

2020 SUSTAINABILITY REPORT
COUNTRY GARDEN HOLDINGS
COMPANY LIMITED

(Incorporated in the Cayman Islands with limited liability)
Stock Code: 2007



Fortune Global 500





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

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Country Garden Holdings Company Limited

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 12th 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 1st to December 31st, 2020; 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 hotel and commercial operation over and above the data on property development.

REPORTING PRINCIPLES

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

Following the initiative of the International Integrated Reporting Council, the report is consistent with the Group's financial reports, and outlines the financial information to consistently present information on Country Garden's financial and non-financial performance, enabling readers to have a more comprehensive view of our work. Unless otherwise stated, the currency used in this report is RMB.

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

WHAT IS COUNTRY GARDEN?

COUNTRY GARDEN IS A DIVERSIFIED TECHNOLOGY COMPANY THAT CREATES A HAPPY LIFE FOR THE WORLD.

WE ARE COMMITTED TO ROBOTICS

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 is growing by the day, particularly our team of top scientists. 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, prefabrication systems, and BIM. Bright Dream Robotics is working to achieve the perfect marriage of safety, quality, speed, and economy, 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 homes, beautifully decorated, 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 self-driving technologies 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 high-quality crop and livestock sites with direct commercial links to urban markets. It delivers a wide range of safe, tasty, reasonably priced produce straight from the field 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

For us, targeted poverty alleviation programs and rural revitalization are key parts of our business. Country Garden and its founder have donated over 8.7 billion yuan to charitable causes. We are actively engaged in targeted poverty relief 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.

Country Garden is a Fortune 500 company that has been publicly listed in Hong Kong since 2007 and is tracked as a component of the Hang Seng Index. We are also a major taxpayer: in the year 2020 alone, we contributed over 65.3 billion yuan in taxes. In Country Garden, ethics, corporate social responsibility, and transparency are vital. Going forward, we are committed to being a force for human progress.

COUNTRY GARDEN—FIVE-STAR LIVING FOR YOU

We have modernized over **1,400** towns in China

more than **4.5** million homeowners have chosen to build their lives in Country Garden developments

Over **8.7** billion yuan has been donated to charitable causes

We are actively engaged in targeted poverty relief and rural revitalization projects in **57** counties across **16** different provinces

These programs are instrumental in lifting **490,000** people out of poverty

2020 ANNUAL MESSAGE

2020 was the year for China to accomplish its first sentinel goal of comprehensively building China into a moderately well-off society. The year also turned out to be quite extraordinary as the world was confronted with the COVID -19 outbreaks. Country Garden joined the fight by setting up a fund of 200 million yuan to combat the disease along with donations of money and supplies. We also responded well to the nation's calling to restore work and production and kept improving our own competitiveness along the way.

Joining the industry in its boom cycle, our long-term vision and prudent operation have rewarded us with consistent business growth. In the newly released 2020 Fortune Global 500 list, Country Garden secured the 147th place, a 30 positions' jump from last year, making us the highest ranking property developer on the list.

● CRAFTSMANSHIP AND ATTENTIVE SERVICES

We have poured our hearts into our products and have been committed to delivering products and services of the most premium quality to our clients. With safety and quality being the lifeline of Country Garden, we take full responsibility for our products' quality and safety. A number of initiatives such as "Strengthening the Foundation Movement" and the "Engineers' Culture" were organized to optimize quality control systems and standardization. We were born in the greatest of times. The company kept advancing with technological development and kept creating wonderful lifestyles through technology and diversified operation. The construction robots invented by Country Garden are widely adopted in our project. Several robot diners were opened in cities in the Greater Bay area. Manless farms are being experimented with and promoted. We are fully committed to leveraging the power of technology to contribute to a better life for the society. In the meantime, we strictly implement the "customer-centered" approach towards services. We listen to our customers and constantly improve on service quality to maximize customer satisfaction.

● GREEN GUARDIAN FOR HARMONIOUS COEXISTENCE

With the corporate culture of being ethical, responsible and transparent deeply embedded in our DNA, we have been actively engaged in sustainable development. Being green and eco-friendly has been our guiding principle when it comes to operation, and we have been relentless about minimizing our environmental impact and carbon emission. Our strength and resourcefulness are

fully leveraged in areas such as green construction, green buildings, green operation and green office to achieve sustainable development and to contribute to the global response to climate change and biodiversity protection.

● GROWING WITH OUR EMPLOYEES

A great cause calls for a great force. Country Garden has always put employees front-and-center in our development. We strive to provide a professional platform for talent, and we highly focus on our recruiting and training mechanism. Initiatives like talent training, rotating positions, management trainee and future leaders program provide everlasting impetus to the company. In the meantime, we care about the needs of our employees and support them to develop their own interests. We also devote a lot of resources to building a fair, inclusive, humane and energetic working environment for all employees.

● GIVING BACK TO THE COMMUNITIES

Our heart and mind are always with our local communities. We are actively engaged in targeted poverty relief and rural revitalization projects in 57 counties across 16 different provinces. We build commercial bridges between urban and rural areas as a contribution to the revitalization of rural China. Through Guoqiang Foundation and our volunteer association, we went beyond our means to make a contribution to environmental protection, the elderly and children's care, and disaster relief and truly honored our commitments to CSR.

● PRESSING AHEAD WITHOUT FAINT OF HEART

We will be celebrating our 29th anniversary in 2021. Coming out of Shunde Guangzhou, everyone in Country Garden is still very mindful of our founding principle, which is "be good to people, be good to society". We are working with all stakeholders to consistently deliver high-quality products, thus making our due contribution to national development and social progress.

RESPONSIBILITIES: 1+N BUSINESS STRUCTURE-A TRANSFORMATION OF COUNTRY GARDEN LED BY TECHNOLOGY

As science and innovation gradually trickle down through our entire group, "Better Technology, Better Life" has turned into one of our objectives. On top of exploring real estate development opportunities, we embarked on a transformation journey to become a diversified high-tech firm that creates a happy life for the society. Apart from our real estate business and the associated property management and hotel businesses, we are diverting more energy and resources to our robotics and modern agriculture segments.

INTELLIGENT ROBOT DEVELOPMENT

CONSTRUCTION ROBOTS

As the leader in smart manufacturing for construction, Country Garden was the pioneer in China in terms of innovation in the construction method. Through working with its subsidiary Bright Dream Robotics and employing the Robots+BIM+Prefabricated building model, Country Garden challenges the industry's thorny issues head-on and has made meaningful progress in site safety, project quality, efficiency and pollution reduction, giving the traditional industry a contemporary make over .

We are constantly expanding our research team and have recruited many industries and academic experts to drive upgrading and iteration of robots from R&D and manufacturing angles. Our visionary deployment has yielded tangible results. In November 2020, 7 products of Bright Dream Robotics won the most influential and authoritative design award in China-the Red Star Award.

By the end of 2020, there had been more than

49

construction robots being developed in the pipeline of Bright Dream Robotics covering all major construction procedures.

37

of the aforementioned robots are being tested in the construction sites.

By the end of 2020, there had been over

4,000

R&D staff working at Bright Dream Robotics. Average of staff is

30.5 years

Over **25%**

of the staff has a master's degree or above

190

employees have overseas studying experiences

Over **230** employees are industry experts

Case study | Exterior cleaning robot won the

iF Design Award 2020

The exterior cleaning robot Bijing C200 successfully won the iF Design Award 2020 in Germany, one of the top three design awards in the world. Based on the leading navigation technology of SLAM, the robot is able to circumvent obstacles and to complete the cleaning mission in accordance with predetermined working route. The design maximized the water efficiency and the areas covered per unit time. The color of the robot is white and the roundness in its shape gives out a clean and approachable vibe. Bijing 200, with all of the virtues it possesses, is now recognized as a highly efficient and environment-friendly cleaning robot for outdoor public areas.



OVERVIEW

BiJing C200 / Exterior Public Autonomous Guided Cleaning Robot



Discipline: Product

Exterior cleaning robot won the IF Product Design Award

Case study | The first group of construction robot has been deployed to assist the implementation of Fengtong

Garden Project

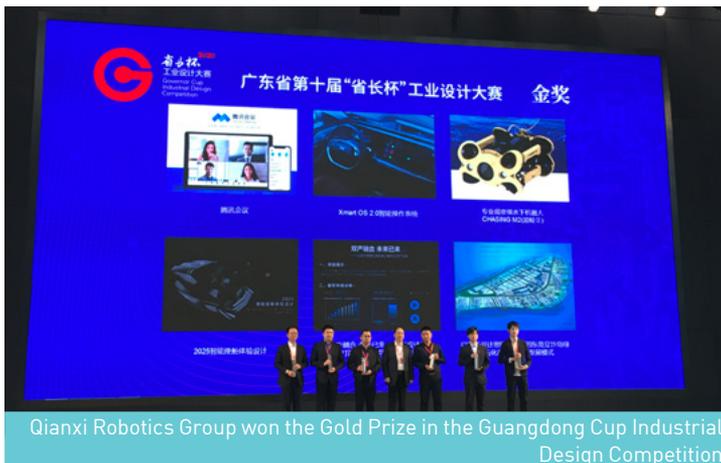


In September 2020, the first group of construction robots was delivered for the Fengtong Garden Project. The human-robot collaborative construction system developed by Bright dream Robotics was implemented in sync. By the end of 2020, more than 20 models of robots (including the ground leveling robot, indoor spraying and coating robot, floor tile paving robot) were enlisted in construction projects for testing with a total construction area of 300,000 sq.m. The concept of construction robots focuses on three key elements to maximize overall benefit: construction site safety, higher construction quality and higher efficiency.

COOKING ROBOTS

Country Garden established Qianxi Robotics Group in 2019, a company driven by intelligent technologies, committed to applying advanced technologies and cultural propositions to diversified catering services. Always based on its independent R&D, the group has made robots as carriers to set a standard for catering services. It has also formed a whole-industry-chain system that covers production, supply chain as well as operation process, upgrading the industry and service of the catering industry.

Case | Qianxi Robotics Group won the Gold Prize in the Guangdong Cup Industrial Design Competition



In the 2020 Guangdong Cup Industrial Design Competition, Qianxi Robotics Group won the Golden Prize for its project named Robotics Empowering the Catering Industry. The project showed how the group established an automatic production line powered by robots based on independent R&D, created a core supply chain, integrated an intellectual operation system, realized close-loop management of the whole industry chain consisting of supply, production and operation as well as expanded a brand new intelligent catering market.

Case I R&D of robotics technologies in restaurant application scenarios



Cooking robot



Clay-pot rice cooking robot

Qianxi group has invested in robotics technologies in restaurant application scenarios by pooling high-end professionals and has developed over 80 robotics devices and software systems that have been applied in multiple kinds of restaurants, including Chinese cuisine, hot pot, fast food, clay-pot rice, noodles, and spicy hotchpotch.

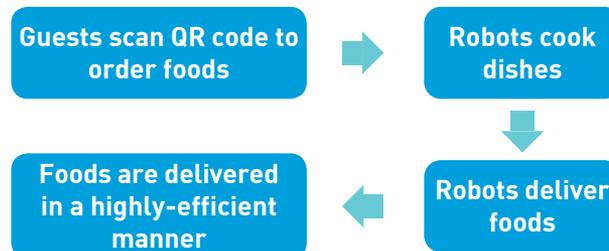
Qianxi Robotics is making every effort to establish the leading robotics restaurant chain in China and has now created six brands, including Foodom, Clay Pot Rice and Noodle Man. It is also building its own central kitchen and supply chain system for agriproducts featuring strict control of quality and whole-process tracing capability. The group is committed to providing healthy, delicious, convenient, affordable, and tech-empowered food for the whole society with the best ingredients and cooking techniques.

Case I FOODOM Tianjiangmeishi Food Kingdom Robotics Restaurant was launched



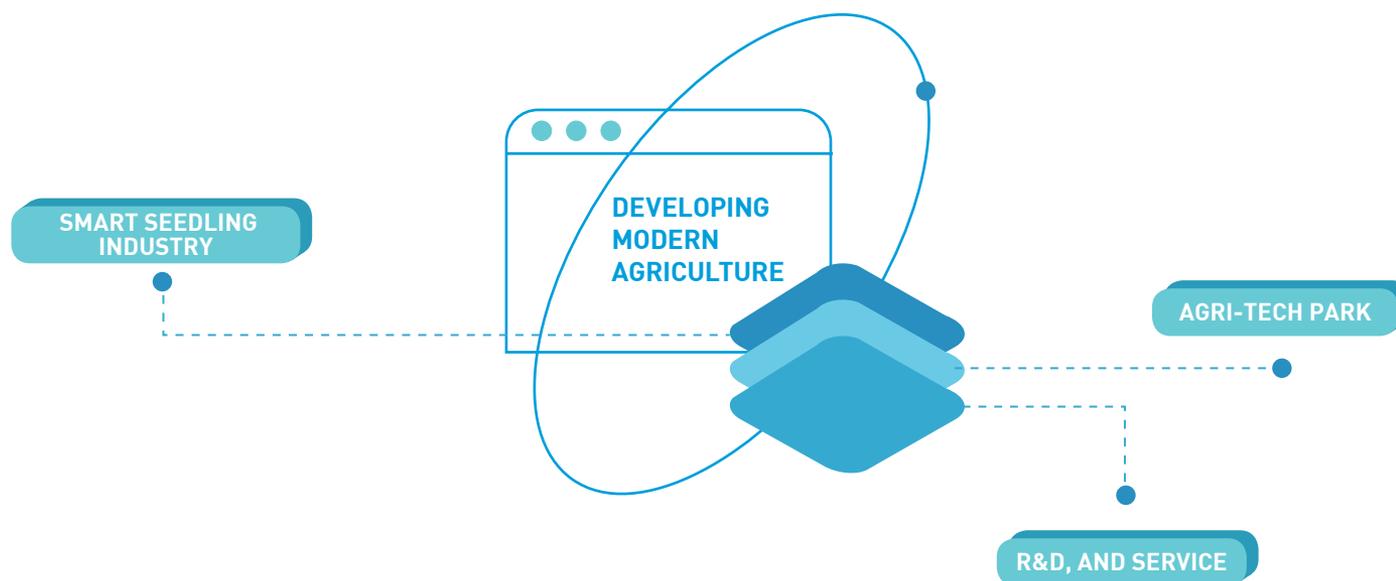
FOODOM Tianjiangmeishi Food Kingdom Robotics Restaurant

As the flagship project of Qianxi Robotics Group, FOODOM Tianjiangmeishi Food Kingdom Robotics Restaurant is the world's first independently developed restaurant complex that integrates gourmet, education, and technology. Occupying an area of nearly 2,000 sq.m, it can hold over 600 guests and offers nearly 200 types of dishes. With the collaboration of different types of robots, the restaurant can provide guests with rich experiences with safe and clean foods.



MODERN AGRICULTURE

Country Garden is committed to developing modern agriculture as an important part of the company's high-tech industries. It is aimed to establish a modern agriculture industry system that integrates smart seedling industry, security and food nutrition issues and to assist in improving people's well-being.



RESEARCH AND DEVELOPMENT

Science and technological research and development are the basis for developing modern agriculture. Country Garden has invested heavily in human and financial resources to address hard biological and other technological issues while effectively commercializing the R&D results so as to apply them into the production of high-tech agricultural produces. In 2020, Country Garden Agriculture managed to register six patents in Bifidobacterium adolescentis and its application, a molecular marker of rice's appearance, the approach of direct PCR of millet's leaves, etc.

In 2020, Country Garden recruited a large number of front-end R&D personnel with rich experience, where 80 are from BGI Agriculture Institute, who carry out research on cutting-edge biological technologies, gene sequencing, etc.

AGRICULTURE HIGH-TECH PARK

Combined with diversified ecological and environmental characteristics of different places in China, Country Garden Agriculture cooperates with the local governments in bringing technology-empowered culture to everywhere in the country. In the meantime, we answer the call of the country by practicing modern agricultural development and improving farmers' productivity and their income level so as to inject new vitality and dynamics into the country area. In recent years, we have established the "Wuhan Hannan 'China Seed Valley'", Zhaoqing Agriculture Industry Park, Yunnan Baoshan Agriculture Industry Park, and many other quality projects.



Baoshan Agriculture Industry Park - Crop rotation of Morchella and tobacco

Case | Baoshan Agriculture Industry Park

Covering an area of 560 mu, Baoshan Agritechology Park is located at Longyang District of Baoshan city and is a crucial part of Longyang's National Pasture Complex and the 10,000 Mu Agritourism Demonstration Zone. The positioning of the company is to become a integrated solution provider for agriculture in plateau area. With a focus on Yunnan's edible fungus and precious herbs for medical use, we employed BGI's agritechology strength to cultivate quality fungus seeds and seedlings, solving the key problem in agriculture development through R&D. In the mean time, we also aim to be a good example of industrial development and become a driver of growth in a wider region. We are now building the brand of "BGI BAOSHAN" by leveraging existing brand advantage and market resources to expand the sales channels.

COUNTRY GARDEN IN STATISTICS

▶▶ BUSINESS

Contracted sales attributable to shareholders(RMB)

570,660
MILLION RMB

Growth (yoy)

3.3% ↑

Contracted sales attributable to shareholders(sq.m)

67.33
MILLION SQM

Growth (yoy)

8.0% ↑

Geographic coverage

by the end of 2020

1,350

counties and towns

289

cities

31

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

▶▶ FINANCE

BUSINESS REVENUE

462.86
BN RMB

GROSS MARGIN

100.91
BN RMB

PROFIT ATTRIBUTABLE TO SHAREHOLDERS

35.02
BN RMB

NET PROFIT

54.12
BN RMB



»» SOCIETY

 <p>NUMBER OF EMPLOYEES 93,899</p>		 <p>SAFETY TRAINING COVERAGE 100%</p>	
 <p>NUMBER OF SUPPLIERS 24,238</p>	 <p>NUMBER OF PATENTS AUTHORIZED 1,276</p>	 <p>DONATIONS 8,700 MILLION RMB</p>	

»» ENVIRONMENT

<p>Number of projects constructed according to national green building standards in 2020</p> <p>64</p> <hr/> <p>12.42 MILLION SQUARE METERS</p>	<p>Number of projects constructed according to LEED standards in 2020</p> <p>6</p> <hr/> <p>39,454 SQUARE METERS</p>	<p>Number of sponge city projects</p> <p>111</p> <hr/> <p>7.7682 MILLION SQUARE METERS</p>	<p>Energy saved due to renovation of outdated lighting facilities by the hotel management group in 2020</p> <p>6,000 kWh</p> <hr/> <p>85% of all lighting facilities have been renovated</p>	<p>Quantity of rubbish classified in the Environmental Protection Program</p> <p>1,095 TONS</p>
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RUNNING A TIGHT SHIP

06

ATTENTION-TO-DETAIL GOVERNANCE

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OVERVIEW

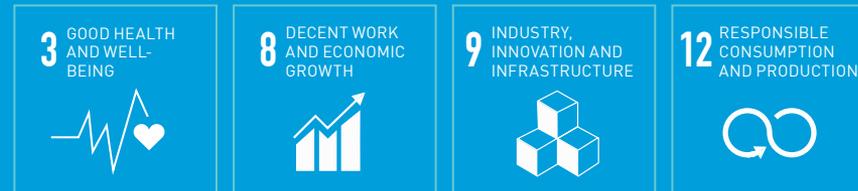
Mindful of the Group's strategy of elevating overall competitiveness for lasting success, Country Garden continues to consolidate its corporate governance to drive the sustainable development of the company. With the objective of building a business that is able to thrive for the next centuries to come, we are committed to creating a transparent and credible corporate culture and to building a sound corporate governance and compliance system, which enables prudent risk management to safeguard the company's stable development. In the meantime, we actively incorporate sustainable development goals into our corporate strategies and operation. We have been optimizing the sustainable development governance framework, listening to stakeholders, 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
- IPR protection
- Setting sustainable development goals
- Operating performance and investor's interest
- Communications with stakeholders
- Risk management
- Industrial development

SDGs DISCUSSED IN THIS CHAPTER



FEATURE | COUNTRY GARDEN'S COMMITMENT TO CONSTANTLY IMPROVING ITS ESG MANAGEMENT

COUNTRY GARDEN ESTABLISHED AN ESG DATA MANAGEMENT PLATFORM TO EXPEDITE THE DIGITAL TRANSFORMATION OF CORPORATE GOVERNANCE

As requirements on Environment, Society and Governance (“ESG”) information disclosure are getting increasingly strict, Country Garden has constantly improved on its sustainable development management in order to respond to the ongoing attention by regulators, the capital market and other stakeholders over information disclosure. To this end, we follow the trend of digital transformation of sustainable development by pooling resources to establish an ESG data collection platform, where the data of ESG indicators collected offline is relocated to the online platform so as to improve the company’s sustainable development management.

WITH THE ONLINE ESG DATA PLATFORM, WE ARE ABLE TO IMPROVE OUR WORK IN THE FOLLOWING THREE WAYS:

- We enlist all data required for sustainable development management, clarify the standard, content, and procedures of statistics and implement the data management responsibility in a top-down manner from the corporate headquarters to specific projects;
- By introducing a top-down systemic and standardized management approach, we managed to improve the authenticity, timeliness, and traceability of data in a bid to ensure truthful, complete, and accurate data disclosure;
- We provide sustainable corporate governance with support in the form of high-quality data so as to effectively respond to the expectations and concerns of stakeholders.

In order to establish a science-based, highly-efficient data management platform, we launched the project from a high-level starting point. At the very early stage in the establishment of the platform, we have listened to the opinions of all units that generate the data as well as external professionals. In addition, after the official launch of the platform, we have invited professionals to conduct special training sessions for all staff, including executives, so as to make sure that the data management platform is fully integrated into the daily management of the company in a highly efficient manner. In December 2020, the platform was officially up and running to collect ESG environment data across the group. In the future, we will further optimize the platform by including more ESG indicators as well as expanding the scope of statistics so as to realize the digital management of all the ESG data.



Online data collection platform

COUNTRY GARDEN PUSHES FOR REGULAR SUSTAINABLE MANAGEMENT TRAINING SESSIONS BY HOLDING ESG MANAGEMENT EXCHANGE CAMPAIGNS EVERY YEAR

Country Garden constantly improves its corporate governance. Throughout its course to realize sustainable management, the company has invited external professionals to conduct exchange campaigns on sustainable management so as to raise awareness within the company.

In August 2020, in collaboration with Sina Finance, we invited a number of heavyweight professionals in ESG field for a three-day training session on ESG management. By case analysis on ESG and how ESG ideas are applied in specific cases in sustainable management, the training session gave clear direction for sustainable management in the future.



The 2020 Country Garden ESG and sustainable management training

VALUE CREATION

OPERATING PERFORMANCE

The year 2020 has turned out to be an extraordinary one. Faced with challenges posed by the COVID-19 and complicated market situation, Country Garden fought as a whole and accomplished fruitful results by tackling all difficulties.

In September 2020, due to sound operation and prudent financial management, the company was highly recognized by rating agencies. Moody's upgraded the ratings of both the company and its high-level unsecured bonds to investment grade. S&P has also raised its rating outlook on the company's long-term corporate credit rating to positive. The two accomplishments made Country Garden one of the few companies that achieved upgrades in ratings against the adverse backdrop of the COVID-19, a vindication of Country Garden's leading position, sound performance track record as well as prudent financial management strategy in the real estate industry.

In 2020, Country Garden ranked **147th** among the global Fortune **500** companies

30 positions higher than that of 2019

ranking **No. 1** among real estate companies on the list

In 2020, Moody's upgraded the ratings of the company's bond issuer and high-level unsecured bonds to "Baa3/Stable" of investment-grade

In 2020, S&P raised its rating outlook on the company's long-term corporate credit rating to positive

TRANSPARENT OPERATION

Country Garden has always attached great importance to the voice of shareholders and capital markets. We are always committed to continuously improving information transparency by setting up communication channels with our global investors both online and offline.

PROTECT INVESTORS' EQUITY

Under the principle of authenticity, reliability, and completeness, the company managed to disclose operation performances, development strategies, most updated information on the businesses as well as sustainable development. We have constantly improved information transparency to enhance the capital

market's understanding of the company and win investors' trust and broad support. In the meanwhile, we have also set up a dedicated team in charge of investor relations management to conclude and analyze the dynamics of the capital market in a timely manner and deliver feedback of information 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 that are presented.

RESPOND TO INQUIRIES ON ESG

Organize activities including staff meetings, reverse roadshows and executive exchanges; participate in roadshows of many 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 company governance and EHS management while improving our own ESG system.

In 2020, Country Garden participated in

26 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 Island as well as the rules and requirements of The Stock Exchange of Hong Kong Limited and the company's Articles of Association, Country Garden constantly improves on its compliance structure and governance. The company focuses on developing and maintaining quality 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 2020, 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 2020 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 stakeholders. We regularly convene board meetings to evaluate and consider proposed transactions, and to review and approve the company's interim and annual results.

In 2020, Country Garden convened

10 board meetings

The average rate of attendance for board meetings was

98%

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.

For more details about Country Garden's board and committees, please refer to the Corporate Governance Report in the 2020 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, including but not limited to gender, age, culture, ethnicity, education background, skills, knowledge, professional experience 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 corporate development.



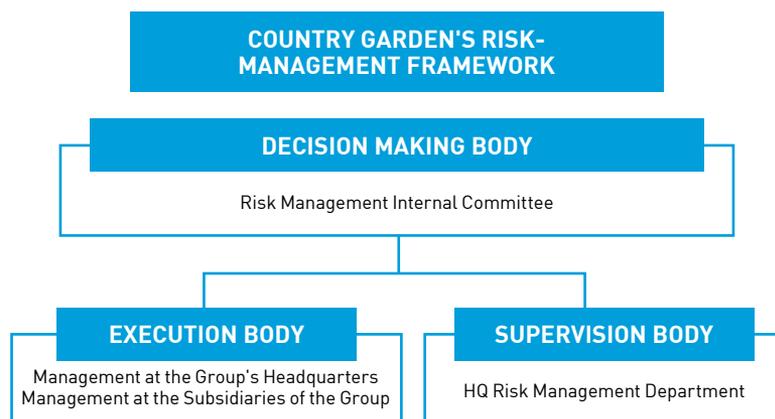
►► RISK MANAGEMENT

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

Since its establishment, the company has always attached great importance to risk management and internal control. The board of directors is responsible for maintaining robust and effective risk management and internal control system, and the Risk Management and Internal Audit Department is authorized to ensure and maintain robust risk management and internal control system. The group's risk management and internal control systems were developed based on the Internal Control-Integrated Framework issued by COSO to guarantee the continuous improvement of the group's risk management capabilities and the level of internal control efforts.

RISK MANAGEMENT FRAMEWORK

In order to enhance and continuously improve the effectiveness of the system, the group has established a risk management framework consisting of 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.



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), headquarter risk management mechanism and systematic control as well as risk management soundness assurance and supervision (internal audit and independent supervision).

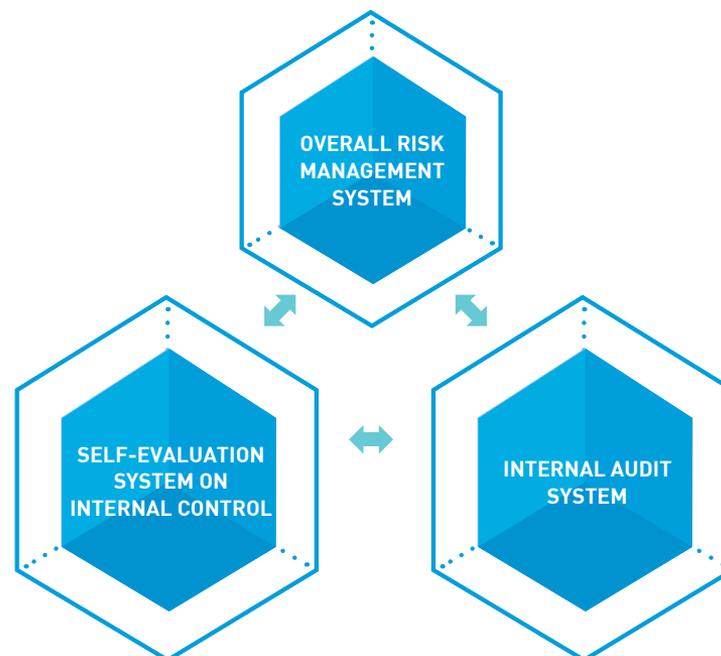
RISK MANAGEMENT MECHANISM AT THE HEADQUARTERS



RISK MANAGEMENT SOUNDNESS ASSURANCE AND SUPERVISION MECHANISM

There are three main components of Country Garden's Risk management soundness 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 fashion. The three key components reinforce each other with significant positive impact on efficiency and effectiveness of the risk management soundness assurance and supervision system.

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



OVERALL RISK MANAGEMENT SYSTEM

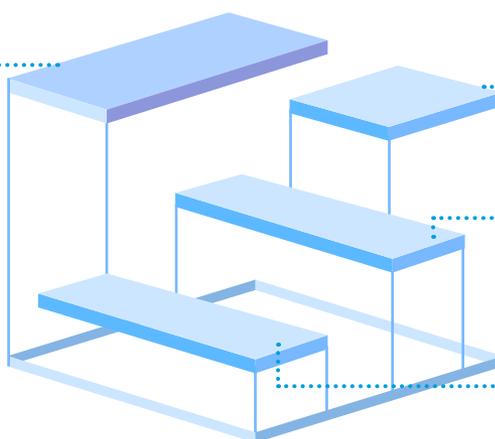
Country Garden continuously optimizes the group's overall risk management system, and the main measures include:

- 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;
- Focusing 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;

For details of Country Garden's risk management, please refer to the 2020 Corporate Governance Report.

POTENTIAL RISKS AND THEIR IMPACTS

Country Garden have identified the negative impacts of climate change, including global warming and high frequency of flood; the assets and properties 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 goal and to formulating a science-based carbon emission cut goal.

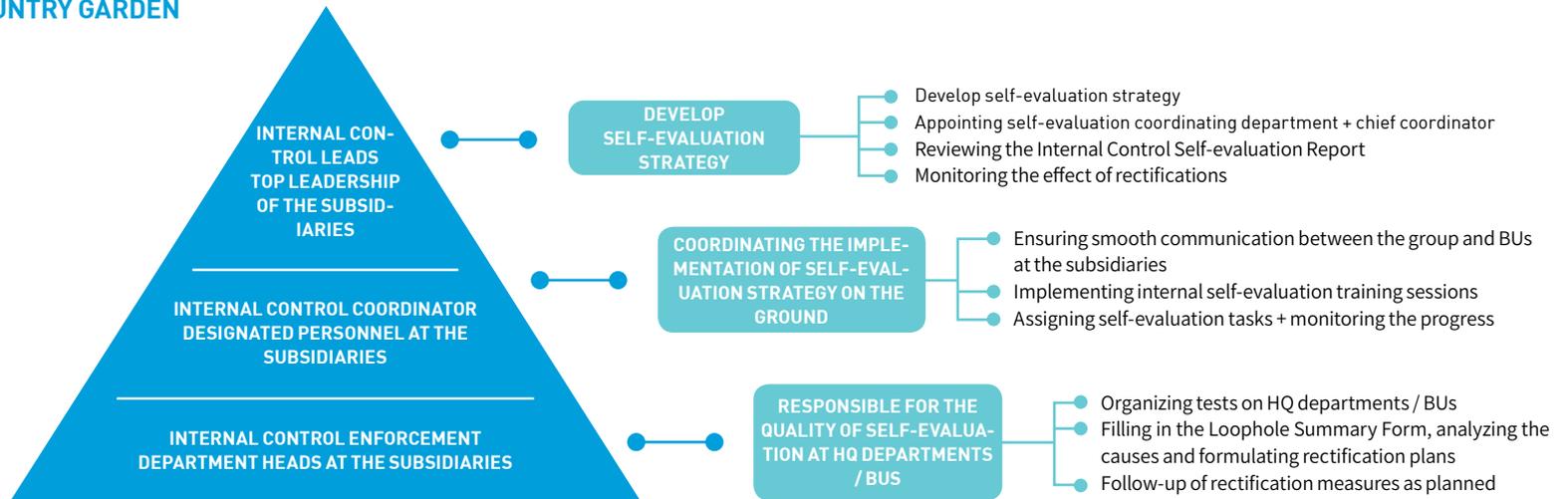
Environmental, social and governance risk is one of the more important risk categories of Country Garden Group's comprehensive risk management system. The identified key ESG risks include bribery, corruption, business ethics, product quality and safety, occupational health and safety, climate change, 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. In 2020, the group optimized the internal control self-evaluation system with a focus on self inspection and self correction at key risk control points, and successfully improved 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. In 2020, 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:

- **Special audit:** focusing on major risks at the group level; identifying systematic management and control loopholes in business processes at the group level;
- **Operation audit:** identifying the risks and major internal control loopholes that affect the operational efficiency of the subsidiaries;
- **Economic responsibility audit:** evaluating the economic accountability of personnel in key positions;
- **Internal control audit:** covering high-risk business segments and processes, evaluating the soundness of internal process control at the subsidiaries;
- **Information system audit:** identifying the risks within the general control process of the group's information system and core application system;

INTERNAL AUDIT FRAMEWORK OF COUNTRY GARDEN



ETHICS

ANTI-CORRUPTION AND ANTI-FRAUD

Real estate business is capital intensive and there are many aspects within corporate operation and project operation that could give rise to corruption and fraud. Country Garden has always championed anti-corruption and anti-fraud effort. We adhered to the strategy of "punishment and prevention goes hand in hand with prevention being the key", and gradually established the triple-prone governance system that is based on deterrence, institutional framework and culture.

THE DETERRENCE MECHANISM TO DISINCENTIVIZE CORRUPTION

Since the establishment of the group's supervision and inspection department in 2008, Country Garden has made dedicate effort to develop and optimize its supervision and inspection system. Through ongoing investigation and punishment of potential corruption and fraud, a deterrent force that disincentivizes corruption has taken shape within the group.

The Group continues to improve the mechanism of monitoring and reporting, and encourages employees and partners to monitor and report potential fraud and corruption in business operations and business activities by setting up a number of reporting channels which include public reporting mailbox, reporting hotline and reporting handling office. Strict measures are implemented to protect the personal information and privacy the informants.

MECHANISMS THAT LEAVES NO LOOPHOLE FOR CORRUPTION

Country Garden has formulated and instituted a series of anti-corruption and anti-fraud mechanisms, such as the manual of internal control, audit and supervision, the regulations on conflicts of interest of employees of Country Garden, the Code of Conduct of Employees at Country Garden, and the accountability measures for violations of regulations and disciplines by employees at Country Garden. The latest version of the mechanism defines 140 prohibited behaviors in 14 categories, such as employee conflict of interest, bribery and embezzlement, and puts forward corresponding punishment standards.

In addition, the anti-corruption and anti-fraud mechanism of Country Garden also covers supply chain management, and has clear requirements for major business partners. When signing procurement contract, construction contract, project cooperation agreement and other contracts with external units, we require all the counterparties to sign clean cooperation agreement at the same time to jointly maintain clean and healthy business environment.

BUILDING A CLEAN CULTURE

Country Garden group takes the value of "being a transparent corporate citizen with clear conscience and sense of social responsibility" close to our heart as we always adhere to the philosophy of doing business in the sunlight. Since 2015, the group has organized the sunshine culture festival every July to continuously inspire transparency and has created a clean culture within the company. In every sunshine culture festival, the founder Mr. Yeung Kwok Keung personally wrote his inscriptions, such as "clean breeze and healthy

atmosphere", "clean root" and so on, and advocated all Country Garden people to "aim for the long term and follow the right path", maintain a positive and enterprising attitude, and strive to make a living with clear conscience. The group also awarded banners and medals to the "sunshine units" selected annually. Managements of the group are organized to watch the integrity education micro films together. Clean corporate governance lectures are also held on a regular basis etc.



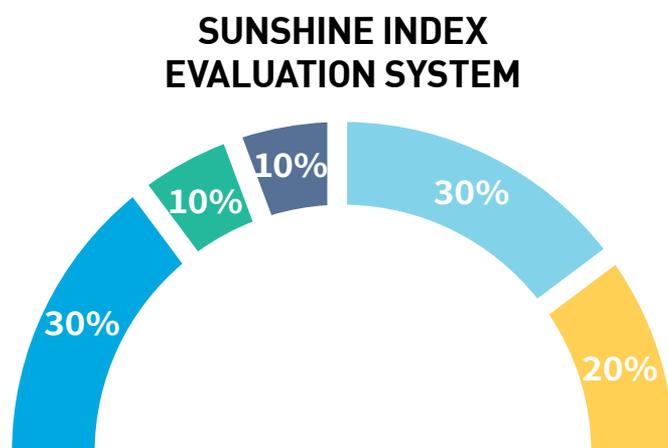
In 2020, the group continued to strengthen the construction of integrity culture, emphasized that the core management should set an example, and organized all members to sign the letter of commitment of "integrity self discipline".

In 2020, focusing on the concept of clean corporate culture, the group built the "Country Garden Sunshine Index Evaluation System" 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 "Country Garden Group Sunshine Index White Paper" 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.

12 online courses on anti-corruption policies are developed

22 clean governance training sessions were organized for regional offices and BUs

COUNTRY GARDEN SUNSHINE INDEX EVALUATION SYSTEM



- **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
Integrity of the system
- **TRAINING AND PROCESSES**
Coverage and effectiveness of compliance training
- **Operation and maintenance**
Soundness of internal control
Quality of self evaluation on internal control
- **PREVENTION AND IMPROVEMENT**
Coverage and effectiveness of publicity and implementation of clean corporate governance culture
Timeliness and effectiveness of the rectification of internal control loopholes

In 2020, the number of corruption, bribery, extortion, fraud and money laundering cases within Country Garden was zero.

▶▶ IPR PROTECTION

Country Garden put great emphasis on IPR management. We respect relevant laws and regulations, including Patent Law, Trademark Law, Copyright Law, Anti-Unfair Competition Law of the People's Republic of China, and the Regulations on the Protection of Computer Software, in a bid to defend our own legitimate rights and interests as well as respect the IPR of our partners. Country Garden attaches importance to IPR protection. Through coordinated efforts in

2020, Country Garden and its subsidiaries have seen fruitful achievements in IPR filing and registration.

In addition, Country Garden supports industrial efforts to regulate IPR protection. Some of our subsidiaries have joined the Guangdong IP Protection Association and Foshan Intellectual Property Association to protect research achievements together with our partners.

Country Garden's Achievements on Intellectual Property in 2020

	PATENT		TRADEMARK		COPYRIGHT	NEW PLANT	
	PENDING	GRANTED	PENDING	REGISTERED	REGISTRATION	PENDING	GRANTED
Headquarters	/	/	1,005	718	14	/	/
Bright Dream Robotics (subsidiaries included)	2,374	801	1,070	415	51	/	/
Foodom (subsidiaries included)	796	339	236	94	30	/	/
Country Garden Agriculture (subsidiaries included)	267	156	72	53	3	19	19

SUSTAINABLE DEVELOPMENT MANAGEMENT

SUSTAINABLE DEVELOPMENT ORIENTATION

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



Elevating sustainable development to the Group's strategic level and incorporating it into the operation development plan



Integrating with the business and launching various activities of sustainable development



Setting up sustainable development policies step by step and ensuring the implementation of sustainable development concept throughout the whole value chain

SUSTAINABLE DEVELOPMENT VISION

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

SUSTAINABLE DEVELOPMENT MISSION

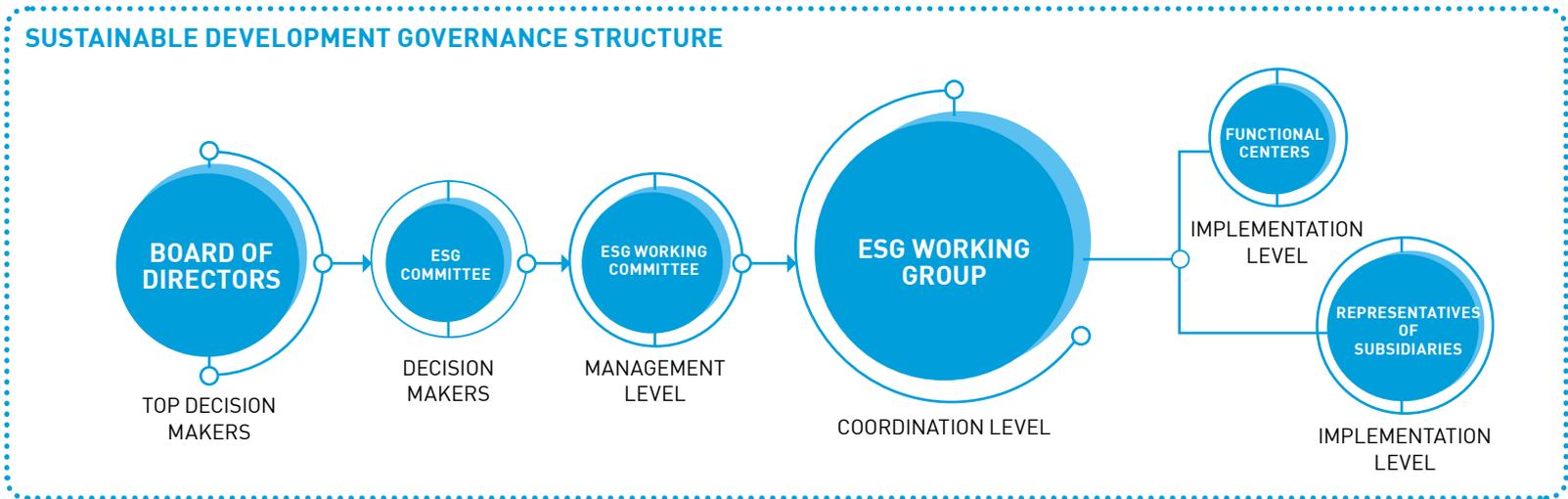
- Maintaining and increasing the Groups' long-term economic, ecological and social capital to achieve sustainable development
- Managing and handling the associated risks properly with sustainable development

SUSTAINABLE DEVELOPMENT GOVERNANCE STRUCTURE

REINFORCING THE PARTICIPATION OF THE BOD

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 the promotion of 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.



ESG COMMITTEE

ESG Committee is a newly established committee set up in May 2020. According to the terms of reference of the committee, as was defined in writing, 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, as well as identifying risks and opportunities related to ESG.

By the end of December 31st 2020, the ESG committee had conveyed two meetings.



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 strength-

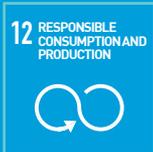
ening the management capacity and preparedness for risks associated with environment and society. The working group of ESG Working Committee is the routine office that is responsible for the preparation of meetings and the implementation of related resolutions of the ESG Working Committee.

▶▶ SUPPORTING THE SDGs OF THE UNITED NATIONS

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

Our sustainable development goals, in accordance with the Global Compact, Country Garden strives to create value for stakeholders in five areas -- product responsibility, environment responsibility, talent responsibility, partnership responsibility, and community responsibility. In the year 2020, 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	MID-TO-LONG TERM GOALS	ACTIONS	PROGRESS IN 2020
RESPONSIBLE FOR OUR PRODUCTS	  	Building products that are model homes with sound processes; providing smart, convenient, and warm products and services via industrial crossovers and diversification	Customer satisfaction survey Strengthening intellectual property management Marketing compliance audit Supplier evaluation criteria Supplier management system Supplier communication	<ul style="list-style-type: none"> Country Garden actively pursues safe and civilized construction sites and has won 935 awards in these regards Customer satisfaction survey suggests an 18-point bump from the 2019's level
RESPONSIBLE FOR OUR ENVIRONMENT	   	With building habitable homes as the objective, we aim to build green architectures and green communities, leading the industry in green development and upgrading	Vigorously develop green building Promoting green construction Practice green operation Tackling climate change Pay attention to biodiversity protection	<ul style="list-style-type: none"> The green buildings built by Country Garden won 70 certificates with a total construction area of 12.455 million sq.m Technologies on alternative energy and internal energy conservation mechanism are leveraged to enhance water and energy saving
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 national targeted poverty relief Organizing public donation Volunteer activities Education on charity Co-organizing sports activities for public interest Care for vulnerable groups	<ul style="list-style-type: none"> Country Garden has donated 8.7 billion Yuan to China and has helped lift 490,000 people out of poverty In 2020, Country Garden developed multiple rent control apartments for talents with a total construction area of 180, 000 sq.m

SUSTAINABLE DEVELOPMENT SCOPE	SDGS OF REFERENCE	MID-TO-LONG TERM GOALS	ACTIONS	PROGRESS IN 2020
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 Make 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 2020, the Youfu platform was launched
RESPONSIBLE FOR OUR PARTNERS		pioneer 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 and has organized eight nation wide material sample tests, covering 104 regions; the pass rate is 97.69% Country Garden aligned itself with universities to carry out R&D collaboration on construction robots and smart manufacturing

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.

STAKEHOLDERS	EXPECTATION AND DEMANDS	COMMUNICATION AND RESPONSE METHODS
Staff	Protection of rights and interests Health and safety Promotion and development Work and life balance	Employee's feedback Care for the employees' events Employee training OA, BBS for staff and corporate culture WeChat account
Investors and shareholders	Risk management Information disclosure ROI and growth Corporate governance Participation in decision-making processes	Information disclosure of public companies Investors' visits Investor briefing Shareholder's annual congress

STAKEHOLDERS	EXPECTATION AND DEMANDS	COMMUNICATION AND RESPONSE METHODS
Owners and customers	Product quality and safety Service of premium quality Privacy protection	Customer satisfaction survey Customer compliant mechanism Community activities Social media and corporate journals
Suppliers and business partners	Fair, just and transparent procurement Financing safety of supply chain Supplier support	Supplier evaluation Supplier congress Visits and investigations Seminars and training
Local communities	Building habitable homes Giving back to the community	Community activities Corporate journals
Peers and industry associations	Fair competition Exchange of industry experiences Building development consensus	Exchanges on corporate culture Communication with the industry
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 hires a third party every year to conduct surveys on all stakeholders, 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.

PRIORITIZATION PROCESS

We identify major issues through the following steps:



▶▶ IMPORTANCE MATRIX OF SUSTAINABLE DEVELOPMENT ISSUES OF COUNTRY GARDEN IN 2020



The analysis shows that issues of relatively high importance (including highly important and medium 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 designed open Q&As to know more about stakeholders' evaluation on the Group's work of sustainable development. According to the analysis, the most recognized work is social welfare and poverty Relief of the Group. The work of ESG disclosure and practice comes second.

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	14	Product quality and safety	Regulators, Customers, General Public, NGO, Employees	●	●	7.1
	8	Employees' health and safety	Employees	●		9.2
	9	Employees' rights and care	Regulators, Employees	●		9.2
	15	Customer service and satisfaction	Customers, General Public	●	●	7.3
	10	Staff training and development	Employees	●		9.3
	11	Talent recruitment and team building	Employees	●		9.3
	16	Customer privacy and information security	Regulators, Customers, General Public	●	●	7.3
	12	Prohibition of child labor and forced labor	NGO, Regulators, Local Communities	●		9.1
	13	Equal employment and employee communication	Regulators, Employees	●		9.1
ISSUES OF MEDIUM SIGNIFICANCE	17	Risk management	Investors, Employees, Customers, General Public	●	●	6.2
	18	Set sustainable development goals	Regulators, Local Communities, investors	●	●	6.3
	19	Compliance management and integrity construction	Investors, Employees	●	●	6.2
	20	Operating performance and investors' equity	Investors, Employees, Customers, General Public, Regulators	●	●	6.1
	27	Community development and social influence	Local Communities, General Public, NGO	●	●	10.3
	21	Industrial Development	Regulators, Peers, General Public	●	●	4
	1	Water resources utilization and sewage treatment	Regulators, Local Communities, General Public	●	●	8.4
	2	Energy saving, emission reduction, and green operation	Regulators, Local Communities, General Public	●	●	8.4
	28	Policy response and public participation	Regulators, General Public, NGO	●	●	7.4
	22	Stakeholder communication	Employees, Investors, Customers, Suppliers and Business Partners, Local Communities, Peers, NGO, Regulators, General Public	●	●	6.3

LIST OF KEY ISSUES AND THE SCOPE AND INFLUENCE

	NO.	KEY ISSUES	STAKEHOLDERS	SCOPE AND INFLUENCE		CHAPTER COVERING THE TOPIC
				INTERNAL	EXTERNAL	
ISSUES OF MEDIUM SIGNIFICANCE	23	Supply chain environment and social risk management	Suppliers and Business Partners	●	●	7.4
	24	Intellectual property protection	Regulators, Peers, Suppliers and Business Partners	●	●	6.2
	3	Green building and green community	Regulators, Local Communities, Customers, General Public	●	●	8.2
ISSUES OF MODERATE SIGNIFICANCE	25	Reasonable marketing and promotion	Customers, General Public	●	●	7.3
	4	Waste treatment and recycling	Regulators, Local Communities, Customers, General Public	●	●	8.3
	5	Green technology innovation	Regulators, Local Communities, Customers, General Public	●	●	8.2
	29	Charity and social service	Local Communities, General Public	●	●	10.2
	26	Use of environmental protection materials	Regulators, Local Communities, Customers, General Public	●	●	8.3
	6	Tackling climate change	Regulators, Local Communities, Customers, General Public	●	●	8.7
	7	bio-diversity	Regulators, Local Communities, Customers, General Public	●	●	8.8

QUALITY FIRST

07

CREDIBLE COUNTRY GARDEN

- Feature | “Solid Foundation Initiative” for Better Quality-Higher Quality and Efficiency of Safety Management 033
- Craftsmanship 035
- Smart Innovation 041
- Devoted Services 042
- Win-win for All 046

OVERVIEW

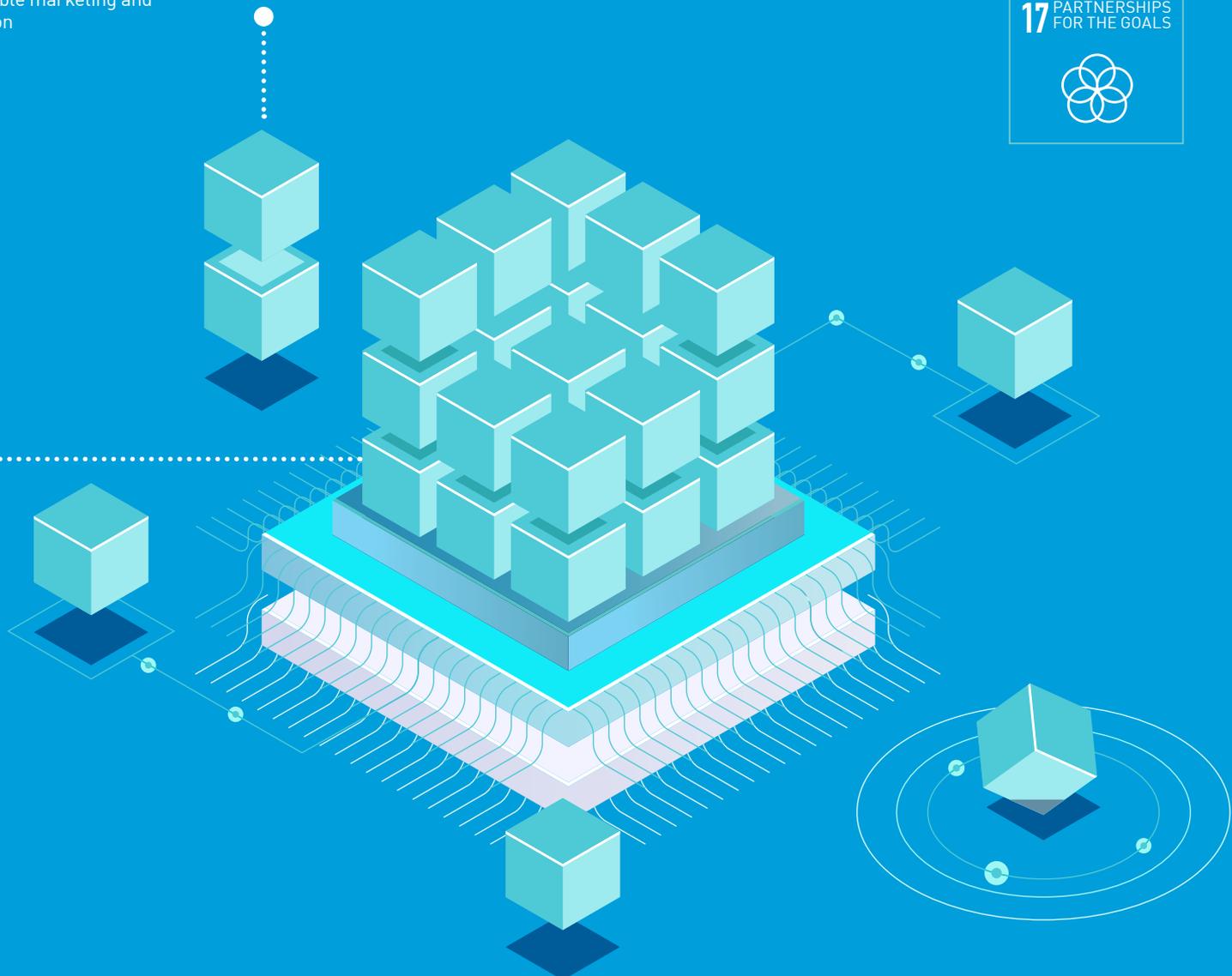
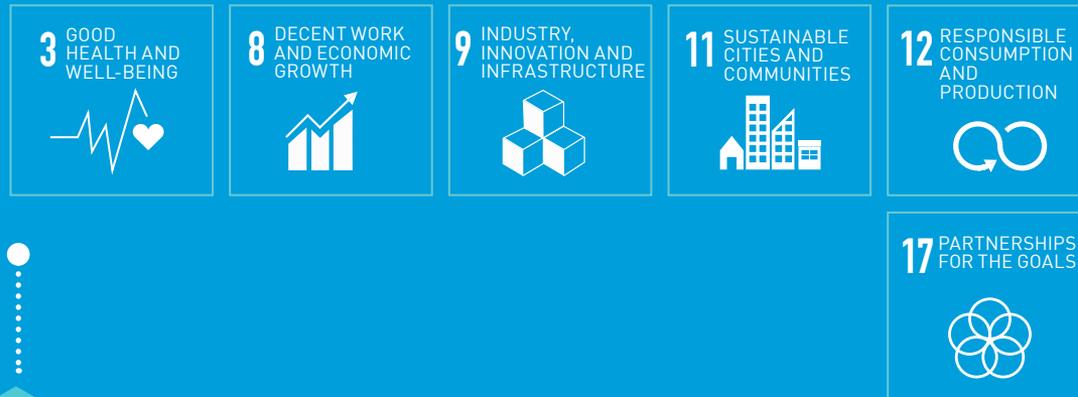
With production safety as the premise, Country Garden is committed to the development of smart construction with an exploration of systemic reform of construction methodologies. Believing in the power of technology to change anything, we have carried out extensive collaboration with stakeholders in the society to grow our presence in digitized construction, robotics, and modern agriculture, which feeds back into the 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



FEATURE | “SOLID FOUNDATION INITIATIVE” FOR BETTER QUALITY-HIGHER QUALITY AND EFFICIENCY OF SAFETY CONTROL

“Country Garden builds good homes and serves everyone with the pursuit of great life. This is our obligation to the society.” a quote from Chairman Yeung Kwok Keung. “Our company should design and build good houses for people with actual needs(in want of a home or residential improvement). Everyone on our staff needs to strive to improve our competitiveness and fully commit to everything we do.”

Country Garden has always lived up to our philosophy of “safety and quality are the lifelines of our company” and continues to improve on product quality and safety control. In 2020, Country Garden launched a one-year initiative called: Solid Foundation Initiative, which aims at full implementation of safety management standards, allowing us to realize our sustainable development strategy of digging deep, laying stronger foundations. The implementation of the initiative was led by the company’s leadership and was guided by our corporate culture. Training sessions, standard operating procedures, and incentives are incorporated as well. Measures are introduced systematically to improve quality and ensure site safety. Meanwhile, in response to the calling of the Solid Foundation Initiative, the operation center announced eight quality & safety management instruction menus to be strictly followed though during construction by all regions.

● ACCOUNTABILITY MECHANISM FOR POTENTIAL HAZARDS SET BY REGIONAL OFFICES:

Regional offices are responsible for compiling the potential hazard list and mandatory rules. Strict quality control will be exercised in areas such as foundation pit, earthwork, elevator shaft, lighting shaft, large mechanical equipment. Accountability mechanism will be activated in case of any violation.

● SAFETY PLEDGE LETTERS SIGNED AT ALL LEVELS:

Strengthen the supervision of the general contractors on project safety management, and require the project manager to conduct a monthly evaluation on project management staff.

● REGULATION OF SAFETY PRACTICES:

Carry out monthly regional patrols and random inspections, and issue “rectification notice of potential hazards”.

● PRE-BID SAFETY MANAGEMENT:

Carry out “pre-bid disclosure” in the bidding stage, and the general contractor shall take the lead in organizing safety planning and briefing.

● DYNAMIC IDENTIFICATION AND PUBLICIZING OF MAJOR POTENTIAL HAZARDS:

Identify and deliberate on potential hazards and update the “hazard indicator board” in time.

● GENERAL PROJECT INSPECTION GUIDELINES:

Develop a template of inspection and patrol guidelines for each project, focusing on key areas of potential hazards.

● TARGETED SAFETY BRIEFING:

conduct on-site briefings for dangerous spots such as elevator wellhead, reserved hole, I-beam cantilever, and other spots.

● SAFETY CULTURE DEVELOPMENT AND RELEVANT CAMPAIGNS:

carry out the Guardian Program featuring “messages from loved ones”, “volunteer safety officers” and “safety squad” as part of daily management. We also conduct safety education campaigns on a regular basis and commend outstanding teams on a monthly basis.



►► DEDICATED CAMPAIGN ON SAFETY CONTROL

According to the requirements of the Solid Foundation Initiative, Country Garden requires each regional office to carry out various dedicated safety control campaigns, and each project to conduct special operations such as "fall prevention" and "collapse prevention", and urge the supervisory entities and construction entities to implement the measures of such operations.

At present, all projects have already installed fall protection devices, safety nets, large equipment bolts, early warning bolts as required. At the same time, we will continue to control the whole process of the project, focusing on the concrete implementation of such measures to prevent falls from height and collapses in the region and to ensure the safe production of projects.



Special safety control campaigns

►► ENGINEERS' CULTURE SEASON

In order to carry on Country Garden's spirit of craftsmanship, we have implemented the strategy of "Solid Foundation Initiative", striving to enhance the quality awareness of front-line engineers, and have created an Engineers' Culture. We have set up the "Building Homes with Solid Foundations and Craftsmanship – Engineers' Culture Festival".

At the launching ceremony, 12,000 engineers from around the country participated and solemnly swore to accomplish the slogan of "Country Garden builds good homes."

强基固本 匠心筑家
碧桂园集团2021年工程师文化季
工程师宣言

我是碧桂园工程师
安全质量是我们的生命线
以客户为中心是我们不变的宗旨
弘扬工匠精神，用行动践行企业使命：
“希望社会因我们的存在而变得更加美好！”

我承诺：
追求卓越
持续学习
恪尽职守
扎根一线
把每一套房子当做自己的房子一样
用心建造
确保完美交付
努力实现：
“好房子，碧桂园造！”

Engineers' Culture Season

►► HERO EMPLOYEES

In June 2020, Country Garden organized the "Country Garden Hero Employees" award to commend the outstanding employees who made continuous contributions in their positions. A total of 110 "Country Garden Hero Employees" were awarded in this activity. They are dedicated to their respective posts, constantly forging on and leading the team forward with outstanding performance and striving to create products that enable great living together with Country Garden.



►► INSISTING ON OPEN CONSTRUCTION SITES, GOOD QUALITY OF CONSTRUCTION VISIBLE TO ALL

Adhering to the construction philosophy of "precision construction and quality home building", the Guibei region of Country Garden has been committed to "open construction sites" and invited customers to enter the construction site to understand the construction techniques, construction process, and construction materials directly. The president and the general manager of marketing of the Guibei region also communicated with the owners face to face to understand the demands of customers. The "open sites" philosophy not only reflects our confidence in the hard-core construction quality of the project, but also reflects our full respect for customers' right to participate in the supervision of the construction process.

CRAFTSMANSHIP

In the face of the challenges and opportunities arising from the new industrial landscape, Country Garden consistently adheres to the principle that safety and quality must come first and explicitly accords priority to safety and quality over speed and profits. We plan the progress of all projects scientifically and steadily push forward the progression of projects under the premise of ensuring safety and quality, as well as abiding by the law and regulations. We also pay close attention to our customers' pursuit of health and strive to create healthier and safer construction products for them with all our hearts.

PRODUCT QUALITY CONTROL SYSTEM

QUALITY MANAGEMENT SYSTEM CERTIFICATION

Country Garden attaches great importance to controlling product quality and continuously pursues excellence in quality as projects advance. We adhere to the six quality control principles to strictly control product quality and safety. We are committed to creating high-quality products, including in the area of agriproducts where our agricultural branch introduced the most advanced product quality management system and obtained ISO9001 certification. In 2020, we continued to step up efforts in the area of quality management system certifications and made continuous efforts to ensure that all of our products are certified by HACCP and ISO9001.

Country Garden continues to refine the Group's product quality management systems and strengthen the management tools in all aspects of purchasing, construction, acceptance, and delivery to ensure the delivery of high-quality projects and products. In order to strengthen the quality management of all regions and projects of the Group, we have formulated and complied with internal rules and regulations such as "Project Quality Management Manual", "Material Acceptance Management System", "Prototype First Management System", etc. In 2020, we updated the "Country Garden Group Operation Management System (2020 Trial Version)" to strengthen the preliminary management such as drawings review and prototype inspection first to avoid or reduce the risk of quality problems. Combined with the strengthening of process acceptance, we will strive to gradually improve the management standard.

CONTINGENCY MECHANISMS

Country Garden is constantly improving the responsiveness of its product emergency response mechanism and is committed to expanding the coverage of the emergency response mechanism and to mitigating the negative impact of various risks. At the institutional level, we have established internal guidelines such as the Emergency Management System and the Information Reporting Management System, which serve as a reference for responding to emergency and unexpected incidents. We continue to enhance our emergency response capabilities, including optimizing our response protocols to the after-sales of product abnormalities, extreme weather, and public emergencies.

- In terms of products and technologies, we have strengthened and implemented smart construction by adopting and promoting technologies such as smart building robots and the "self-lifting building platform", an automated construction platform for smart residential buildings, to minimize risks to employee health, the environment and product quality during construction operations.
- In terms of commercial and residential property management, we have established a comprehensive emergency response protocol to reduce safety hazards during operation and to ensure that any unusual situations are addressed in the park in a timely manner.



▶▶ PRODUCT QUALITY AND SAFETY STANDARDS

Country Garden has established internal product quality and safety standards based on the Project Quality Management Manual and the Prototype First Management System, which set strict requirements for product quality and safety 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 safety standards and strictly adhere to the "Country Garden Engineering Safety Standardization Diagrams", which clearly stipulates standardized construction operations and product acceptance requirements. 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.

▶▶ PRODUCT SAFETY MANAGEMENT

Upholding the safety management philosophy of "safety first and people-oriented", and under the guidance and supervision of the Production Safety Committee, Country Garden is constantly improving our safety management system. At the same time, we actively fulfill our commitment to the health and safety of construction workers and are committed to creating safe and civilized demonstration construction sites, putting the principle of "safe construction" into practice in every aspect of the construction process.

SAFETY MANAGEMENT SYSTEMS

Country Garden has established a comprehensive product safety management system. We strictly comply with national laws and regulations such as the Construction Law, the Production Safety Law, the Regulations on Construction Work Safety Management, and the Regulations on Quality Control of Construction Projects, and continuously amend the Production Safety Management System of Country Garden Group, the Manual of Standardized Safety and Civility Measures of Country Garden Group, and the Operation Risk Management Measures. We strive to obtain the internationally recognized OHSAS 18001 occupational health and safety management system certification and also require the constructors to obtain relevant international safety management certifications.

PRODUCTION SAFETY MANAGEMENT SYSTEM OF COUNTRY GARDEN GROUP	Promoting a procedural and standardized production safety management, improving the safety management protocol of the whole process of construction, standardizing on-site management measures, and implementing the key control requirements of the Group
MANUAL OF STANDARDIZED SAFETY AND CIVILITY MEASURES OF COUNTRY GARDEN GROUP	Vigorously promoting standardization of safety measures, improving construction site equipment and facilities, strengthening safety education campaigns and training for front-line construction personnel, and carry out in-depth safety inspections

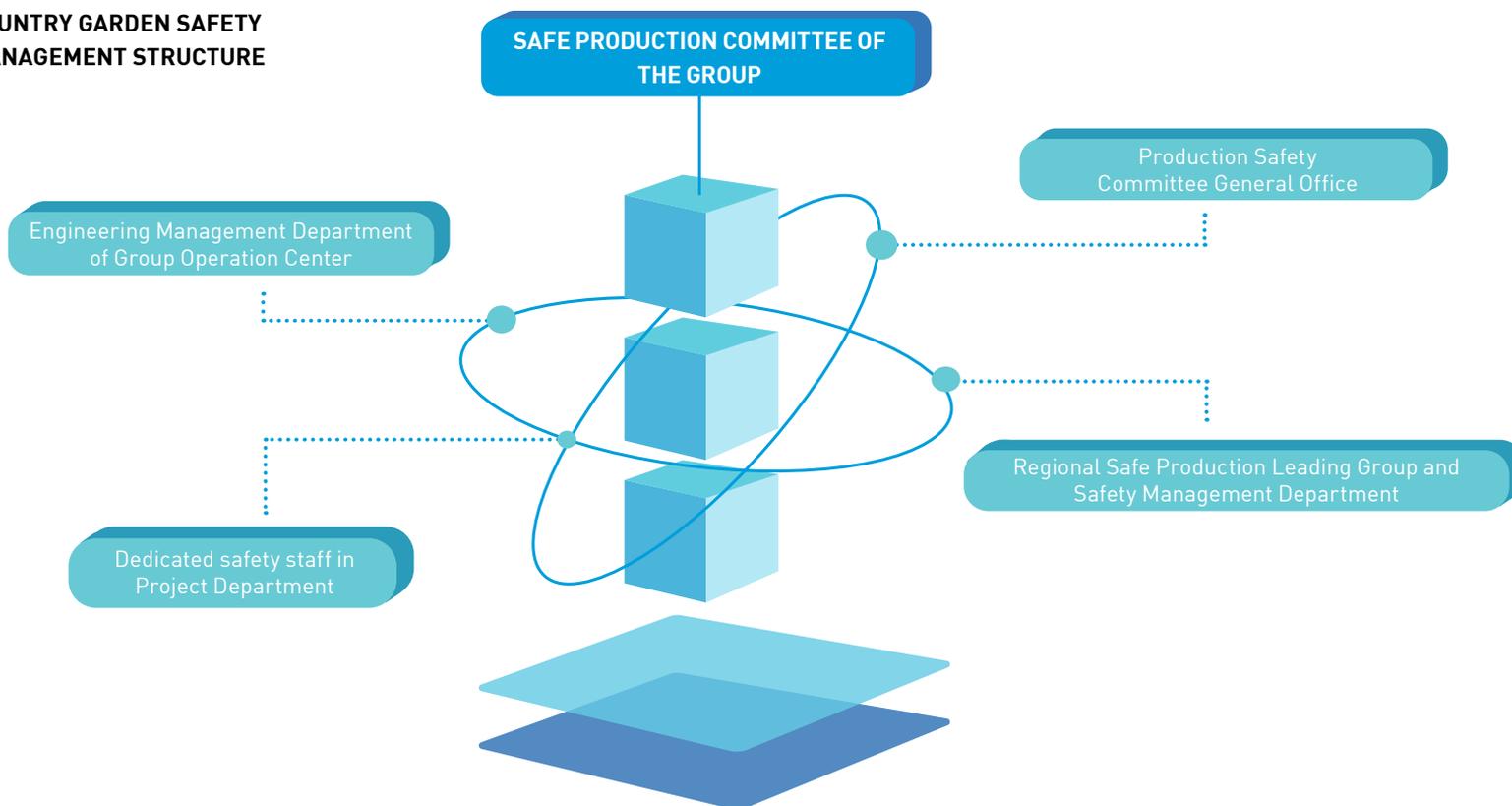
SAFETY MANAGEMENT STRUCTURE

Country Garden attaches great importance to safety in construction and has established a Production Safety Committee in 2018. Yeung Kwok Keung, Chairman of the Board of Directors of the Group, is the Director of the Production Safety Committee, and its members are composed of the heads of all operational centers of the Group, representatives of regional presidents, the General Manager of Boyue Smart Construction, the head of the Group's safety department, 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 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 104 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.

We require our executives to take responsibility for safety management and link executive salaries to safety performance. If a safety accident occurs, depending on the severity of the accident, the regional president, the regional safety head, the regional safety manager, and the project manager will be subject to different degrees of economic and administrative penalties according to the Country Garden Work Safety Management System. At the same time, we introduced a production safety guarantee incentive system to reward the group's safety directors, regional full-time safety managers, and project safety heads with special financial incentives for good safety performance.

COUNTRY GARDEN SAFETY MANAGEMENT STRUCTURE



SAFETY MANAGEMENT MEASURES

Country Garden has implemented and enforced various safety management measures in its regions and projects to enhance the safety awareness of managers and workers at all levels, covering the production safety responsibility system, production safety management, and examination, potential hazard inspection and management system, safety education and training, emergency rescue and accident reporting, management of hazardous projects, standardization manual, etc.

IN 2020, WE ACTIVELY TOOK MORE EFFECTIVE MEASURES TO IMPROVE CONSTRUCTION SAFETY BY MAKING THE FOLLOWING EFFORTS:

- Incorporating third-party medical examination for construction personnel into the contracts signed with construction contractors and based on the six-in-one worker recruitment system, we have incorporated the real-name documentation, medical examination, education, and other safety work requirements into each region and project.
- The 6-step requirement for large machinery was improved on the basis of safety control, and the management of personnel and major hazards was strengthened.

By the end of 2020, there were **5** full-time safety directors or managers at the Group's headquarters and

312 safety managers at each regional platform

1 safety manager for each project under construction

with a total of **2,173** people

A total of **2,490** safety managers are appointed in three-level organizations

Case I Tengyue company sets stringent safety targets and takes several measures to improve site safety performance

In 2020, Guangdong Tengyue Company, a subsidiary of Country Garden, established a stringent occupational health and safety target, requiring an annual injury rate of $\leq 2\%$. To this end, Tengyue has developed several management measures and introduced advanced safety technologies to improve product quality and safety performance across the board:

- **DAILY MORNING MEETING:**

all projects will carry out a daily safety morning meeting to explain the safety precautions of the day's operation and inform the corresponding safety technical security measures.

- **WEEKLY INSPECTION BY PROJECT MANAGERS:**

project managers are required to inspect projects at least once a week and implement timely remediation and rectification when hidden dangers are found.

- **MULTI-PERSON SIMULTANEOUS ACCEPTANCE MECHANISM FOR DANGEROUS AND LARGE PROJECTS:**

In the process of inspection of dangerous and large projects, we insist that the acceptance of key parts must be accepted by the production manager, technical head, safety manager, etc. simultaneously, and the acceptance sign will be hung on the corresponding project facade.

- **THE TOWER CRANE HOOK VISUALIZATION SYSTEM, TOWER CRANE ANTI-COLLISION SYSTEM:**

when the two tower cranes of the project work opposite to each other and there is a risk of cross collision, the tower cabin will automatically sound an alarm, effectively solving the safety hazards of the previous tower crane drivers operating solely by experience.

- **SAFETY INSPECTION APP "QUALITY AND SAFETY CONNECT":**

the company independently developed the mobile phone inspection system of Quality and Safety Connect, which has disrupted the traditional on-site supervision pattern, effectively solved common problems such as the difficulty of real-time monitoring of project sites, the difficulty of personnel safety protection and the difficulty of acquiring on-site information in the past, and strengthened the real-time control of the process.

SAFETY TRAINING FOR ALL STAFF

Country Garden views safety as a key part of the construction process, and we strive to further improve the quality and safety level of the project by vigorously carrying out safety culture building campaigns such as the Guardian Program, as well as strengthening quality and safety training covering all employees and construction personnel of related parties, while continuously deepening the safety awareness of the workforce.

- 1 **For all the employees and construction personnel of the Group:**

we hold a quality and safety training meeting once a year where we clarify the key principles and norms of safe production, make a general report based on the implementation of safe production work in the previous year, and plan the safe production targets for the current year.

- 2 **For all the operation department employees of the Group:**

we hold regular quality and safety meetings every two weeks, including the interpretation of national policies and quality management requirements of the group and the sharing of best safety and quality management experience and process practices.

- 3 **For regional major operation team leaders:**

project leaders carry out online intensive training at different levels to share quality and safety management knowledge, the latest regulations of the Group, etc.

In 2020, the safety training coverage rate of Country Garden's employees and related party construction workers reached

100%

In 2020, the headquarters organized a total of

24 safety and quality training

4 inter-departmental safety and quality training within Country Garden

In 2020, a total of **29**

safety and quality training were organized by the group of Country Garden

covering about **203,000** people

Case study | Guardian Program

In 2020, Country Garden carried out the "Guardian Program" campaign across all projects through the three major events of "Message from Loved Ones", "Safety Squad" and "Volunteer Safety Officer". Capitalizing on safety management, Country Garden has implemented the Solid Foundation strategy by strengthening the foundation of construction management and enhancing the fundamental product competitiveness to help perpetuate the group's development.

- During the activity of "Message from relatives", we interacted with workers' families to create a sound safety culture.
- During the activity of "Safety Squad", we required that each project have both general contractor and supervisor working in tandem to implement the dual accountability for single position system.
- During the activity of "Volunteer Safety Officer", part-time safety personnel signed up for on-site inspection to prevent violations of regulations.



Safety training on-site

DEMONSTRATION CONSTRUCTION SITES FOR SAFETY AND CIVILITY

Country Garden encourages its projects to develop themselves into provincial and municipal demonstration sites for safe and civilized construction and adopts a promotion system in the selection of benchmark projects. Projects shortlisted for "Regional Benchmark Projects" can participate in the final contest, and winning projects can then compete for the "Country Garden Group Benchmark Projects".

By the end of 2020, Country Garden's construction projects had won

935 government awards for safety, quality, and civilized construction.

▶▶ PRODUCT SAFETY INSPECTION

Country Garden understands that safe construction is impossible without the supervision and guidance of a sound product quality inspection system. We cover the whole chain of product operation by conducting on-site inspection and patrolling, employing professional third parties to conduct the quality inspection, and promoting the implementation of smart sites, in order to continuously strengthen quality and safety supervision and minimize potential product safety hazards.

ON-SITE CONSTRUCTION INSPECTION

Construction safety and quality inspection is an important tool for Country Garden to control the safety and quality of the whole process of construction projects. The inspection includes on-site patrol of semi-finished products during the construction process and on-site acceptance inspection of products before delivery.

During the on-site construction inspection, based on the process of "data collection and analysis-self-reflection-improvement-recap", we review the site inspection results of each project, including the safety and quality control methods at the current construction stage, the level of construction techniques, and the good construction practices, in order to discover weaknesses, identify objectives and sort out ways for improvement. In addition, we constantly expand the scope of project inspection, anticipate possible product quality problems in the inspection process, and actively seek solutions.

Case | Project quality inspection

REGIONAL OFFICES

Full spectrum inspection of the projects under construction, and analyze the safety and quality level of the construction project in the area based on statistics



THE GROUP

Monthly and quarterly random check on all regions to fully understand the thorny points and difficulties of project safety and quality



A SEASONED THIRD PARTY

- Safety quality assessment and inspection
- Special ops
- Industry benchmarking

EXAMINE THE POTENTIAL QUALITY AND SAFETY HAZARDS

Country Garden has formulated specific safety management guidelines to promote standardization of 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 foundation pit support, tower cranes and temporary constructions. We will continue to make efforts in:

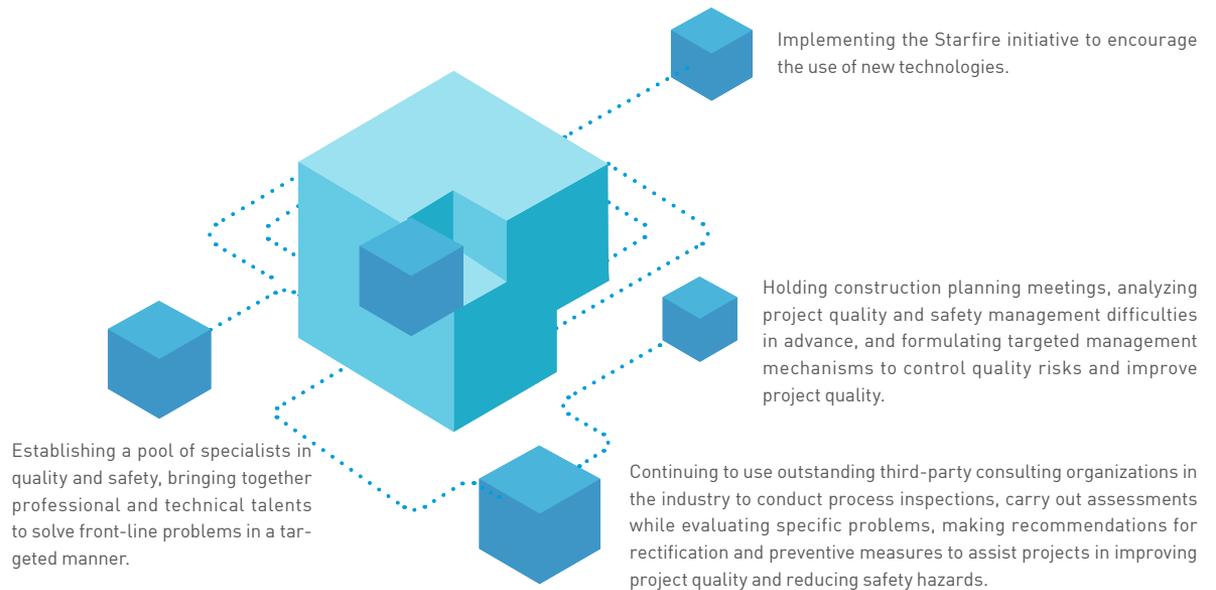
In 2020, the Group's operations center conducted safety inspections of

1,959

bidding sections and pulled the plug on

47

sections with high risks to thoroughly investigate safety hazards



SMART SITES

With the development of smart manufacturing and robotics, Country Garden is committed to using technology to build a new type of "smart site" to achieve real-time remote monitoring, intelligent identification of hidden dangers, timely reporting of warnings, and other functions to change the existing safety production control model, improve the efficiency of product quality and safety, and greatly reduce the risk of accidents.

In 2020, Country Garden, together with Guangdong Bozhilin Intelligent Technology Corporation and other partner construction companies, jointly promoted the construction of smart sites. The main aspects of this initiative include:

- Country Garden Operation APP has been fully rolled out and operational, the overall uploaded percentage of the Group has reached 100%, and the online project filling rate has reached 87%;
- All large equipment in the project have the face recognition system or fingerprint identification system to reduce accident probability;
- Video cameras have been installed at some project construction sites to enhance site safety and security.

▶▶ BUILDING HABITABLE HOMES

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.

Case I Architectural design philosophies in the post-epidemic era

In 2020, the outbreak of Covid-19 has disrupted all industries across the country and made the construction and real estate industry identify problems in terms of products and living experience. Therefore, Country Garden participated in the drafting of the Construction Planning and Design Guide for the Post-Epidemic Era, which focuses on the fields of planning, architecture, water supply, and drainage systems, HVAC, information, and intelligence, including the promotion of the concepts of resilient cities and healthy green buildings, and the practical application of intelligent digital technologies to the field of construction industry design. At the same time, Country Garden proposed specific recommendations for the transformation of urban planning and development in the post-epidemic era, such as strengthening the integration of public health system and urban planning system, reserving emergency space for public health emergencies, and setting standards for the response.

SMART INNOVATION

The advancement of technology is constantly impacting all industries, and digitalization and intelligence have become one of the key competitiveness of enterprises. Country Garden has been deepening its innovation and creation capabilities, capitalizing on technological solutions and promoting the transformation and upgrading of the industry towards one of hi-tech.

With the steady development of society, the evolution of technology is accelerating the profound change of human life, and in 2020, Country Garden continued to deepen its "digital" development and empower the group with technology. Currently, Country Garden is aiming to break through physical and temporal barriers, connect all things, and synchronize human and ma-

chine, and transform production patterns and modern management methods through artificial intelligence, Internet of Things, block chain, big data, 5G, and other technologies, providing customers with comprehensive one-stop marketing, ecosystem, and scenario integration services, and piloting a series of future real estate technology scenarios for the industry:

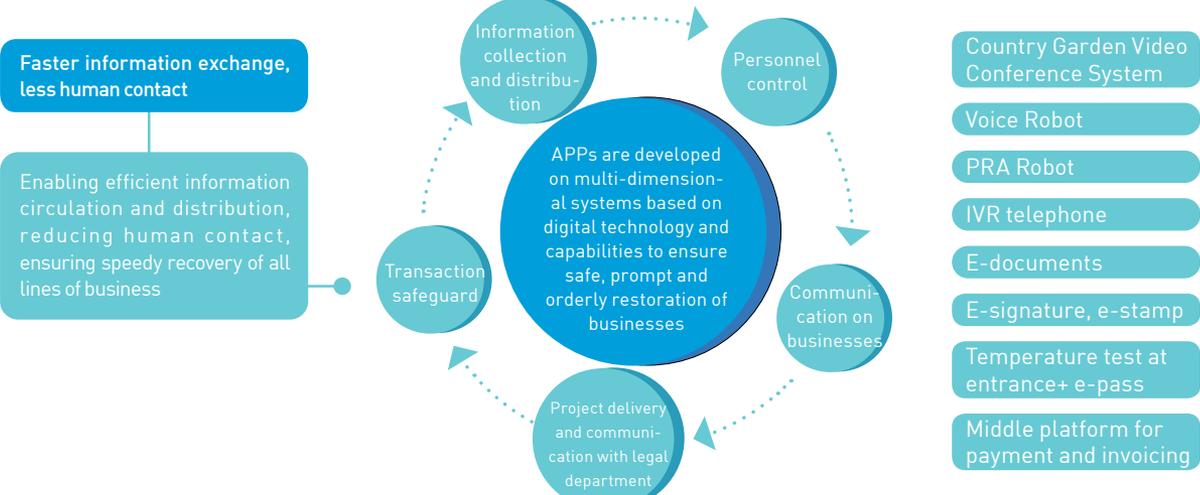
RPA (Robotic Process Automation) services to close to 100 banks, covering 30,000 bank accounts in the real estate sector, significantly improving work efficiency.

Smart voice recognition has been applied to marketing scenarios, retail stores, smart construction sites, smart projects, etc., which has improved efficiency by 20 times with the automatic order filling for actual projects.



Forward-looking exploration and implementation of blockchain has been laid out and planned for rapid empowerment in 5 major fields and 14 businesses, including finance, marketing, data, justice, and life.

Case I Digitization applications

<p>Example of Innovation in Digitalization Process</p>	<p>"PLANE TREE" - THE OPEN PLATFORM OF IT CAPABILITY OF COUNTRY GARDEN GROUP</p> <p>The Plane Tree platform is an open platform that brings together the IT capabilities of Country Garden. By building a product center focusing on cloud computing, security, big data, automation, etc., the open platform offers proven product solutions to customers, effectively improving the operational efficiency of various business processes across multiple industries and scenarios while also reducing digital investment and operating costs.</p> 
<p>A ROLE MODEL OF DIGITAL OPERATION</p>	<p>CASE OF COUNTRY GARDEN GROUP'S DIGITAL ANTI-EPIDEMIC PRACTICE</p> <p>In 2020, Country Garden actively carried out the "digital anti-epidemic", combined with the actual needs of epidemic prevention and control, relied on the latest achievements of digitalization and informationization, adopted remote office, electronic signature, electronic contract, online house purchase, smart site, and other work content, and steadily promoted the smooth resumption of various businesses.</p> 

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. We have formulated internal systems or guidelines such as "Operation and Management System of Country Garden (Trial Version of 2020)", "Operational Guidelines for Pre-Sales Customer Risk Inspection" and "Operational Guidelines for Handling Customer Complaints "

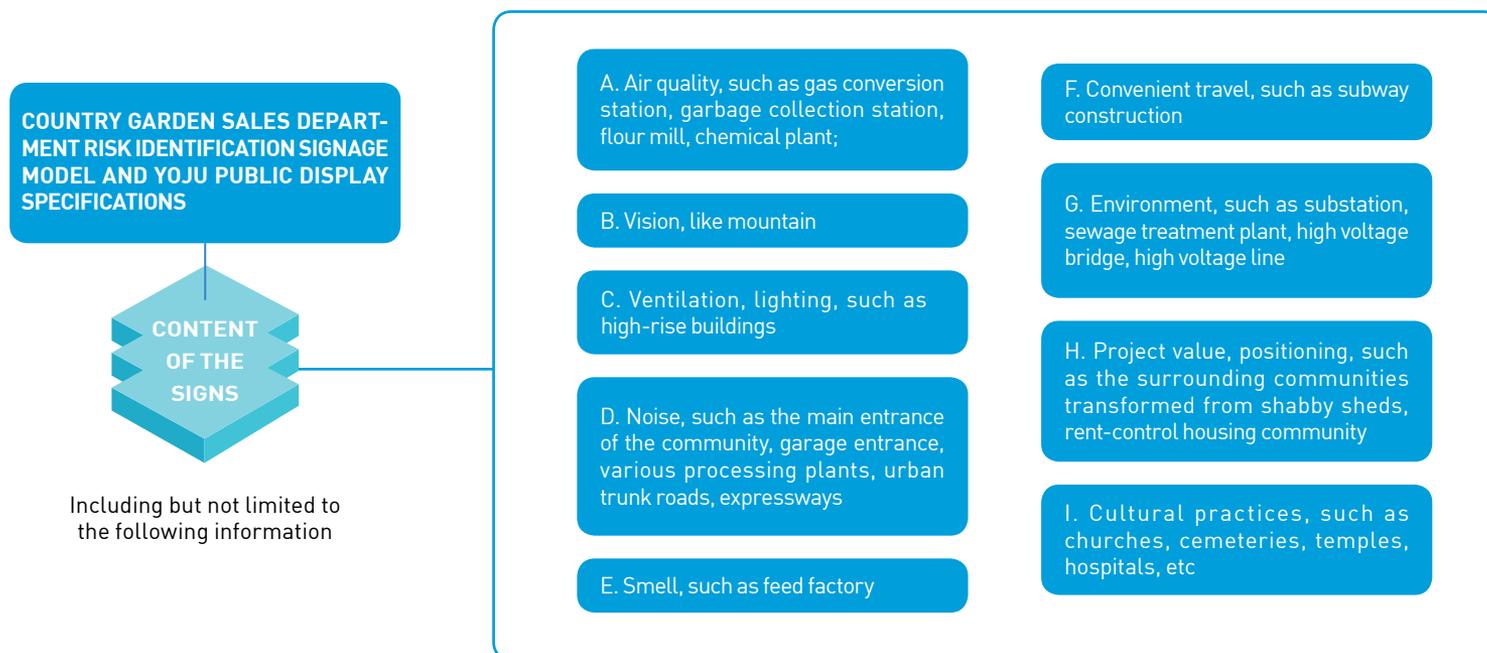
to clearly define misleading and deceptive behaviors and strictly require our staff to refrain from any false, misleading and fraudulent behavior during the sales process.

At the same time, we attach great importance to the protection of consumer rights and interests. Due to possible discrepancy of verbal introduction by our sales consultants, we will remind customers to carefully read the home pur-

chase contract version, UH announcement, UH 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.

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. 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.



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 owner's 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

- Country Garden regional marketing management department service supervision hotline: 400-8222-288
- 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 respects the rights and interests of consumers and is committed to providing customers with the highest quality and attentive services. 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 standardize the management of customer needs and continuously improve service quality. 2020 saw the introduction of new internal regimes such as the "Country Garden Group Operation Management Scheme (2020 Edition)" and the specification of complaint handling processes, principles, time limits, and compensation claims handling in the customer management section.

CUSTOMER SATISFACTION

Country Garden is constantly optimizing its products and improving its customer service structure to enhance customer satisfaction. At the same time, we listen to the needs of our customers through customer satisfaction research.

In 2020, Country Garden introduced a third-party survey for the first time and elevated the full-cycle customer satisfaction assessment to the group level, using incentives to promote customer-centric awareness across the group while aligning ourselves with industry values. Our survey is open to all contracted owners, and the parameters include marketing, engineering, design, property among other links in the full cycle management, and is launched through public website links, SMS, and phone calls.

In 2020, Country Garden's overall customer satisfaction in the property development business increased by

18 points compared to 2019

RESIDENTIAL CUSTOMER MANAGEMENT

With the service philosophy of "Customer needs being the starting line, customer satisfaction is the finishing line", Country Garden has creatively developed the "Nine Steps of Warm Welcome" to welcome owners home happily. From the first follow-up visit in the first week after signing the contract to the completion of the development of the community, we take every step from the perspective of the owners, insist on interacting with them diligently and create a comprehensive package of services for their waiting period.

In 2020, we implemented the Full Cycle Homeowner Service System, focusing on the full cycle of customer service through activities such as themed activities during traditional holidays, birthday celebrations for the elderly, and business experience, with warmth and care extending through the entire process from open-house to move-in.

Case | Jiayuan Service System

The Hebei region carried out festive community cultural thematic activities during the Mid-Autumn Festival, inviting prospective owners and residents to participate together, reflecting the happy life scenes of new home owners and residents.



the Mid-Autumn Festival activities

Zhejiang region carried out the activities of Gui Yuan Life Festival, combining online and offline formats, covering many communities in the region, allowing owners of various age groups to participate in the activities, which greatly enhanced the participation and satisfaction of owners.



the Guiyuan Festival

Shannan Region held a "Centennial Banquet" for the elderly homeowners, paying attention to the health and needs of the elderly in the community, creating a good neighborhood atmosphere, and adding to the harmonious community environment.



Centennial Banquet

HOTEL CUSTOMER MANAGEMENT

Country Garden Hotel has always implemented the brand philosophy of "living with pleasure", 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.

In 2020, the overall customer satisfaction rate of Country Garden's hotel business was **93.94**

an increase of **1.27** points from 2019

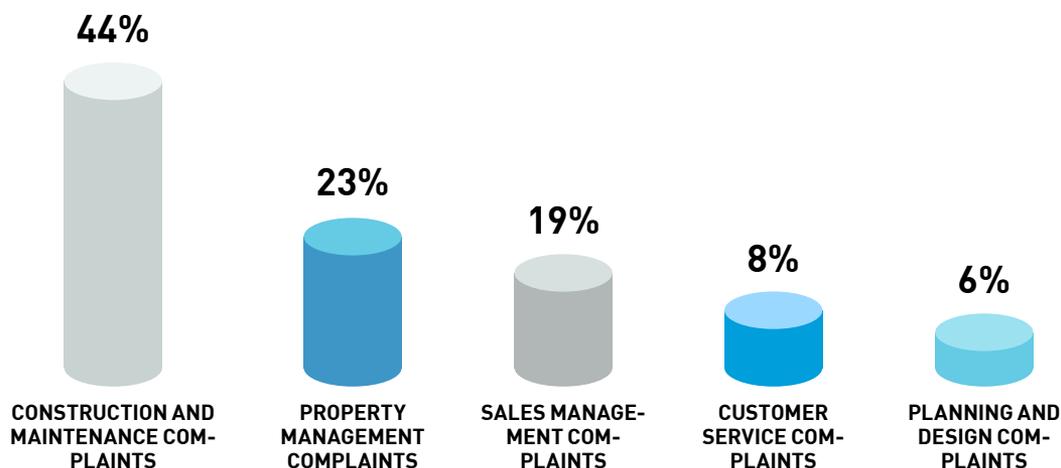
COMMERCIAL CUSTOMER MANAGEMENT

Country Garden has always focused on the needs and experiences of commercial project customers, and we have gradually established a commercial satisfaction management system and a commercial customer service system. In 2021, Country Garden will conduct a commercial consumer satisfaction survey and explore future service improvement areas based on the results of consumer surveys and feedbacks.

ACTIVELY RESPOND TO CUSTOMER DEMANDS

In order to better help regions and projects understand customers' opinions and promote a synergized development between headquarters, regions, and projects and jointly build a service quality management system, 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, with the process and results regularly communicated to the unified customer service platform system, and with call center personnel making return visits to ensure that customer demands have been resolved before closing the orders.

In 2020, Country Garden had a total of 170,000 complaints, with a case-closed rate of 77%. This included 44% of construction and maintenance complaints, 23% of property management complaints, 19% of sales management complaints, 8% of customer service complaints, and 6% of planning and design complaints.



▶▶ INFORMATION SECURITY AND PRIVACY PROTECTION

Country Garden strictly abides by the Law of the People's Republic of China on Cyber Security and other laws and regulations and has established the "Information Security Management System of Country Garden Group" and other regulations to manage the output, dissemination, use, and handling of customer information to prevent the misuse of personal information and effectively safeguard customer privacy.

We have established an information security team to control the Group's external customer information output and set up a sound information security management system and information security technical structure. At the same time, in order to make each business segment of the Group comply with international and domestic information security requirements and better protect the security of customer information, we strictly comply with the General Data Protection Regulation (GDPR) and the information security compliance schemes to meet compliance and legal requirements. In 2020, we drafted the "Data Security Management System of Country Garden Group", updated the "Personal Information Protection Policy Template", "Supplier Personal Information Protection Policy", and other internal documents to gradually strengthen the personal information security protection situation for employees. In 2020, Country Garden passed Level III Security Certification by ISO 20000 and ISO 27000 standards, effectively safeguarding the information security of the group.

In addition, the Risk Audit and Supervision Center is responsible for controlling and auditing information security and reporting to the Audit Committee on a regular basis. In 2020, in order to strengthen the management of customer privacy, we aimed for 0 leakage incidents and strictly controlled and monitored work items related to customer information throughout the year.

In 2020, Country Garden received no complaints about customer privacy leakage.

In 2020, 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 ALL

Country Garden is committed to working with multiple partners to make strides forward and strengthening communication with suppliers, hoping to facilitate a fair and transparent partnership for suppliers. At the same time, we actively participate in industry exchanges, constantly take part in the establishment of industry standards and promote innovation in the industry. In addition, we pay close attention to the cooperation between industry, academia, and research institutes and constantly develop and explore new business cooperation formats to achieve mutual progress on the basis of win-win cooperation.

▶▶ RESPONSIBLE SUPPLY CHAIN

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 2020, we updated the "Supplier Management Measures", "Designated Material Procurement Management Measures", including clarifying the shortlisting

conditions and management responsibilities of various suppliers and adding new work requirements and guidelines for drawing up procurement plans.

At the same time, Country Garden has set up an internal control group and a quality control 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.

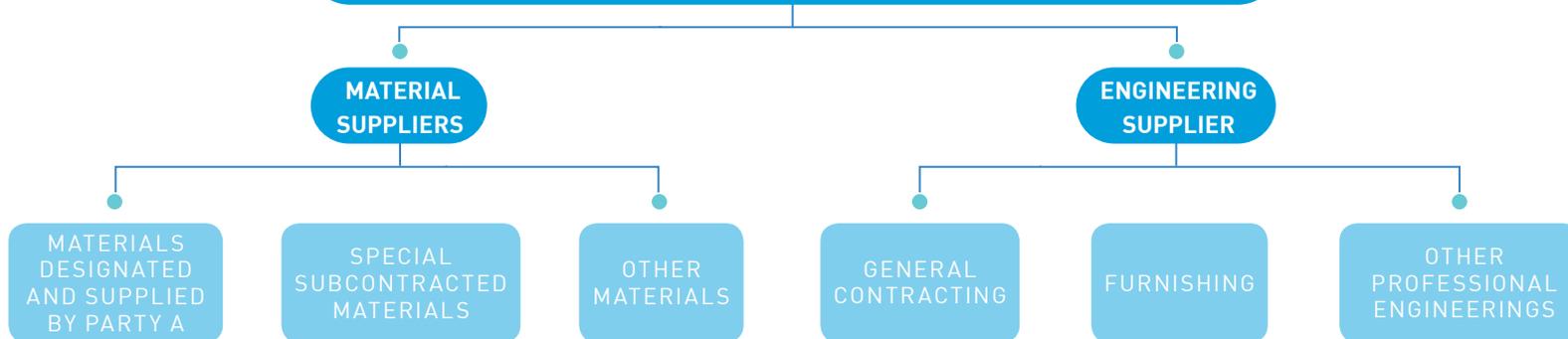
Internal Control Group

- Responsible for the development of supplier management norms and systems and their timely dissemination 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.

Quality Control Group

- Responsible for formulating material sampling plan, participate in on-site sampling work, ensure full coverage of sampling inspection of all strategic partners throughout the year, and according to the testing reports issued by authoritative third-party testing organizations, impose corresponding penalties on unqualified suppliers to eliminate risks and ensure product quality in a timely manner.
- Responsible for inspecting factories on a random basis, supervise suppliers' product quality control process, preliminary risks, and ensure the process is controllable.
- Responsible for coordinating with other departments to eliminate the use of non-compliant materials, regulate construction companies, and eliminate counterfeit and shoddy materials.

IN 2020, COUNTRY GARDEN PARTNER SUPPLIERS WERE MAINLY DIVIDED INTO SIX CATEGORIES



For suppliers of advertising materials, hardware products, and other types, we are committed to promoting localization of procurement, giving priority to local suppliers.

In 2020, Country Garden cooperated with a total of

24,238 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 and issued the Notice on the Establishment of Supplier Shortlisting Conditions and Standardization of Recommendation Process of Country Garden Group in 2020, which clearly examines and audits suppliers in terms of their quality management system, occupational health management, and environmental management system. 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. Moreover, we have signed non disclosure agreements and CSR agreements with our suppliers to avoid environmental and CSR risks and ensure sustainability of the supply chain.

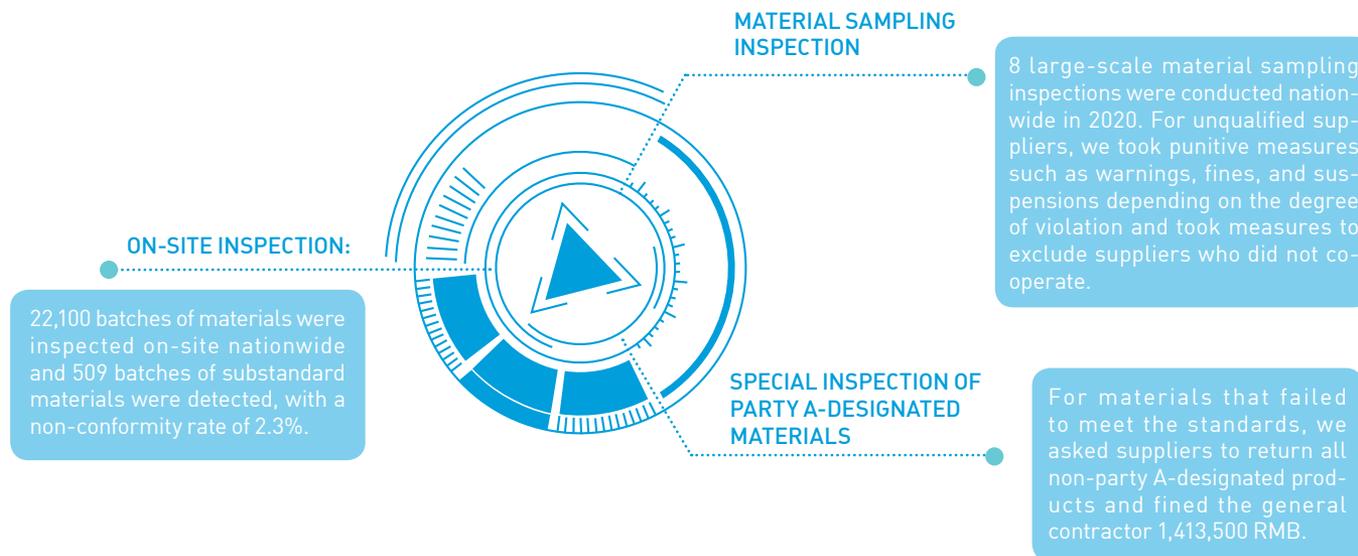
When examining suppliers, we attach great importance to the establishment of a green supply chain. In 2020, Country Garden continued to take into account the environmental and social risk factors of suppliers, giving priority to suppliers whose environmental and social performance meets the requirements.

- 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

1) Supplier Audit

Performance assessment and auditing are essential to building a sound supply chain. In 2020, Country Garden adopted different auditing methods for different suppliers to ensure that they could provide compliant products and services.



In 2020, Country Garden Group organized Party A-designated material sampling inspections, with

9,485 batches inspected and

140 batches of non-Party A-designated brands found, involving a total of RMB

3,598,100

In 2020, Country Garden conducted

8 large-scale material sampling inspections nationwide, covering

104 regions **19** major categories of materials

163 suppliers, with a total of **2,384** groups of materials sampled

with a compliance rate of **97.69%**

2) 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 responsibility. We have carried out supplier training sessions and exchange conferences at least once a year, focusing on anti-corruption and quality control, so as to continuously improve the quality of our suppliers and provide safe and reliable quality products to our customers.

In 2020, Country Garden organized sustainable development and quality upgrading training sessions for all suppliers; each region organized training workshops on product quality, safety management, and other aspects as well as supplier exchange conferences according to their respective demands, in order to strengthen the foundation of responsible supply-side communication and join hands with suppliers to grow together.

Case | Supply-side exchange, moving forward

together

In 2020, Country Garden carried out quarterly discussion activities for construction units, and Tan Dongyue, president of the Lunan region, invited all the general contracting parties of the projects under construction in the region to participate. With the goal of win-win cooperation and mutual benefits, problems were raised and solved during the meeting, and a regional case database was established to facilitate longer-term cooperation and development between the two sides.



Lunan Regional Supplier Meeting

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 of the country to re-inspect the materials when conducting project acceptance. Ac-

ording 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.

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:

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:

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.

Case | “Smart Supplier Platform”

In order to avoid unfair competition and corruption and bribery in the process of supply chain operation, in 2020, Country Garden launched the “Smart Supplier Platform”, which automatically identifies suppliers' affiliations by connecting third-party platforms such as “Tian Yan Cha” to determine whether there is an affiliation with Country Garden’s employees or other suppliers in the pool. In addition, the Group’s internal control team would randomly check bills and documents for verification and to screen possible problems.

▶▶ 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 2020, 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 | Enterprise cooperation

On October 19, 2020, Country Garden and Chin Data Group formally signed a strategic cooperation agreement to research intelligent delivery applications in equipment manufacturing while being committed to integrating the resources from energy generation, transmission to distribution to improve energy use efficiency and create a green energy-saving urban complex.



In addition, in order to better promote cooperation between industry, academia, research, and application, we have joined hands with Tsinghua University, Hong Kong University of Science and Technology, and West Lake University to establish joint research institutes, focusing on joint R&D in areas such as construction robotics and intelligent construction, and established strategic cooperation with industry-leading companies such as Huawei and Accenture. At the same time, Country Garden vigorously pursued international cooperation. In 2020, it cooperated with a number of research institutions and manufacturing companies in Asia, Europe, and Africa in the area of agricultural technology development and application, including:

- Research on basic plantation data in crop production areas around the world where multi-harvest per year is possible.
- Research on the agricultural industry in Indonesia.
- Analysis and trial planting research on a million hectares of unmanned farms in Madagascar.
- Facilitation of a sovereign guaranteed loan for a 4,000 hectare hybrid rice seed production base project in Madagascar.
- Sponsoring Wageningen University in the Netherlands for the 2nd Urban Greenhouse Challenge.

GREEN PRODUCTION

08

COUNTRY GARDEN THE GUARDIAN

- Feature | Living in a Green Environment -Harmonious Co-existence of People, City and Nature 053
- Environment Management 055
- Sustainable Buildings 056
- Green Construction 057
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- Green Leasing 061
- Green Office 061
- Green Products 062
- Tackling Climate Change 063
- Biodiversity Protection 064

OVERVIEW

Country Garden is committed to continuously upgrading green technologies and invests heavily in the research and development of green buildings in an effort to actively fulfill our responsibility to protect the environment as a corporate citizen. We consistently implement the measures, including green construction, green operation, and green office. We are taking effective measures to fight against climate change and promote biodiversity and protect our common homeland.

TOPICS DISCUSSED IN THIS CHAPTER

SUSTAINABLE DEVELOPMENT TOPICS DISCUSSED IN THIS CHAPTER

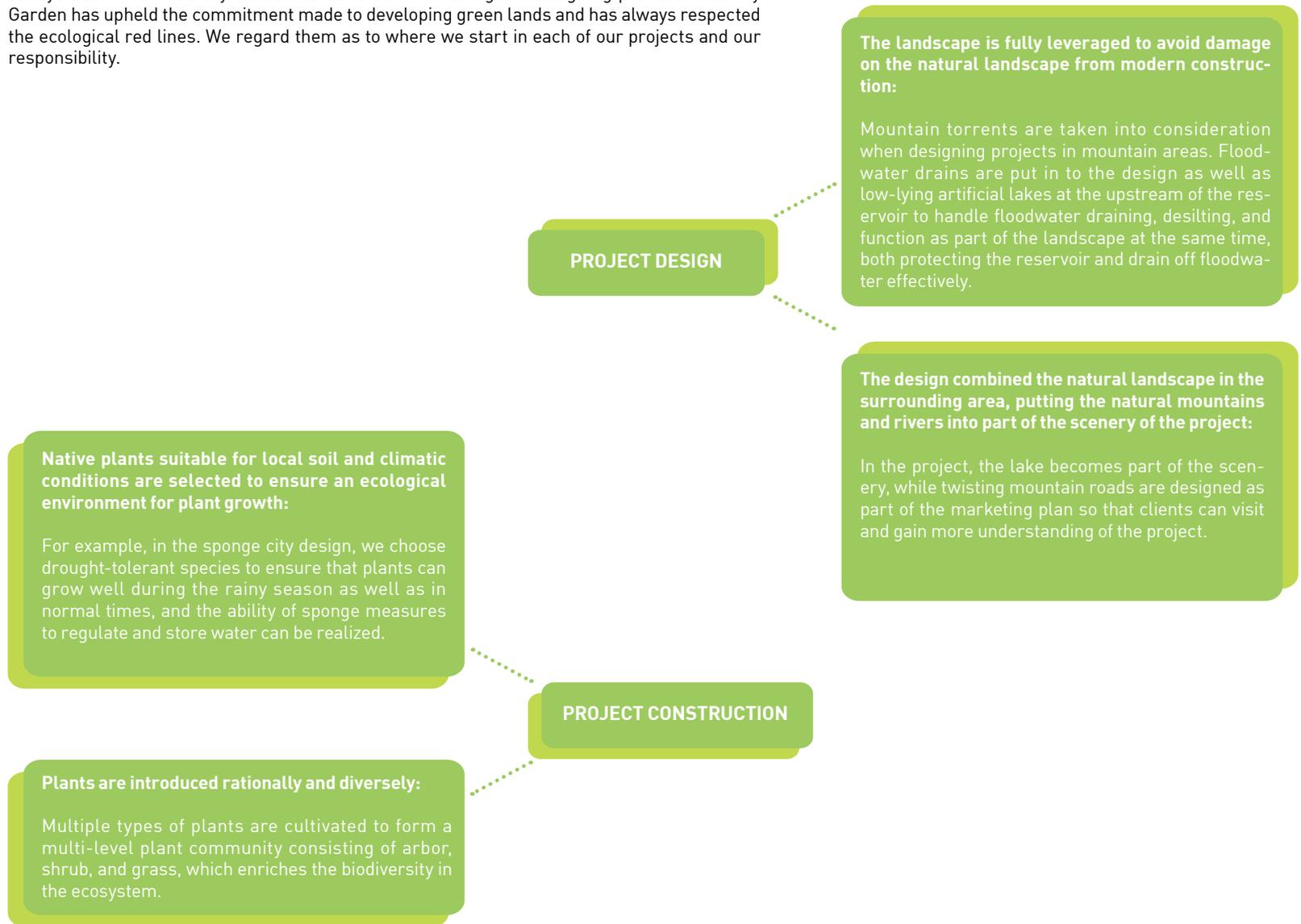
- Green building and green community
- Green technology innovation
- Energy conservation, emission reduction, and green operation
- Waste treatment and recycling
- Use of water resources and sewage treatment
- Biodiversity
- Addressing climate change
- Use of environmentally friendly materials

SDGs DISCUSSED IN THIS CHAPTER



FEATURE | LIVING IN A GREEN ENVIRONMENT -- HARMONIOUS COEXISTENCE OF PEOPLE,CITY,AND NATURE

The harmonious coexistence of human beings and cities as well as cities and the nature has always been what Country Garden tends to achieve during the designing process. Country Garden has upheld the commitment made to developing green lands and has always respected the ecological red lines. We regard them as to where we start in each of our projects and our responsibility.



ECOLOGICAL CONSTRUCTION OF ACADEMY OF RURAL REVITALIZATION IN YINGDE CITY

Lianzhang Village is located in the southeast of Lianjiangkou Town, Yingde City, Guangdong Province with mountainous terrain. Country Garden located at the Academy of Rural Revitalization in the valley. In the planning and design stage, the mountains within the red line were planned to be retreated so that the water system can be reserved and used, the original natural relationship between the mountains and water can be continued, and large-scale digging and large-scale filling can be avoided. The buildings are laid out along the valley topography to reserve land for future construction, and the layout is flexible and sustainable.

Country Garden makes reasonable use of the topographical height difference, and a balance of excavation and filling is achieved in the building drop-level setting. The company also effectively reduces the use of earthwork. In addition, we use constructed wetlands to treat domestic sewage, achieve biodegradation of pollutants, increase green landscapes, adjust the climate, provide habitats for animals, and achieve harmony between human beings and nature.



Academy of Rural Revitalization

PROTECTION OF THE OLD VILLAGE OF TEA-HORSE ANCIENT TOWN

There is an ancient post road in the middle of the North Block Project of Country Garden-Tea-Horse Ancient Town. As a well-preserved ancient tea-horse road site in Qingzhen City, the "Black Nishao Ancient Road" and "Black Nishao Archway" were listed in the 7th batch of national key cultural relics protection units.

In order to preserve the original appearance of the ancient villages and ancient roads, Country Garden has implemented the protection strategy on ancient post roads, which follows the rules of adapting to local conditions, and in-depth investigation has been conducted to the topographic and geomorphic characteristics of the base. The ancient post road was formed as the ecological and cultural protection corridor, and the ecological space network with the ecological lake and rain flood corridor as the skeleton was constructed.



Tea-Horse Ancient Town



Lianzhang Village

ENVIRONMENT MANAGEMENT

In 2020, we upheld ethics, social responsibilities and transparency as we address environmental issues, and continue to implement environmental protection as a principle that guides our operation and management. We strive to reduce the environmental footprint generated by our business and adopt sustainable building and operational practices in our projects. We stand ready to contribute our efforts to sustainable development and biodiversity.

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 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 ISO14001 and other environmental management system certifications and has implemented standardized environmental management in all business processes.

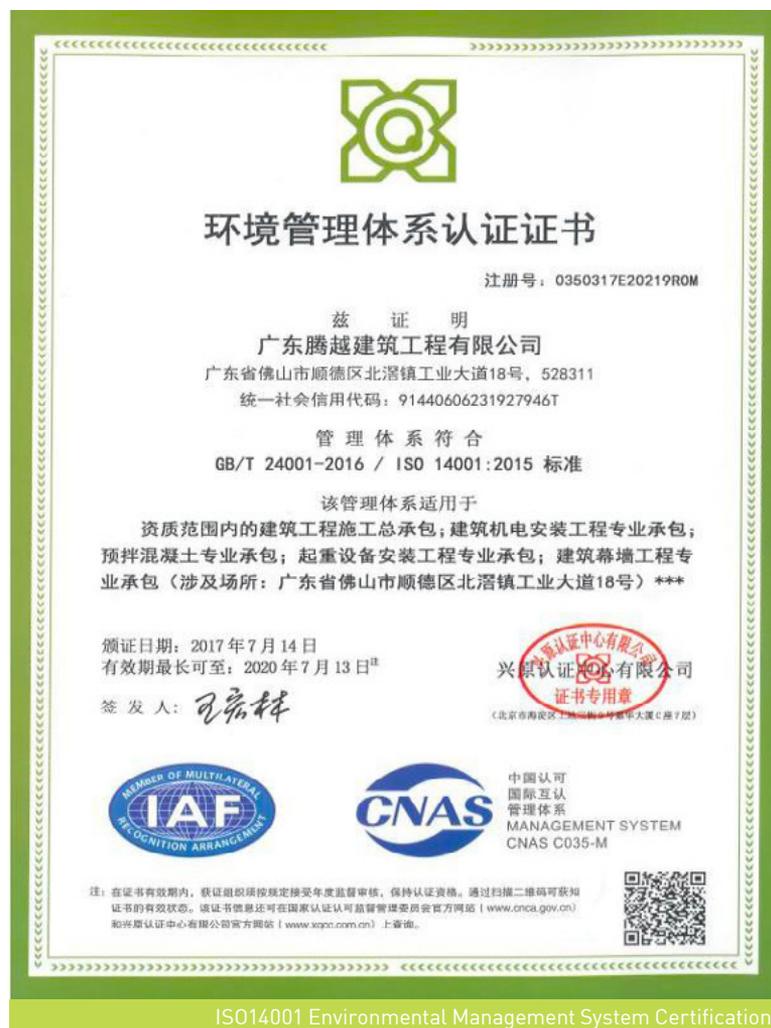
PARTICIPATION IN THE SUSTAINABLE COMMUNITY DEVELOPMENT

Since the early stage of project development, Country Garden has attached great importance to the participation of the community itself and its residents' needs. It has also combined project development with the local development plan, effectively realizing urban revitalization, industrial upgrading, and economic development as well as promoting the sustainable and healthy development of the community.

Case I Management System of Investment

Information

In order to dig into the value of cities and communities more effectively, Country Garden has adopted the investment information management system and developed an intellectual analysis platform. After information of each site is imported into the information system in the project acquirement and decision-making stage, the system will immediately give the reference value for investment based on related variables as well as parameters. With digitized information assisting the decision-making process, the empirical judgment will be improved so that we can create a better and more valuable community for our clients.



ISO14001 Environmental Management System Certification

SUSTAINABLE BUILDINGS

A STANDARDIZED SYSTEM FOR SUSTAINABLE BUILDINGS

To further raise people's living standards, advance green buildings and accelerate healthy development, the Chinese government has published a series of standards, including Green Building Evaluation Standard GB/T 50378-2019, and Technical Standard for Nearly Zero Energy Buildings GB/T 51350-2019. A number of provinces also issued their local green building assessment standards in 2020. Country Garden follows the national trend and adjusts to local standards by revising and updating the Design Guidelines for Country Garden Green Buildings and other internal standards and guidelines in a bid to create a green and healthy living environment.

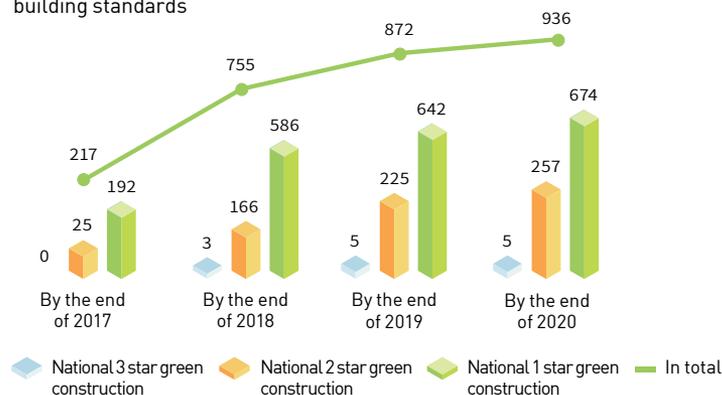
We have actively carried out research into green building standards and participated in the development of green buildings, low-carbon buildings as well as other sustainable development buildings in an in-depth manner. We have constantly improved the green building standard system of the group, comprehensively implemented the concept of sustainable development, and added to the content of sustainable buildings. In 2020, we carried out the compilation work of the National Standard Selection Library for Green Building Policies, the Analysis and Solutions to Optimizing Floor Sound Insulation as well as other guides, which laid the foundation for implementing standard sustainable libraries, accurately catering to the local standards for green buildings as well as improving the sound insulation of resident buildings.

CERTIFICATION FOR SUSTAINABLE BUILDINGS

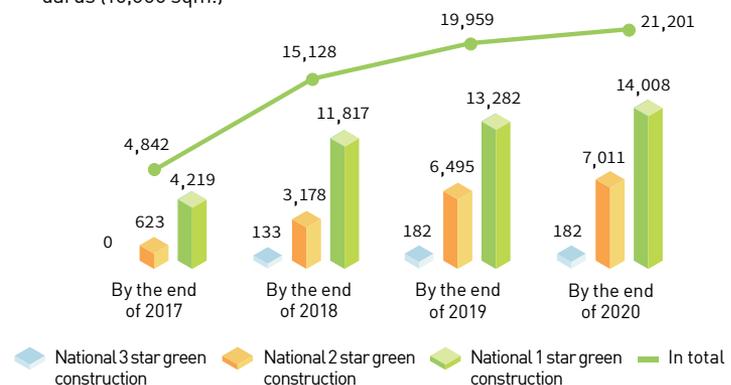
Country Garden is committed to developing sustainable development buildings and constantly raising the number of projects awarded certificates of both international and national level for sustainable development buildings as well as the size of project area recognized as green buildings.

- In 2020, Country Garden's **64** projects were constructed according to national green building standards, among which **46** are certified as GB green buildings.
- Among these projects, **4** are New GB 1-Star projects, with a total area of **444.7** thousand sq.m and **16** are New GB 2-Star projects, with a total area of **2.5865** million sq.m.
- **28** projects are GB 1-Star with an area of **6.8141** million sq.m. **16** projects are GB 2-Star with an area of **2.5707** million sq.m.
- In 2020, Country Garden constructed **6** projects according to LEED standards with an area of **39,454** sq.m.
- In 2020, Country Garden constructed **111** sponge city projects with a floor area reaching **7.7682** million sqm.

- Cumulative number of buildings that meet national green building standards



- Cumulative construction area of buildings that meet national green building standards (10,000 sqm.)



▶▶ RESEARCH AND TRAINING ON SUSTAINABLE BUILDINGS

In 2020, Country Garden has carried out many pieces of research on sustainable buildings, with topics covering green buildings, healthy buildings, passive ultra-low energy buildings, among others, and has controlled the quality, contracts, and costs of sustainable buildings. Combining its own majors and cooperating with scientific research institutions and advanced education institutions, in 2020, our Sustainable Development Institute has completed researches including "Research on the Mode and Path of Large-scale Enterprises (Group) Promoting Prefabricated Buildings", "Commercial Office Building Energy-saving Technology Testing", and "Technical Consultation for Prefabricated Building Industry Base Construction" and other topics together with the Ministry of Housing and Urban-Rural Development Center for Science and Technology and Industrialization, China Building Standard Design and Research Institute Co., Ltd., Dalian University of Technology, Guangzhou University and other institutions.

Country Garden insists on carrying out independent innovation, drives production with innovation to solve practical problems in production. In 2020, we

focused on the exploration and practice of passive building technology and achieved results in this area. A total of 3 authorized patents have been certified and three papers have been published.

In addition, Country Garden also invests significantly in staff training. On the one hand, we organize internal training sessions like 2020-The 16th Green Construction Training Conference and Implementation of Green Building Standards in All regions as well as Training on the Implementation of Sponge City Concept in The Lake of Monet Project of Country Garden, where employees can systematically learn green technologies and sponge city development. On the other hand, we also encourage our staff to participate in external professional training and seminars such as the LEED v4.1 Housing Accreditation System Introduction-A dedicated session at Country Garden as well as the Exchanges Seminar of Audio Technology Manufacturers to keep themselves updated with the development of the industry.

▶▶ PLANNING AND DEVELOPMENT OF SUSTAINABLE BUILDINGS

Country Garden has integrated sustainable building investment into the company's strategy, where the company actively pushes forward the R&D of sustainable building products and implementation of related projects in a bid to constantly build the society into an environmentally friendly one.

● SHORT-TERM OBJECTIVE

Country Garden strictly follows all national and industrial standards including the Green Building Evaluation Standard GB/T 50378-2019 and the Technical Standard for Nearly Zero Energy Buildings, actively responds to policies concerning green buildings issued by local governments, and forges ahead of the development of green building projects. In the meanwhile, we have actively explored our own standards and guidelines for green buildings in an effort to implement the motto of offering green, healthy, and pleasant products to our clients in every procedure, including architectural design, construction, and operation. We make key efforts in long-term monitoring and research after sustainable buildings are put into use in a bid to realize a whole-life-cycle green management system.

● LONG-TERM OBJECTIVE

Country Garden plans to continuously improve the rate of projects certified as green buildings and healthy buildings in all its projects and gradually improve the rate of stars in certification. In the meanwhile, we will continue to be more self-driven to update sustainable buildings with empowerment by new technologies. We will adopt technologies that reduce carbon emission and smart operating technology, explore new models like passive buildings through practices, and realize our goal to provide greener, more pleasant, and healthier residential products for our clients.

/// GREEN CONSTRUCTION

Country Garden strictly follows national standards including the Green Construction Evaluation Standard and has formulated internal systems including Management Measures on Environmental Protection and Guidelines for Application of New Energy Technology, to effectively manage the environment of the construction sites of our projects. In the meanwhile, we have used a number of green technologies to protect the environment, conserve energy and reduce our impacts on the environment during construction as much as possible.

Energy Conservation

- To ensure safety and energy conservation, we use the 36V safety voltage and LED electricity-saving lamps for lighting as well as solar energy water heaters
- We utilize HIM (Hydrargyrum Medium-arc Iodide) timelimit lighting devices
- We use current limiter and implement power limiting measures in living areas in some of our projects
- Permanent lighting devices are used to replace temporary ones to reduce loss and carbon emission



Energy-saving furnace

Water resource management

- Water recycling devices are installed
- Turfs are installed to eliminate water and soil erosion
- 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
- Wastewater from construction sites are deposited and purified so that it can be recycled
- We promote the reduction of the use of wet construction (ex. plaster-free technique) to consume less water resource



Water recycling devices

Waste Disposal

- Requirements on reducing construction waste are written in the construction contracts
- Training sessions on waste management are held for construction staff. Contractors are encouraged to recycle construction waste
- Waste generated on construction sites are categorized, recycled and treated separately
- Residual waste on construction sites are dumped in garbage station according to the actual demand in different projects. Solid waste is cleaned up regularly after classification



Recycled brick slag



Installation of oil separator

Dust Pollution Control

- 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
- Turfs are planted near construction sites



Growing grass on the turf

Building Materials Conservation and the Use of Green Materials

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



climbing frame

Case I Application of prefabricated building and standardized construction

Country Garden has established a highly standardized component library, apartment library, and building library. It utilizes BIM technology to open up the data flow of the entire industry chain, including R&D, design, production, transportation, and construction and realizes mass customized production of PC components through automated production lines. Construction robots and intelligent construction equipment are used on construction sites to reduce waste of building materials, improve building quality, and achieve green consumption reduction throughout the whole construction process.

GREEN OPERATION

Country Garden not only implements the concept of green development 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, and is committed to providing customers with green and environmentally-friendly services.

ENERGY CONSERVATION AND CARBON EMISSION REDUCTION

Country Garden attaches great importance to energy conservation and emission reduction in its business operations. We apply new energy technologies and implement energy-saving management methods, and use a combination of technology and management to effectively control the use of energy, reduce carbon emissions, and achieve the goal of low-carbon operations

PROPERTY MANAGEMENT

Country Garden works to build communities with smart and anti-pollution technologies. We actively extend energy monitors to all our properties and take effective measures to reduce energy consumption. To ensure an orderly and efficient operation process, our property managers would undergo professional induction training to familiarize themselves with the operation of all the devices, especially those of green building technologies such as solar power, sprinkler irrigation, and rainwater harvesting.

MANAGEMENT OF COMMERCIAL PROJECTS

In 2020, Country Garden's business management and operation section established a special task force for energy saving and consumption reduction, which carried out a number of measures including preparation of work plans, formulation of implementation plans, dynamic monitoring of various energy-saving and consumption reduction indicators, and adjustments to night duty lighting, interlocking operation of double-row freight elevators, frequency conversion and transformation of escalators as well as adjustment of LED operation plans. Through this series of measures, the energy consumption of commercial operation projects in 2020 was significantly reduced compared with that of 2019, and effective energy saving has been realized.

HOTEL OPERATION

Country Garden Hotels Group has formulated Green Hotels Management Standards, which stipulates that daily hotel operation should focus on green development, energy conservation, and emission reduction. Also, our hotels conduct regular energy metering analysis where the ratio of energy consumption is written into the 2020 Performance Assessment of Functional Departments so that energy conservation results are related to staff performance. We have signed Garbage Recycle Agreement with renewable energy companies. In addition, hotels of Country Garden have renovated in a number of ways as follows, which include:

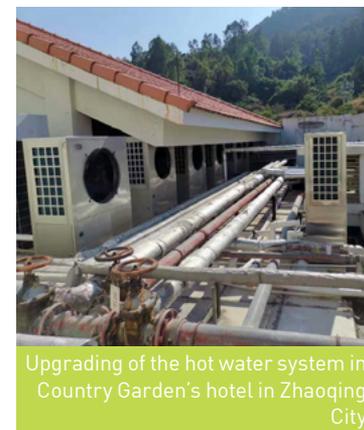
- Upgrading of the hot water system
- Use of laminated glass
- IT-empowered operation
- Use of frequency conversion AC system
- Use of AC system powered by water-steam energy in resorts
- Smart and automatic meter reading and monitoring instead of artificial meter reading
- Separated packaging of sanitary products for guests and encouraging guests to bring and use their own toiletries
- Concentrated operation of laundries so that the steam condensation water can be collected to save energy

In 2020, Country Garden Hotels Group carried out the energy-saving renovation of old lighting equipment, saving a total of

6,000 kWh

and covering

85% of the renovated lighting



Upgrading of the hot water system in Country Garden's hotel in Zhaoqing City



WATER CONSERVATION AND WASTE DISPOSAL

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

- Water efficient sanitary wares are used in all our buildings to increase the utilization efficiency of water resources;
- Water-saving pipelines and accessories are adopted. Leak-proof valves, anti-corrosive, durable tubing, 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 irrigation and street cleaning;
- Efficient water-saving systems consisting of sprinkler irrigation and trickle irrigation techniques are employed for greenery irrigation in our communities;
- Use non-toxic and non-hazardous high-performance products for daily washing and cleaning chemicals.

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



WASTE DISPOSAL AND RECYCLING

Country Garden continues to strengthen waste management during the project operation process, puts forward explicit waste disposal requirements to its suppliers during the procurement process, and considers purchasing durable and environmentally-friendly products so as to reduce the generation of waste.

We follow the local requirements for waste classification in commercial operation projects, especially in those in Shanghai. Third-party waste treatment service providers are hired to classify waste through bidding. In the meanwhile, according to the cities' requirements on creating Culturally Advanced Cities, residual waste classification is implemented in our projects. In addition, we actively cooperate with the government in setting different trash bins for different kinds of trash, namely recyclables, kitchen waste, hazardous waste, etc. We also conduct campaigns to raise awareness among tenants on waste classification on a regular basis



BETTER AIR QUALITY

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

- In our commercial projects, we have installed a mechanical ventilation system in the basement, main chimney shafts for cooking fumes, and household flues and lampblack purifiers to dispose of waste gas;
- Scientific ecology management technologies are introduced to improve the indoor environment in our hotels. On top of installing fresh air ventilators that can reduce the energy consumption of air conditioners and strengthen natural ventilation, Country Garden also installed pressure relief pipes to better control sewage wells and septic tanks that often produce foul odor.



GREEN INITIATIVES

Country Garden advocates green consumption in hotel operations by carrying out campaigns to raise awareness of energy-saving and 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. 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 clients to doggy bag leftovers and drinks;
- Substituting biodegradable boxes for Styrofoam 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 promote learning and experience sharing on eco-efficient business with peer hotels.

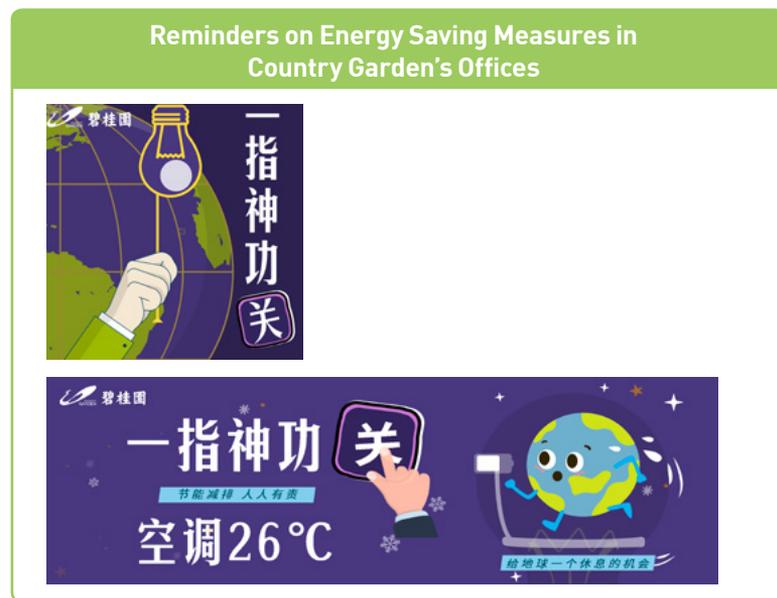
GREEN LEASING

Country Garden actively promotes green leasing, conveys the development concept of low-carbon and environmental protection to tenants, and promotes environmental benefit plans with tenants by enhancing their participation. Through formulating guidelines and conducting internal training, we conducted sustainable operation advocacy education for the property operation team, including introducing best practices in the industry, communication channels for tenants, etc., and set feasible green leasing goals.

- Incorporate environmental management into the daily operation process, including the provision and use of environmentally-friendly, healthy and safe products and services;
- Low carbon and environmental protection in order to benefit from the investment in improving energy efficiency, so that operation and management are in line with the sustainable development concept;

GREEN OFFICE

Country Garden has always implemented the practice of energy saving and emission reduction, and guided employees to develop good working habits, thereby building a long-term green office mechanism. The group headquarters issued the Eight Regulations on Implementing Green Office, Energy Saving and Consumption Reduction, and the Management Measures for Paperless Office (Trial) to regulate employees' work behaviors. The management measures mainly specify the following measures:



In order to better engage tenants in green operations, we plan to formulate Green Environmental Protection Agreement for Tenants with the goal of establishing long-term sustainable development partnership with tenants, and use this agreement as a code of conduct for tenants' operations and post the agreement in the store. We encourage tenants to:

- Participate in public welfare activities for environmental protection and sustainable development;
- Comply with various emission and waste management requirements, and cooperate with the environmental performance monitoring work of the property operation team.

- Substituting traveling with video conferencing to reduce greenhouse gas emission caused by traveling;
- Promoting a paperless environment in the workplace through the unified management of office suppliers like pens, ink, and paper to reduce the consumption of natural resources while improving efficiency;
- Reducing the use of standalone printers and setting duplex printing as the default to cut down the consumption of paper.

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

- Designing energy-saving signs in the office area, and using signs of warm reminders to replace boring old texts to promote energy conservation and consumption reduction;
- Checking the usage of water tanks, refrigerators and other facilities and maintaining them on a regular basis, making night patrols every day and reporting the results to make sure the lowest energy consumption when people are off work;
- Adding signs on the light switch panel as guidance for employees; adjusting the number of lights in daylight mode and only keeping the lights at main entrances on and others off when lighting is barely needed;
- Two approaches of control on lighting are taken (infrared sensors and duration controller) in the pantry to reduce energy consumption;
- Hand sanitizer foamers are placed in the restrooms and the water outlet angle of faucets is lowered to avoid waste of water;
- Monitoring and controlling indoor temperature through the Building Automation System for air conditioners, and posting tips of temperature adjustment on remote controls to keep the indoor temperature comfortable while saving energy for the good of the environment;
- Printing business cards with paper certified by FSC;
- Carrying out regular maintenance of office facilities to extend their service life and make efficient use of resources.

Case I Office waste recycling

In 2020, The Country Garden Headquarters launched the waste recycling plan themed “advocating environmental protection and build a beautiful headquarters”. We sorted 1,095 tons of garbage and collected 4.26 kg of used batteries. In the meanwhile, during the office relocation, we collected dumped stationery, including clips, binder clips, file pockets, pens, and paper so as to recycle them.

We sorted **1,095** tons of garbage
collected **4.26** kg of used batteries

GREEN PRODUCTS

Country Garden continues to strengthen the R&D and promotion of green products, commits itself to reducing product energy and resource consumption levels, minimizing the use of harmful substances, continuously bringing leading green products to the market, and strengthening Country Garden’s corporate responsibility for environmental protection. We follow the industry’s leading environmental product standards, give priority to green environmental protection materials and advanced technology, and further reduce the environmental impact of product manufacturing and consumer use through reasonable design. In addition, we ensure that the group’s furniture, bathroom, and other products are 100% in line with the national environmental protection standards.

Case I Creating Green and Environmentally-Friendly Products

● MODERN U HOME PRODUCTS

The products of Modern U Home are made of selected green and environmentally-friendly materials. PP film that contains halogenide, methanal, and other toxic substances is avoided and E1-level MDF boards are used instead.

● BLUE BALLOON SANITARY PRODUCTS

The Blue Balloon smart toilet adheres to the national Level-1 standard for water usage efficiency, which reduces average water usage to 4.0 liter without compromising user experience, outperforming its competitors in terms of water usage.

We also attach great importance to green product packaging. We reduced unnecessary packaging materials through applying leading technology and optimizing packaging design. At the same time, we actively apply paper packaging materials, sugarcane pulp packaging materials, and other green packaging products to reduce the environmental burden caused by the product packaging process.

Case I Qianxi Group replaces plastic packages with environmentally-friendly paper products.

Qianxi Group has 100% refrained from using plastic packages but started to adopt paper cups, paper bags, paper straws, and other green materials.

Our paper package for clay pot rice was recognized by the 2021 iF design award. It uses technically-improved paper straws and uses food contact base paper as the main material, to which other recyclable waste materials (such as bagasse, wheat straw, etc.) are added to reduce the amount of wood used in the paper-making process. Paper straws can not only be recycled but can be completely degraded within 3-6 months after use, which reduces white pollution.



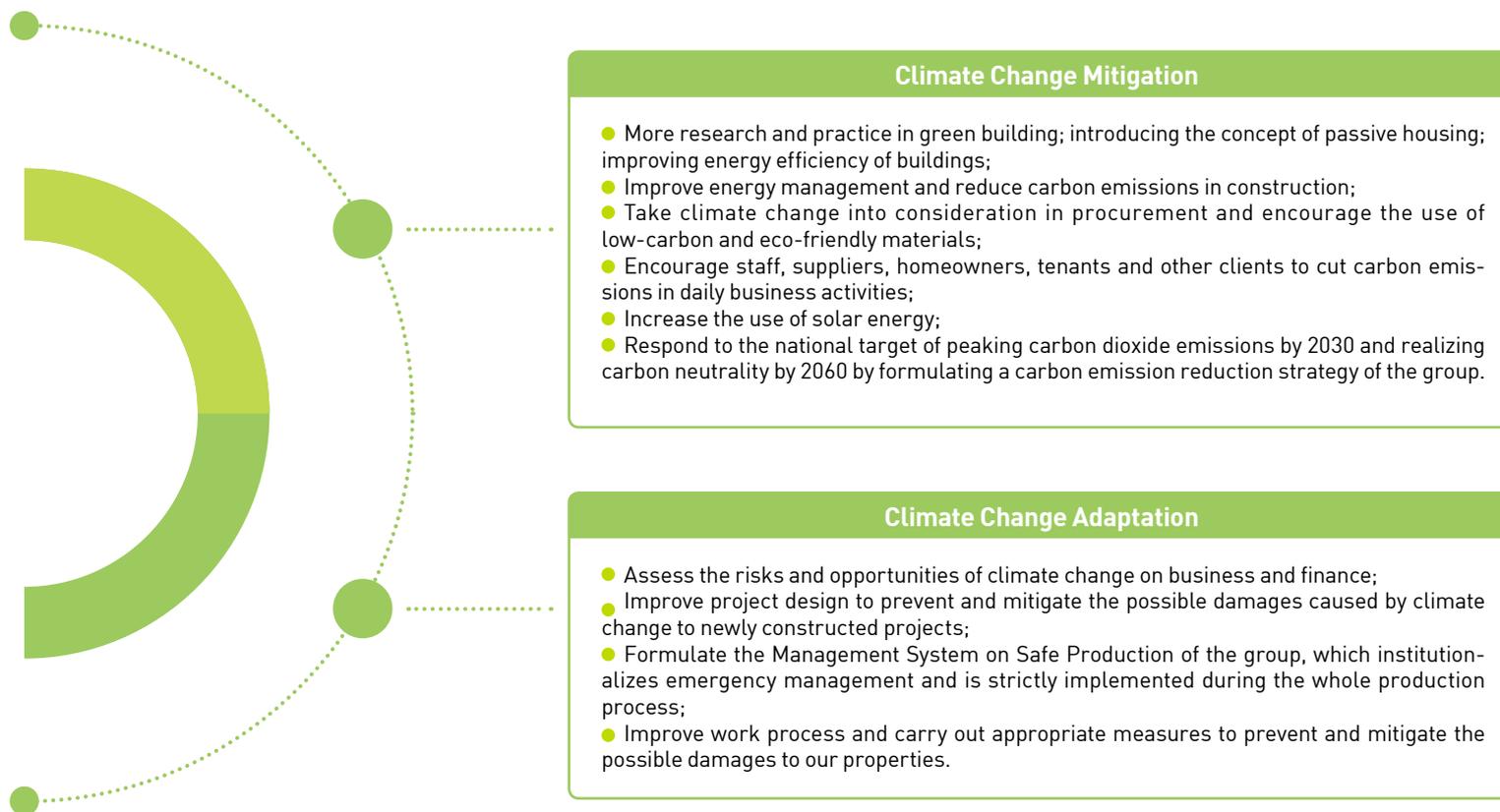
千玺机器人集团
煲仔饭打包碗
荣获 2021 iF设计奖



Paper package products of Qianxi Group

TACKLING CLIMATE CHANGE

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



Case I Coping with extreme weathers

In order to improve staff's coping strategy and capability against extreme weathers, the Commercial and Culture Tourism Group compiled the Emergency Plans for Properties and regularly holds fire drills, flood drills, and emergency rescue drills, which are reviewed and problems occurring during the whole process are analyzed so that the emergency plans can be optimized.

At the same time, in order to better respond to climatic disasters such as cold winter waves in the northwestern area of China and effectively reduce public safety risks, the group optimized and upgraded construction standards in winter, and compiled guidelines such as Analysis of the Key Points of Construction and Maintenance Control in Winter in Northern Area of China, which carries out detailed analysis on key points such as construction process, plan implementation and process control.

BIODIVERSITY PROTECTION

Country Garden strictly abides by the Land Management Law and other laws and regulations on land development, conducts an ecological assessment in the early development stage of projects, and has taken 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. For projects involving nature reserves, cultural reserves, and other areas, we strictly adhere to the bottom line and avoid developing projects within the scope of protected areas listed in World Heritage and IUCN Category 1 to 4. We will 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.

In 2020, the EIA coverage rate of Country Garden and its construction projects reached

100%

and there were no incidents that have 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 to fulfill its commitment to protecting biodiversity 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 Universiti Putra Malaysia in a bid to jointly explore the forest city project and protect the natural and ecological environment.

CASE I Marine Ecological Protection Project in Malaysia

In 2020, the Country Garden Forest City Project, Universiti Putra Malaysia, and local fishermen communities continued to cooperate in marine ecological protection:

- They implemented a seagrass conservation plan, which monitors seagrass protection areas in the sea near the forest city;
- The first phase of the exhibition hall of the Forest City Ecological Museum was completed and opened to promote the construction of local environmental and ecological science and education;
- "Go Green" Residents and Employees Environmental Protection Plan was launched that connects forest city employees, residents, aborigines in the surrounding area, NGO organizations and surrounding schools and institutions to organize environmental protection public welfare activities.



Ecological Museum in the Forest City

DEVELOPMENT OF GREENLAND AND RESTORATION OF BROWNFIELD

Country Garden has always adhered to the concept of harmonious coexistence of human, city, and nature in its design, fulfilled its commitment to green space development, and tried to avoid developing farmland and green space. If the development is necessary, we obtain approval from relevant departments in advance and minimize the impact on the green space and surrounding ecosystems in the subsequent development process. For wasted industrial plant plots with soil pollution problems, we actively communicated with the government, built a risk assessment system for contaminated plots and implemented soil remediation plans in accordance with relevant regulations, and developed brownfield projects in compliance with regulations after passing third-party review. Besides, Country Garden is committed to strengthening the protection of the ecosystems of forests with actions to reduce tree-cutting activities and hit the targets of eco-protection.

ALWAYS PUTTING THE PEOPLE FIRST

09

COUNTRY GARDEN THE COMPANION

- Feature | Long-term Effective Prevention and Control as the Foundation for Restoration of Operation 067
- Moral Character as the Top Criteria for Recruiting 068
- Respecting Professionals 072
- Talent Development as a Priority 075
- Care for Employees 083

OVERVIEW

Country Garden always holds the philosophy that people and society are front and center of everything we do. The Group regards our employees as the most valuable treasure. In terms of recruiting, we give priority to both the virtue and the capability of candidates by committing ourselves to creating an equal, inclusive, warm and positive platform for our employees and a safe and healthy professional environment. In addition, we insist that the cultivation of talents should come first and we should attentively care for the talents. The Group sets up a training system that covers all fields and the whole business cycle. By proposing a philosophy of grid development for the professional talents, our care for the employees has always been thoughtful and warm. In 2020, Country Garden stood together with all the employees through storm and stress, putting first the health and safety of employees. We overcame the challenges brought by the COVID-19, resumed our work and production in an orderly way, and helped employees enjoy a healthy life and care-free workplace.

TOPICS DISCUSSED IN THIS CHAPTER

SUSTAINABLE DEVELOPMENT TOPICS DISCUSSED IN THIS CHAPTER

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

SDGs DISCUSSED IN THIS CHAPTER



FEATURE | LONG-TERM EFFECTIVE PREVENTION AND CONTROL AS THE FOUNDATION FOR RESTORATION OF OPERATION

At the beginning of 2020, the COVID-19 pandemic swept through the world, which had a huge impact on our employees and the businesses of Country Garden. The Group has cared for every employee all along. At the very beginning, we swiftly launched actions to set up an emergency leadership team of epidemic prevention, formulated a comprehensive mechanism of epidemic prevention and control, and made sure that our employees were given full protection.

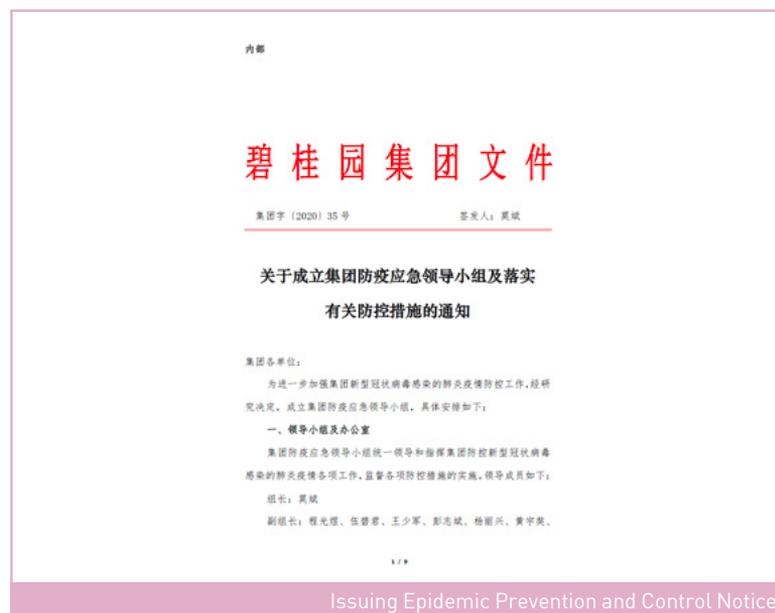
SWIFT ACTIONS SAFEGUARDING EVERY EMPLOYEE

Country Garden strictly implemented various policies of epidemic prevention and control. By effectively using "Yuan Bao", the Country Garden's internal system, we lost no time in delivering the requirement of epidemic prevention and control to every employee and made sure that in our battle against the COVID-19, no family of our employees would be left behind. We drew up speedily The Employee Handbook on the Prevention and Control of COVID-19 and made updates on a regular basis, providing guidelines of epidemic prevention for our employees. We extended the holiday, cut down business travels, adopted closed-loop management for office buildings and residential areas, and made dynamic tracking of the health status of every employee. Besides, we made immediate procurement of masks and disinfectant as well as other epidemic prevention materials, established a remote office system to fully prepare ourselves for the recovery of work and production.

UNINTERRUPTED CARE FOR EMPLOYEES DESPITE OF THE QUARANTINE

Country Garden was concerned about our employees at the frontline of the epidemic. In the most difficult time of Hubei Province, the Group sent much-needed materials such as food and masks by post to the families of our employees as material support in spite of the fact that the express delivery was out of service and the supply of other materials was at a standstill. We stuck red hearts on the logistic boxes as an encouragement, thus sent the care and love from Country Garden to our employees.

Likewise, the Group never forgot employees who were overseas. We lost no time in raising masks and protective clothing and then send them overseas so that employees could get full protection. Before employees' departure for foreign countries, we applied for them the vaccination so as to lower the risks of being infected. Although we are a million miles away, we will always be with our employees.



WARM AND ATTENTIVE CARE TO GUARANTEE THE ORDERLY RECOVERY OF WORK AND PRODUCTION

With the effective containment of the COVID-19 in mainland China, Country Garden launched a few measures to actively promote the recovery of work and production. The Group arranged special vehicles for employees from Hubei Province to come back to their jobs. By putting up posters, providing fruits and snacks, and offering nutritious meals, Country Garden created a welcoming environment for returning employees from Hubei Province. Meanwhile, we prepared abundant prevention materials and started healthy archives one by



Arranging special bus to welcome Hubei employees back to work

one for every Hubei employee. Workplaces were thoroughly disinfected and cleaned on a regular basis, unfolded preparations for the recovery of work and production, tested production equipment and facilities, and strengthened monitoring and management of safe production. While working on the epidemic prevention and control, the Group went all out to make sure an orderly resumption of work and production.



Carrying out epidemic prevention and disinfection work

MORAL CHARACTER AS THE TOP CRITERIA FOR RECRUITING

Country Garden is dedicated to growing together with more outstanding talents. We consistently improve 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 lift themselves and develop their wonderful professional careers.

FAIR RECRUITING PROCESS

Country Garden strictly complies with the Labor Law of PRC, the Law of PRC on Employment Contracts, Provisions of PRC on Prohibition of Child Labor, and other laws and regulations. In accordance with our in-house Standard Guidelines for the Talent Recruitment V1.0, 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 legitimate and fair hiring process and signs labor contracts with all the employees.

In 2020, no illegal employment, child labor, or forced labor was reported.

By the end of 2020, women have accounted for

21.22%

of the Group's management and the proportion of female employees in senior management has been

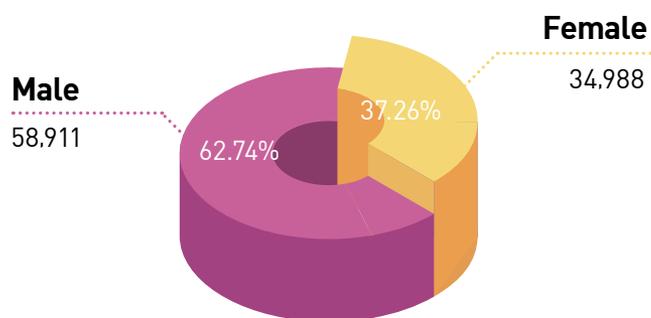
4.14%

In 2020, the pay ratio of male and female employees is equal to

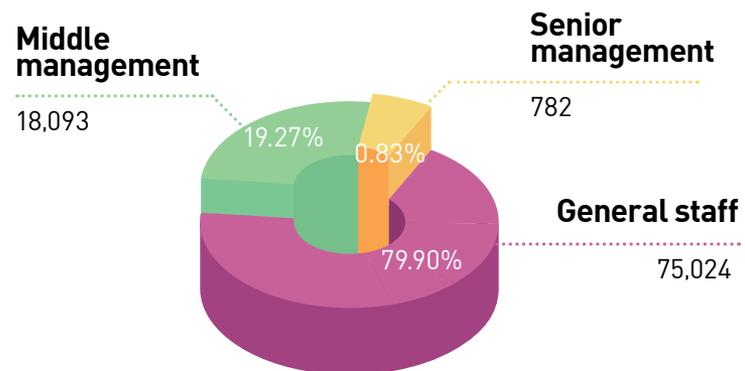
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COUNTRY GARDEN'S RECRUITMENT IN 2020

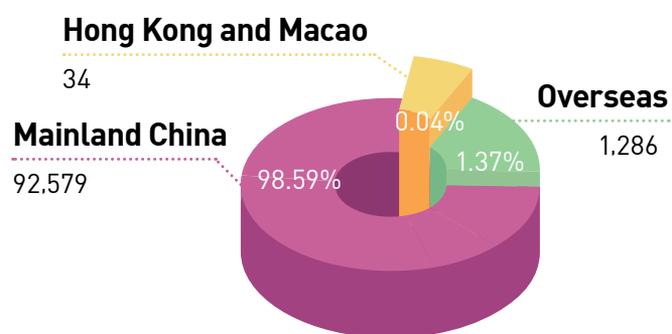
GENDER



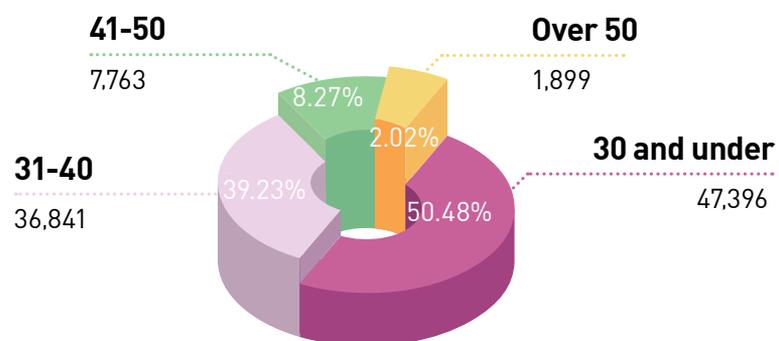
RANK



REGION



AGE



►► 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. At the same time, in business operation, we take proactive measures to ensure that the human rights of employees are guaranteed.

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 clearly stipulates that any act that constitutes discrimination or harassment (sexual or non-sexual) is prohibited. 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.

We strive to promote gender equality and advocate equal pay for equal work. We have been constantly raising the proportion of women among senior management. The traditions and rituals of ethnic minorities are valued and respected in our company with special food windows set up at our canteens.

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.

By the end of 2020, the real estate segment of the Group has employed

151

people with disabilities, an increase of

91.1%

compared to the number of

79

people in 2019

There were no discrimination and harassment related incidents this year

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. In the Country Garden Employee Performance Appraisal Measures, we also introduce the content of the protection of human rights 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.

►► CAREERS AT COUNTRY GARDEN

Talents are the most important treasure of Country Garden and the recruitment of talents is one of the annual key works of Country Garden. We have set up a full-fledged recruitment system and process and created various influential employer branding events. On the basis of recruitment demands and talents evaluation, we have set up proper jobs and talents development plan so as to enhance the efficiency of talent growth. Thanks to the tools such as a digitized recruitment system, recruitment assistant, and AI interview, we have optimized recruitment efficiency and improved the matching of talents with relevant positions, aiming for higher precision and efficiency. Meanwhile, Country Garden also launches the Super Graduate project, Thousand Talents project, and Future Leaders project to promote our idea of talent development and build our own talent pool. We are also working actively to create jobs for local people. Based on the actual business operation, we also promote localized recruitment.

By the end of 2020, Country Garden's overseas real estate business (including Hong Kong SAR) has hired

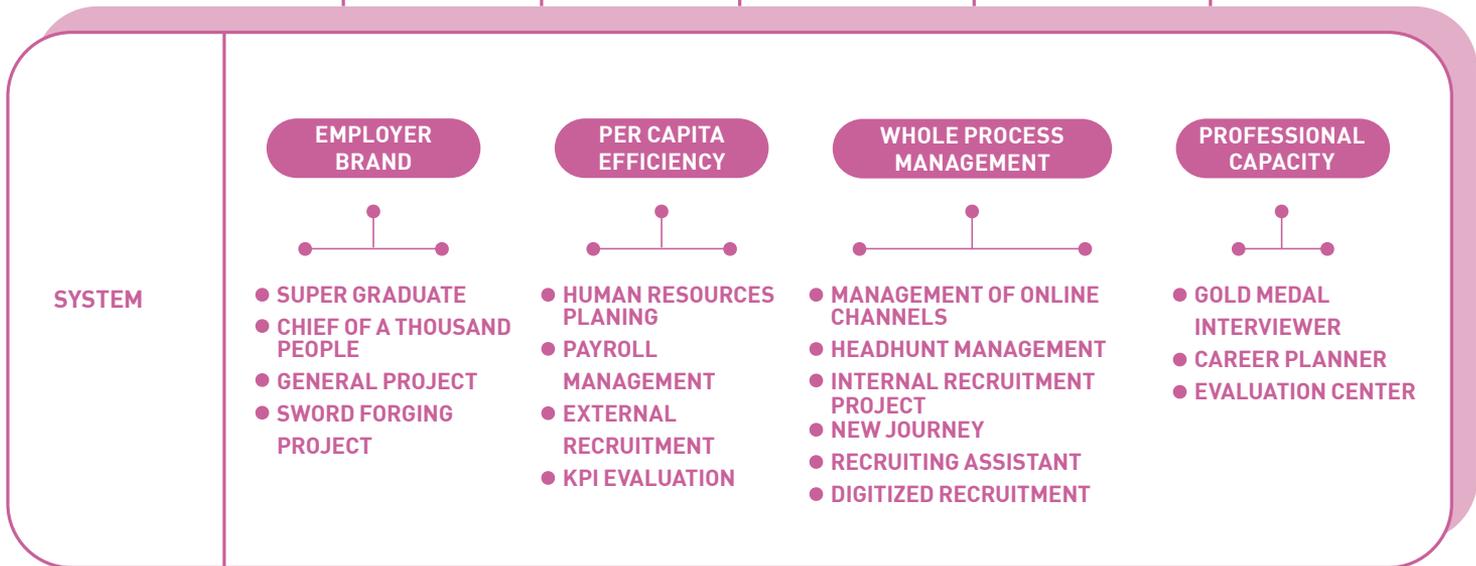
76.6%

 of its workforce locally

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

TARGET	SUPPORT STRATEGY	EFFICIENCY FIRST	COST AWARENESS	RISK PREVENTION AND CONTROL	PROFESSIONAL AND ACCURATE
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BRAND
EFFICIENCY
BENEFIT
STANDARDIZATION
EMPOWERMENT



TASK	TALENT POOL DEVELOPMENT	HR PLANNING	MATCH-UP	HR STRUCTURE	SCREENING AND SELECTION
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Case Study | Country Garden Continues to Launch High-quality Campus Recruitment and Build up Talent Tool



Campus tour of Country Garden

In 2020, Country Garden adopted a campus recruitment program called “Thousand Talents Plan” to provide a development platform for excellent fresh graduates. Through the cooperation between universities and the Group, we launched a “preparatory” recruitment plan to offer internship positions for better understanding about the group among outstanding students. At the same time, we establish 20 recruitment stations at home and abroad for this year’s autumn school recruitment, giving roadshows of the Group while recruiting talents on the spot. As a result, we have successfully signed contracts with nearly a thousand excellent fresh graduates, 89% of whom are postgraduates.

we establish

20

recruitment stations at home

89%

of whom are postgraduates

RESPECTING PROFESSIONALS

Focusing on human resources, Country Garden creates an atmosphere of respecting talents. We provide competitive salaries and benefits, improve occupational safety systems and measures, and have ears to the voices from employees. The talents can feel respect, thus inspiring sense of responsibility and sense of belongings.

shuttle bus for employees, gyms, birthday parties, food festivals, and education discount. With these approaches, we satisfy the needs of employees in their life and work and offer by creating a caring working environment and a strong backing for their life. In 2020, Country Garden introduced the online platform of “Youfu”, integrating multiple welfare items to the online platform for a one-stop welfare solution for employees so as to optimize the personal experience of employees.

WELL-DESIGNED PAYROLL AND BENEFIT SYSTEM

Country Garden is committed to establishing a fair and competitive compensation scheme. According to Country Garden Remuneration Management System and Country Garden Employee Performance Appraisal Measures, the Group 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. As a result, this compensation scheme can play a longer-term instrumental role in attracting and retaining talents.

The Group keeps improving the benefits package of the employees. 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. Our care for employees is put in place to cover all fields and every aspect of the operation, effectively raising the sense of happiness and sense of accomplishment.

Country Garden provides extensive benefits for employees, covering aspects such as subsidies, everyday life, special festivals, and office amenities which include accommodation subsidy, phone bill subsidy, house purchase discount,

Case Study | The Introduction of Online Platform “Youfu”

Leads to One-stop Employee Welfare

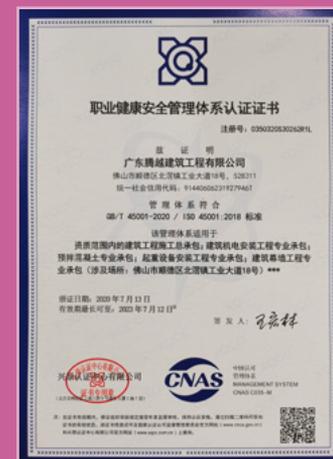


On October 20 of 2020, Country Garden officially introduced its online platform “Youfu”, serving over 30,000 employees of the HQs as well as regional offices. It brings multiple compensation functions such as the Welfare Mall and Growth Encouragement and enhances employees’ sense of happiness.

▶▶ OCCUPATIONAL HEALTH AND SAFETY

Country Garden attaches great importance to the occupational safety of its employees and takes it as our main responsibility to protect employees' occupational safety. We set up a systematic safety management system. In 2020, Country Garden further improved its safety system:

- The Group released the Management Mechanism for Country Garden's Operation (Trial Version of 2020), in which safety management mechanism covering key projects or projects with danger, ten red lines, emergency management, and risk warning was updated and further elaborated;
- Every quarter, conferences on safe production are held at both the HQs level and regional office level, reviewing and summarizing works on safety and planning the development of safety management. We outline directions and make decisions for Country Garden's safety management;
- Conferences on safe production are held on a regular basis. Bi-weekly routine meetings are held every two weeks focus on quality safety, circulating regional projects with existing problems;
- We encourage senior management to go to project sites to further incentivize safe production and conduct safety drills so that the safety mechanism of Country Garden can be effectively put in place.



Occupational Health & Safety Management System Certification: ISO45001

Country Garden Occupational Safety Management	
Health & Safety Strategy	As a member of the UN Global Compact, Country Garden supports ten principles stipulated in the UN Global Compact concerning human rights protection and labor. We promise to integrate them into the Group's strategy. From the height of UN Global Compact, we internalize occupational health & safety work into the formulation of group strategy.
Occupational Health & Safety Goals	Country Garden takes the initiative in setting goals for the Group's occupational safety performance. The Groups' safety Management Committee sets the ultimate goal of "zero death or injury"; meanwhile, it proposes targets for occupational health and safety, committing ourselves to lowering 20% of death-on-the-job in 2021.
Senior Management Supervising Safety Work	Group President leads a team to construction sites to check the safety work on a quarterly basis, raising awareness within the Group and supervising the safe production of the region. Regional President and Regional Operational Head lead teams to construction sites to check the safety work once every month, supervising and directing the implementation of safe production as well as the safety management mechanism.
Verification Mechanism for Safety Measures	Each year, Country Garden checks the safe production mechanism and safe on-site inspection, assessing the actual implementation of the mechanism and making revisions to related items. In 2020, Country Garden issued its Operation Management Mechanism Version 2020 (including safe production) and Inspections Measures on Engineering Projects 2020, updating measures concerning health and safety.
Health & Safety Management Certification	Country Garden encourages all the business segments to obtain health & safety management certification and plans to further expand the number and the coverage of safety certification including OHSAS18001 / ISO45001. Presently, Country Garden Agriculture, Bright Dream Robot, and Giant Leap affiliated to the Group have passed OHSAS18001 certification.
Safety Manager Training	In 2020, Country Garden HQ and Regional Offices made concerted efforts in organizing training for safety managers. Through standardized curriculum and training on the core management capability, the capacity of frontline safety management personnel has been enhanced.

Country Garden Occupational Safety Management	
Office Safety Drills	Country Garden HQ, Regional Offices, and Subsidiaries organize safety drills on a regular basis on emergency aid, fire fighting and disaster relief, etc.
Safety Culture Dissemination	In 2020, Country Garden launched the Escort Plan oriented towards the whole Group, inviting well-known scholars and senior managers to give lectures on safety management. Each year, events like Safe Production Month and Safe Production Day are held, devoting to create a culture of safety.
Daily Safety Inspection	Country Garden calls on certified staff to check safety hazards before work and workers also have the responsibility to identify dangers on site. We give them rewards or points which can be exchanged for daily necessities so as to encourage employees to take the initiative in identifying the hazards and avoiding the potential risks.

In 2020, Country Garden conducted close to

4,000

drills of various kinds

which effectively increase the capability to respond to emergencies

At the same time, Country Garden introduced a series of employee health protection measures, offering protections against COVID-19, annual health checkups as well as lectures on physical health and mental health. Thus, we provide full and thorough care for occupational health.

Employee Health Protection Measures	
Protection against COVID-19	We apply vaccines for employees ahead of their overseas missions. We purchase additional business travel insurance and accident insurance for expatriate employees, effectively lowering their risk of getting COVID-19.
Annual Health Checkup	Country Garden cooperates with suppliers to provide preferential health checkup package for employees and their family members. Meanwhile, we provide 1V1 insurance consultation and individual tailor-made insurance programs to give overall protection for employees' health.
Care for Employees' Physical and Mental Health	We invite medical experts to address seminars themed on pressure management. We organize gym classes, sports competitions, and decompression classes to help employees balance their work and life. In addition, we organize epidemic prevention and health lectures to help employees cope with COVID-related risks in life. In 2020, Country Garden invited Prof. Liu Chunli, a member of Dr. Zhong Nanshan's Team to give lectures online to teach us life measures in Winter to prevent the COVID-19.

In 2020, the coverage of health checkups of employees of Country Garden was

100%

Country Garden also attaches importance to the occupational safety of the contractors' employees. In the Project Construction Contract, Country Garden makes clear in details the safety and health management measures for contractors and specifies requirements for contractors with regard to the implementation of laws and regulations in production safety, the investment in safe production, the deployment of safety personnel, the safety technology management, regular risk evaluation as safety training. The Group supervises the implementation of occupational safety protection, sets up multiple goals of controlling the safety incidents, and makes clear contractors' responsibilities in ensuring occupational health and safety.

▶▶ LISTENING TO THE EMPLOYEES

Employees are the most valued treasures of Country Garden, so we actively listen to their voices to know what they are concerned about, which is one of the working priorities of the Group. We have set up multiple channels and built an internal voicing platform called “Crazy & Cool Inputs” to hear the problems that our employees face in life, culture, and career development and help them address them. We aim to become a satisfactory employer for our employees.

In order to promote communication between employees and management, Country Garden regards the bilateral exchanges of ideas as a good opportunity to promote the development of the Group and strengthen mutual understanding. Therefore, Country Garden continues to organize face-to-face meetings with executives; employees can break the hierarchy and talk equally and freely with them in a relaxing atmosphere about the questions they care most about.

Case Study | 2020 “Meet the CEO” Event

Mr. MO Bin, the President of Country Garden led a senior team to launch face-to-face meetings with representatives of employees. Through live broadcasting, they had exchanges with all the employees, encouraging them to make efforts in self-improvement and value creation. This face-to-face event covered all the employees of the Group globally, numbering 20,000 with participating comments as high as 3,000.



Picture taken at the 2020 Meet the CEO event

▶▶ TALENT DEVELOPMENT AS A PRIORITY

An echelon of talents is the core driving power of the sustainable development of Country Garden and the development foundation of all the business development of the Group. Country Garden gives top priority to talent team building. By constantly investing a lot into the creation of employee cultivation platform, setting by employ assessment system fitting the corporate' development and expanding talent growth space inside the Group, Country Garden serves as the fertile soil for the sturdy growth of talents.

▶▶ ENHANCED TRAINING FOR EMPLOYEES

Country Garden values the internal growth of talents. According to different sectors of the Group and the talent development needs for various phases, the Group creates a all-round talent supply chain with full coverage to ensure that every employee of Country Garden can access the abundant training resources of the Group.



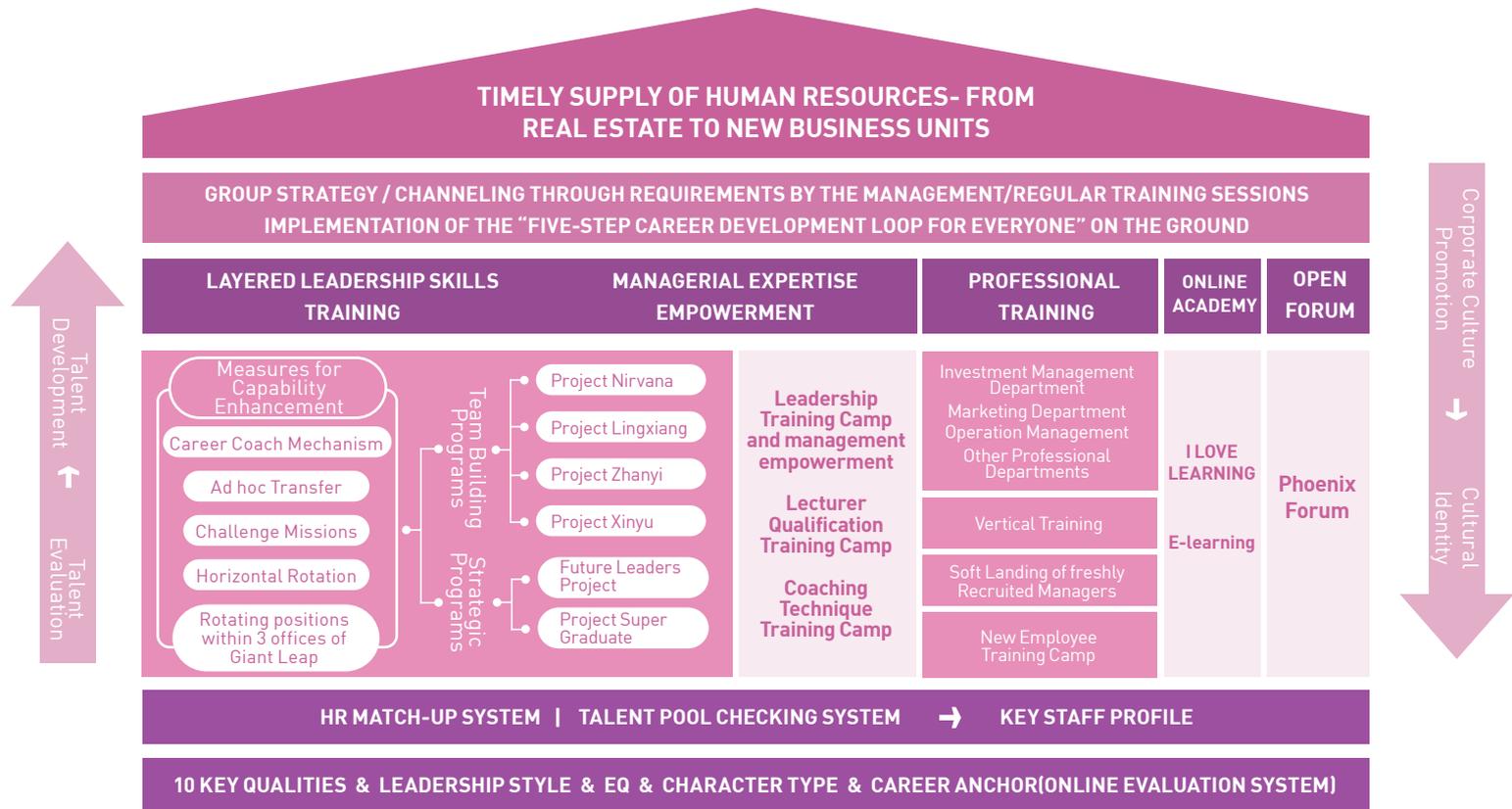
HORIZONTAL EXTENSION:

To meet the demands of various employees, Country Garden establishes a training system at four levels--leadership school, professional departments, online school, and open lectures.



VERTICAL GROWTH:

The Group designs multiple training plans, namely fledgling plan, flying plan, leading planning, nirvana plan, and training class for senior leadership. From employees at the grassroots to senior leaders, all people can find the training plan suitable for their development phase. Through the classified and grading cultivation, the Group plans to gradually turn the business backbones into excellent professional managers.



Total online courses **8,654**

Total certification courses **2,485**

Total number of employees studying online **2,370,000**

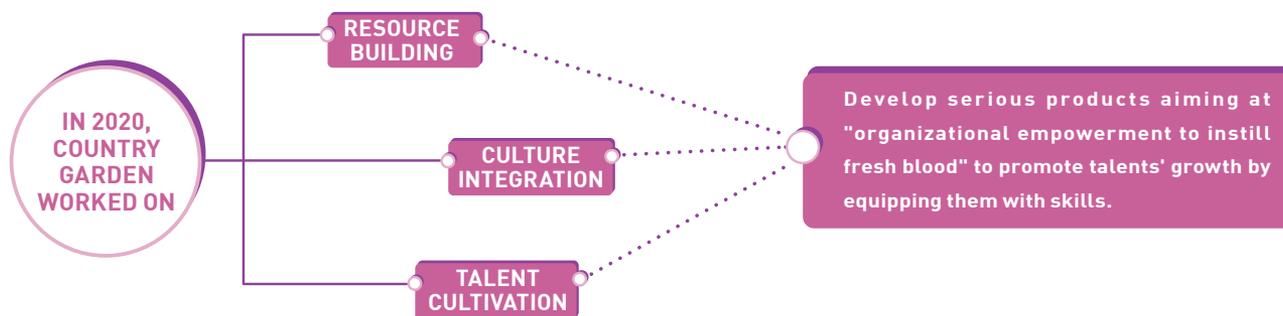
The highest number of employees studying online at the same time **15,000**

Total number of lecturers for certification **2,020**

Total number of career grid development **6,698**

In 2020, centering on organizational empowerment, employees' training on major posts, management training, and normalized training, Country Garden continued to introduce sound resources both internally and externally to provide an all-round talent development and training platform so as to boost the efficient growth of employees.

ORGANIZATIONAL EMPOWERMENT



Case Study | Everyone Is the Teacher. Everyone Is the Student. -- Engine Project



Course certification in the "Engine Project" was kicked off

Engine Project is the "engine" for the cultivation of talents for Country Garden. It aims at enhancing the course development capacity as well as the teaching techniques for the internal lecturers, building a stable team of in-house lecturers with high quality who can serve for a long time. It plays a boosting role in the competition and improvement and has accumulated nearly a thousand courses. In 2020, the Engine Project of Country Garden developed 72 new courses, introduced 222 new lecturers, and saw 82 employees getting the promotion in terms of the ranks.



TTT CERTIFICATION

All-round promotion for in-house tutors on their course development capacity and teaching capability



CERTIFICATION OF CAPACITY EVALUATION

More accurate evaluation of key talents and exploration of the potential the talents

TTT certification has empowered **95** units

and **1,336** tutors

For the Certification of Capacity Evaluation, in 2020, we have selected

116 trainees

with **100%** of coverage

In addition, Country Garden takes the initiative in launching certification for in-house tutors, introducing TTT certification and the certification of capacity evaluation. Basic training skills are enhanced while the value of the course itself is the real focus.

SUCCESSION PLANNING

Country Garden never ignores the cultivation of talents for key posts to support the Group's development and thus supply unstoppably talents to the Group. We now have a leadership program including the signature Pilot Project and two strategic talent development projects, the Future Leader and Super Future Force.

Case study | Future Leaders Project

With high standards and tailored career plan, the Future Leader Project is designed to attract top talents and develop them into future leaders in the industry.

By the end of 2020, 67.7% of the Recruits from Future Leaders Project have assumed posts of deputy director level and above. 38 of them are currently serving as group VP or presidents of regional offices and subsidiaries.



Members of the Future Leaders Project

Case study | Project Super Graduates

Recruits from the Project Super Graduates will have a personal mentor and will rotate positions within the company to receive comprehensive training based on the "721" principle. By the end of 2020, the project has recruited over 6,000 employees. 21 of them have become presidents of regional offices and 90% of them have become mid management of the company.



Project Super Graduates Training Camp

MANAGEMENT TRAINING

Adhering to the principle that "excellent tutors training excellent talents", Country Garden invites its own senior leaders assisted by outside experts to be the mentors of the management team, creating training programs like coaching by senior management, senior management leadership, and golf drills so as to propel the rapid growth of management team by using case study and with words and deeds to tap employees' inner potential and their wishes to change.

Case Study | Introduction of Series Training Programs Called "Senior Leadership", Creating High-Quality Leadership

Team with Words and Deeds



President Mo Bin as the Head Coach in "Coach for Senior Management" Program

COACHING BY SENIOR MANAGEMENT

The Program of Coaching by Senior Management is chaired by President MO Bin. By "telling them the truth, showing them the ways and letting them do themselves", it aims to cultivate management team of the Group. By the end of 2020, 25 coaches and 60 trainees have established the relationship of "coaching & practicing".



The first Coach for Senior Management Match-up Camp

SENIOR MANAGEMENT LEADERSHIP COURSE

Senior Management Leadership Course focuses on the case study. Through the combination of on-line and offline teaching, trainees' comprehensive competitiveness is gradually heightened in the business practice, exchanges, inspiration, and enabling.

NORMALIZED TRAINING

In 2020, Country Garden arranged half a day of normalized training every Friday, summarizing experiences and lessons learned from the failure. President MO Bin led senior managers and regional presidents to take part in the whole process. Great cases of the Group are pooled together. Training are launched based on the knowledge system and exercises are assigned. 104 regional presidents are connected to the communication.



Homework given by President Mo Bin, one-on-one dialogue



Online courses for regular training

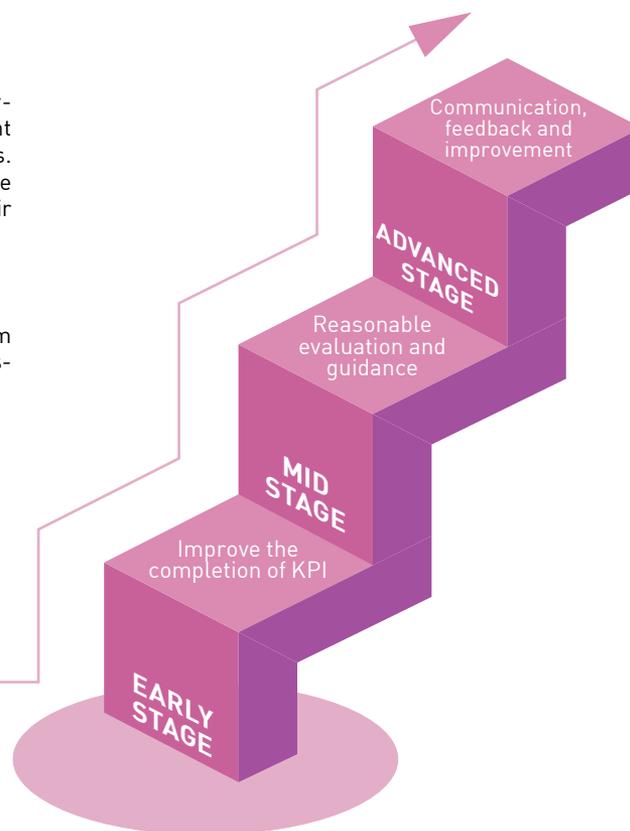
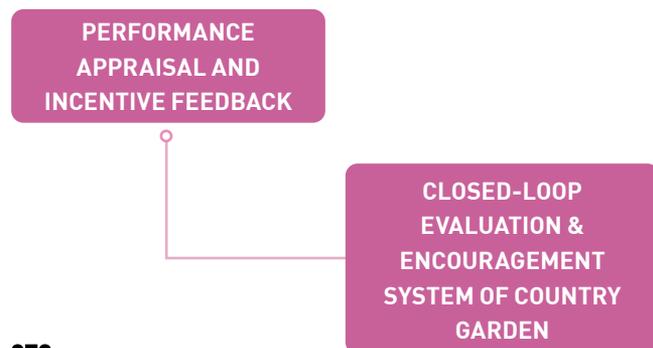
Country Garden launched **31** times normalized training
developed **233** quality courses with
62,000 people getting trained

INSPIRING EMPLOYEES TO GROW

By sticking to the principle of "being fair, just, and transparent", Country Garden launched the assessment of employees' Performance. We set up a talent pool checking system and digitized management system covering all employees. Through scientific talent competition and evaluation system, the Group taps into the potential of employees, encouraging them to grow fast and making sure that their hard work is remunerated fairly.

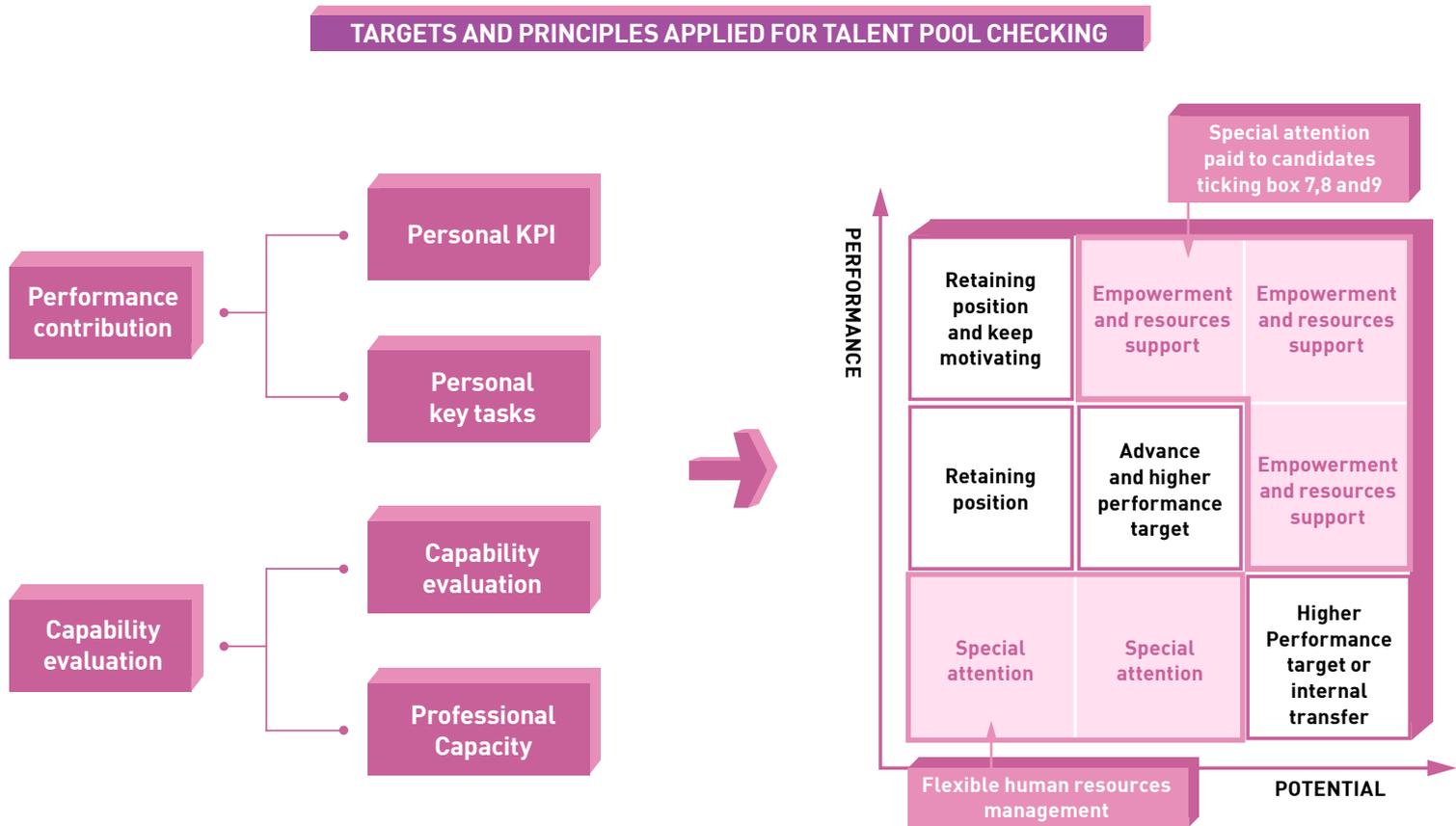
CLOSED-LOOP EVALUATION & ENCOURAGEMENT SYSTEM

Country Garden formulated a closed-loop evaluation & encouragement system which is a phased system consisting of target management, performance assessment, performance analysis, and feedback to facilitate the growth of employees.



TALENT POOL CHECKING SYSTEM

Country Garden has optimized our talent pool checking system, compiled guidebooks for talent check, set up an online talent pool checking system, and carried out interviews with talents. Based on all these, the Group helped employees and teams to clarify the current situation and make plans to achieve the development goal of the echelon.



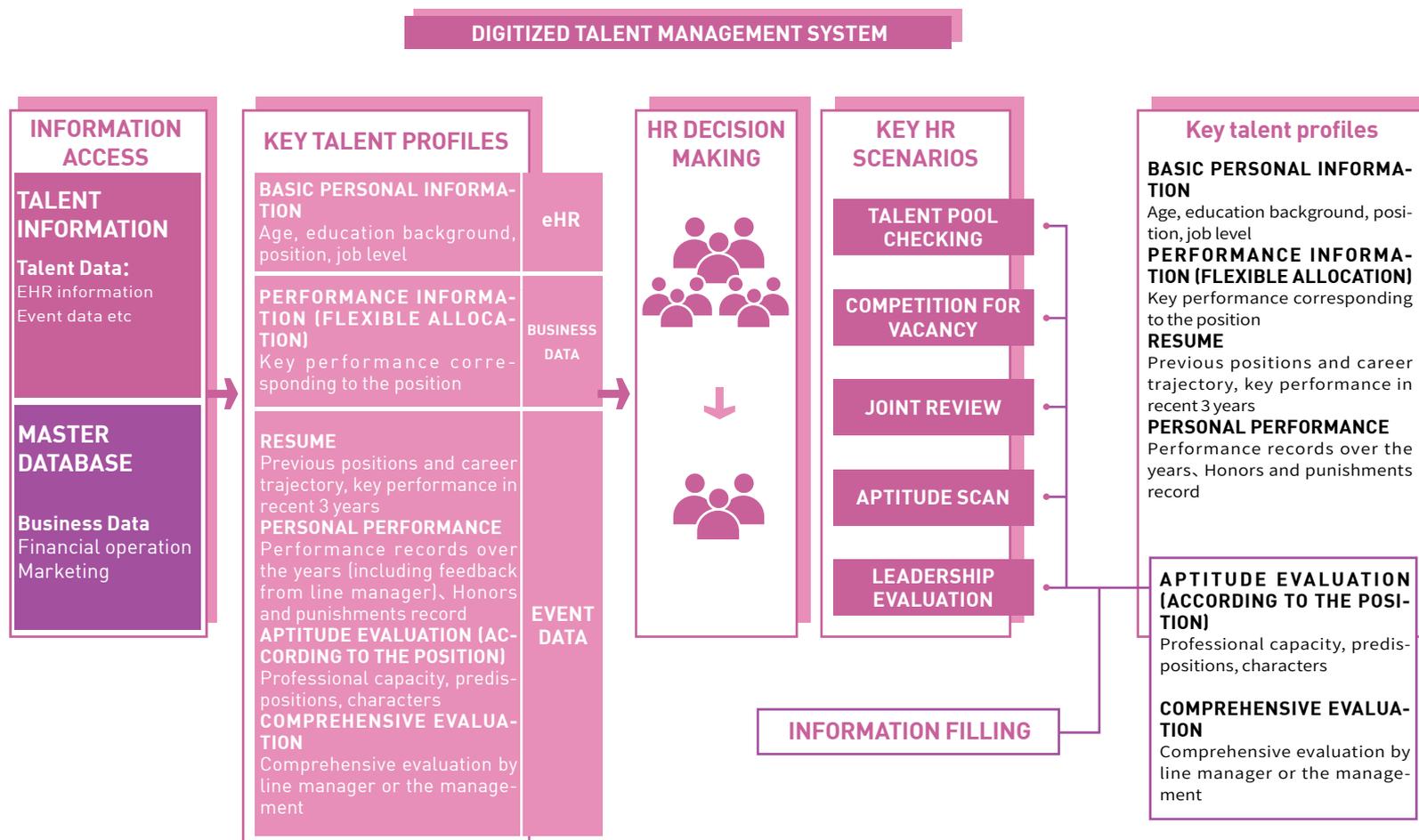
**IN 2020, THROUGH THE ONLINE TALENT POOL CHECKING SYSTEM,
VARIOUS DEPARTMENTS OF COUNTRY GARDEN**

Launched **779** checking activities

Fulfilled **6,000** key posts checking with regard to key experience, capability & quality, and work performance, etc.

DIGITIZED TALENT MANAGEMENT SYSTEM

Country Garden constituted a digitalized talent management system, setting up "filing system for key talents". This effectively improved digitalized management for key talents and gave a hand to talent growth and development.



▶▶ A CLEAR CAREER LADDER FOR EMPLOYEES

Country Garden establishes a training and incentive mechanism that is democratic, fair, just, transparent, and merit-based to give full play to employees' talent, popularizes competition culture and selects talents of operation and management through regular open recruitment. Therefore, employees' talent can be fully tapped and employees can access full opportunities and a good platform for growth. Meanwhile, according to the need of post-development, we publicize recruitment notice to provide diversified development chances for excellent people and encourage the benign competition between talents.

In 2020, Country Garden proposed a concept of professional grid development, advocating cross-field development for outstanding talents in the Group. Through a smooth career path of all-round flow of human resources, we presented "New Path Project", "Talents' Roadshow" and "Sky Fine Talk" to speed up the matching of the business and information flow of talents. "Internal circulation" of outstanding talents was achieved and the talent supply chain was upgraded to Country Garden HR ecosystem.

Case Study | Country Garden's Career Grid Development

In order to encourage the multidimensional cross-field and cross-major development of employees and support employees to explore more possibilities, Country Garden paved the way for an all-round HR flow channel to promote the sharing of training resources and talent echelon for new businesses and the major business of real estate so as to realize the "internal circulation" of outstanding talents.

COUNTRY GARDEN EMPLOYEE ECO-SYSTEM



In 2020, Country Garden saw **6,698** employees realized career grid development among whom **48%** were over the manager level

/// CARE FOR EMPLOYEES

We care for the talents wholeheartedly and create a dynamic life in Country Garden. By offering warm and intimate support and shaping a caring corporate culture, we try to make the talents feel Country Garden's love for talents, strengthen their sense of belonging, and create a cohesive team of talents.

▶▶ WORK-LIFE BALANCE

Country Garden encourages employees to balance their work and life and take active part in all the events good for physical and mental health both inside the company and outside the company. We establish an employee club and launch various employee activities. Through shaping a healthy, active, and upward life, we aim at promoting the cultural development of the Group so as to forge a more vibrant and more harmonious team of talents and achieve the comprehensive development of our talents.

Case study | Employee Club brought colorful life to the staff



Performance of the Fengchang Jazz Dance Club



Group picture of the Fengchang Music Club "the Pantry Band"



Masked party of the Fengchang Dating Club



The Basketball Club at the Headquarters organizes virtual and real-life 3v3 matches on a weekly basis

By the end of 2020, we have established	15	The whole Group has over	350	online interest groups	40,000
HQ clubs step by step represented by Country Garden Running Club, Taiji Culture Association, etc.		social organizations and over	400	online interest groups	2,500 offline events launched

▶▶ A HELPING HAND

Country Garden has always been paying attention to the vulnerable and encouraging employees to help each other and create a harmonious family as well as the backup force for employees.

Case Study | Country Garden Setting Up Aid Fund and Care Fund to Provide Strong Support for Employees

EMPLOYEE AID FUND

The Employee Aid Fund has received 14.76 million RMB since its establishment and 14.57 million RMB has been given to 743 employees and their immediate family members in need to tide over the difficulties. The highest allowance given to each employee was 500,000 RMB with an average allowance of 19,599 RMB.

EMPLOYEE CARE FUND

The Employee Care Fund mainly focuses on three aspects, namely medical care, education, and housing needs. It covers 100,000 employees, alleviating the life pressure of employees and enhancing a sense of happiness for our employees.

According to the Special Rules on the Labor Protection of Female Employees and Regulations of Guangdong Province on Population and Family Planning, we upgraded regulations on employee management to include maternal leave and birth allowance. We adopted multiple measures in providing an attentive and considerate working environment for female employees and assisted them to balance better their life and work.

- We set up wider parking spaces for pregnant employees at HQ to facilitate their getting on/of cars.
- We set up baby care rooms at HQ to provide space for pregnant and feeding employees to have a rest and take care of their babies.
- We held health lectures for female employees, provided daily products for ladies, and offered special meals for female employees.

▶▶ BUILDING CORPORATE CULTURE

The power of mission and culture is unlimited. Excellent corporate culture can instill unstoppable inner driving force and set up a sense of recognition and sense of belonging for employees. Country Garden actively constitutes a warm corporate culture, values the spiritual cultivation of employees, encourages employees to foster good social conduct and conveys the sense of worth of the corporate to our employees. We take the initiative in organizing various cultural events and holding appreciation events for supporting families of our employees so that the distance between the Group and the employees are bridged and employees can feel the warmth of the Group.

Case Study | Country Garden's Events for Corporate Culture Cultivation



President of regional office giving lecture on corporate culture

In 2020, Country Garden called on senior management and regional presidents to launch imparting and inheriting events of the corporate culture. Through words and deeds, leaders of the Group made themselves examples to take actions and keep in mind the idea. By the end of 2020, Country Garden HQ has finished two courses of corporate culture oriented towards different regions. At the same time, all regions of Country Garden have fulfilled 100% of regional presidents giving lectures on corporate culture.

SHARED HARMONY

10

COUNTRY GARDEN GIVES BACK

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- Effective Contribution to Rural Revitalization 095
- Charity and Social Services 097
- Investing in the Community and Its Social Impact 100

OVERVIEW

As we uphold the philosophy of “making the world a better place for having us in it”, Country Garden is committed to philanthropy and to honoring our social responsibilities. The company is now established as a responsible corporate citizen. We have set up the Guoqiang Foundation and is deeply engaged in our nation’s targeted poverty Relief effort via party development, industrial development, education, employment, health and revitalization of rural area, which constantly delivers hope of sustainable development to rural areas. We have made meaningful exploration in combining targeted poverty Relief with the revitalization of the rural area thus contributing to the nation’s mission of building more prosperous villages. Members of our volunteer association have been actively engaged in philanthropy and social service like environmental protection, elderly and child care, as well as disaster relief across China. Besides, as an advocate of healthy lifestyle, we have been playing an instrumental role in new urbanization and continue to create value for the society.

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 | COMBATING THE COVID-19

Since the COVID-19 outbreak in 2020, Country Garden and Guoqiang Foundation have insisted on the principle of "precision-based support". Support in the forms of financial assistance and supplies were given to places mired by outbreaks of the disease. By combining the company's strength with COVID-19 relief effort, Country Garden made some meaningful exploration into the fight against COVID-19. On January 24th, the Eve of Spring Festival, Country Garden made a emergency donation of 100 million yuan through the Guoqiang Foundation to set up phase I of COVID-19 Relief Fund. On February 13th, another 100 million yuan was donated for procurement of medical supplies for prevention and care for front-line medical workers and their families. In the mean time, close to 200,000 employees were mobilized to contribute to the fight against the disease while leveraging the company's resourcefulness across the industry chain.

SETTING UP COVID-19 RELIEF FUND

CARE FOR FRONT-LINE MEDICAL WORKERS AND THEIR FAMILIES

Country Garden, through Guoqiang Foundation, has donated 54.6 million yuan to set up the "Guoqiang Special Fund of Care for Medical Staff in Prevention and Control of COVID-19" and "COVID-19 Prevention and Control Volunteer Care Fund" to support health workers in the fight against COVID-19 as well as their close relatives who had difficulties in life or made significant contribution in the fight against the epidemic. Allowance and supplies were provided for front-line volunteers. Special care was given to social workers involved in the prevention and control effort. We also sent 1,600 "Care Packages" to medical squads sent from Guangdong to Hubei on International Women's Day.

Country garden group also provided free recuperation places at our own hotels for more than 1,300 members of the medical squad returning to Guangdong from Hubei with the best products and services, making sure that medical staff supporting the front-line could feel the warmth of home.

EMERGENCY PROCUREMENT OF MEDICAL SUPPLIES TO SUPPORT THE FRONT-LINE

EMERGENCY PROCUREMENT OF MEDICAL SUPPLIES FOR THE EPICENTER OF HUBEI'S OUTBREAK

Country garden group and Guoqiang public welfare foundation actively mobilized all kinds of resources to purchase medical masks, protective clothing, goggles, medical equipment and other medical materials urgently needed for epidemic prevention, with more than 123 million yuan, which were successively transported to the epidemic prevention front-lines in Hubei, Guangdong and other places for use. In addition, Country Garden Group purchased nearly 100,000 sets of protective clothing and other medical materials through Guoqiang public welfare foundation, which were directly transported to Wuhan, Hubei Province by special plane.



Medical supplies for COVID-19 prevention and control were loaded on the chartered flight destined for Wuhan



Remote ultrasonic diagnosis systems to be shipped to Thunder God Mountain Hospital as donations



Multiple hospitals in Hubei received the medical equipment

A SPECIAL PROCUREMENT INITIATIVE CALLED "ENSURING SUPPLY AND PREVENTING STAGNANT SALES" WAS LAUNCHED

During the outbreak, Country Garden and Guoqiang Foundation initiated four rounds of special procurement action called "ensuring supply and preventing stagnant sales". We made purchases of over 1,800 tons of poverty relief agri-products from 48 counties in 18 provinces. The goods were shipped to over 150 communities in 13 cities of Hubei province, ben-

efiting over 200,000 households. The supplies also went to 10 hospitals and 15 command centers in Wuhan and Suizhou to satisfy the needs of front-line staff and their families. The initiative also helped over 100,000 people from 50,067 impoverished households, which enriched our poverty relief effort while combating the disease.



Ceremony of Delivery of Donated Agriproducts for Poverty Mitigation from Guangdong Province to Hubei Province

RESOURCES ACROSS THE INDUSTRY CHAIN WERE MOBILIZED TO SUPPORT THE FIGHT AGAINST THE COVID-19

In addition to funding support and donations of supplies, Country Garden and Guoqiang Foundation actively explored methods to fully leverage the strength of the group across the industry chain to support the front line of the battle against COVID-19.

In February 2020, Country Garden donated two batches of 4 indigenously developed container clay pot rice robots and ingredients to the epicenter of Hubei

Province to help prepare warm food for front-line health workers in a contact free manner.

In June 2021, Qianxi Group deployed a team of 17 people and delivery robots from Shunde to support Liwan Guangzhou. 13 robots were deployed in quarantined communities providing last "100 meter" delivery-to-the-doorstep service for about 1,000 quarantined households in 13 communities.



Health worker enjoying a hot meal prepared by robot



The "Broadbean" Delivery Robot is sent to support Guangzhou

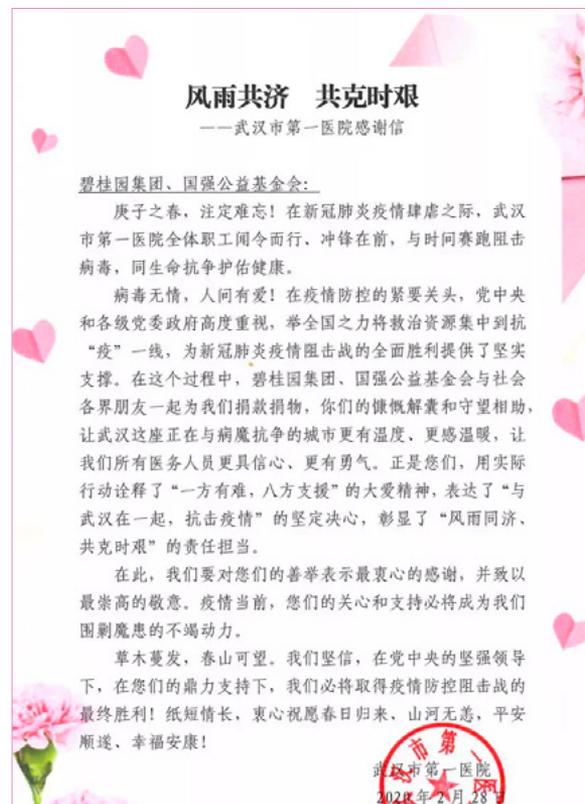
The healthcare business department dispatched medical staff to participate in the medical squad sent to Hubei to assist local medical institutions in epidemic prevention and treatment; At the same time, free online diagnosis were offered to residences in the epicenter of the outbreak. Country Garden's property owners and employees were entitled to timely diagnosis and treatment at home.

Bright Scholar Group offered preferential admission packages for children of front-line health workers studying in designated schools, which include partial waiver of tuition fees and education fees. Up to now, 14 Country Garden schools have been announced as "designated schools for supporting the children of front-line health workers in the fight against COVID-19".



Volunteers carrying prevention and control supplies

Innovate services were provided to protect the health and safety of communities. Hospitals are the front-line of the battle, whereas our projects are home bases. Keeping the home base safe is the best support for the front-line. In our delivered projects, Country Garden's property management teams were readily available 24/7, leveraging modern technologies to make purchases on behalf of owners and to provide comprehensive disinfection service at communities, safeguarding the health of 2.3 million owners. In terms of prevention and control, strict access control was implemented in the communities. Comprehensive disinfection was carried out on a daily basis. Groceries were purchased and delivered to home owners in quarantine.



SETTING UP COVID-19 RELIEF FUND:

A COVID-19 Relief Fund of **200** million RMB was established

ZERO CASE OF CONTRACTION BY GROUP GATHERING WAS REPORTED:

We had zero case of contraction by group gathering reported among the

190,000

employees because of restoration of work and production.

Zero out of **4.5** million

home owners contracted the disease in the public area of our projects

FULL ENGAGEMENT OF THE COMPANY:

1,317

volunteer groups of party members

30,000

party members

145

organizations affiliated with the group

81,114

personnel involved 61,128 directly involved 19,986 indirectly involved

CONTRIBUTING TO POVERTY RELIEF

Country Garden adopts a “1+2+3+4+5” poverty relief working mechanism. By the end of 2020, we have accumulatively donated 8.7 billion Yuan to our country and our poverty relief programs encompass 57 counties from 16 provinces. In total, our effort lifted 490,000 people out of poverty with an average income increase of 1,497 Yuan.

● ONE MISSION:

A meaningful compliment to the party and the government’s poverty relief work

● TWO ELEMENTS COMBINED:

Our company’s own strength and local situations

● THREE-TIERS IMPLEMENTATION FRAMEWORK:

Command center, local poverty relief project leads(200 people), stakeholders, local village chiefs, and business KOLs

● 4+X POVERTY RELIEF MODEL:

Party development, industrial development, education and employment are the four main approaches with local and individual variables taken into consideration to achieve targeted relief effort

● REVITALIZATION IN FIVE ASPECTS:

The 1+5+N rural revitalization model is introduced with party development leading the way. Industry, talents, ecosystem, culture, and organization are the five main areas of focus. Multiple categories of projects, including industrial development models that can generate lasting value as well as utility projects are being implemented as an exploration into self-sustaining, long-term, and scalable rural revitalization model.

Case study | Mr. Yeung Kwok Keung, founder of Country Garden, was awarded the title of “National Pioneer in the Fight Against Poverty”

As the very person who paved the way for Country Garden, Mr. Yeung Kwok Keung has elevated poverty relief to the top priority level within the group. Country Garden’s helping hand reaches out to 57 counties in 16 provinces across China with targeted measures on party development, education, industrial development, and employment being implemented, which is a meaningful exploration into a self-sustaining, long-term, and scalable poverty relief model. On February 25th, the National Conference to Review the Fight Against Poverty and Commend Individuals and Groups Involved was held at the Great Hall of the People. Due to his outstanding contribution to Charity and poverty relief, particularly poverty relief through education, Mr. Yeung Kwok Keung was awarded the title of “National Pioneer in the Fight Against Poverty”



Mr. Yeung Kwok Keung, founder of Country Garden, attending a poverty relief event at a designated site in Sichuan

▶▶ POVERTY RELIEF THROUGH PARTY DEVELOPMENT

Mindful of the leading role that party development plays in poverty relief work, Country Garden constantly improves on our working mechanism to make sure that it aligns with the social and economic reality in the lesser developed region. We adopted the “individualized relief plan for every household” approach to realize targeted poverty relief.

By the end of 2020, we have trained over **35,000** village party secretaries and cadres and recruited

140 “Senior Village Chiefs” based on merits.

Our effort indirectly covered **66,000** people living below the poverty line

we are deeply engaged in helping **1,400** households which are in destitute situations

▶▶ POVERTY RELIEF THROUGH INDUSTRIAL DEVELOPMENT

Poverty relief through industrial development is the most direct and effective method, which also helps the poor regions to sustain themselves in the long term by creating local jobs. Country Garden has been actively exploring a model that is driven primarily by consumption, turning organic resources, exclusive culture resources, and specialty agriproducts into marketable commercial goods, lifting impoverished households out of poverty.

By the end of 2020, we have supported **10,000** returning young entrepreneurs in villages

which indirectly increased the income of **40,000** people living below the poverty line.

We have accumulatively delivered **190** million Yuan in agriproducts from poverty relief programs

which increased the income of **118,000** impoverished households.

Case study | supporting the walnut industry at

Ningshan county



Packaging of Ningshan Walnuts

Country Garden takes the initiative to respond to the nation's calling to support impoverished counties. In 2020, we started to support the walnut industry in Ningshan county as part of the “Party unit+X households” program. A earmarked fund for party development fund of two million Yuan was set up to support local industrial development via the Party unit+local industrial association+coops+households model. We donated walnut processing assembly line and helped to build dustless factories to improve walnut kernel quality. We also assisted the local community in building the brand of Ningshan walnut through packaging and marketing. Until now, Ningshan walnuts that worth two and half a million Yuan were sold with the help of Country Garden.

Case study | establishing interest combining and sharing

mechanism to develop the plantlet industry

Through consultation with village collectives and farmers, a long-term cooperative mechanism is established to share benefits and risks. The program is focused on developing nursery stock industry as support for counties. The operating model allows farmers to borrow from the program to invest in nursery stock cultivation and repay with the money recouped from sales. Once the lending is repaid, the farmers can borrow again. With the cooperation among the company, the coops and the households, intensified nursery stock plantation of scale and household plantations can be developed to increase the income of local people. Until now, we have planted 2,000 mu's

nursery stock in 12 counties and have supported over 18,000 rural households by renting lands, providing employment and equity investment. Final products continue to be shipped out of 10 farms in Xingguo, Tiandong, Pingjiang, Lantian, Xinhe, Yingde, Yucheng, Dongxiang, Luanping and Shucheng, with a total output of 160 million Yuan.



Workers irrigating the plants at Tiandong Nursery Stock Plantation Base in Guangxi Province

Dongxiang county of Gansu province, one of our key poverty relief targets, has gradually established three pillar industries that are based on local treasures: the sheep, the potatoes, and the embroideries.

Through the **4+X** model, Country Garden has implemented **25** relief projects in Dongxiang, covering **229** villages and lifting close to **6,000** households out of poverty

Country Garden provided seedlings and farming technique training for over

6,000 impoverished households, which contributed to the sales of over **6,600** tons of Dongxiang potatoes

In 2020, a potato planting demonstration base of **700** mu was established with a yield of over **5,500**

kg per mu, **50%** comparing to up by previous data

We continue to promote machine planting of potatoes in 2021 and has chosen

9 villages from

6 counties to pilot the program.

With support from Country Garden, Dongxiang established a standardized sheep factory and an entire industrial chain that's based on the sheep.

Over **45,000** sheep were sold, which translated into

40 million Yuan in sales

With an accumulative investment of

24 million Yuan

we managed to sell

110,000

Dongxiang embroidery products with a total worth of over

2.2 million Yuan

Case study | Country Garden assisting Dongxiang in

commercializing local treasures: the sheep, the potatoes,

and the embroideries.

DONGXIANG SHEEP—"CASH COW" LIVING ON THE EDGE OF THE CLIFF.

Country Garden and Dongxiang Farming Coop jointly established the "Country Garden Poverty Relief by Industrial Development Dongxiang Sheep Co-operative Demonstration Breeding Base" to create an entire industrial chain for the sheep. The group assists Dongxiang in the selection of breeding sheep, standardization, natural feed formula, and sheep shed upgrading, ensuring lamb of premium quality.



Dongxiang Sheep Cooperative Demonstration Breeding Base

THE "BLOSSOMING" POTATOES

Since 2018, Country Garden has spent 3.2 million Yuan to provide seedlings and farming technique training for over 6,000 impoverished households from 50 poor villages in 14 counties, selling over 6,600 tons of Dongxiang potatoes.



Country Garden helping Dongxiang with its potato planting



Female craftsman walking the runway at China International Fashion Week

PROMOTING THE INTANGIBLE HERITAGE OF DONGXIANG: EMBROIDERIES

Embroidery in Dongxiang carries over a thousand years of history and is accredited by the prefecture as intangible cultural heritage. Country Garden's relief effort focused on two aspects: product quality and craftsmanship. In 2020, we incubated a local embroidery brand called Saiang Flower, which means beautiful flower in Chinese. The products and female craftsmen were introduced at the fashion weeks in Beijing and Shanghai. In the meantime, we organized 21 embroidery training sessions to help 1,000 strong female craftsmen from 20 towns with their skills. Till now, Country Garden and Guoqiang Foundation's procurement orders have contributed to the sales of 110,000 items that worth over 2.2 million Yuan. The once hidden local treasure is now upgraded to a thriving industry.

▶▶ POVERTY RELIEF THROUGH EDUCATION

The level of education is key to poverty relief work. To ensure good education for children from impoverished regions is of top priority to the relief effort. It is also essential for poor families to cut off inherited poverty. Country Garden has always been committed to poverty relief through education and has been active in making generous donations and finding tutors to ensure quality and equitable education, thus stopping poverty to be passed down to the next generation.

By the end of 2020

2.024

billion Yuan was invested to benefit

103,300

students with financial difficulty.

We have launched the “Wish 100” initiative three years in a row, with over

255,000

donors from

300

strong charitable teams and organizations.

38.8004

million Yuan was donated and helped

14,338

financially challenged students from

57 counties in

16 provinces

Case study | “Wish 100” paving the way for

students from humble backgrounds

Country Garden has set up the “Wish 100-Fulfilling The College Dream” fund to achieve poverty relief through education, giving students with economic difficulty the opportunity to get a good education. In the 2020 college entrance exam, high school graduate Wu Xiong, with the help of the “Wish 100-Fulfilling The College Dream” fund, achieved a great score of 670 and was successfully admitted by Peking University.

There were over 700 participants to the 2020’s college entrance exams, who, like Wu Xiong, benefited from our education-based poverty relief programs. With a firm belief of “knowledge has the power to change destiny”, most of the student beneficiaries gained great results through hard work.



“Wish 100-Fulfilling The College Dream” fund awarding ceremony in Pingjiang

Case study | Warm Winter Action in Liangshan

Prefecture

Country Garden and Guoqiang Foundation united our partners, staff, owners, and activists to advocate for a minimalism lifestyle and launched the Warm Winter Action to gather donations that used to be shelved by the donors. In 2020, the initiative recycled over 4,000 kg’s old clothes which were exchanged for 500 care packages and 2,500 books to be sent to over 1,000 impoverished and stay-at-home children, warming their hearts in cold winter.



Warm Winter Action in Liangshan Prefecture

▶▶ POVERTY RELIEF THROUGH EMPLOYMENT

One bread earner could save the entire family from poverty. Job creation is the most direct and effective way of reducing poverty. In order to achieve more focused poverty relief, improved skills, and more job opportunities, Country Garden has organized various activities, including employment training and hiring campaigns to offer free training and employment opportunities.

By the end of 2020, we have trained **96,283** people and helped **55,257** people land their jobs.

The HR division teamed up with all the subsidiaries and external partners and provided over **10,000** pieces of recruitment information for people from impoverished families.

Case study | Cantonese Dish Chef Training

Course-helping rural residence with employment and entrepreneurship

The Cantonese Dish Chef project is spearheaded by Guangdong Province to promote employment and income increase through vocational training and skills acquisition. With the contribution from Country Garden, the Cantonese Dish Chef Training Course was kicked off in Gushi Town in June 2020. Sixty-three trainees were enrolled and 58 of them passed the qualification test in July after a month's training. Forty-two trainees were successfully recommended to employers.



Trainees learning Cantonese cooking and baking skills from each other

▶▶ POVERTY RELIEF THROUGH HEALTHY LIFESTYLES

Sickness is the most prominent challenge among the impoverished population in rural areas. Poverty relief through the promotion of health is an important and challenging aspect in the poverty relief effort. With full consideration of local features, Country Garden is deeply involved in promoting health among poor populations. The group organized free pop-up clinics in villages and training sessions for primary caregivers to improve the local healthcare level.

In 2020, Country Garden donated

100 million Yuan

to support the nation's "Poverty Relief through Bright Vision-Vision Regaining for Cataract Patients" program, offering free treatment to cataract patients living below the poverty line

Case study | Internet+Health Poverty

Relief Project



Students lining up for physical checks

On November 6th 2020, in collaboration with Weiyuan County Integrated Chinese and Western Hospital and Shangwan Town Health Clinic, Country Garden's Digital Mobile Hospital under the "Internet+ Health Poverty Relief" program brought physical checks to campus. Nine health workers and the Digital Mobile Hospital went to the Changjiaping Village Primary school to conduct physical checks for 10 teachers, 82 students, and 23 parents covering 63 impoverished households as well as raising health awareness among students and parents in the region.

▶▶ Building Beautiful Villages

With local feature fully accounted for, we promote the development of rural revitalization complexes that are equipped with local style BNBs, reception desks and agritainments to change the mess appearance of villages.

Country Garden's "Building Beautiful Villages Initiative" has been rolled out in

47 villages of **28**

counties, including Lianzhang village of Yingde city in Guangdong.

Profiles of **18,335** impoverished households were established, directly benefiting

48,587

people and indirectly benefiting

124,534 people from

27,019 households

We have cumulatively implemented

118 rural revitalization projects, of which

48 were about New Village Development, benefiting

504 villages

Country Garden's "Building Beautiful Villages Initiative" has entered

58 villages from **13**

counties. By the end of November 2020, the initiative benefited

16,906 people from

5,635 households in

120 villages. Profiles of

736 households were established, encompassing

1,800 people



Phoenix Hotel in Nanqiang Village of Qionghai city in Hainan Province



Yuju BNB as part of cultural tourism of Bi County in Yingde city

Case study | Rural revitalization in Lianzhang

villages of Yingde city

Back in October 2017, the poverty relief team sent by Country Garden and Guoqiang Foundation had started the rural revitalization work in accordance with the 4+x poverty relief model. As the country is approaching the finishing line of establishing an all-round Xiaokang society, Lianzhang village has been actively developing its industries with party development taking the lead. In 2020, the village realized an annual per capita disposable income of 21,414.3 Yuan. The local economy has grown from 2,000 Yuan in 2016 to 1.5 million Yuan. A once destitute village was transformed into a model of prosperity to be followed.



Lianzhang Rural Revitalization Academy

/// EFFECTIVE CONTRIBUTION TO RURAL REVITALIZATION



Lianzhang Village Complex Construction

As we are approaching the end of the fight against poverty, Country Garden is actively engaged in the cause of Rural Revitalization. With the vision of having habitable, civilized, well-governed and prosperous villages with thriving industries and distinctive culture, our rural revitalization effort has been focusing on projects in the following five aspects: industrial development, human resources development, cultural development, eco-system and organization development. We aim to lead the rural revitalization effort by example.

Country Garden's five-pronged rural revitalization effort

Revitalization through industrial development: finding new growth engines	Supporting the poor regions in developing industries of local feature; participation in whole industrial chain by combining with existing projects; supporting the development of business funded by returned entrepreneurs and local cooperatives; targeted procurement scheme to drive up sales; establishing poverty relief workshop to promote employment; implementing projects such as green seedlings plantation, modern agriculture and other industrial projects.
Revitalization through human resources development: inspiring new vitality among villages	A poverty relief team was sent to be stationed in rural areas to participate in rural revitalization; Special attention is paid to train local talent and to build a platform for learning, exchange and further study for talents such as returning young entrepreneurs, village branch party secretary, etc; we aim to help 10,000 secondary school graduates with financial difficulties to find jobs, support 10,000 returning entrepreneurs to take roots in rural areas, and support 10,000 impoverished students to complete their studies.
Revitalization through ecosystem building: reinventing for a beautiful and refreshed outfit	We plan to reinvent the presence of villages and build better utilities and infrastructures as an effort to create beautiful and habitable new countryside, thus giving rural citizens a clean and comfortable living environment. We aim to incorporate elements like science, technology and culture into agriculture, and promote the development of green economy.
Revitalization through organizational capacity building: establishing a new governance system	We plan to build "front-line poverty relief Party branches" by pairing with the village-level party organizations to support local communities; we are in search for a group of "old village chiefs" with prestige to provide guidance; We will unite and guide rural coops to support the development of new rural collective economic organizations.
Revitalization through cultural development: a refreshed air of civility	We plan to organize cultural activities to enrich local lifestyles; we will dig deep with local historical heritages and develop local B & B culture; we will support the cultural and creative products development to carry on the intangible legacy; tourism resources that include local specialties, ancient heritages, the old Red Army bases and scenic spots will be explored and consolidated into special tour packages.

Case study I consolidating the industrial chain to support rural revitalization

To contribute to the nation's fight against poverty, Country Garden combines property management service with rural revitalization to improve on rural governance.

Known for its many ravines, Dongxiang county of Linxia Prefecture is called the "Ribs of the Earth". In November 2020, Country Garden organized both the upstream and downstream of the industry chain as well as our corporate allies to participate in the urban service for Yaohe Economic belt in Dongxiang. We provide poverty management services for communities hosting relocated residents and explore solutions for renovation of shabby communities, road and pipeline building as well as industrial park development. We helped with the relocation of rural citizens in 77 impoverished villages thus contributing to rural revitalization.



Providing property management services for communities housing relocated residents from impoverished villages in Dongxiang

/// CHARITY AND SOCIAL SERVICES

"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

GUOHUA MEMORIAL MIDDLE SCHOOL

In 2002, Yeung Kwok Keung and his daughter Yang Huiyan donated half of the family fortune which was calculated as 260 million yuan at the time to fund the first fully charitable and tuition-free private high school in China. It was aimed at recruiting junior high school graduates with excellent merits and poor economic conditions in China. All the expenses of the recruits, which include study, accommodation, food, transportation and others will be covered from high school to college graduation. The average cost for each student was more than 300,000 yuan. It was only until 2007 when the school was first covered by the media and known to the outside world. By 2020, 3,260 students have been accepted with extremely high overall college admission rate.



Graduates from Guohua Memorial Middle School

ZHONGMING UNDERGRADUATES GRANT PROGRAM

On April 21st, 1997, Mr. Yeung Kwok Keung, with two million yuan's net worth at the time, came to Yangcheng Evening Newspaper, and proposed to donate one million yuan anonymously every year to establish the "Zhongming Undergraduates Grant Program", which was named after his mother. The program supported students with great merits and poor economic conditions from 20 colleges and universities in Guangdong Province. The act was kept as a secret for 10 years until it was revealed by the media in 2007. By 2020, a total of 41 million yuan has been donated, with nearly 12,000 beneficiaries of the grants.



2020 Awarding Ceremony for Zhongming Undergraduates Grant

➤➤ TEACHING ASSISTANTS WHO PASS ON THE KNOWLEDGE AND CARRY ON THE LEGACY OF LOVE

In 2008, Sangping middle school in Wenchuan resumed class in another place

In 2013, 500 million yuan was donated to establish Guangdong Country Garden Vocational College

In 2017, 100 million yuan was donated to establish the Huiyan Education Support Fund

In 2018, 2.2 billion yuan was donated to Tsinghua University

In 2019, 300 million yuan was donated to establish the Linxia Guoqiang Occupational Training School, which is tuition free for all students

GUOQIANG FOUNDATION

Guoqiang Foundation is a non-public Foundation founded by Mr. YEUNG Kwok Keung, chairman of Country Garden Holdings Company Limited and Ms. Yang Huiyan, Co-chairman of Country Garden Holdings Company Limited in 2013. With the vision of "contributing to the realization of people's aspiration for a better life", it promotes social harmony and progress of the society in areas such as education, cultural development, rural revitalization and community development.

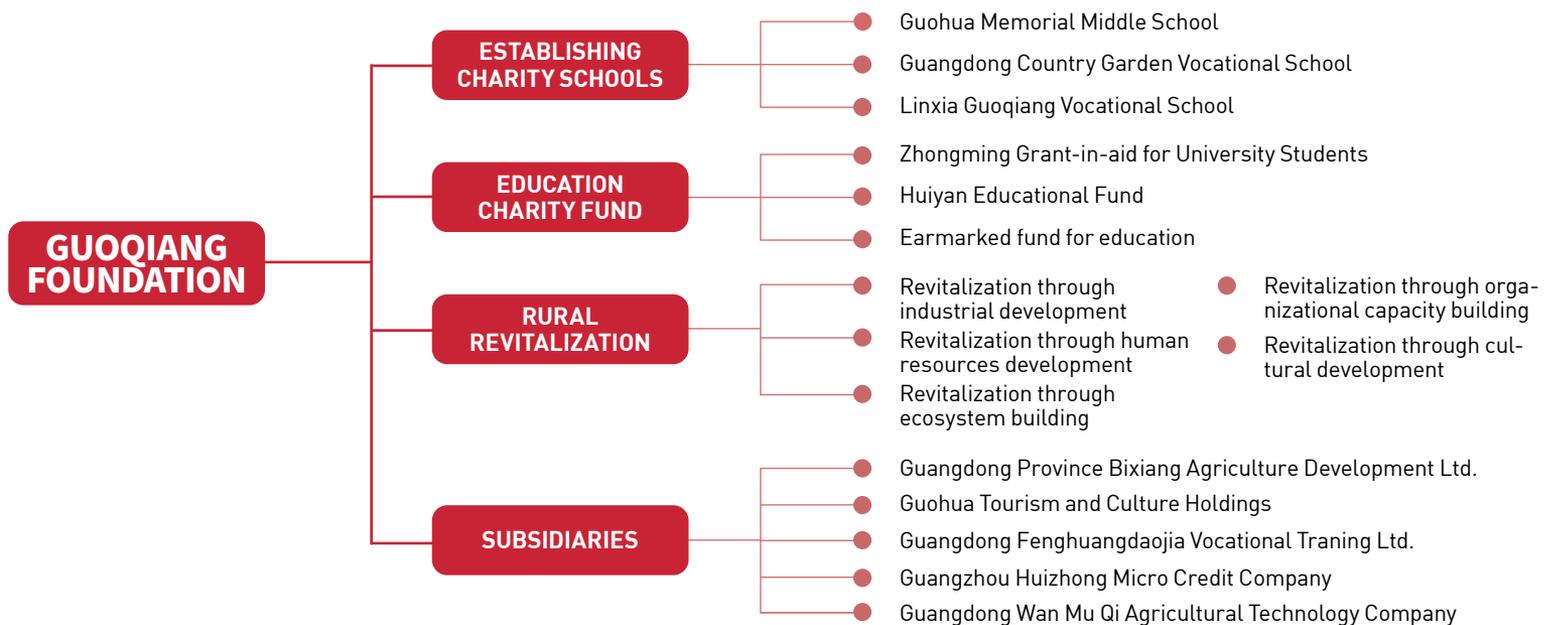
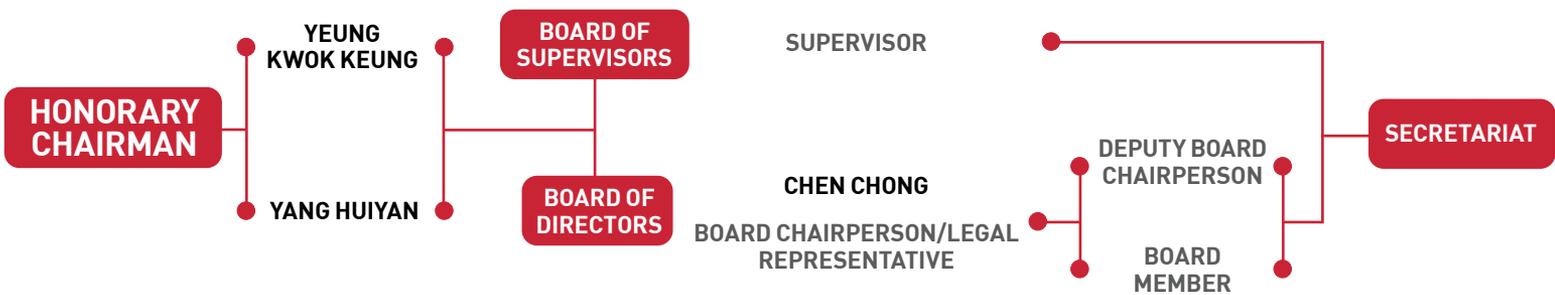
Case study | Supporting sustainable development in rural areas by leveraging vocational training

Linxia Guoqiang Occupational Training School is located at Linxia Prefecture of Gansu Province and is a charitable privately-owned vocational school with 300 million Yuan's investment from Guoqiang Foundation. The tuition is waived for student from impoverished family. The school can provide training for 2,000 students. The education model is based on the philosophy of combining industry with education and share education responsibility by companies and the school. All the majors have corresponding external internship bases to help students master the skills that would lead to employment. The aim is to achieve the target of "one employment lifting the family out of poverty" and to cultivate talent to contribute to the revitalization of rural areas.

Until now, the school has recruited 575 students with 73 faculty members and 42 teachers. 30 teachers have experiences both as teaching staff and as employees in the company, accounting for 71.4% of the total. They are now helping students in not only theoretic knowledge but also practical know-hows.



Property management department of Linxia Guoqiang Occupational Training School



Case study | Fenghuangdaojia Vocational Training, supporting the human development for rural revitalization

Fenghuangdaojia Vocational Training is affiliated with Guoqiang Foundation and its mission is to respond to the nation's calling on rural revitalization and stabilizing employment. The company focuses on charitable causes and provide housekeeping training and housekeeping services. The company now has over 30 training bases jointly built with local governments in provinces like Guangdong, Guangxi, Yunnan, Guizhou and Sichuan offering a wide range of courses covering housekeeping service, babysitting service maternal care and elderly care.

The company creates a feedback loop by combining training with employment, which not only helps with employment, but also grows the economy as well.



Fenghuangdaojia Housekeeping Service Academy organized Housekeeping Training in the South of Guangdong

VOLUNTEER SERVICE

The group's volunteer association organized 3,052 volunteer service activities throughout last year, involving more than 11,000 people and serving nearly 420,000 people. More than 1,000 communities participated in a series of voluntary service activities such as the "Warm Winter Action" and the "Green Guardian Program" which raised the awareness of environmental protection knowledge among the public.

Project Bishan- Country Garden in Support of Targeted Poverty Relief and Rural Revitalization Volunteer Service Action" the project focuses on civilized practice in the new era and aims to build a platform linking urban and rural areas with the "1 + 2 + n" volunteer service model, thus energizing the volunteer service in

rural area. As of June 2021, 375 activities have been organized and more than 10,000 people benefited from the service. The project won the gold medal of the 5th China Youth Volunteer Service Project Competition.

During the COVID-19 outbreak, Country Garden's Volunteer Association was awarded the title of "Pioneer Youth Volunteer Organization in Combating the COVID-19 Pandemic" by the Central Committee of the Communist Youth League and Chinese Young Volunteers Association for its service in prevention and control, restoration of work and production as well as employee care. The award was only honor for volunteer service in China that has the official approval from the CPC Central Committee,



Country Garden Volunteers in Service: COVID-19 Prevention and Control



"Small Space, Great Horizon"- Library Building Project in Yingde, Guangdong Province

/// INVESTING IN THE COMMUNITY AND ITS SOCIAL IMPACT

With the conviction of our philosophy: Be good to people, be good to society, Country Garden is actively involved in building social housing and new urbanization. We also stay true to our mission as the advocate for healthy lifestyles and as a consistent contributor of value creation in society. We make homes and we make dreams.

►► BUILDING SOCIAL HOUSING

As the national policies of promoting 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 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".

In 2020, Country Garden devoted a lot of effort into the implementation of 4 residential projects with an expected area of 140 mu after completion, making our due contribution to addressing the residential needs of citizens. In the meantime, Country Garden 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 improving the overall living environment.

In 2020, Country Garden's social housing developments added up to a total of

1 million sq.m in the construction area

In 2020, Country Garden developed a number of talent housing programs with total area reaching

180,000

square meters

►► HEALTH AND SPORTS

In order to convey the message of living a healthy life to more people, Country Garden has been actively involved in mass sports 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 study | Dream Runner--Recording your run

online, a new fashion in the post COVID era

The 2020 Dream Runner event for the first time experimented with the model of recording runs online as an innovation. The runners were able to simultaneously participate in charity while practicing a green lifestyle. From September 5 to October 18, 2020, a total of 31,191 runners from different cities across China participated in the event and raised money for the "100 Wishes" project, helping more than 6,400 students from poor families to realize their dreams.



The event site of "Dream Runner"

OUTLOOK INTO 2021

2021 is going to be a year of special significance for China's modernization drive. It is also the beginning year of the 14th Five Year Plan. Building upon our past achievements and experiences, Country Garden will follow through the spirit of the Fifth Plenary Session of the 19th National Congress of the CPC to commit ourselves to quality green development. We will, with the resolution, establish ourselves as a comprehensive high-tech company and will consistently improve on our overall competitiveness. As we further embark on the

road of sustainable development, Country Garden will proactively respond to national objectives that include Carbon Peak before 2030 and Carbon Neutrality before 2060. Mindful of our responsibilities to society and to the environment, we will aim for quality and sustainable development that enables Country Garden to withstand the test of time and succeed in the next centuries to come.

ECONOMIC RESPONSIBILITIES AND CORPORATE GOVERNANCE

We will continue to optimize our corporate governance and operating efficiency to achieve quality development of the company, thus enabling lasting success.

PRODUCTS AND SERVICES

Customer-centered philosophy will stay at the very core of our effort with our relentless pursuit of quality and safety. We will keep innovating new technologies and upgrading our customer service to ensure safe, green, and thoughtful products and services.

GREEN DEVELOPMENT

Existing measures like green building, green construction, green operation, and green office space will be kept in our operation. The concept of sustainable development will be incorporated into the whole product life cycle and into our daily operation. We will set us off with the design, target identification and planning in regards to the Carbon Neutrality objective for a "greener" Country Garden in the future.

GROWING WITH OUR PARTNERS

We will enhance our effort in building sustainable supply chains and advocate for open and transparent partnerships. Accountability mechanism will be introduced in supply chain management to contribute to a greener and better industry.

GROWTH AND SAFETY OF EMPLOYEES

We will keep optimizing our recruiting system to ensure the benefits, rights, and occupational safety of our employees. We also aim to create diversified career ladders for talents and build efficient teams within our firm.

CORPORATE SOCIAL RESPONSIBILITIES

We will further leverage our resourcefulness and experience in charity to implement rural revitalization and poverty relief on the ground. These will deepen the engagement of our company in philanthropy and social services with the aspiration of building a beautiful world with all.

▶▶ APPENDIX I: HONORS

HONOR	GRANTING UNIT	TIME
INDUSTRY		
2020 Most Honored Company in the All-Asia Executive Team No.1 Best CEO (Seller of Real Estate Industry) No.1 Best CFO (Seller of Real Estate Industry) No.1 Best Investor Relations Team (Seller of Real Estate Industry) No.1 Best Investor Relations Project (Seller of Real Estate Industry) No.1 Best ESG (Seller of Real Estate Industry)	Institutional Investor	July, 2020
SAFETY		
Unit of Extraordinary Contribution in the Pandemic Prevention and Control in Guangdong Province	Association of Construction Industry of Guangdong Province	February, 2021
Gold Bull Award of Malaysia	International Business Media Group	September, 2020
SCIENCE AND TECHNOLOGY		
IF Award of Germany (Cleaning Robot)	Organizational Committee of IF Award	November, 2020
Red Star Award of China (Laser Line-Scanning 3-Dimensional Sensors, etc.)	Organizational Committee of Red Star Award	March, 2020
Guangdong Governor Cup Industrial Design Competition (7-Axis Mechanical Arm)	Guangdong Provincial People's Government	September, 2020
ESG/ SOCIAL RESPONSIBILITY		
No.1 Best ESG in the All-Asia Executive Team (Seller of Real Estate Industry)	Institutional Investor	January, 2020
PUBLIC WELFARE AND POVERTY MITIGATION		
China Charity Award	Ministry of Civil Affairs of PRC	December, 2020
National Poverty Fighter	Leading Group for Poverty Relief and Rural Development of the State Council	October, 2020
Letter of Gratitude	National Development and Reform Commission of PRC	March, 2020
Honorary Head of Guangdong Charity Federation	Guangdong Charity Federation	September, 2020

HONOR	GRANTING UNIT	TIME
FIGHT AGAINST THE PANDEMIC		
Title: "Excellent Private-Owned Enterprise in the Fight against the Covid-19 Pandemic"	All-China Federation of Industry and Commerce	December, 2020
Title: "Member Enterprise with Extraordinary Contribution in the Fight against the Covid-19 Pandemic"	China Real Estate Chamber of Commerce	December, 2020

▶▶ APPENDIX II: KPIS ON SUSTAINABLE DEVELOPMENT

LIST OF ENVIRONMENT-RELATED PERFORMANCE INDICATORS					
	ESG INDICATOR	UNIT	2020	2019	2018
A1.1 Emission	NOx emission	Kg	1,809.55	11,902.71	35,306.16
	SO2 emission	Kg	14.61	29.96	39.95
	Particulate Matters	Kg	126.96	1,094.26	2,557.55
A1.2 Greenhouse Gas Emission and Intensity	CO ₂ equivalent emission Scope 1 ^[5]	Ton	17,879.12	23,638.20	29,656.07
	CO ₂ equivalent emission Scope 2 ^[6]	Ton	316,353.51	526,767.27	1,274,326.58
	CO ₂ equivalent emission Scope 1 and 2	Ton	334,232.62	550,405.47	1,303,982.65
	Carbon dioxide emissions per million RMB of revenue	Ton/million RMB	0.72	1.13	-
A1.3 Hazardous Waste ^[7]	Waste cartridge	Ton	30.13	95.96	673.42
	Waste electric devices	Ton	10.39	21.24	621.04
	Waste battery	Ton	9.54	16.32	602.49
	Recycled electric devices	Ton	12.46	4.97	599.69

LIST OF ENVIRONMENT-RELATED PERFORMANCE INDICATORS

	ESG INDICATOR	UNIT	2020	2019	2018
A1.4 Harmless Waste	Other office waste	Ton	2,497.17	3,414.08	-
	Kitchen waste	Ton	3,558.62	7,967.99	7,619.84
A2 Resource Consumption	Office paper consumption	Ton	553.15	707.39	1,754.70
	Methanol	Ton	150.85	175.37	146.15
	Coal	Ton	153.49	20,482.30	573,616.01
A2.1 Energy Consumption and Intensity ⁽⁹⁾	Natural gas	Cubic meter	9,210,813.70	7,623,598.15	7,936,576.24
	Petrol	Liter	899,774.59	1,609,176.50	2,390,038.55
	Diesel	Liter	8,153.74	688,912.95	-
	LPG	Ton	2,597.32	575.13	1,065.82
	Electricity purchased	kWh	368,592,154.42	498,702,187.78	478,731,810.68
	Electricity purchased (for heating) ⁽¹⁰⁾	Gj	1,212,632.83	952,834.43	7,379,921.06
	Direct energy consumption	Gj	487,654.30	376,308.65	12,459,515.10
	Indirect energy consumption	Gj	2,538,873.33	2,747,635.11	9,103,355.58
	Total energy consumption ⁽¹¹⁾	Gj	3,026,527.63	3,123,943.76	21,562,870.68
	Energy intensity ⁽¹²⁾	Gj/million RMB	5.49	6.43	57.97
A2.2 Water Consumption and Intensity	Water consumption	Cubic meter	18,794,724.70	42,170,258.72	99,394,375.47
	Water consumption intensity ⁽¹³⁾	Cubic meter/million RMB	40.61	86.79	267.22
A2.5 Packing Material Use	Cardboard box consumption ⁽¹⁴⁾	TON	42.31	61.46	-
A3 Environment and natural resources	Solar power generation ⁽¹⁵⁾	kWh	213,333.00	9,854,093.00	-

DESCRIPTION OF ENVIRONMENT-RELATED KPIS IN 2020:

1) 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.

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

Office area of group headquarters, 81 regional offices in real estate sector, and 1924 office areas, marketing centers, and non outsourcing canteens of project companies; In the hotel sector, there are 16 regional office areas of the company and its 50 affiliated project companies, as well as the office areas of the business management company and its 8 affiliated project companies.

3) THE SCOPE OF DATA COLLECTION OF ENVIRONMENT-RELATED KPIS IN 2018 IS AS FOLLOWS:

Office area of group headquarters, 82 regional offices in real estate sector, and 1822 office areas, marketing centers, and non outsourcing canteens of project companies; In the hotel sector, there are 16 regional office areas of the company and its 56 affiliated project companies.

4) One of the data sources of emissions, greenhouse gas emissions and direct energy consumption is official vehicles. Country Garden strengthened the management of official vehicles in 2020 and encouraged regional offices to reduce the use of official vehicles. In addition, affected by the epidemic, Country Garden actively promoted online meetings and reduced official vehicle travel, so the overall emission data was less than that in 2019.

5) The data sources of carbon dioxide (CO₂) equivalent emissions (scope 1) are the fuel consumption of all levels of office areas (group headquarters office area, office area and marketing centers of regional offices and project companies, non-outsourcing staff canteen, office area and business area of other sectors, etc.) and the fuel consumption of business vehicles.

6) The data sources of carbon dioxide (CO₂) equivalent emissions (scope 2) are purchased electric power and heat with statistics consisting of data in related bills of payment and administrative ledgers. Greenhouse gas emission factors of Chinese mainland power and Hong Kong Special Administrative Region refer to the Environmental Key Performance Indicators Reporting Guidelines issued by Hong Kong Stock Exchange; emission factors of Australian grid refer to the National Greenhouse Accounts Factors 2020 issued by Australian National Department of Environment and Energy; US grid emission factors refer to the EGRID Summary Table 2018 issued by United States Environmental Protection Agency; grid emission factors of other countries refer to the CO Emissions from Fuel Combustion issued by the International Energy Agency in 2020.

7) Hazardous wastes are mainly produced in the office areas at all levels. In 2020, Country Garden promoted green office and garbage sorting to encourage employees to produce less waste. As a result, wastes produced in 2020 is significantly fewer than that in 2019.

8) The sources of energy consumption data include fuel consumption of the HQ, regional offices, project offices and marketing centers, canteens for non-outsourced employees, offices and commercial spaces of other units as well as purchased power and heat. The statistics consists of data in related bills of payment and administrative ledgers. The energy consumption coefficient refers to the conversion factors provided by the International Energy Agency and China's GB2589-2008T Comprehensive Energy Consumption Calculation Principles.

9) The data sources of LPG are the real estate sector and the hotel sector. Due to the continuous adjustment of energy structure in office areas at all levels, it was advocated that coal should be replaced by the LPG and natural gas. Therefore, the consumption of LPG in 2020 increased significantly compared to that in 2019.

10) The data sources of purchased heat are part of the regional offices northern China in the hotel sector and real estate sector. Due to the increase of operating projects in the hotel sector, the consumption of purchased heat in 2020 was higher than that in 2019.

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

12) Energy intensity = total energy consumption ÷ Country Garden's 2020 revenues.

13) Water intensity = water consumption ÷ Country Garden's 2020 revenues.

14) The data sources of packaging carton usage are all levels of regional offices in the real estate sector and hotel sector, and the cartons are mainly used for the sorting and storage of office supplies.

15) The data source of solar power generation is the forest city project in the real estate sector. Due to the COVID-19 pandemic, the operation time of Overseas Forest City projects is reduced, resulting in a sharp decline in solar power generation.

LIST OF SOCIETY-RELATED PERFORMANCE INDICATORS

B1. EMPLOYMENT

B1.1 NUMBER OF EMPLOYEES BY GENDER, EMPLOYMENT CATEGORY, AGE GROUP, AND REGION		2020		2019		2018	
		NUMBER OF EMPLOYEES	PERCENTAGE	NUMBER OF EMPLOYEES	PERCENTAGE	NUMBER OF EMPLOYEES	PERCENTAGE
Total		93,899	100%	101,784	100%	131,387	100%
Gender	Male	58,911	62.74%	63,082	61.98%	75,099	57.16%
	Female	34,988	37.26%	38,702	38.02%	56,288	42.84%
Age	≤ 30	47,396	50.48%	56,484	55.49%	68,817	52.38%
	31-40	36,841	39.23%	35,106	34.49%	43,803	33.34%
	41-50	7,763	8.27%	8,191	8.05%	15,446	11.75%
	≥ 50	1,899	2.02%	2,003	1.97%	3,321	2.53%
Position	Junior staff	75,024	79.90%	80,375	78.96%	109,273	83.17%
	Middle management	18,093	19.27%	20,588	20.23%	21,442	16.32%
	Senior management	782	0.83%	821	0.81%	672	0.51%
Status	Full-time	93,899	100%	101,784	100%	131,387	100%
	Part-time	0	0%	0	0	0	0
	Others	0	0%	0	0	0	0
Region	Chinese Mainland	92,579	98.59%	99,197	97.46%	129,054	98.22%
	Hong Kong SAR, Macao SAR and Taiwan Province	34	0.04%	38	0.04%	41	0.03%
	Overseas	1,286	1.37%	2,549	2.50%	2,292	1.75%

LIST OF SOCIETY-RELATED PERFORMANCE INDICATORS

B1. EMPLOYMENT

B1.2 TURNOVER RATIO BY GENDER, EMPLOYMENT CATEGORY, AGE GROUP AND REGION		2020		2019		2018	
		NUMBER OF EMPLOYEES	PERCENTAGE	NUMBER OF EMPLOYEES	PERCENTAGE	NUMBER OF EMPLOYEES	PERCENTAGE
Number of Employees Resigned		7,082	100%	8,503	100%	8,705	100%
Percentage of Employees Resigned		17.58%		16.80%		14.5%	
Gender	Male	5,136	72.52%	6,074	71.43%	6,170	70.9%
	Female	1,946	27.48%	2,429	28.57%	2,535	29.1%
Age	≤ 30	3,416	48.23%	4,388	51.61%	4,536	52.1%
	31-40	3,305	46.67%	3,652	42.95%	3,746	43.0%
	41-50	336	4.75%	412	4.85%	398	4.6%
	≥ 50	25	0.35%	51	0.60%	25	0.3%
Position	Junior staff	5,038	71.14%	6,119	71.96%	6,404	73.5%
	Middle management	1,990	28.10%	2,324	27.33%	2,258	26.0%
	Senior management	54	0.76%	60	0.71%	43	0.5%
Region	Chinese Mainland	6,701	94.62%	7,781	91.51%	8,045	92.4%
	Hong Kong SAR, Macao SAR and Taiwan Province	11	0.16%	19	0.22%	16	0.2%
	Overseas	370	5.22%	703	8.27%	644	7.4%

NOTES ON EMPLOYMENT KPIS:

(15) Total employee turnover ratio = number of voluntary turnover / (total number of employees at the end of the period + 2020 annual turnover)

B2 HEALTH AND SAFETY				
HEALTH AND SAFETY		2020	2019	2018
B2.1 Number of workers injured or dead on duty	Number of workers injured on duty	2	10	11
	Number of workers dead on duty	0	0	0
B2.2 Number of workday lost due to work-related injuries	Number of workdays lost	818.5	1,886.5	-

B3 DEVELOPMENT AND TRAINING		
DEVELOPMENT AND TRAINING		2020
B3.1 Percentage of employees who have received training broken down by gender and category	Total Percentage of employees who have received training	100%
	By gender - Percentage of male employees who have received training	63%
	By gender - Percentage of female employees who have received training	37%
	By category - Percentage of senior management who have received training	1%
	By category - Percentage of middle management who have received training	19%
	By category - Percentage of grassroots employees who have received training	80%
B3.2 Training hours broken down by gender and category	Average training hours received by employees (hour)	34.6
	By gender - Average training hours received by male employees (hour)	34.7
	By gender - Average training hours received by female employees (hour)	34.3
	By category - Average training hours received by senior management (hour)	127.8
	By category - Average training hours received by middle management (hour)	40.0
	By category - Average training hours received by grassroots employees (hour)	32.3

B3 DEVELOPMENT AND TRAINING				
DEVELOPMENT AND TRAINING		2020	2019	2018
Other Employee Development and Training Figures	Total number of employees who have received training (10,000 person times)	129.70	101.42	-
	Satisfaction Rate (point)	96.7	97.2	93.5

NUMBER OF B5 SUPPLY CHAIN MANAGEMENT						
B5.1 NUMBER OF SUPPLIERS BY REGION	2020				2019	
	NUMBER OF MATERIAL SUPPLIERS	NUMBER OF ENGINEERING SUPPLIERS	TOTAL NUMBER OF SUPPLIERS	PERCENTAGE	TOTAL NUMBER OF SUPPLIERS	PERCENTAGE
Chinese Mainland	10,014	8,719	18,733	77.29%	16,100	83.76%
Hong Kong SAR, Macao SAR, and Taiwan Province	47	275	322	1.33%	90	0.47%
Overseas	2,406	2,777	5,183	21.38%	3,032	15.77%
Total	12,467	11,771	24,238	100%	19,222	100%

B7 ANTI-CORRUPTION			
ANTI-CORRUPTION		2020	2019
B7.1 Number of legal cases filed against the Company and its employees regarding corruption during the reporting period	Number of corruption cases filed or closed	0	0
	Number of cases ruled as bribery, extortion, fraud, money laundry, etc	0	0
	Lawsuit- corruption charges against HQ or regional HQ employees (whether convicted or not)	0	0
	Lawsuit- closed anti-competition charges against HQ or regional HQ employees (whether convicted or not)	0	0
B7.3 Anti-corruption training for board members and employees	Number and percentage of board members and senior executives 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 commitment on anti-corruption policies	100%	100%
	Number and percentage of policies board members and senior executives who signed commitment on anti-corruption	100%	100%

B8 COMMUNITY INVESTMENT			
B8.2 RESOURCES MOBILIZED		UNIT	INVESTMENT IN 2020
Donations	Guangdong Poverty Alleviation Day	10000 RMB	68,000
	Anti-Covid-19 Fund	10000 RMB	20,000
	Confucius Fund	10000 RMB	10,000
	Huiyan Education Fund	10000 RMB	1,000
	Dunhuang Research Institute	10000 RMB	900
	Chaozhou City	10000 RMB	1,000
	Guoqiang Foundation of Shunde District	10000 RMB	1,000
Other Community Investment and Charity Investment		10000 RMB	59,874.82
Total		10000 RMB	161,774.82
Total		100 million RMB	16.18

▶▶ APPENDIX III: POLICIES, LAWS, AND REGULATIONS

ESG INDICATORS	LAWS AND REGULATIONS	INTERNAL POLICIES
Category A1: Emissions Category A2: Use of resources Category A3: Environment and Natural Resources	Environmental Protection 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 Administrative Measures for Hazardous Waste Transfer Forms The Work Plan for Greenhouse Gas Emission Control during the 13th Five-Year Plan Period Land Administration Law of the PRC	Country Garden Employee Performance Appraisal Measures Country Garden Remuneration Management System Measures for Renewable Supplier Entry and Appraisal Regulating Mechanism of ESG Working Committee of Country Garden
Category B1: Employment	Labor Law of the People's Republic of China Contract Law of the People's Republic of China Employment Promotion Law of the People's Republic of China Social Insurance Law of the People's Republic of China Provisions on Minimum Wages Provisions on Prohibition of Child Labor	Country Garden Employee Performance Appraisal Measures Country Garden Remuneration Management System New Recruit and Redeployment Management Attendance and Personal Leave Management Employee Handbook Employment Management
Category B2: Health and Safety	Labor Law of the People's Republic of China Law of the People's Republic of China on the Prevention and Control of Occupational Diseases Work Safety Law of the People's Republic of China Fire Prevention Law of the People's Republic of China Emergency Response Law of the People's Republic of China Report on Production Safety Accident and Regulations of Investigation and Treatment Interim Provisions on the Investigation and Control of Safety Accidents Regulation on Work-Related Injury Insurance Provisions on the Supervision and Administration of Occupational Health at Work Sites The Administrative Regulations on the Work Safety of Construction Projects Occupational Disease Classification and Catalog	Production Safety Measures and Operating Instruction Construction Site Safety Measures Construction Security Incident Emergency Mechanism Novel Coronavirus Pneumonia Control Handbook for Employees Operation and Management System of Country Garden (Trial Version of 2020)

ESG INDICATORS	LAWS AND REGULATIONS	INTERNAL POLICIES
Category B3: Development and Training	--	Employee Handbook Management System on Training of Country Garden Tutor-based Management System The Ten Key Qualities of Excellent Talent of Country Garden
Category B4: Labor Standards	Labor 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	Commitment on the Payment of Wages for Migrant Workers in Full and on Time Employee Handbook New Recruit and Redeployment Management Labor Relation Management Attendance and Personal Leave Management Country Garden Remuneration Management System Accountability Measures for Violations of Rule and Regulations by Country Garden's Employees
Category B5: Supply Chain Management	The Bidding Law of the People's Republic of China	Notice on General Contractor Selection Project Bidding Contract Management Measures Project Supplier Evaluation Measures Constructor Post-Evaluation System General Contractor Management Measures Supplier Integrity Agreement Entry Threshold for Material Suppliers Notice on the Country Garden Supplier Short-listing Conditions and Standard Recommendation Process Supplier Management Process Supplier Post-Evaluation System Supplier Penalty Measures Sourcing Center's Internal Regulations on Interactions with Suppliers Marketing and Packaging Supplier Post-Evaluation Handbook Notice on the Implementation of the Post-Marketing Material Evaluation Plan Notice on the Implementation of the 2018 Supplier Evaluation Notification Letter on Strengthening the Quality Control of Materials Designated Material Procurement Management Measures Regulations for Suspending or Canceling Supplier Qualifications and Supplier Recommendation Country Garden Supplier Integrity Requirements Renewable Energy Supplier Registration and Appraisal Regulations Supplier Personal Information Protection Policy

ESG INDICATORS	LAWS AND REGULATIONS	INTERNAL POLICIES
Category B6: Product Responsibilities	Securities Law of the People's Republic of China Anti-Unfair Competition Law of the People's Republic of China Interim Provisions on Banning Commercial Bribery Anti-Monopoly Law of the People's Republic of China Law of the People's Republic of China on the Protection of Consumer Rights and Interests Cybersecurity Law of the People's Republic of China Patent Law of the People's Republic of China Copyright Law of the People's Republic of China Regulation on Computers Software Protection Advertising Law of the People's Republic of China Trademark Law of the People's Republic of China Product Quality Law of the People's Republic of China Urban Real Estate Administration Law of the People's Republic of China Construction Law of the People's Republic of China Regulation on the Quality Management of Construction Projects Regulation on the Administration of Development and Operation of Urban Real Estate Code for Fire Protection Design of Building GB50016-2014 Guiding Opinions of the General Office of the State Council on Vigorously Developing Prefabricated Buildings Standard for Assessment of Prefabricated Building GB/T51129-2017 Regulation on Realty Management Standard for Acceptance of Construction Quality of Steel Structures GB50205-2001 Code for Design of Store Building JGJ48-2014 Standard for Urban Residential Area Planning and Design GB50180-93 (2016 Version) Green Building Evaluation Standard GB/T 50378-2019 Technical Standard for Nearly Zero Energy Buildings GB/T 51350-2019 General Data Protection Regulation (GDPR) Green Construction Evaluation Standard	Notice on Avoiding Unmatched Products and Eliminating Large-scale Complaints Reaffirmation of the Implementation of the Pre-sale Policy in Strict Accordance with State Regulations Guidelines for the Revision of the Public Letter on Integrity of the Sales Center Guidelines on Sand Table Display of Domestic Property Project Brand Promotion Regulations Project Safety Measures Country Garden Engineering Safety Standardization Diagrams Pre-sale Customer Risk Screening Guidelines Pre-sale Customer Risk Screening Form Customer Complaint Handling Guidelines Project Quality Management Handbook Material Acceptance Management System Emergency Management System Information Reporting Management System Prototype First Management System Intellectual Property Right Handbook Intellectual Property Right Management Procedure Intellectual Property Right Protection Procedure Intellectual Property Right Reward Management Measures Country Garden Work Safety Management System Handbook for Safe and Civilized Operation Measures of Country Garden Operational Risk Management Measures Country Garden Information Security Management Measures Data Security Management System of Country Garden Guidelines on Customer Data Platform and Smart Information Masking and Outbound Platform Recommendations for the Transformation of Urban Planning and Development in the Post-epidemic Era Personal Information Protection Policy Template Data Security Management System of Country Garden Group Design Guidelines for Country Garden Green Buildings Green Hotels Management Standards
Category B7: Anti-corruption	Company Law of the People's Republic of China Anti-Money Laundering Law of the People's Republic of China Anti-Unfair Competition Law of the People's Republic of China Interim Provisions on Banning Commercial Bribery	Country Garden Employee Code Country Garden Regulation on Management of Conflict of Interests of Employees Country Garden Regulation on Management of Employee On-Duty Behavior Country Garden Measures for Pursuing Responsibilities for Violations of Regulations and Discipline by Group Employees Country Garden Supplier Integrity Instruction Country Garden Integrity Agreement

▶▶ APPENDIX IV: INDEX OF HKEX ESG REPORTING GUIDE

ESG INDICATORS		CHAPTER	NOTE
A1 General Disclosure	Information on: the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste	8.1 Environment Management	
A1.1	The types of emissions and respective emissions data	Appendix II: Sustainability KPIs	
A1.2	Greenhouse gas emissions in total and, where appropriate intensity	Appendix II: Sustainability KPIs	
A1.3	Total hazardous waste produced and, where appropriate, intensity	Appendix II: Sustainability KPIs	
A1.4	Total non-hazardous waste produced and, where appropriate, intensity	Appendix II: Sustainability KPIs	
A1.5	Description of measures to mitigate emissions and results achieved	8.4 Green Operation	
A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved	8.4 Green Operation	
A2 General Disclosure	Policies on the efficient use of resources, including energy, water, and other raw materials	8.2.4 Sustainable Development Building Strategy	
A2.1	Direct and/or indirect energy consumption by type and intensity	Appendix II: Sustainability KPIs	
A2.2	Water consumption in total and intensity	Appendix II: Sustainability KPIs	
A2.3	Description of energy use efficiency initiatives and results achieved	8.6 Green Office	
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved	8.4 Green Operation	

ESG INDICATORS	CHAPTER	NOTE
A2.5	Total packaging material used for finished products and, if applicable, with reference to per unit produced	Appendix II: Sustainability KPIs
A3 General Disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources	8.8 Biodiversity Protection
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	8.8 Biodiversity Protection
B1 General Disclosure	Information on: the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare	9.1.1 Fair Employment
B1.1	Total workforce by gender, employment type, age group, and geographical region	Appendix II: Sustainability KPIs
B1.2	Employee turnover rate by gender, age group, and geographical region	
B2 General Disclosure	Information on: the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards	9.2.2 Occupational Health and Safety
B2.1	Number and rate of work-related fatalities	Appendix II: Sustainability KPIs
B2.2	Lost days due to work injury	Appendix II: Sustainability KPIs
B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored	9.2.2 Occupational Health and Safety
B3 General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	9.3 Talent Cultivation

ESG INDICATORS		CHAPTER	NOTE
B3.1	Percentage of employees trained by gender and employee category	Appendix II: Sustainability KPIs	
B3.2	Average training hours completed per employee by gender and employee category	Appendix II: Sustainability KPIs	
B4 General Disclosure	Information on: the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour	9.1.1 Fair Recruiting Process	
B4.1	Description of measures to review employment practices to avoid child and forced labor	Not applicable	During the reporting period, no case of child labor and forced labor has been reported and we have taken multiple measures to prevent such practice from happening.
B4.2	Description of steps taken to eliminate such practices when discovered	Not applicable	During the reporting period, no case of child labor and forced labor has been reported and we have taken multiple measures to prevent such practice from happening.
B5 General Disclosure	Policies on managing environmental and social risks of the supply chain	7.4.2 Supply Chain Responsibility	
B5.1	Number of suppliers by geographical region	Appendix II: Sustainability KPIs	
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	7.4.2 Supply Chain Responsibility	
B6 General Disclosure	Information on: the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labeling, and privacy matters relating to products and services provided and methods of redress	7.3.1 Responsible Marketing	
B6.1	Percentage of total products sold or shipped subjects to recalls for safety and health reasons	Not Applicable	Not applicable, for there were no recall of products and services that had a great impact on the Group's operation

ESG INDICATORS	CHAPTER	NOTE	
B6.2	Number of products and service-related complaints received and how they are dealt with	7.3.2 Keep Customer Satisfied	
B6.3	Description of practices relating to observing and protecting intellectual property rights	6.2.5 IPR Protection	
B6.4	Description of quality assurance process and recall procedures	Not Applicable	Product recall is not relevant to the Country's operation. During the reporting period, no product recall has occurred due to poor house quality.
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored	7.3.3 Information Security and Privacy Protection	
B7 General Disclosure	Information on: the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundry	6.2.4 Ethics	
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, how they are implemented and monitored	6.2.4 Ethics	
B8 General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests	Country Garden Gives Back-Shared Harmony	
B8.1	Key areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sports)	Country Garden Gives Back-Shared Harmony	
B8.2	Resources contributed (e.g. money or time) to the key areas	Country Garden Gives Back-Shared Harmony	

▶▶ 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	2 What is Country Garden	
102-3	Location of headquarters	Not Applicable	
102-4	Location of operations	Not Applicable	
102-5	Ownership and legal form	Not Applicable	
102-6	Markets served	2 What is Country Garden	
102-7	Scale of the organization	2 What is Country Garden	
102-8	Information on employees and other workers	Appendix II: Sustainability KPIs	
102-9	Supply chain	7.4.2 Supply Chain Responsibility	
102-10	Significant changes to the organization and its supply chain	Not Applicable	
102-11	Description of action with discretion	2 What is Country Garden	
102-12	Accord that the company agrees to	Not Applicable	
102-13	Membership of associations	Not Applicable	
STRATEGY AND ANALYSIS			
102-14	Statement by senior decision-makers	2020 Annual Message	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behaviors	2 What is Country Garden	

GRI STANDARDS	DETAIL	REFERENCE	NOTE
GENERAL DISCLOSURES			
GOVERNANCE			
102-18	Governance structure	6.2.2 Responsibilities of the Board	
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	6.3.4 Stakeholder Communication	
102-41	Collective bargaining agreements	Not Applicable	
102-42	Identifying and selecting stakeholders	6.3.4 Stakeholder Communication	
102-43	Ways of stakeholder communication	6.3.4 Stakeholder Communication	
102-44	Key topics and concerns raised by stakeholders and the institution's response	6.3.4 Stakeholder Communication	
REPORTING PRACTICE			
102-45	Entities included in the consolidated financial statements	Not Applicable	
102-46	Defining report content and topic boundaries	1 About the Report	
102-47	List of important issues	6.3.5 Strategic Management on Key Issues	
102-48	Reasons for restatements of information	1 About the Report	
102-50	Changes in reporting	1 About the Report	
102-50	Reporting period	1 About the Report	
102-51	Date of most recent report	Not Applicable	
102-52	Reporting cycle	1 About the Report	
102-53	Contact point for questions regarding the report	1 About the Report	

GRI STANDARDS	DETAIL	REFERENCE	NOTE
GENERAL DISCLOSURES			
REPORTING PRACTICE			
102-54	Claims of reporting in accordance with the GRI Standards	1 About the Report	
102-55	GRI content index	Annex V: GRI content index--Core Items	
102-56	External assurance	Not Applicable	
MANAGEMENT APPROACH			
103-1	Explanation of the important issues and their boundary	6.3.5 Strategic Management on Key Issues	
103-2	Management approach and its components	6.2 Corporate Governance	
103-3	Evaluation of management approaches	6.2 Corporate Governance	
ECONOMIC STANDARDS			
ECONOMIC PERFORMANCE			
	Management Approaches	2 What is Country Garden	
201-1	Direct economic value generated and distributed	2 What is Country Garden	
202-2	Proportion of senior management hired from the local community	Not Applicable	
INDIRECT ECONOMIC IMPACT			
	Management Approach Disclosure	10 Country Garden Gives Back-Shared Harmony	
203-1	Impacts due to infrastructure investment and related supporting services	10 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
ECONOMIC STANDARDS			
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	
EMISSION			
	Management Approach Disclosure	Appendix II: Sustainability KPIs	
305-1	Direct (Scope 1) GHG emissions	Appendix II: Sustainability KPIs	

GRI STANDARDS		DETAIL	REFERENCE	NOTE
ENVIRONMENTAL ISSUES				
EMISSION				
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		No major violations of environmental laws and regulations during the reporting period
LAND DEGRADATION, CONTAMINATION, AND REMEDIATION				
G4-CRE5	Land remediated and in need of remediation for the existing or intended land use, according to applicable legal designations	8.8 Bio-Diversity Protection		
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		

GRI STANDARDS	DETAIL	REFERENCE	NOTE
SOCIAL ISSUES			
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	9.1.2 Diversity and Inclusion	
405-1	Diversity of governance bodies and employees	9.1.2 Diversity and Inclusion	
LOCAL COMMUNITIES			
	Management Approach Disclosure	10 Country Garden Gives Back-Shared Harmony	
413-1	Operations with local community engagement, impact assessments, and development programs	10 Country Garden Gives Back-Shared Harmony	
CUSTOMER HEALTH AND SAFETY			
	Management Approach Disclosure	7.3 Dedicated Service	
413-1	Incidents of non-compliance concerning the health and safety impacts of products and services	Not Applicable	No such incidents during the reporting period
CUSTOMER PRIVACY			
	Management Approach Disclosure	7.3.3 Information security and privacy protection	
419-1	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Not Applicable	No such complaints during the reporting period

GRI STANDARDS		DETAIL	REFERENCE	NOTE
SOCIAL ISSUES				
APPEAL SYSTEM				
Management Approach Disclosure			7.3.2 Customer Satisfaction	
Laws and Regulation Compliance				
419-1	Non-compliance with laws and regulations in the social and economic area		6.2.1 Operational Compliance	It is the basis principle of our employees and suppliers to comply with laws and regulations and there is no such violations 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		8.2.2 Sustainable Development Building Certification	

▶▶ APPENDIX VI: COMMENTS AND FEEDBACK

To report violations of professional ethics by Country Garden employees or business units, please contact the Risk Control, Audit, and Supervision Center:

jtjcb@countrygarden.com.cn

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

400-8919-338

For investor relations, please contact the Investor Relations Department:

ir@countrygarden.com.cn

For more details about the Guoqiang Foundation, please visit:

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

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

bgycsr@countrygarden.com.cn

For more Country Garden Sustainability Reports, please visit:

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

