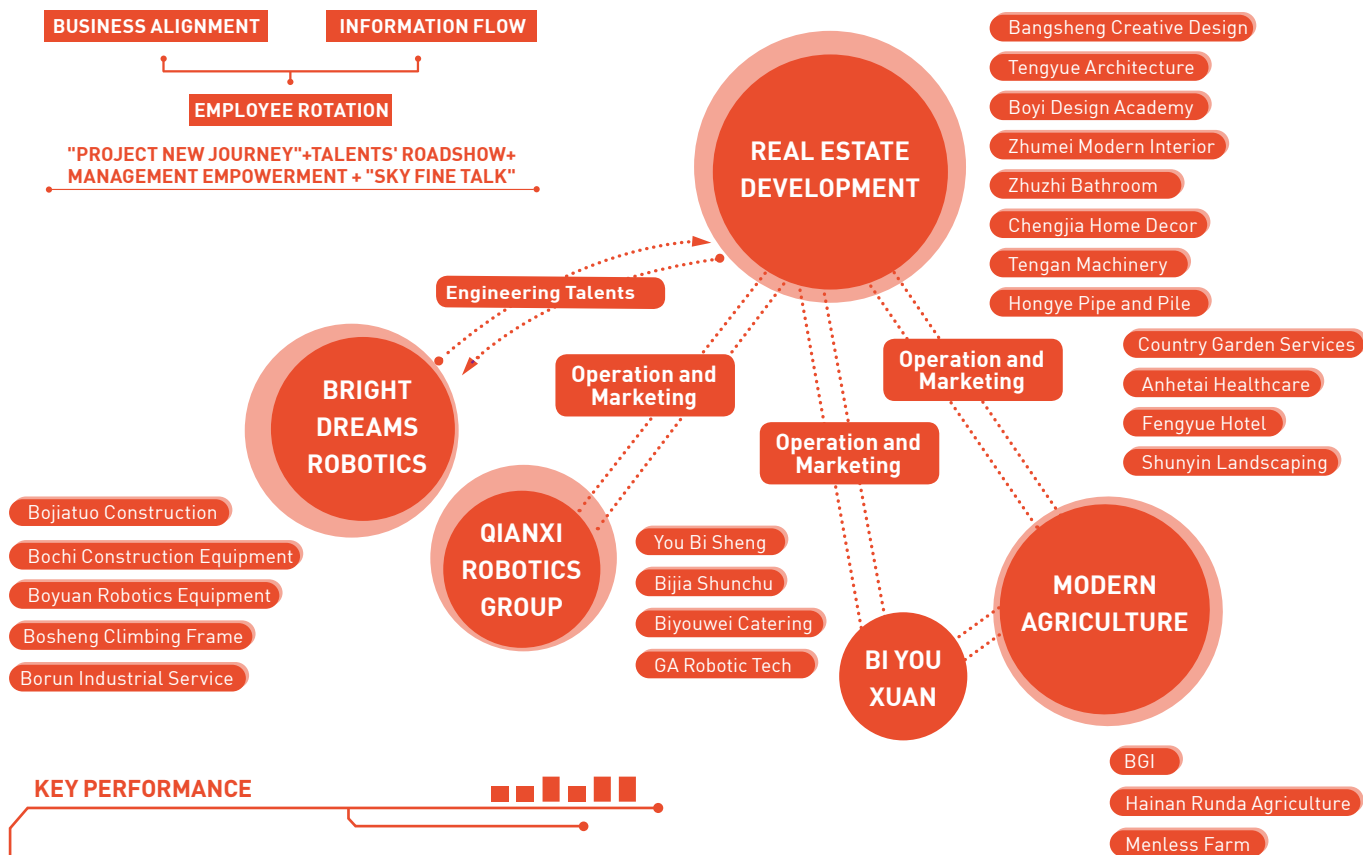
In 2021, Country Garden carried out **four** certifications, with a total of **2,007** person-times, achieving **100%** coverage of the first person in charge of the project

A CLEAR CAREER LADDER FOR EMPLOYEES

Country Garden provides its employees with a broad platform for career development and incentivizes benign competition culture to ensure that employees' talent can be fully tapped. We promote the competitive culture, regularly select management talents in the form of open recruitment, and issue competitive announcements from time to time according to the development needs, so as to unblock the channel for talents' career development.

Country Garden has also proposed a concept of professional grid development. Through a smooth career path of all-round flow of human resources, talents are not only able to pursue vertical development in the major business of real estate but also realize cross-sector and cross-discipline horizontal development. We create more possibilities for the talents' professional development and shape the Country Garden talent ecosystem.

COUNTRY GARDEN EMPLOYEE ECO-SYSTEM



❖ CARE FOR EMPLOYEES

We care for each and every employee wholeheartedly and create an interesting and dynamic life in Country Garden. By offering warm and intimate support and shaping a caring corporate culture, we build Country Garden into a cohesive family for employees.

❖ WORK-LIFE BALANCE

We believe that a healthier, more vigorous and more energetic talent team will further unleash the potential of the talents in Country Garden. We encourage employees to balance work and life and organize good-for-wellbeing activities such as the "Fengchang Club" community, family appreciation banquets,

Mid-Autumn Garden Party and Fengchang Goddess Festival to help employees relax, present themselves and enhance their sense of happiness and belonging. Such activities have become one of the symbolic experiences for Country Garden employees.

CASE: COLORFUL LIFE OF COUNTRY GARDEN EMPLOYEES



Fengchang Goddess Festival



Family Appreciation Banquet

CASE: COLORFUL LIFE OF COUNTRY GARDEN EMPLOYEES



"Meeting in Shunde" Networking Activity



Fengchang Club Carnival

KEY PERFORMANCE



- By the end of 2021, Country Garden had established **391** societies across China, an increase of **41** compared with 2020.
- Among them, **16** are HQ clubs; and **106** are regional clubs with **375** societies.
- The clubs cover **40,000** employees and have launched **3,110** offline events.

A HELPING HAND

Country Garden is committed to creating caring work environment for employees. Also, as the strong backbone for employees, we always pay attention to the vulnerable and build Country Garden into a warm and mutually-helpful family.

EMPLOYEE AID FUND AND CARE FUND

To further foster the corporate spirit of “caring for people, society and employees” and enhance employees’ sense of happiness, sense of belonging and team cohesion, we set up an Employee Aid Fund in 2008 to help employees and their immediate family members who become impoverished as a result of accidental injuries and serious diseases; In 2020, we invested RMB100 million to set up an Employee Care Fund provide employees with financial support for medical care, education, housing and cultural travel and award behaviors of boldly helping those in need.

CARE FOR FEMALE EMPLOYEES

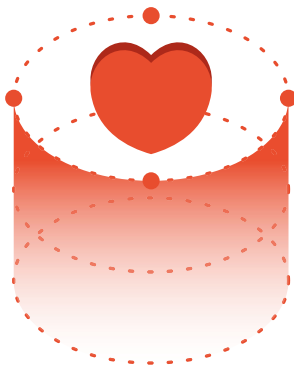
According to the such laws and regulations as the Special Rules on the Labor Protection of Female Employees and Regulations of Guangdong Province on Population and Family Planning, we are committed to create caring work environment for female

KEY PERFORMANCE



- The Employee Aid Fund has offered RMB**2.2997** million to **101** employees and their immediate family members, with an average allowance of RMB**22,700**.
- The Employee Care Fund has provided **351** employees with RMB**1.8235** million as incentive payment for their education, housing and cultural travel.

employees and legally ensure their welfare of maternal leave and birth allowance and assisting them to balance their life and work.



We improve the facilities to show care for female employees. We set up wider parking spaces and baby care rooms for pregnant employees;

We pay attention to the needs of female employees by organizing health lectures, providing daily products, and “Ladies’ meals” exclusively for female employees.

We also celebrate the “Fengchang Goddess Festival”, in which we send female employees gifts and host a series of activities to enhance their sense of happiness and pride.

BUILDING CORPORATE CULTURE

Excellent corporate culture can provide a broad stage for outstanding talents to display their talents. Country Garden has always insisted on instilling its corporate culture and pooling talents with a strong sense of corporate culture belonging and recognition to lead and empower the transformation and development of Country Garden. We cultivate the corporate culture among our employees by exerting subtle influence, care for employees' spirit, and pass on Country Garden's corporate

values; By organizing family appreciation banquets, campaign for engineers and other culture activities, we bring employees even closer to the Group. In 2021, Country Garden made greater efforts to operate its WeChat official accounts and launched the first Campaign for Engineers themed "Consolidating Foundation and Building Homes with Craftsmanship" to vigorously carry forward the corporate culture and the corporate values of Country Garden.

CASE: STRENGTHEN CULTURAL OUTPUT THROUGH WECHAT OFFICIAL ACCOUNTS



AND BUILD A CORPORATE CULTURE CLUSTER

In 2021, Country Garden further strengthened the construction and operation of the Group's two WeChat official accounts, including "STOC Outlook on Future" and "i Love Learning" and effectively improved the output and communication effect of corporate culture.

- "STOC Outlook on Future" official account has over **100,000** followers. We put in place an interactive mechanism to invite well-known public opinion leaders and experts to visit Country Garden for exchanges of insights and inspiration.
- "i Love Learning" official account has over **130,000** followers. Advocating "everything is worth loving", this dialogue platform aims to encourage growth and explore egos and boundless possibilities of life.

CASE: “Consolidating Foundation and Building Homes with Craftsmanship” Campaign for Engineers



On February 20th, 2021, Country Garden launched the “Consolidating Foundation and Building Homes with Craftsmanship” Campaign for Engineers. Within three months, through a host of activities, we instilled the spirit of the campaign and encouraged employees to remain committed to and carry forward the craftsmanship, thus realizing the goal of “Consolidating Foundation and Building Homes with Craftsmanship”.



Campaign for Engineers



Vice President Li Xiaolin attended the Launching Ceremony.

PROMOTING ENGINEER CULTURE

We summarized engineer culture in aspect of safety, quality, construction specifications and made publicity slogans

INCENTIVIZING ENGINEER CULTURE

We set up 20 “Perfect Delivery Awards”, which evaluate buildings from five dimensions including on-schedule, quality, quantity, good delivery experience and timely and efficient maintenance, so as to motivate front-line employees

SKILLS COMPETITION

We have designed many skill competitions participated by nearly 20,000 engineers from Party A and Party B. Through “competition and mutual-learning” among projects, engineers gained a stronger sense of honor and increased their values in real estate competition



可以不玩阴阳师，但一定要用阴阳角尺



斤斤计较，才能没有死角

Cultural slogans for engineers

11

SHARED HARMONY

• COUNTRY GARDEN GIVES BACK

● [OVERVIEW]

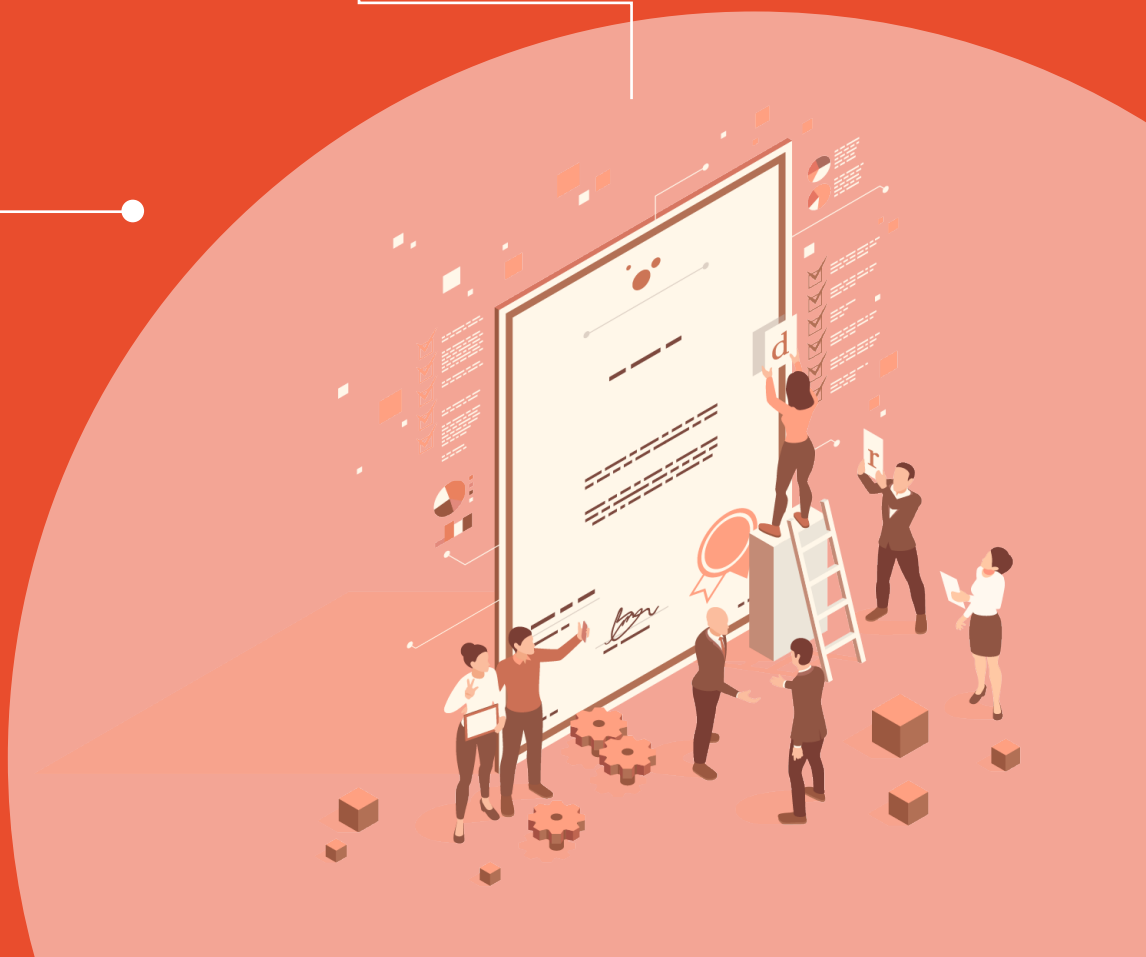
As a private enterprise, we have the social responsibility of doing good and giving back. Adhering to the corporate mission of "making the world a better place for having us in it", Country Garden is committed to promoting common prosperity, consolidating the poverty alleviation efforts, and effectively aligning with rural revitalization. Country Garden joins hands with Guoqiang Foundation to get actively involved in social welfare, focusing on the five main areas, namely, industry, talents, ecosystem, culture, and organization. We promote the assistance mechanism of building the rural revitalization community and rural revitalization synthesis along the sustainable development path of rural revitalization.

TOPICS DISCUSSED IN THIS CHAPTER

SUSTAINABLE DEVELOPMENT TOPICS DISCUSSED IN THIS CHAPTER:

- Community development and social impact
- Policy response and public engagement
- Charity and social service

SDGS DISCUSSED IN THIS CHAPTER:



FEATURE: FULLY SUPPORTING RURAL REVITALIZATION THROUGH THE RURAL REVITALIZATION COMMUNITY AND RURAL REVITALIZATION SYNTHESIS

2021 witnesses our efforts to consolidate the progress in poverty alleviation and fully align with rural revitalization strategy. To meet China's rural revitalization strategy and the policy of strengthening the cooperation between the east and the west of the country, Country Garden and Guoqiang Foundation has launched an assistance mechanism to assist the rural revitalization of Guangdong, Dongxiang of Gansu, Taijiang and Leishan of Guizhou, and Guangxi, etc., contributing to the promotion of common prosperity.

BE A WINNER OF THE FUTURE WITH THE ASSISTANCE MECHANISM

Country Garden and Guoqiang Foundation innovated the assistance mechanism: creating a "rural revitalization community" to bring together relevant organizations to build resource coordination platforms; and building a "rural revitalization synthesis" to realize the "Integrity of three major industries" in rural areas and promoting revitalization in five major areas while describing blueprint for future.

- **Rural revitalization community:** to build cooperative partnerships, focus on competitive private enterprises, pay attention to the development of agriculture, rural areas and farmers, and make sustained efforts to improve the allocation of resources for rural development, so as to bring more social resources to rural revitalization and build a corporate alliance with a sense of social responsibility.
- **Rural revitalization synthesis:** to draw a blueprint for rural planning according to local conditions, integrate social resources based on the advantages of local natural resources, cultural landscape, characteristic industries, etc., and integrate three major industries based on villages and towns to create a new type of sustainable development for the countryside.

"1+5+N" COMPREHENSIVE RURAL REVITALIZATION MODE

Adopting the "1+5+N" rural revitalization mode, Country Garden and Guoqiang Foundation take an active part in rural revitalization of Dongxiang in Gansu, Yingde in Guangdong, two counties of Qiandongnan Prefecture in Guizhou, and Guangxi, etc. We help align the counties for joint construction, vigorously promote the involvement of farmers, and help increase farmers' income.

KEY PERFORMANCE



Achievements of poverty alleviation efforts in Guizhou:

- Jointly built the Taijiang Sturgeon Three-Sector Integration Industrial Park with the People's Government of Qiandongnan Prefecture to assist in the comprehensive planting and breeding of rice and fish
- Donated RMB **150,000** for rural education and public welfare

Achievements of poverty alleviation efforts in Guangxi:

- Implemented **21** projects, benefiting over **63,000** people in **143** villages
- The total sales of the planting industry reached RMB **43.0629** million. We created **50** jobs for local villagers and raised average household income by RMB **89,000**

CASE: THREE TREASURES IN DONGXIANG REPRESENT NEW MODELS OF RURAL REVITALIZATION



DONGXIANG SHEEP: CHARACTERISTIC INDUSTRY UPGRADING

In 2021, Country Garden and Guoqiang Foundation together build a sheep breeding base in Dongxiang, Gansu Province. The base covers an area of 30.33 mu, including sheep house of 4,800 square meters. By supplying high-quality breeding sheep, offering jobs, establishing breeding cooperative alliances, and conducting modern breeding technology training, etc., Country Garden assists the upgrading of Dongxiang's sheep industry and improves the breeding efficiency for local farmers. Now the project has extended to 30 rural households, and has distributed a total of more than RMB130,000 in three-times dividends to cooperative members .



Country Garden: Dongxiang Sheep Breeding Base

DONGXIANG EMBROIDERY: RURAL INTANGIBLE HERITAGE

Country Garden and Guoqiang Foundation are deeply involved in the Dongxiang embroidery brand project, cultivating a team of skilled embroiderers, and making sustained efforts to build Dongxiang's own brand of embroidery - "Sai Ang Flower". In 2021, embroiderers and embroidery showed up in Shanghai Fashion Week, Beijing Wangfujing, CCTV, etc., promoting the development of rural women, and raising the public awareness of the inheritance of intangible cultural heritage. Currently the project has covered more than 1,000 women in Dongxiang, delivering a total of RMB2.6 million in sales of embroidery.



Dongxiang embroiderers' work in Shanghai Fashion Week

DONGXIANG POTATOES: CONTINUE TO BENEFIT FARMERS AND INCREASE THEIR INCOME

Since 2018, Country Garden has assisted the development of the potato industry in Dongxiang, providing free potato seeds and planting technical guidance to more than 6,000 peasant households. Through potato seed improvement, brand promotion, cooperative support, and potato sales assisting, we have helped sell more than 6,600 tons of Dongxiang potatoes, benefiting about 5,000 farmers and helping farmers increase their incomes.



Special mooncakes made from Dongxiang potatoes

❖ SUPPORTING RURAL REVITALIZATION

The year 2021 marked the beginning of the 14th Five-Year Plan and the start of a new journey for consolidating poverty alleviation and sustaining rural revitalization. Country Garden and Guoqiang Foundation responds to the call of national common prosperity, follows the "1+5+N" rural revitalization mode with party development leading the way and focusing on industry, talents, ecosystem, culture and organization to carry out multiple categories of projects in line with local conditions. We will continue to support industrial development, rural development, rural governance and talent training to consolidate and improve the achievements in poverty alleviation in rural areas.

KEY PERFORMANCE

Since its establishment, the founders of Country Garden together with the Group have donated more than RMB **10** billion to social charities, and actively participated in targeted poverty alleviation and rural revitalization in **57** counties in **16** provinces across China, helping **490,000** people out of poverty

Case: Actively participating in Guangdong Poverty Alleviation Day to facilitate rural revitalization in

Guangdong province

In response to the call of "one-thousand enterprises helping one-thousand towns and ten-thousand enterprises revitalizing ten-thousand villages", Country Garden pledged RMB350 million on the Guangdong Poverty Alleviation Day in 2021. So far, Country Garden has pledged a total of RMB3.97 billion, continuously helping Guangdong province to consolidate and improve its achievements in poverty alleviation.



Country Garden pledged RMB 350 million on Guangdong Poverty Alleviation Day in 2021

❖ REVITALIZATION THROUGH ORGANIZATIONAL CAPACITY BUILDING

Organizational capacity building is the guarantee condition for rural revitalization. It is crucial to train a number of outstanding rural grassroots personnel to continuously inject vitality into rural revitalization. Country Garden is committed to giving full play to the industrial and managerial advantages as one of the Top 100 enterprises, introducing a market cooperation mechanism at the village level to promote the effective connection between village collectives, villagers and the market, and promote the long-term development of collective economy while providing precise assistance with the principle of "one household, one policy" and training rural grassroots leaders.

KEY PERFORMANCE

- Training **35,000** rural personnel such as village secretaries, and recruiting **140** senior village heads
- Indirectly helping about **150,000** poverty-stricken people, and giving targeted support to **1,400** households with extremely poor economic conditions
- Participating in the village collective industrial projects of **18** counties, with a total turnover of RMB **223** million, realizing an increase of RMB **24.26** million in terms of village collective economic income, and supporting nearly **44,000** farmers

CASE: SHARING THE DIVIDENDS OF RURAL REVITALIZATION WITH THE VILLAGERS

Country Garden gives full play to the leading role of grassroots organizations, innovates business models and promotes the development of collective economic organizations. In Yuzui Village, Yingde, Qingyuan, we have innovated the cultural and tourism business model of "company + town government + village committee + cooperative + villagers". Profits are distributed according to the "1234" distribution ratio, that is, the percentage of the profits enjoyed by the town government, the village committee, the operating company, and the cooperative accounts for 10%, 20%, 30%, and 40% respectively to ensure the farmers' land rental income, labor income and dividend income. In so doing, the villagers are guaranteed to share the development dividends of rural revitalization.



A Modern Book Bar in Yuzui Village, Qingyuan

❖ REVITALIZATION THROUGH INDUSTRIAL DEVELOPMENT

We supported to develop characteristic industries of local features to get rid of poverty, drive the local economy and enrich the local residents. Country Garden and Guoqiang Foundation combines rural natural ecology, industrial resources with local features, unique cultural deposits and other resources accord-

ing to local conditions to create characteristic products in line with market positioning, establish a long-term mechanism for industrial revitalization, and consolidate the achievements of poverty alleviation and common prosperity.

KEY PERFORMANCE

- Jointly building and sharing the industrial model composed of "enterprises (cooperatives) + bases + entrepreneurial leaders + farmer households", supporting **95** industrial projects
- Supporting more than **20,000** young people returning hometown to take root and start their own businesses
- Indirectly supporting about **40,000** rural residents to increase their income
- Over **690** agricultural products have been transformed, and the total sales of agricultural products have reached RMB **410** million
- Helping more than **175,000** rural households increase their income

CASE: TECHNOLOGICAL UPGRADING BOOSTS AGRICULTURAL DEVELOPMENT

Industrial support has injected blood into rural vitalization. In 2017, Country Garden and Guoqiang Foundation carried out industrial support in Lianzhang Village, leading 9 local enterprises to implement the industrial project of "Lianzhang Village Provincial Modern Agricultural Industrial Park of Fruits, Vegetables and Tea", and vigorously developed the cultivation and deep processing of advantageous cash crops such as tea, hemp and bamboo shoots, fruits and vegetables. In 2021, the comprehensive annual output value of Lianzhang Village Modern Agricultural Science and Technology Demonstration Park and its Fruits and Vegetables Picking Demonstration Park reached RMB 6 million, paying land rent and dividends of RMB 168,000 for the village collective.



Vehicle-aided Working in Lianzhang Village Modern Agricultural Demonstration Park

CASE: STIMULATING DEMAND AND ESTABLISHING CONSUMPTION SUPPORTING AND

STABILIZING MECHANISM

With the help of the Group's community-based retail brand "BI YOU XUAN" and farming support brand "ZHEN BI XIANG", Country Garden sells high-quality agricultural products and shares the development dividend with farmers through innovative food festivals, production and marketing match-making of agricultural products, consumption live streaming, short-video sales promotion and other ways of "purchasing instead of donating".

"ZHEN BI XIANG"



Help sell **690** types of farming support products

Total sales of farming products is RMB **410** million

Help **175,000** household farmers increase revenue

The image shows two promotional posters for the 'ZHEN BI XIANG' brand. The left poster features a woman wearing a purple top and a large, golden honeycomb hat. The right poster features a man wearing a dark cap and a vest, with a large, golden honeycomb necklace. Both posters include the 'ZHEN BI XIANG' logo and the slogan '摩山野登' (Modern and Creative Show). Text on the posters includes '山东代言人' (Shandong Representative), '汤艳洁 蓝田县' (Tang Yanjie, Lanshan County), and '马腾飞 蓝田县' (Ma Tengfei, Lanshan County). The bottom of the posters features the slogan '对自己的嘉奖 堆叠的奖牌 是成功后的' (Reward yourself, the medals stacked up are the success after) and '头等大事 尝到甜头 让大家' (头等大事, taste the sweetness, let everyone).

山东代言人
汤艳洁 蓝田县

山东代言人
马腾飞 蓝田县

摩山野登

摩山野登

对自己的嘉奖 堆叠的奖牌 是成功后的

头等大事 尝到甜头 让大家

淘 P 臻碧乡 助力新农人 带好货出山 让新农人的力量被看见

淘 P 臻碧乡 助力新农人 带好货出山 让新农人的力量被看见

ZHEN BI XIANG "Modern and Creative Show"

REVITALIZATION THROUGH HUMAN RESOURCES DEVELOPMENT

Human resources development is a key factor in rural revitalization. We vigorously train local talents, encourage urban talents to go to the countryside, promote professional talents to serve rural areas, and provide strong talent support for rural modernization. Guided by industrial development and aiming at stable employment, Country Garden and Guoqiang Foundation synchronously promotes employment programs such as Growth Program for Rural Principals, Skills Training for "Industrial Workers of Intelligent Construction" and Returning Entrepreneurial Leaders to cultivate personnel with outstanding comprehensive quality and promote balanced development between urban and rural areas.

KEY PERFORMANCE



- Since the training program of industrial workers of intelligent construction was launched in 2021, **29** sessions of training have been carried out, with **667** people completing courses and **610** people taking up posts
- Since 2012, we have provided free skills training and employment opportunities for poor households, having trained **93,093** persons and helped **50,426** persons find jobs
- Up to now, we have conducted **1,648** sessions of skills training courses and **159** job fairs, attracting **107,000** participants and helping **65,000** people find jobs

CASES OF DEVELOPING HUMAN RESOURCES IN RURAL AREAS

GROWTH PROGRAM FOR RURAL PRINCIPALS

In collaboration with Tsinghua University, Country Garden and Guoqiang Foundation launched the Rural Principals Growth Program and organized three sessions of online courses, attracting more than 2,000 rural principals from all over the country to participate in the program to build a professional personnel team in rural education.



SKILLS TRAINING FOR "INDUSTRIAL WORKERS OF INTELLIGENT CONSTRUCTION"

We launched the Skills Training for "Industrial Workers of Intelligent Construction", holding a total of 29 training sessions, and helping 610 people take up posts. Among them, 14 people were selected into the 63 mu pilot project, and the comprehensive quality of workers was highly recognized.



“RETURNING HOME TO TAKE ROOT AND START A BUSINESS” TSINGHUA TRAINING PROGRAM FOR YOUNG ENTREPRENEURS

We held the “Returning Home to Take Root and Start a Business” Tsinghua Training Program for Young Entrepreneurs, and trained over 20,000 entrepreneurial leaders to bolster the development of rural characteristic industries.



REVITALIZATION THROUGH CULTURAL DEVELOPMENT

Cultural development is an important part of rural revitalization. It is crucial for farmers to improve their quality and enhance their sense of happiness, and it is a powerful internal force to promote rural revitalization. To change rural backwardness needs economic support as well as the enhancement of cultural and ideological progress. Country Garden and Guoqiang Foundation actively contributes to the revitalization of rural culture, helping farmers improve their ideological and moral standards, scientific and cultural quality, etc., endowing rural life a sense of value, happiness and delight, and constantly promoting the increase of wealth and the overall progress of rural areas while improving the cultural background of rural residents.

CASE: HOLDING THE SCULPTURE ART EXHIBITION IN 100 VILLAGES TO HELP REVITALIZE RURAL CULTURE

Country Garden and Guoqiang Foundation, together with members of the National Committee of the Chinese People’s Political Consultative Conference (CPPCC) and Xu Hongfei, the president of Guangzhou Sculpture Institute, held the Sculpture Art Exhibition in 100 Villages. The sculpture exhibition reflected the organic combination of art and rural natural scenery, cultural customs and tourism, and promoted the revitalization of rural culture. The event attracted more than 1 million views in more than 30 media such as Xinhuanet.com and People’s Daily.



Guangdong Liannan Sculpture Art Exhibition in 100 Villages

❖ REVITALIZATION THROUGH ECO-SYSTEM BUILDING

Ecological building is a key point of strength of rural revitalization. In addition to building a beautiful countryside and courtyard economy, Country Garden has also carried out activities to improve the living environment, natural and cul-

tural landscapes to create a healthy, comfortable rural living environment in which human being and nature coexist in harmony and enhance eco-system building.

KEY PERFORMANCE

- We participated in the construction of beautiful villages in **108** villages in Guangdong and Hainan provinces
- We took the lead in exploring rural revitalization in Guangdong Province, and additionally, we carried out projects including the Pingjiang Rural Complex Project in Hunan Province and the Jielingkou Village Project in Qinhuangdao, Hebei Province, covering **165,000** people

CASE: IMPROVING RURAL ENVIRONMENT AND IMPROVING RURAL OUTLOOK

Pleasant and cozy living environment is the key to rural revitalization. Improving rural infrastructure construction and transforming rural style are the source of happiness for the villagers. Country Garden has carried out 19 ecological revitalization projects in Qingyuan, Huizhou, Heyuan cities, etc., to realize the transformation of beautiful countryside from the aspects of infrastructure construction and rural environment improvement.



Waterways before and after the treatment in Xinling Village, Meizhou

CASE: IMPROVING RURAL ENVIRONMENT AND IMPROVING RURAL OUTLOOK



Village lanes before and after renovation in Yuzui Village, Qingyuan



Housing appearance before and after the renovation in Lianzhang Village, Qingyuan

CHARITY AND SOCIAL SERVICES

While contributing to rural revitalization, Country Garden and Guoqiang Foundation have actively participated in public welfare and charity undertakings and has constantly improved the quality of social services, contributing at the forefront of student grant programs, disaster relief and volunteer services to bring high-quality resources to education, public security and community services with our corporate strength.

In addition, strengthening industrial exchanges to improve the quality of social services. In 2021, during the China Public

Welfare Annual Conference themed on "making public welfare more powerful", we interpreted the annual important issues in the public welfare field with sectors of society, share insightful views and practical cases on social development, social responsibility, social innovation, social services and social advocacy to promote the prosperity and development of public welfare undertakings.

REMARKS OF THE FOUNDER OF COUNTRY GARDEN AND HONORARY CHAIRMAN OF GUOQIANG FOUNDATION

"I was once destitute. It was my country that gave me the grant to finish high school. It was the reform and opening-up policy of the party and the nation that gave me the opportunity to accomplish so much in my career. A drop of favor in need shall be returned by a fountain of gratitude. I will forever be grateful. As my wealth comes from the society, it's my obligation to give back "

—— Founder of Country Garden and Honorary Chairman of Guoqiang Foundation

EDUCATIONAL AID PROGRAMS

Country Garden and Guoqiang Foundation is committed to providing financial aid to students with families in difficulties within its capacity and creating educational opportunities for those who study hard. It has set up more than 20 special funds for educational aid, such as Zhongming Undergraduates Grant Program and Huiyan Educational Support Fund, founded Guohua Memorial Middle School, Guangdong Country

Garden Vocational College and Linxia Guoqiang Vocational And Technical School, and donated to support the development of Tsinghua University, Hong Kong University of Science and Technology, Sun Yat-sen University, Beijing Normal University, etc. By the end of 2021, a total of RMB 2.89 billion had been invested in education, benefiting more than 500,000 students with financial difficulties.

COUNTRY GARDEN'S FRUITFUL EDUCATIONAL AID PROGRAMS

TYPES OF EDUCATIONAL AID

MAJOR WORK

ACHIEVEMENTS

Zhongming Undergraduates Grant Program



Zhongming Educational Aid Volunteer Service Promotion Association was established

Since the establishment of the Zhongming Undergraduates Grant Program in 1997, Mr. Yeung Kwok Keung, chairman of the Board of Directors of Country Garden Group, has provided financial aid to students with great merits and poor economic conditions from 22 colleges and universities in Guangdong Province, advocating and encouraging the students who benefit from the educational aid shall make due contributions to the society.

- By the end of 2021, the grants program had subsidized 12,000 undergraduates and encouraged them to participate in public welfare programs, indirectly serving more than 100,000 people.
- Among them, Zhongming Torch led more than 500 undergraduates to participate in public welfare programs, serving more than 50,000 rural residents.

Huiyan Educational Support Fund



"Sunshine Youth" Mental Health Training Project of Huiyan Educational Support Fund

In 2017, Country Garden and Guoqiang Foundation donated RMB 100 million to establish the Huiyan Educational Support Fund to help the students with poor economic conditions in Shunde District to receive good education and favorable environment for their growing up in an all-round way, gradually forming a financial aid system of "fund + service + research".

- By the end of 2021, we had invested RMB 50 million to support the development of public welfare undertakings in education in Shunde District;
- In total 45,523 students are provided with grants, 43,000 persons are served and helped in the program.

COUNTRY GARDEN'S FRUITFUL EDUCATIONAL AID PROGRAMS

TYPES OF EDUCATIONAL AID	MAJOR WORK	ACHIEVEMENTS
<p data-bbox="204 389 475 443">Linxia Guoqiang Vocational-Technical School</p>  <p data-bbox="204 695 496 748">Motto of Linxia Guoqiang Vocational-Technical School</p>	<p data-bbox="611 389 978 794">Linxia Guoqiang Vocational-Technical School was established in May 2020. It is a non-profit, full-time, private charitable general secondary vocational school invested by Guoqiang Foundation. The school offers 6 specialty majors that are in short supply, including construction engineering, property service, urban rail transit operation and service, auto beauty and decoration, accounting affairs, and high-star hotel operation and management.</p>	<ul data-bbox="1050 389 1442 593" style="list-style-type: none"> • By the end of 2021, the School has 1,146 students and 118 faculty members, and the teachers who act as both teaching staff and employees in the company account for 81.4% of the total, capable of high quality teaching.

 EDUCATIONAL AID PROGRAMS

Country Garden and Guoqiang Foundation pays close attention to current affairs of the society, provides personnel, materials and other assistance for social emergencies in a timely manner, and helps the disaster-hit areas to tide

over difficulties smoothly, having performed the corporate social responsibility and won recognition from all walks of life.

CASE: RAINSTORM DISASTER RELIEF FRONTLINE IN HENAN PROVINCE

In July 2021, Country Garden paid close attention to the rainstorm disaster in Henan Province. In order to help the disaster-hit areas tide over the difficulties, Country Garden Group and Guoqiang Foundation, donated RMB28 million to establish a Special Fund for Disaster Relief in Henan Province, and donated RMB2 million to China Youth Volunteers Association to support the relief and rescue operations of voluntary organizations. On the frontline of disaster relief, we responded quickly and urgently to purchase materials for flood prevention and relief, daily necessities, and medical supplies for

eight disaster-hit areas in Henan Province to help them with flood prevention and relief and post-disaster reconstruction.

The disaster relief actions of Country Garden and Guoqiang Foundation have received positive comments and recognition from the local government, charity organizations, mainstream media and other sectors of society, including local government commendations and 12 letters of thanks from charity organizations.



Volunteers Unloaded Disaster Relief Supplies

VOLUNTEER SERVICE

2021 marked the 10th anniversary of the founding of Country Garden Volunteer Service Squad. From 2011 to 2021, the volunteer teams of Country Garden expanded from about 10 persons to more than 60,000 persons, from its employees to cooperative companies, suppliers and customers.

At present, Country Garden Volunteer Association has 116 chapters nationwide, organizing tens of thousands of volunteer service activities, and helping millions of people with hundreds of thousands of volunteer hours.

KEY PERFORMANCE

- The Group's Volunteer Association organized **2,185** volunteer service activities throughout the year, involving more than **40,000** people and serving nearly **100,000** people.

More than **1,060** communities participated in a series of volunteer service activities, such as "Building Better Communities" and the "Warm Winter Action".

CASE: "BUILDING BETTER COMMUNITIES"--- YOUTH VOLUNTEERS SERVING COMMUNITIES PROGRAM

Guoqiang Public Welfare Foundation, together with the Youth Volunteer Action Command Center of the Central Committee of the Communist Youth League of China, and the Secretariat of the China Youth Volunteers Association jointly launched the "Building Better Communities Program" to support grassroots volunteer services in carrying out "Youth Volunteer Serving Communities Action". In 2021, we selected Hubei Province and Guangdong Province as the pilot places and donated RMB50,000 to RMB100,000 for 60 pilot units respectively to explore the path of social participation in community governance and build a new model of community volunteer service integrating volunteer service projects, teams and personnel.

- In Hubei and Guangdong, 34,190 volunteers participated in the service programs, benefiting more than 560,000 persons
- We helped communities set up 216 regular volunteer service teams, launched 183 volunteer service projects and carried out 3,306 volunteer service activities in total.



Volunteer Services for Building Children-friendly Communities



Community Volunteer Service Teams

In addition, In 2019, Country Garden launched the "Love Nature, Love Forest Cities" -- "GO GREEN" environmental protection program for residents and employees, connecting forest cities' employees, residents, surrounding indigenous residents, NGOs and surrounding schools. Linked by the idea of environmental protection, Forest Cities have gathered numerous volunteers to participate in green environmental protection activities, and have jointly shaped the green, ecological and environmental protection culture of forest cities. During the three-year implementation of the program, regular environmental volunteer

activities and lectures have be organized. In 2021, due to the impact of COVID-19, forest cities launched the Forest Cities Go Green environmental education classes in collaboration with MNS, UTM and surrounding colleges and universities, and carried out 10 sessions of activities with 11 topics, involving more than 1,000 persons online, and exposed to over 2 million persons.

INVESTING IN THE COMMUNITY AND ITS SOCIAL IMPACT

With the conviction of "being good to people, and being good to society", Country Garden is actively involving in public welfare activities such as health sports, art and culture in the communities to convey a positive life philosophy to the public. At the same time, it integrates the public welfare

concept into cultural and sports activities, and sows the seeds of public welfare in everyone's mind to promote the development of social welfare undertakings.

BUILDING SOCIAL HOUSING

As the national policies of promoting common prosperity and social housing development continue to intensify, Country Garden, as the pioneer of China's new urbanization, has been driving the development of social housing across China, living up to our obligation and social value as a responsible developer for the people. We built social housing, placement housing and rent-control housing for talents in cities like Shenzhen, addressing the residential needs of thousands of households. All of these are our organic drive to be engaged in new urbanization and to "be good to people, be good to society".

Country Garden and Guoqiang Foundation has devoted a lot of effort into the implementation of multiple residential projects, making our due contribution to addressing the residential needs of citizens. In the meantime, Country Garden has paid special attention to the people's livelihood and to building safe apartments for talents, solving the housing challenge for young people trying to make their way in big cities. We will press ahead with our developments and honor our social responsibilities by committing ourselves to building more social housing, thus continuously improving the overall living environment.

KEY PERFORMANCE



- As of December 31, 2021, Country Garden has launched welfare housing projects in many places, with a total floor area of **11.72** million square meters.
- The total floor area for the social housing, placement housing and housing for talents respectively added up to **1.881** million square meters, **5.586** million square meters, and **517,000** square meters.

HEALTH AND SPORTS

In order to convey the message of living a healthy life to more people, Country Garden and Guoqiang Foundation has been actively involved in mass sports such as hiking and is trying to marry sports with our charity effort. We are calling upon more stakeholders to join our promotion campaign for public health and to feel the positive energy coming from doing sports and charity.

CASE: DREAM RUNNER PROGRAM--- RECORDING YOUR RUN ONLINE



In order to call on the public to care for students with poor economic conditions, Country Garden Group and Guoqiang Foundation jointly launched the "Dream Runner Program---Recording Your Run Online" event. In 2021, we carried out hiking activities both online and offline, attracting 145,822 participants online, with a total mileage of 2,900,459 kilometers. The offline regional competitions have been held in East China, South China, Central China and North China,

with more than 20,000 participants.

While carrying out hiking fitness programs, we also conducted fundraising events to provide students with learning equipment including books, desks, chairs, eye-protection lamps and intelligent companion robots, involving 1.4 million participants and raising RMB4.78 million.



The Event Site of "Dream Runner Program"

ART AND CULTURE

Country Garden is committed to delivering high level, kind and warm-hearted humanistic care to the society, providing rich amateur cultural life for the communities, actively supporting art and cultural campaigns such as colored drawing, and combining art with public welfare to enrich the life of the communities.

CASE: "GOING AHEAD TOGETHER HAND IN HAND" COUNTRY GARDEN'S PARENT-CHILD

VOLUNTEER PROGRAM

On October 16th, 2021, Country Garden Volunteer Association launched the volunteer program of "Going Ahead Together Hand in Hand", helping the Central School in the Caoyuan Center of Maoergai Town, Songpan County, Sichuan Province, which is a rural school with the highest altitude and the most difficult conditions in Songpan County. The parent-child

volunteers created art on canvas shoes, customizing ordinary canvas shoes into gifts filled with children's fun and blessing. In this program, volunteers drew 219 pairs of shoes and donated a number of age-appropriate books, such as children's encyclopedia and picture books, blending art into the public welfare and sowing the seeds of public welfare in the society.



The Event Site of "Going Ahead Together Hand in Hand" Country Garden's Parent-Child Volunteer Program

OUTLOOK INTO 2022

2021 is the second year of the 14th-Five-Year Plan, a year of fundamental significance on the new journey to build a modern socialist country. As Country Garden celebrates its 30th anniversary of the founding, facing new opportunities and challenges posed by the dramatic changes in the real estate industry and market situation, we will resolutely strengthen indigenous science and technology innovation capacity and push forward the transformation towards green and smart construction. In the new year, Country Garden will ride on the strong momentum to strive for the realization of the "second centenary goal", respond to national carbon peaking and carbon neutrality goals and build the Group into a high-tech, green, sustainable and comprehensive enterprise that creates a happy life for the society.

IMPROVE HOLYCYCLIC COMPETITIVENESS THROUGH BETTER GOVERNANCE

We will continue to optimize the organizational structure and management capacity, gradually promote regional resource integration, implement overall budget management, and focus on the efficiency improvement, cost reduction, product quality, marketing capability, service betterment and technological advancement. Through "strengthening the foundation, striving for excellence, zeroing out" and "joint efforts", we concretely improve the holycyclic competitiveness and unremittingly push forward the Group's development towards high-standards, high-quality and high-efficiency.

FORGE SUSTAINABLE BUSINESS FORMAT THROUGH GREEN OPERATION

We fully integrate the concept of sustainable development into the whole life cycle of products and the corporate management and operation. Empowered by green technology, we thoroughly implement such measures as environmental management, green building, green construction, green operation, green lease and green office, and vigorously respond to China's goal of realizing peak carbon dioxide emissions by 2030 and carbon neutrality by 2060, so as to create a beautiful, green and healthy living environment.

BUILD A TALENT ECOSYSTEM AND GROW WITH THE GROUP

We will continue to improve the talent development strategy, streamline the talent organization structure, optimize the salary and welfare system, ensure the occupational health and safety of all employees, broaden the channels for the growth and flow of talents in an all-round way, realize the “inner circulation” of outstanding talents, and build Country Garden’s first-class talent ecosystem.

CREATE BETTER LIFE WITH INNOVATIVE PRODUCTS AND SERVICES

We will adhere to the customer-centered concept, act on the new product concept of “pragmatism, beautiful housing, community with warmth and attitude”, integrate care and technological innovation into products and services, improve the quality of products and services and customer satisfaction, and strive to achieve perfect delivery, word-of-mouth communication and build a better life for customers.

GROW WITH OUR PARTNERS TO JOINTLY PROMOTE GROWTH OF THE INDUSTRY

We will continue to strengthen the construction of a sustainable supply chain system, actively promote the launch of ABS products in the supply chain, innovate financing methods, help upstream enterprises broaden financing channels, lower financing costs, improve operation efficiency, build a mutually-beneficial and win-win industrial chain cooperation system, and join hands with partners to promote the high-quality development of the industry.

FULFILL CORPORATE SOCIAL RESPONSIBILITIES TO CONTRIBUTE TO COMMON PROSPERITY

We will further consolidate the successful outcomes of the fight against poverty, effectively connect our development with rural revitalization, actively respond to the requirements of common prosperity, act on the advanced real estate concepts of new urbanization and green buildings, actively fulfill social responsibilities by promoting industry development, high-quality employment, tax payment, and establishing a community of philanthropy, and build a beautiful world with all.

APPENDIX I: HONORS

HONOR	AWARDING INSTITUTION	TIME
INDUSTRY		
TOP 1 of "2021 Top 100 Listed Real Estate Enterprises in China" TOP 1 of "Top 10 Listed Real Estate Enterprises with Outstanding Development and Management Capacity in China in 2021" TOP 1 of "Top 10 Listed Real Estate Enterprises with Investment Value in China in 2021" TOP 1 of "Top 10 Listed Real Estate Enterprises with Excellent ESG Development in China in 2021"	EH Consulting	May 2021
Annual Innovation Award	CRIC	June 2021
SAFETY		
Guangsha Award for Liuzhou Country Garden Project	Residential Housing Industrialization Promotion Center, Housing and Urban-Rural Construction Department China Real Estate Association	April 2021
2 National Standardized Safety Production Sites (Yunnan Longsheng Huafu Project and Henan Country Garden Tianxi Wanju Project).	China Safety Industry Association (Construction Sub-association)	December 2021
China Safety Industry Construction Industry Safety Production Standardized Project (National 3A)	China Safety Industry Association	December 2021
Guangdong Provincial Construction Engineering High-Quality Structure Award	Association of Construction Industry of Guangdong Province	December 2021
SCIENCE AND TECHNOLOGY		
IF Award of Germany (for 10 items including seven-axis cooperative robot arm)	Organizational Committee of IF Award	March 2021

HONOR	AWARDING INSTITUTION	TIME
SCIENCE AND TECHNOLOGY		
Reddot Award of Germany (for 7 items including seven-axis cooperative robot arm)	Organizational Committee of Reddot Award	March 2021
IDEA Design Award of the United States (for 4 items including floor cleaning robot)	IDEA	March 2021
ESG/SOCIAL RESPONSIBILITY		
2021 Chinese Enterprise ESG "Golden Responsibility Award" (Annual Sustainable Development Award)	Sina Finance	September 2021
PUBLIC WELFARE AND POVERTY ALLEVIATION		
National Advanced Individual in Poverty Alleviation	CPC Central Committee, State Council	February 2021
Guangdong Province's 7th Batch of Demonstration Sites for Learning from Lei Feng	Publicity Department of CPC Guangdong Provincial Committee	March 2021
2019-2020 Organization with Outstanding Contribution to Poverty Reduction in Guangdong	Leading Group for Poverty Relief and Rural Development	April 2021
Excellent Organization in Fight against Poverty in Guangdong	CPC Guangdong Provincial Committee, Guangdong Provincial People's Government	May 2021
Gold Cup of Hongmian Cup on Guangdong Poverty Alleviation Day	CPC Guangdong Provincial Committee Leading Group for Rural Affairs	June 2021
Top 4 of Forbes China Philanthropy List 2021	Forbes China Philanthropy List	July 2021
China Charity Awards	Ministry of Civil Affairs	September 2021

HONOR	AWARDING INSTITUTION	TIME
PUBLIC WELFARE AND POVERTY ALLEVIATION		
Outstanding Private Enterprise in Guangdong-Guangxi Poverty Alleviation Collaboration	Federation of Industry and Commerce and Rural Revitalization Bureau of Guangxi Zhuang Autonomous Region, Guangdong Federation of Industry and Commerce, Guangdong-Guangxi Poverty Alleviation Task Force	October 2021
Enterprise with Love and Care in the “Southern Guangdong Charity Campaign”	2021 Organizing Committee of “Southern Guangdong Charity Campaign”	December 2021
FIGHT AGAINST THE PANDEMIC		
Outstanding Donation Contribution Award for COVID-19 Pandemic Prevention and Control	Hubei Charity Federation	March 2021

❖ APPENDIX II: KPIS ON SUSTAINABLE DEVELOPMENT

❖ LIST OF ENVIRONMENT-RELATED PERFORMANCE INDICATORS

ESG INDICATOR		UNIT	2021 ¹	2020 ²	2019 ³
A1.1 Emission ⁴	NOx emissions	kg	357.38	1,809.55	11,902.71
	SO ₂ emissions	kg	12.12	14.61	29.96
	Particulate matter emissions	kg	25.08	126.96	1,094.26
A1.2 Greenhouse Gas Emission and Intensity ⁵	CO ₂ equivalent emissions (Scope 1)	tonnes	23,175.91	27,178.98	23,638.20
	CO ₂ equivalent emissions (Scope 2)	tonnes	465,865.22	449,743.12	526,767.27
	CO ₂ equivalent emissions (Scope 1 and 2)	tonnes	489,041.13	476,922.10	550,405.47
	CO ₂ emissions per million RMB of revenue	tonnes/million RMB	0.93	1.03	1.13
A1.3 Hazardous Waste	Waste cartridges and toners	tonnes	42.72	30.13	95.96
	Waste electric devices	tonnes	9.49	10.39	21.24
	Waste battery	tonnes	6.72	9.54	16.32
	Recycled electric devices	tonnes	5.89	12.46	4.97
	Hazardous waste density	tonnes/million RMB	0.0001	0.0001	0.0003
A1.4 Non-hazardous Waste and Density	Other office waste	tonnes	3,179.46	2,497.17	3,414.08
	Kitchen waste ⁶	tonnes	1,200.98	3,558.62	7,967.99
	Non-hazardous waste density	tonnes/million RMB	0.01	0.01	0.02
A2 Resource Consumption	Office paper consumption	tonnes	319.50	553.15	707.39
	Methanol	tonnes	41.65	150.85	175.37

ESG INDICATOR		UNIT	2021 ¹	2020 ²	2019 ³
A2 Resource Consumption	Coal	tonnes	271.32	153.49	20,482.30
A2.1 Energy Consumption and Intensity	Natural gas	cubic meter	8,981,729.11	9,210,813.70	7,623,598.15
	Petrol	liter	824,560.36	899,774.59	1,609,176.50
	Diesel ⁴	liter	210,980.22	509,916.90	688,912.95
	Liquefied petroleum gas	tonnes	251.70	2,597.32	575.13
	Electricity purchased	kWh	394,530,688.04	368,592,154.42	498,702,187.78
	Electricity purchased (for heating)	GJ	2,146,064.29	1,212,632.83	952,834.43
	Direct energy consumption	GJ	371,826.83	505,429.46	376,308.65
	Indirect energy consumption	GJ	3,565,158.84	2,538,873.33	2,747,635.11
	Total energy consumption	GJ	3,936,985.67	3,026,527.63	3,123,943.76
	Energy intensity ⁷	GJ/million RMB	7.53	6.58	6.43
A2.2 Water Consumption and Intensity	Water consumption	cubic meter	17,850,923.21	18,794,724.70	42,170,258.72
	Water consumption intensity	cubic meter/million RMB	34.13	40.61	86.79
A2.5 Packing Material Use	Packing carton consumption	tonnes	58.73	83.06	61.46
	Plastic packing bags	tonnes	220.40	42.31	/
	Package use intensity	tonnes/million RMB	0.0005	0.0003	/
A3 Environment and natural resources	Solar power generation	kWh	698,450.84	213,333.00	9,854,093.00

DESCRIPTION OF ENVIRONMENT-RELATED KPIS IN 2021:

1) THE DATA COLLECTION SCOPE OF ENVIRONMENT-RELATED KPIS IN 2021 IS AS FOLLOWS:

Group headquarters office area, 73 regional company office areas in real estate sector and 2,123 subordinate project companies' office areas, marketing centers and non-outsourcing staff canteens; the office areas of 13 regional companies in the hotel sector and their subordinate 52 project companies.

2) THE DATA COLLECTION SCOPE OF ENVIRONMENT-RELATED KPIS IN 2020 IS AS FOLLOWS:

Group headquarters office area, 113 regional company office areas in real estate sector and 1,883 subordinate project companies' office areas, marketing centers and non-outsourcing staff canteens; the office areas of 16 regional companies in the hotel sector and their subordinate 52 project companies, as well as the office areas and operation areas of the business management company and its subordinate 5 project companies.

3) THE DATA COLLECTION SCOPE OF ENVIRONMENT-RELATED KPIS IN 2019 IS AS FOLLOWS:

Group headquarters office area, 81 regional company office areas in real estate sector and 1,924 subordinate project companies' office areas, marketing centers and non-outsourcing staff canteens; the office areas of 16 regional companies in the hotel sector and their subordinate 50 project companies, as well as the office areas and operation areas of the business management company and its subordinate 8 project companies.

4) The source of emissions is mainly the fuel consumption of the company's official vehicles. In 2021, Country Garden advocated green mobility and reduced the use of medium and heavy vehicles, resulting in a significant drop in diesel consumption as well as in emission.

5) The carbon dioxide (CO₂) emissions are calculated according to the calculation coefficient and formula suggested by the Environmental Key Performance Indicators Reporting Guidelines, Corporate Greenhouse Gas Accounting and Reporting Guidance for Power Generation Facilities (revised version in 2022), Fifth IPCC Evaluation Report and Greenhouse Gas Accounting and Reporting Guidance for 24 Industries in China issued by the Hong Kong Stock Exchange. Source of power emission factors: The greenhouse gas emission factors of China's mainland power grid refer to the Notice of the Ministry of Ecology and Environment on Management of Corporate Greenhouse Gas Emission Reporting in 2022, and the emission factors of the Hong Kong Special Administrative Region power grid refer to the "Environmental Key Performance Indicators Reporting Guidelines issued by the Hong Kong Stock Exchange. The emission factors of power grid in Australia refer to the National Greenhouse Accounts Factors Australian National Greenhouse Accounts 2021 issued by the Department of the Industry, Science, Energy and Resources of the Australian Government. In 2020, the data were adjusted due to the optimization of calculation methods and factors.

The data sources of carbon dioxide (CO₂) equivalent emissions (scope 1) are the fuel consumption of business vehicles and the fuel consumption of all levels of office areas.

The data sources of carbon dioxide (CO₂) equivalent emissions (scope 2) are the purchased electricity and purchased heat.

6) Some of the Group's canteens were outsourced and the Group advocated the clean-plate campaign in accordance with the Anti-Food Waste Law of the People's Republic of China. As a result, the amount of kitchen waste was reduced compared with that in 2020.

7) The greenhouse gas intensity, power consumption intensity, hazardous and harmless waste intensity, water consumption intensity and package use intensity all refer to the consumption amount generated per million RMB in 2021.

❖ LIST OF SOCIETY-RELATED PERFORMANCE INDICATORS

B1 EMPLOYMENT

EMPLOYMENT		2021		2020		2019	
		NUMBER OF EMPLOYEES	PERCENTAGE [%]	NUMBER OF EMPLOYEES	PERCENTAGE [%]	NUMBER OF EMPLOYEES	PERCENTAGE [%]
B1.1 TOTAL WORKFORCE BY GENDER, EMPLOYMENT TYPE, AGE GROUP, AND GEOGRAPHICAL REGION							
Total number of employees		100,705	100%	93,899	100%	101,784	100%
By gender	Male	63,807	63.36%	58,911	62.74%	63,082	61.98%
	Female	36,898	36.64%	34,988	37.26%	38,702	38.02%
By age	≤30	46,915	46.59%	47,396	50.48%	56,484	55.49%
	31-40	43,355	43.05%	36,841	39.23%	35,106	34.49%
	41-50	8,209	8.15%	7,763	8.27%	8,191	8.05%
	≥50	2,226	2.21%	1,899	2.02%	2,003	1.97%
By rank	Junior employee	80,085	79.52%	75,024	79.90%	80,375	78.96%
	Middle management	20,015	19.88%	18,093	19.27%	20,588	20.23%
	Senior management	605	0.60%	782	0.83%	821	0.81%
By employment type	Full-time	100,705	100%	93,899	100%	101,784	100%
	Part-time	0	0%	0	0%	0	0%
	Others	0	0%	0	0%	0	0%
By geographical region	Mainland China	100,179	99.48%	92,579	98.59%	99,197	97.46%
	HongKong, Macao and Taiwan	27	0.03%	34	0.04%	38	0.04%
	Overseas	499	0.49%	1,286	1.37%	2,549	2.50%

EMPLOYMENT		2021		2020		2019	
		NUMBER OF EMPLOYEES	PERCENTAGE [%]	NUMBER OF EMPLOYEES	PERCENTAGE [%]	NUMBER OF EMPLOYEES	PERCENTAGE [%]
B1.2 EMPLOYEE TURNOVER RATE BY GENDER, AGE GROUP AND GEOGRAPHICAL REGION¹							
Total number of employees turnover		4,817	100%	7,082	100%	8,503	100%
Employee turnover rate ²		14.79%		17.58%		16.80%	
By gender	Male	3,364	69.84%	5,136	72.52%	6,074	71.43%
	Female	1,453	30.16%	1,946	27.48%	2,429	28.57%
By age	≤30	2,059	42.74%	3,416	48.23%	4,388	51.61%
	31-40	2,490	51.69%	3,305	46.67%	3,652	42.95%
	41-50	242	5.03%	336	4.75%	412	4.85%
	≥50	26	0.54%	25	0.35%	51	0.60%
By rank	Junior employee	3,412	70.83%	5,038	71.14%	6,119	71.96%
	Middle management	1,376	28.57%	1,990	28.10%	2,324	27.33%
	Senior management	29	0.60%	54	0.76%	60	0.71%
By geographical region	Mainland China	4,504	93.50%	6,701	94.62%	7,781	91.51%
	HongKong, Macao and Taiwan	3	0.06%	11	0.16%	19	0.22%
	Overseas	310	6.44%	370	5.22%	703	8.27%

NOTES ON EMPLOYMENT KPIS:

- 1.The calculation scope of number of employees turnover is the real estate sector of the Group (including those working overseas)
- 2.Total employee turnover rate = number of voluntary turnover / (total number of employees at the end of the period + annual turnover in the real estate sector)

B2 HEALTH AND SAFETY

HEALTH AND SAFETY		2021	2020	2019
B2.1 Number and rate of work-related fatalities ¹	Number of work-related injuries(person)	3	2	10
	Number of work-related fatalities (person)	0	0	0
B2.2 Number of lost days due to work injury	Lost days due to work injury (days) ¹	243	818.5	1,886.5

NOTES ON HEALTHS AND SAFETY KPIS:

1. The statistical scope of work-related injuries and work-related fatalities is the Group's headquarter, and the statistical scope of lost days due to work injury is the Group's real estate sector. The data are from the data recognized by the local Social Security Bureau. As for employee injury data out of the scope, we are working to improve the statistical methods and will disclose such information in the future.

B3 DEVELOPMENT AND TRAINING

DEVELOPMENT AND TRAINING		2021	2020	2019
B3.1 The percentage of employees trained by gender and employee category ²	Total percentage of employees trained ¹	100%	100%	/
	By gender-percentage of male employees trained	63%	63%	/
	By gender-percentage of female employees trained	37%	37%	/
	By rank-percentage of senior management trained	1%	1%	/
	By rank-percentage of middle management trained	19%	19%	/
	By rank-percentage of junior employee trained	80%	80%	/

B3 DEVELOPMENT AND TRAINING

DEVELOPMENT AND TRAINING		2021	2020	2019
B3.2 The average training hours completed per employee by gender and employee category ³	Average training hours	35.2	34.6	/
	By gender- male employee average training hours	35.4	34.7	/
	By gender- female employee average training hours	34.9	34.3	/
	By rank-average training hours of senior management	124.7	127.8	/
	By rank-average training hours of middle-level management	41.6	40.0	/
	By rank-average training hours of junior employee	33.0	32.3	/
Other employee development and training data	Total number of employees trained (per 10,000 persons)	118.56	129.70	101.42
	Satisfaction rate (point)	97.9	96.7	97.2

NOTES ON STAFF DEVELOPMENT AND TRAINING KPIS:

1. Percentage of total employees trained = total number of employees trained /total number of employees.
2. Percentage of employees trained by gender and employee category= total number of employees trained in that employee category/ total number of employees trained.
3. By gender and rank, the average training hours= the total number of training hours of employees in this category /the total number of employees in this category.

B5 SUPPLY CHAIN MANAGEMENT

B5.1 NUMBER OF SUPPLIERS BY GEOGRAPHICAL REGION						
GEOGRAPHICAL REGION FOR SUPPLIERS	2021				2020	
	MATERIAL SUPPLIERS	ENGINEERING SUPPLIERS	TOTAL NUMBER OF SUPPLIERS	PERCENTAGE (%)	TOTAL NUMBER OF SUPPLIERS	PERCENTAGE (%)
Mainland China	10,780	5,386 ¹	16,166	74.12%	18,733	77.29%
Hong Kong, Macao, and Taiwan	47	344	391	1.79%	322	1.33%
Overseas	2,406	2,848	5,254	24.09%	5,183	21.38%
Total	13,233	8,578	21,811	100%	24,238	100%

NOTES ON SUPPLY CHAIN MANAGEMENT KPIS:

1. Due to the pandemic situation and the strategic adjustment of the Group, the number of suppliers in this category has decreased.

B7 ANTI-CORRUPTION

	ANTI-CORRUPTION	2021	2020
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.	Total number of corruption cases filed or closed	0	0

B7 ANTI-CORRUPTION

	ANTI-CORRUPTION	2021	2020
B7.3 Anti-corruption training provided to directors and employees	Number and percentage of employees taking anti-corruption training	100%	100%
	Number and percentage of Board members and senior executives taking anti-corruption training	100%	100%
	Number and percentage of employees who signed commitments on anti-corruption policies	100%	100%
	Number and percentage of senior executives who signed commitments on anti-corruption	100%	100%

B8 COMMUNITY INVESTMENT

B8.2 RESOURCES CONTRIBUTED TO THE FOCUS AREA		INVESTMENT IN 2021 (PER 10,000 RMB)
Donation	Guoqiang Science and Technology Fund for Tsinghua University	10,000
	Construction Fund for the New Building of the Chemistry Department of Tsinghua University	2,000
	Beijiao Middle School Commissioned Management Cooperation Project	1,771
	Donation for Flood Control in Henan	2,800
	630 Donation on Poverty Alleviation Day	35,000
	Huiyan Education Aid Fund	1,000
	Guoqiang Foundation of Shunde District	1,000

B8.2 RESOURCES CONTRIBUTED TO THE FOCUS AREA		INVESTMENT IN 2021 (PER 10,000 RMB)
Donation	Talent Cultivation Program of the Precision Medicine Science Platform of the First Affiliated Hospital of Sun Yat-sen University	1,000
	Zhongshan University Huiyan Talents Fund	1,000
	Donation for 2021 Guangdong Poverty Alleviation Day	35,000
Other Community Investment and Charity Investment		19,129
Total (10,000 RMB)		109,700
Total (100 million RMB)		10.97

❖ APPENDIX III: LIST OF POLICIES, LAWS, AND REGULATIONS

ESG INDICATORS	LAWS AND REGULATIONS	INTERNAL POLICIES
<p>Category A1: Emissions Category A2: Use of Resources Category A3: The Environment and Natural Resources Category A4: Climate Change</p>	<p>Civil Code of the People's Republic of China Environmental Protection Law of the People's Republic of China Environmental Impact Assessment Law of the People's Republic of China Water Pollution Prevention and Control Law of the People's Republic of China Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution Law of the People's Republic of China on Prevention and Control of Pollution from Environmental Noise Regulations of the People's Republic of China on the Prevention of Pollution Damage to the Marine Environment by Land-Sourced Pollutants Directory of National Hazardous Wastes The Work Plan for Greenhouse Gas Emission Control during the 13th Five-Year Plan Period Land Administration Law of the People's Republic of China Regulations on the Implementation of the Land Administration Law of the People's Republic of China</p>	<p>Measures for Environmental Protection Management Guidelines for the Application of New Energy Technologies Measures for Renewable Supplier Entry and Appraisal Management Measures of ESG Internal Committee Emergency Plan for Biological Disasters Emergency Plan for Flood Disaster Country Garden Hotel Green Hotel Management Standards Employee Performance Appraisal Measures in 2021 Management Measures for Paperless Office of Group Offices Guidelines for Extended Services of Passive Ultra-Low Energy Consumption Building Design (Version V1.0, 2021) Guidelines for Extreme Weather (Typhoon) Warning V.2021</p>

ESG INDICATORS	LAWS AND REGULATIONS	INTERNAL POLICIES
	<p>Provisional Regulations of the People's Republic of China on Assignment and Transfer of Urban State-owned Land Use Rights</p> <p>Regulations on Environmental Protection Management of Construction Projects</p> <p>Regulations on Planning Environmental Impact Assessment</p> <p>Cultural Relics Protection Law of the People's Republic of China</p> <p>Regulations on the Implementation of Cultural Relics Protection Law of the People's Republic of China</p> <p>Regulations on the Protection of Famous Historical and Cultural Cities, Towns and Villages</p>	
<p>Category B1: Employment</p>	<p>Labor Law of the People's Republic of China</p> <p>Labor 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>Provisions on Prohibition of Child Labor</p> <p>Regulations on Management of Housing Provident Fund</p>	<p>Country Garden Measures for Recruitment Management</p> <p>Country Garden Remuneration Management System</p> <p>New Recruit and Redeployment Management</p> <p>Attendance and Personal Leave Management</p> <p>Management Employee Handbook</p> <p>Employees Handbook</p> <p>Labor Relations Management</p> <p>Measures for Investigating Employees' Responsibility for Violation of Rules and Regulations</p>

ESG INDICATORS	LAWS AND REGULATIONS	INTERNAL POLICIES
<p>Category B2: Health and Safety</p>	<p>Labor Law of the People's Republic of China</p> <p>Labor Contract 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 Report, Investigation and Handling of Production Safety Accidents</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 Catalog</p>	<p>Production Safety Measures and Operating Instruction</p> <p>Measures for Construction Site Safety Redline Management</p> <p>Construction Safety Accidents Emergency Mechanism</p> <p>Novel Coronavirus Pneumonia Control Handbook for Employees</p> <p>Operation and Management System of Country Garden (Trial Version of 2020)</p> <p>White Paper on Production Safety Management</p> <p>Atlas of Country Garden Engineering Safety Standardization</p> <p>Country Garden Notice on the Implementation of Unannounced Safety Inspection</p> <p>Notice on the Implementation of the Joint Safety Inspection of Regional Construction Units</p> <p>Country Garden Group Measures for Safety Post Setting and Security Incentives</p> <p>Measures for Punishment of Major Potential Safety Risks of Country Garden Group Projects</p> <p>Country Garden Measures for Incentive Management of Joint Safety Inspection of Regional Construction Units</p> <p>Management Guidelines for Construction Lifting Machinery</p> <p>Guidelines for Safety Management of Foundation Pits</p> <p>Guidelines for Safety Management of Scaffolding</p> <p>Guidelines for Safety Management of Professional Subcontracting</p>

ESG INDICATORS	LAWS AND REGULATIONS	INTERNAL POLICIES
Category B3: Development and Training	--	<p>Employees Handbook Country Garden Training Management System Tutor-based Management System The Ten Key Qualities of Excellent Talents of Country Garden</p>
Category B4: Labor Standards	<p>Labor Law of the People's Republic of China Labor Contract Law of the People's Republic of China Provisions on the Prohibition of Using Child Labor Law of the People's Republic of China on the Protection of Minors Measures on Public Holidays and National Annual Festivals and Memorial Days Regulation on Paid Annual Leave of Employees Implementation Measures for Paid Annual Leave for Employees of Enterprises Special Rules on the Labor Protection of Female Workers Regulation on Population and Family Planning of Guangdong Province</p>	<p>Commitment on the Payment of Wages for Migrant Workers in Full and on Time Employees Handbook New Recruit and Redeployment Management Labor Relation Management Remuneration Management Country Garden Remuneration Management System Attendance and Personal Leave Management Management Measures for Welfare Subsidies for Real Estate Sector Employees Working in China</p>
Category B5: Supply Chain Management	<p>Civil Code of the People's Republic of China Civil Procedure Law of the People's Republic of China Urban and Rural Planning Law of the People's Republic of China Bidding Law of the People's Republic of China</p>	<p>Notice on General Contractor Selection Project Bidding Contract Management Measures Project Supplier Evaluation Measures Constructor Post-Evaluation System Detailed management rules for actual contractors of general contracting projects Integrity Cooperation Agreement</p>

ESG INDICATORS	LAWS AND REGULATIONS	INTERNAL POLICIES
	<p>Regulations of the People's Republic of China on the Implementation of the Bidding Law</p> <p>Regulations on the Administration of Survey and Design of Construction Projects</p> <p>Regulations on House Expropriation and Compensation on State-owned Land</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 Material Evaluation Plan</p> <p>Notification Letter on Strengthening the Quality Control of Materials</p> <p>Supplier Penalty Measures</p> <p>Regulations for Suspending or Canceling Supplier Qualifications and Supplier Recommendation</p> <p>Supplier Integrity Cooperation Notice</p> <p>Renewable Energy Supplier Registration and Appraisal Regulations</p> <p>Country Garden Management Measures for the Joint Random Inspection of Materials</p> <p>Management Measures for the Material Quality in the Real Estate Sector</p>
Category B6: Product Responsibility	<p>Civil Code of the People's Republic of China</p> <p>Civil Procedure Law of the People's Republic of China</p> <p>Urban and Rural Planning Law of the People's Republic of China</p> <p>Securities Law of the People's Republic of China</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>

ESG INDICATORS	LAWS AND REGULATIONS	INTERNAL POLICIES
	<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>Earthquake Disaster Prevention and Reduction 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>Brand Promotion Regulations</p> <p>Project Safety Measures</p> <p>Safety and Civility Measures Standardization Handbook</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 Intellectual</p> <p>Property Right Reward Management Measures</p> <p>Country Garden Production Safety Management System</p> <p>Country Garden Handbook for Safe and Civilized Operation Measures</p> <p>Operational Risk Management Measures</p> <p>Country Garden Information Security Management Measures</p> <p>Guidelines on Customer Data Platform and Smart Information Masking and Outbound Platform</p> <p>Model First Management Measures</p> <p>Country Garden Operation Management Measures</p> <p>Country Garden Management Measures for Geological Exploration</p> <p>Country Garden Management Measures for Optimization of Pile Foundation</p> <p>Implementation Plan for Full-cycle Family Service System</p> <p>Guidelines for Customer Contact Service Standards</p>

ESG INDICATORS	LAWS AND REGULATIONS	INTERNAL POLICIES
	<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>Regulation on Realty Management</p> <p>Regulation on Security Service 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>Production Safety Law of People's Republic of China</p> <p>General Data Protection Regulation (GDPR)</p>	<p>Measures for Full-cycle Customer Risk Management</p> <p>Measures for Handling Customer Complaints</p> <p>Measures for the Management of Full-cycle Satisfaction</p> <p>Country Garden Information Security Management Measures</p> <p>Measures for Improving the Management of Digital Information Security Events</p> <p>Manual on Identification of Fake and Inferior Products</p>
Category B7: Anti-corruption	<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>Criminal Law of the People's Republic of China</p> <p>Criminal Procedure Law of the People's Republic of China</p>	<p>Country Garden Employee Code</p> <p>Country Garden Regulation on Management of Conflict of Interests of Employees</p> <p>Country Garden Regulation on Management of Employee On-Duty Behavior</p> <p>Country Garden Measures for Pursuing Responsibilities for Violations of Regulations and Discipline by Group Employees</p> <p>Country Garden Instruction on Supplier Integrity</p> <p>Country Garden Integrity Agreement</p> <p>Handbook of Management Measures on Content Auditing and Supervision</p> <p>Commitment of Integrity and Self-discipline</p>
Category B8: Community investment	--	--

❖ APPENDIX IV: INDEX OF HKEX ESG REPORTING GUIDE

ESG INDICATORS		CHAPTER
ENVIRONMENT		
A1:Emissions	General Disclosure Information relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste: (a)policies; and (b)compliance with relevant laws and regulations that have a significant impact on the issuer.	9. Country Garden the Guardian-Green Development
A1.1	The types of emissions and respective emissions data.	Appendix II: Sustainability KPIs
A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and (where appropriate) intensity (e.g. per unit of production volume, per facility).	Appendix II: Sustainability KPIs
A1.3	Total hazardous waste produced (in tonnes) and (where appropriate) intensity (e.g. per unit of production volume, per facility).	Appendix II: Sustainability KPIs
A1.4	Total non-hazardous waste produced (in tonnes) and (where appropriate) intensity (e.g. per unit of production volume, per facility).	Appendix II: Sustainability KPIs
A1.5	Description of emission target (s) set and steps taken to achieve them.	9.3 Green Construction; 9.4 Green Operation.

ESG INDICATORS		CHAPTER
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	9.3 Green Construction; 9.4 Green Operation.
A2 :Use of Resources	General Disclosure Policies on the efficient use of resources (including energy, water, and other raw materials).	9. Country Garden the Guardian-Green Development
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Appendix II: Sustainability KPIs
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Appendix II: Sustainability KPIs
A2.3	Description of energy use efficiency target(s) and steps taken to achieve them.	9.2.4 Planning and Development of Sustainable Buildings 9.4 Green Operation 9.6 Green Office
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	9.4 Green Operation; 9.6 Green Office
A2.5	Total packaging materials used for finished products (in tonnes) and (if applicable) with reference to per unit produced.	Appendix II: Sustainability KPIs
A3 :The Environment and Natural Resources	General Disclosure Policies on minimizing the issuer's significant impacts on the environment and natural resources.	9.9 Biodiversity Protection

ESG INDICATORS		CHAPTER
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	9.9 Biodiversity Protection
A4:Climate Change	General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	9.8 Tackling Climate Change
A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	9.8 Tackling Climate Change
B. SOCIAL		
EMPLOYMENT AND LABOUR		
B1:Employment	General Disclosure Information relating to remuneration, dismissal, recruitment, promotion, working hours, holidays, equal opportunities, diversification, anti-discrimination, and other benefits and welfare:(a) the policies; and(b) compliance with relevant laws and regulations that have a significant impact on the issuer.	10.1.1 Fair Employment
B1.1	Total workforce by gender, employment type (for example, full- or part-time) 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

ESG INDICATORS		CHAPTER
B2:Health and Safety	General Disclosure Information relating to providing a safe working environment and protecting employees from occupational hazards: (a)the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	10.2.2 Occupational Health and Safety
B2.1	Number and rate of work-related fatalities in each of the past three years (including the reporting year).	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, and how they are implemented and monitored.	10.2.2 Occupational Health and Safety
B3:Development and Training	General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	10.3 Talents First
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Appendix II: Sustainability KPIs
B3.2	The average training hours completed per employee by gender and employee category.	Appendix II: Sustainability KPIs
B4:Labour standards	General Disclosure Information relating to preventing child labor and forced labor: (a)the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	10.1.1 Fair Employment

ESG INDICATORS		CHAPTER
B4.1	Description of measures to review employment practices to avoid child and forced labor.	10.1.1 Fair Employment
B4.2	Description of steps taken to eliminate such practices when discovered.	10.1.1 Fair Employment
OPERATING PRACTICES		
B5: Supply Chain Management	General Disclosure Policies on managing environmental and social risks of the supply chain.	8.4 Win-win for multiple partners
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, and how they are implemented and monitored.	8.4.1 Supply Chain Management
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	8.4.1 Supply Chain Management
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	8.4.1 Supply Chain Management

ESG INDICATORS		CHAPTER
B6:Product Responsibility	General Disclosure Information relating to health and safety, advertising, labeling, and privacy matters relating to products and services provided and methods of redress : (a)the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	8.3 Devoted Services
B6.1	Percentage of total products sold or shipped subjects to recalls for safety and health reasons.	Not Applicable
B6.2	Number of products and service-related complaints received and how they are dealt with.	8.3.2 Keep Customers Satisfied
B6.3	Description of practices relating to observing and protecting intellectual property rights.	7.2.5 IPR Protection
B6.4	Description of quality assurance process and recall procedures.	8.1 Craftsmanship
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	8.3.3 Information Security and Privacy Protection
B7:Anti-corruption	General Disclosure Information relating to bribery, extortion, fraud and money laundry: (a)the policies; and and compliance with relevant laws and regulations that have a significant impact on the issuer.	7.2.4 Ethics

ESG INDICATORS		CHAPTER
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 whistle-blowing procedures, and how they are implemented and monitored.	7.2.4 Ethics
B7.3	Description of anti-corruption training provided to directors and staff.	7.2.4 Ethics; Appendix II: Sustainability KPIs
COMMUNITY		
B8:Community Investment	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.	11. Country Garden Gives Back-Shared Harmony
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	11. Country Garden Gives Back-Shared Harmony
B8.2	Resources contributed (e.g. money or time) to the focus area.	11. Country Garden Gives Back-Shared Harmony Appendix II: Sustainability KPIs

❖ APPENDIX V: GRI STANDARDS INDEX—CORE OPTION

GRI STANDARDS	DETAIL	REFERENCE	NOTE
GENERAL DISCLOSURES			
ORGANIZATIONAL PROFILES			
102-1	Name of organization	1. About the Report	
102-2	Activities, brands, products and services	3. 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	3. What is Country Garden	
102-7	Scale of the organization	3. What is Country Garden	
102-8	Information on employees and other workers	Appendix II: Sustainability KPIs	
102-9	Supply chain description	8.4.1. Supply Chain Responsibility	
102-10	Significant changes to the organization's scale, structure, ownership or supply chain	Not Applicable	
102-11	Description of action with discretion	3. What is Country Garden	
102-12	Accord that the company agrees to	Not Applicable	
102-13	Membership of associations	Not Applicable	

GRI STANDARDS	DETAIL	REFERENCE	NOTE
GENERAL DISCLOSURES			
STRATEGY AND ANALYSIS			
102-14	Statement by senior decision-makers	2. Statement of the Board of Directors	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behaviors	3. What is Country Garden	
GOVERNANCE			
102-18	Governance structure	7.3.2. Sustainable development governance structure	
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	7.3.4. Stakeholder Communication	
102-41	Collective bargaining agreements	Not Applicable	
102-42	Identifying and selecting stakeholders	7.3.4. Stakeholder Communication	
102-43	Ways of stakeholder communication	7.3.4. Stakeholder Communication	
102-44	Key topics and concerns raised by stakeholders and the institution's response	7.3.4. Stakeholder Communication	
102-45	Entities included in the consolidated financial statements	Not Applicable	
102-46	Defining report content and topic boundaries	1. About the Report	

GRI STANDARDS	DETAIL	REFERENCE	NOTE
GENERAL DISCLOSURES			
STAKEHOLDER ENGAGEMENT			
102-47	List of important issues	7.3.5. Strategic Management on Key Issues	
102-48	Reasons for restatements of information	1. About the Report	
102-49	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 assurance	Not Applicable	
MANAGEMENT APPROACH			
103-1	Explanation of the important issues and their boundary	7.3.5. Strategic Management on Key Issues	

GRI STANDARDS	DETAIL	REFERENCE	NOTE
GENERAL DISCLOSURES			
MANAGEMENT APPROACH			
103-2	Management approach and its components	7.2 Corporate Governance	
103-3	Evaluation of management approaches	7.2 Corporate Governance	
ECONOMIC STANDARDS			
ECONOMIC PERFORMANCE			
Management Approaches		3. What is Country Garden	
201-1	Direct economic value generated and distributed	3. What is Country Garden	
202-2	Proportion of senior management hired from the local community	Not Applicable	
INDIRECT ECONOMIC IMPACT			
Management Approach Disclosure		11. Country Garden Gives Back- Shared Harmony	
203-1	Impacts due to infrastructure investment and related supporting services	11. Country Garden Gives Back- Shared Harmony	
PROCUREMENT PRACTICES			
Management Approach Disclosure			
204-1	Proportion of spending on local suppliers	Not Applicable	

GRI STANDARDS	DETAIL	REFERENCE	NOTE
GENERAL DISCLOSURES			
PROCUREMENT PRACTICES			
ANTI-CORRUPTION			
Management Approach Disclosure			
205-3	Confirmed incidents of corruption and actions taken on them	Not Applicable	
ANTI-COMPETITIVE BEHAVIORS			
Management Approach Disclosure			
206-1	Legal actions on anti-competitive behavior, anti-trust, and monopoly practices	Not Applicable	
ENVIRONMENTAL ISSUES			
ENERGY			
Management Approach Disclosure		Appendix II: Sustainability KPIs	
302-1	Energy consumption within the organization	Appendix II: Sustainability KPIs	
302-3	Energy intensity	Appendix II: Sustainability KPIs	
G4-CRE3	Energy intensity of buildings	Not Applicable	
WATER			
Management Approach Disclosure			
303-1	Total volume of water usage by source	Appendix II: Sustainability KPIs	
G4-CRE2	Water intensity of buildings	Not Applicable	

GRI STANDARDS	DETAIL	REFERENCE	NOTE
GENERAL DISCLOSURES			
EMISSION			
Management Approach Disclosure		Appendix II: Sustainability KPIs	
305-1	Direct (Scope 1) GHG emissions	Appendix II: Sustainability KPIs	
305-2	Indirect (Scope 2) GHG emissions from energy consumption	Appendix II: Sustainability KPIs	
G4-CRE3	Greenhouse gas emissions intensity from buildings	Not Applicable	
SEWAGE AND WASTE			
Management Approach Disclosure			
306-2	Total weight of waste by categories and ways of disposal	Appendix II: Sustainability KPIs	
ENVIRONMENTAL COMPLIANCE			
307-1	Non-compliance with environmental laws and regulations	Not Applicable	
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	9.9.Biodiversity Protection	

GRI STANDARDS	DETAIL	REFERENCE	NOTE
SOCIAL ISSUES			
EMPLOYMENT			
	Management Approach Disclosure	Appendix II: Sustainability KPIs	
401-1	New employee hires and employee turnover	Appendix II: Sustainability KPIs	
OCCUPATIONAL HEALTH AND SAFETY			
	Management Approach Disclosure	Appendix II: Sustainability KPIs	
403-2	Types and frequency of work injury, occupational diseases, lost days due to work injury, absence rate and work-related fatalities	Appendix II: Sustainability KPIs	
TRAINING AND EDUCATION			
	Management Approach Disclosure	Appendix II: Sustainability KPIs	
404-1	Average hours of training received by each of staff	Appendix II: Sustainability KPIs	
EMPLOYEE DIVERSITY AND EQUAL OPPORTUNITIES			
	Management Approach Disclosure	10.1.2 Diversity and Inclusion	
405-1	Diversity of governance bodies and employees	10.1.2 Diversity and Inclusion	
LOCAL COMMUNITIES			
	Management Approach Disclosure	11.Country Garden Gives Back-Shared Harmony	
413-1	Operations with local community engagement, impact assessments, and development programs	11.Country Garden Gives Back-Shared Harmony	

GRI STANDARDS	DETAIL	REFERENCE	NOTE
SOCIAL ISSUES			
CUSTOMER HEALTH AND SAFETY			
	Management Approach Disclosure	8.3 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 Disclosure	8.3.3 Information security and privacy protection	
418-1	Number of 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 Disclosure	8.3.2.Customer Satisfaction	
LAWS AND REGULATION COMPLIANCE			
419-1	Non-compliance with laws and regulations in the social and economic area	7.2.1 Operational Compliance	It is the basis principle of our employees and suppliers to comply with laws and regulations and there is no such violation during the reporting period.
PRODUCT AND SERVICE LABELING			
G4-CRE8	Types and number of sustainability certification, rating and labeling schemes for new construction, management, occupation, and redevelopment	9.2.2.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:

<https://www.guoqiangfoundation.com/>

FOR COMMENTS ON THIS REPORT, PLEASE CONTACT THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE:

bgycsr@countrygarden.com.cn

FOR MORE COUNTRY GARDEN SUSTAINABILITY REPORTS, PLEASE VISIT:

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

