

# RESILIENT GROWTH STEADY PROGRESS



China Resources Land  
**Sustainability Report**  
**2020**



华润置地官方微信

华润置地有限公司  
China Resources Land Limited  
深圳市南山区大冲一路华润置地大厦E座48楼  
电话: 0755-25856668  
[www.crland.com.hk](http://www.crland.com.hk)



中国企业社会责任报告  
评级专家委员会  
China Expert Committee on CSR Report Rating



This report is the eighth Sustainability Report (formerly known as Social Responsibility Report before 2015) issued by China Resources Land (CR Land). Meanwhile, CR Land actively promotes the release of sustainability reports in its subordinate regions and business divisions. By the time of the release of this report, CR Land and its subsidiaries have published 59 sustainability reports.



★★★★★

2019



★★★★★

2018



★★★★★

2017



★★★★★

2016



★★★★★

2015



★★★★☆

2014



2013



# Resilient Growth Steady Progress

The power of a seed comes from its faith  
agreed with the spring  
For better or worse  
It will always follow the sun  
When the rivers rush  
When the sun and moon shine  
and when stars twinkle  
We picture our future under the call of the new era



# CONTENTS /

04 / ABOUT THIS REPORT

12 / ABOUT CR LAND

05 / MESSAGE FROM  
THE CHAIRMAN OF  
THE BOARD  
NEW JOURNEY AND NEW MISSION

19 / SPECIAL TOPICS  
FOCUS ON CR LAND'S RESPONSIBILITY  
PERFORMANCE PRACTICES UNDER THE PANDEMIC

06 / MESSAGE FROM  
THE PRESIDENT  
JOINT HANDS AND UNITE HEARTS,  
STEADY PROGRESS

22 / CHAPTER 1  
GROWING WITH CUSTOMERS AND TURNING  
HIGH-QUALITY CITY MISSION INTO ACTIONS

08 / HIGHLIGHTS OF 2020

34 / CHAPTER 2  
GROWING WITH EMPLOYEES AND IMPLEMENTING  
THE MISSION OF A DYNAMIC TEAM

10 / 2020 KEY PERFORMANCE

46 / CHAPTER 3  
GROWING WITH THE CITY AND IMPLEMENTING  
THE MISSION OF LOW-CARBON  
AND ENVIRONMENTAL PROTECTION

70 / CHAPTER 4  
GROWING WITH PARTNERS AND ACHIEVING  
THE MISSION OF WIN-WIN COOPERATION

100 / OUTLOOK FOR 2021

78 / CHAPTER 5  
GROWING WITH YOU AND FULFILLING SOCIAL MISSION

102 / APPENDIX

86 / CHAPTER 6  
GROWING WITH STAKEHOLDERS AND UPHOLDING  
THE MISSION OF SUSTAINABLE DEVELOPMENT

CR LAND

# About This Report

Reporting Cycle	This report is disclosed annually. This annual report was approved for issuance by the Board of Directors on March 29 2021.
Reporting commitments	CR Land undertakes that the report contains no false records, misleading statements or material, and the Board of the Company is responsible for the truthfulness, accuracy, and completeness of this report's contents.
Reporting scope	Unless otherwise specified, the report's coverage is consistent with the 2020 annual CR Land Financial Report. The report covers the period from January 1 2020 to December 31 2020 with some extensions about CR Land's headquarters, its six major regions, eight business divisions, and professional companies.
Reporting standards	This report is prepared mainly under the Environmental, Social and Governance Reporting Guide (ESG Guide) set out in Appendix 27 of the Listing Rules on the Hong Kong Stock Exchange, the Guide to the Preparation of Corporate Social Responsibility Report of China (CASS-CSR4.0) issued by the Chinese Academy of Social Sciences, the Guide for the Business Action on Sustainable Development Goals (SDGs), the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) and the CR Social Responsibility Management Measures.
Preparation process	The report is prepared concerning the standards mentioned above, through peer benchmarking, questionnaire survey, stakeholder interviews, social responsibility survey, information collection and review, report writing, management approval by the Social Responsibility Committee, and report rating completeness, accuracy, truthfulness and balance.
Reporting principles	This report complies with the materiality, quantitative, balance and consistency principles specified in the requirements of the ESG Guide. It responds to the materiality principle by conducting material analysis on sustainability topics, meets the quantitative and consistency principles via quantitative data list, and reflects the balance principle with a review of negative issues and underperformance.
Addressing and representation	For the convenience of expression, "CR Land", "the Company", "we" and "us" mentioned in this report refer to "CR headquarters, its six major regions and eight business divisions and professional companies" as an entity.
Data statement	This report's data and information are mainly derived from the statistics and related documents of CR Land. The company undertakes no false records or misleading statements and is responsible for the report's truthfulness, accuracy, and completeness.
Availability of the report	This report is published in both Simplified Chinese and English versions for readers' reference. The electronic version of the report is available on the company's website.
Feedback	Scan the QR code below to provide feedback



# Message from the Chairman of the Board



CR Land Limited Chairman of the Board  
Wang, Xiangming

Looking back at the “13th Five-Year Plan” period, CR Land maintained its leading position in the industry and achieved performance indicators comprehensively. Focusing on three aspects of “precise investment, excellent operation and reformed innovation”, CR Land adhered to high-quality development and fully accomplished the transformation to an urban investment development operator.

## New journey and new mission

2020 was the decisive year for building a moderately prosperous society in all respects and achieving the first century-long goal and a crucial year for CR Land to achieve the closing of the “13th Five-Year Plan” and the beginning of the “14th Five-Year Plan”. We earnestly implemented the Central Government's requirement of “steadily implementing the long-term mechanism of real estate to promote the stable and healthy development of the real estate market”, and achieved resilient growth in the difficult situation of the COVID-19 pandemic based on the strategic positioning of the new era and the business model of urban comprehensive investment and development. We spun off the commercial operation and property management business, established CR Mixc Lifestyle, and successfully listed on the Hong Kong Stock Exchange's main board in 2020. At the same time, we strengthened communication with investors through multiple channels in strict accordance with the Hong Kong Listing Rules requirements and maintained good corporate governance standards. This year, we achieved sustainable growth in various business indicators, accelerated the strategic layout of the industry, continued to promote high-quality development, and contributed to the sustainable development of the society and economy.

2021 is the first year of the “14th Five-Year Plan” and a new starting point for the Group to ride on the situation and continue working hard. We will adhere to the strategic positioning of “urban investment and development operator” and the overall goal of “reshaping CR Land to achieve high-quality development”, adhere to the integrated business portfolio of “development property business, investment property business and asset light business with the eco-system elementary business”, and build two supporting systems of strategically leading

investment and refined management of production and operation. We will continue to promote and implement the concepts of “green building”, “green construction”, “green operation” and “green office”, actively participate in and obtain certifications related to environmental protection and green building, and are committed to creating an eco-friendly and livable construction environment to accomplish a win-win situation for environmental quality and green ecology.

Facing the new landscape and new challenges, we will seize the opportunities in the era, stay true to our original aspiration, ride on the situation, work hard and follow the trend. We set foot in cities with high development potential, firmly adhered to the fundamental direction of high-quality development, brought positive returns to investors, and played a leading role as a pioneer. In the meantime of reform and development, we will also continue to strengthen high-quality communication and cooperation with various stakeholders, attach importance to safeguarding the fundamental rights and interests of employees, and the core strength of corporate development; We will shoulder the responsibility as a central government-owned enterprise, actively participate in community construction, promote the development of public welfare, contribute to building a harmonious society, and always adhere to the concept of sustainable development of society, environment and business, share achievements, and realize common growth and prosperity.

The new journey has given CR Land a new mission. Nowadays, standing at the threshold of 2021, we will work together on our hard-working footprint in the past year, and continue to build on our past, so as to boost our momentum in the new year!

# Message from the President



CR Land President, Chairman of  
Corporate Social Responsibility Committee

Li, Xin

Looking back on 2020, it is destined to be an extraordinary year in the world and country. Faced with the rare COVID-19 pandemic, CR Land implemented the deployment of the central government, fully mobilized and bravely shoulder heavy responsibilities to overcome difficulties together. The staff of CR Land was actively facing the difficulties and trials, working hand in hand to enable business get back on track timely and achieved remarkable results.

## Joint Hand sand Unite Hearts, Steady Progress

CR Land has always assumed the responsibility of a central government-owned enterprise, fully implemented the concept of sustainable development while maintaining stable business operation, and constantly pursued harmonious and sustainable development of economy, environment and society. This report is CR Land's 8th independent Sustainability Report, which sets out our sustainability intentions, actions and achievements.

We continued to achieve outstanding results in 2020 by promoting internal responsibility management from top to bottom and increasing our investment in sustainable development through system formulation. We have received the five-star report evaluation from the Social Responsibility Research Center of the Chinese Academy of Social Sciences for six consecutive times. What's more, we obtained the highest five-star plus rating from the Chinese Academy of

Social Sciences for the first time in the 2019 Sustainability Report and continued to lead the global real estate sustainability benchmark (GRESB) rating and the Hang Seng Corporate Sustainability Index. In 2020, we formulated the first "ESG Management Manual of CR Land" to comprehensively and systematically sort out ESG management work and achieve the goal of normalized control of ESG work.

In terms of facilitating urban development, we always adhere to the belief that "quality makes more changes to the city" and maintain a higher pursuit of product and service quality. We adhered to the belief that product quality and safety and provided people with healthy and high-quality construction products. We actively participated in the construction of affordable housing, talent apartments and other projects, continued to increase housing supply and deepen urban

renewal, strived to solve housing problems and invited more people to live in.

**In terms of protecting the ecological environment, we actively responded to the goal of "carbon peaking and carbon neutrality", and actively promoted green building and green operation business.** We further integrated the concept of green and environmental protection into various business segments and working procedures and made new progress in green construction and green operation. In 2020, we added 98 green building projects with a total area of 13,006,700 square meters. Besides, we also fully launched an energy consumption management platform for all commercial projects in operation, and built another platform for hotel projects to effectively reduce energy consumption and carbon emissions.

**In terms of humanistic care and charity, we adhered to the principle of "serving the society and spreading civilization", and promoted the positive interaction between the enterprise and the society.** We worked with stakeholders such as employees, partners and community residents to fulfill our social responsibilities and grown and progressed together. In

2020, CR Land continued to improve its performance in safety production, employee training and industry chain responsibility, strengthen cooperation with the government, customers and non-profit organizations, carry out more diversified public welfare activities, and promote community integration and social harmony. In terms of poverty alleviation, we actively fulfilled the social responsibilities as a central government-owned enterprise. From Guangxi Baise Hope Town to Hong'an Hope Town, we overcame various difficulties and completed the construction tasks to help our country win the battle against poverty in 2020.

Standing at a new milestone in history, we will always work together with our employees, property owners, tenants, customers, and other stakeholders to unite and ride on the momentum and promote the "14th Five-Year Plan" to reshape the reform of CR Land and create a better future.


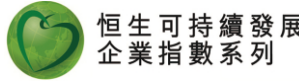


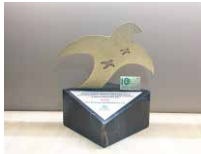
# Highlights of 2020



# 2020 Key Performance

## Operating performance

We are always committed to maintaining good corporate governance standards to ensure the stable and healthy development of the Company, and create sustainable economic benefits.

Scope	Indicators	2020 performance
Financial Performance	Total assets	RMB 869.04billion
	Owners’ equity	RMB 256.24billion
	Revenue	RMB 179.6billion
	Total profit	RMB 47.2billion
	Net Profit/Profit Attributable to Shareholders	RMB 29.8billion
	Return on equity	15.7%
	Return on total assets	5.9%
	The Ratio of value maintenance and appreciation of Central government-owned assets	115.14%
Products/ Services	Technology R&D investment	RMB 37,800,000
	Residential customer satisfaction rate	86.23%
	Commercial properties tenant satisfaction rate	98.7%
	Customer complaint handling rate (Residential projects)	99.32%
	Customer complaint handling rate (Commercial projects)	99.94%
Information Disclosure	Total number of reports released by headquarters and subordinate units	9
	Report by the Chinese Academy of Social Sciences on the report published by the head quarters and subordinate units	1 five-star rating, 7 five-star rating and 1 four-and-a-half rating
		2020 Sustainability Report was awarded the five-star rating by the Chinese Academy of Social Sciences Corporate Social Responsibility Committee
		In 2020, the company relisted on the Hang Seng Corporate Sustainability as one of the 89 constituent stocks and was selected as a constituent stock of the Hang Seng ESG 50 Index
		Get a four-star rating
		Promotion to Class BB in 2020
	 The 10th “Hong Kong Green Corporate Awards” from the Hong Kong Green Council	Excellent EHS Gold Award for CR Land (Ningbo) Limited, Excellent EHS Silver Award for Chengdu Dong’ a Lake Sports Park Project Company and MIXC Shenyang
Credit rating	S & P	BBB+／stable outlook
	Moody’ s	Baa1／stable outlook
	Fitch	BBB+／stable outlook

## Social performance

We take the initiative to take social and public responsibilities, create value for the community, bring benefits to the society, and serve the role of a responsible “corporate citizen”.

Scope	Indicators	2020 performance
Protection of employees’ rights and interests	Labor contract signing rate	100%
	Social insurance coverage rate	100%
Employee safety and health	Employee physical examination rate	100%
	Work-related fatalities	0
Diversity and inclusion	Total number of employees	48,414 people
	Percentage of female employees	35%
	Percentage of women in management	26.6% (above director level)
Employee growth	Employee training rate	87.9%
	Training investment per employee	RMB 819.8
	Training hour per employee	16.8hours
Job creation	New employee hire	12,323
	New fresh graduate employee hire	649 people
Tax payment	Total taxes	30.7billion
Public service and charity	Charitable donations	RMB 18,107,900
Safe production	Investment in safe production	RMB 146,737,100
	Number of safety drills	6,786
	Number of general work-related injuries and above	0

## Environmental performance

We attach great importance to the impact of corporate production and operation activities on the environment. We continuously increase our investment in the environment, pursuing “green development” and building a “beautiful China”.

Scope	Indicators	2020 performance
Environmental Investment	Total environmental investment	RMB 19,351,800
	Investment in energy conservation and emission reduction technological transformation	RMB 9,036,300
Green Building	Total green building certified area	13,006,700 sq.m.
Energy conservation and emission reduction	Total energy consumption	103,900 tons of standard coal
	Energy intensity per RMB10,000 of revenue (10,000 tons of standard coal/RMB)	0.0084 ton of standard coal/RMB10,000 of revenue
	Carbon dioxide emissions	749,372 tons
	Carbon dioxide emission intensity per RMB10,000 of revenue	0.0608 tons/ RMB10,000 of revenue



# ABOUT CR LAND

## Corporate profile

CR Land Limited (company name: CR Land, stock code: HK1109) was restructured in 1994, is a strategic business unit under CR Group, a Fortune Global 500 company, responsible for urban construction and operation, and a leading urban investment and development operator in China.

The Company was listed on the Hong Kong Stock Exchange in 1996, and was selected as a constituent of the Hong Kong Hang Seng Index in 2010. In 2020, CR Land spun off its commercial operation and property management business, then established CR Mixc Lifestyle Services Limited (company name: CR Mixc Lifestyle, stock code: HK1209) and successfully listed on the Main Board of the Hong Kong Stock Exchange and was selected as a constituent of the Hong Kong Hang Seng Index.

Facing the “14th Five-Year Plan”, with the strategic position as an urban investment development operator, CR Land has established the “3 + 1” business portfolio model, which organically links and integrates the development of three main businesses, development property business, investment property business and asset light business with the eco-system elementary business. The development property business include residential properties and public properties for sale; investment property business includes holding shopping malls, office buildings, hotels, etc.; asset light business, namely Mixc Lifestyle, is a new growth driver of the Company’s performance; the eco-system elementary business includes construction and operation, urban renewal, long-term leasing, industry, healthcare and education.

In the future, CR Land will further take the diversified business advantages of CR Holdings, seize the major opportunities of new urbanization, the implementation of national regional coordinated development strategy, the comprehensive deepening of government-owned enterprise reform, consumption upgrade, technological innovation, etc., to achieve high-quality development through the combination of industrial layout and competitive strategy, take the industrial responsibility and social responsibility conferred to us in the new era, grow and create together with stakeholders, and make greater contributions to the construction and development of cities and better human-well-being.

▲ Sales volume of development business continued to maintain top 10 in the industry (CRIC data)

10

TOP

We grew to over 48,000 employees

48,000 869.04

We attained 869.04 billion RMB of total assets



# Development history

1994

China Resources Enterprise, Limited became a shareholder of Beijing Huayuan Real Estate Limited, entering the real estate industry through financial management.



2001

Restructured Beijing Huayuan and changed the company name to China Resources Land Beijing Limited, shifting the real estate business model from investing to self-operation.

2004

The Central government-owned Assets Supervision and Administration Commission specified real estate and related industries as the main businesses of CR Group. The MIXC Shenzhen was opened for business.

1996

The Company was restructured as China Resource Land (Beijing) Limited, and listed on the Stock Exchange of Hong Kong in November.



2002

Rename as China Resources Land Limited (CR Land) and established its nationwide development strategies and entered Shanghai and Chengdu.



2005

CR Group restructured its real estate businesses by acquiring Beijing China Resources Building, China Resources Shanghai and China Resources Shenzhen and their commercial assets, transforming itself from a residential product developer to a integrated real estate developer.



2007

CR Land invested in CR Construction and Uconia Decoration, and LOGIC in 2008, establishing a unique business model of “residential development + investment property + value adding service”.

2014

CR Land released its commercial real estate strategies and aimed for the leading position of commercial real estate development in China.



2018

CR Land Shenzhen Bay Complex Project is fully completed.

2010

CR Land became a constituent stock of the Hong Kong Hang Seng Index (blue-chip stock) in March.



2016

CR Land established the business model of development property + investment property + X” for the 13th Five-Year Plan.



2020

CR Land successfully spin-off the Mixc Lifestyle on the Hong Kong Stock Exchnage.





## Key businesses

The “3 + 1” business model which organically links and integrates the development of three main businesses, development property business, investment property business and asset light business with the eco-system elementary business.

### Development property business

Development property business mainly includes residential and public construction sales. It is the main contributor to the company's performance and provides cash flow support for the operating real estate business.

### Investment property business

Investment property business mainly includes shopping malls, office buildings, and hotel businesses. It contributes to the company's performance and long-term stable cash flow, helping to develop sales-oriented businesses to balance risks, obtain resources, and improve asset-light service capabilities.

- ▲ The annual contract amount reached RMB 285 billion, an increase of 18% year-on-year, exceeding the annual target.

285

- ▲ Self-owned shopping malls: 45 MIXC series shopping centers have been opened and 56 projects have been reserved.

45

- ▲ Shopping mall output management projects: as of the end of 2020, there were 21 projects, including 16 projects in operation and five projects in the pipeline.  
Sales: total retail sales reached RMB 81.4 billion, with more than 4,400 global brands and a total of approximately 15 million registered members.

21 81.4

- ▲ The leasing business has been stationed in 16 cities including Beijing, Shanghai, Shenzhen, Chengdu and Chengdu, and there are 20 projects in operation.

16

- ▲ The education business has been stationed in 4 cities, Beijing, Shenzhen, Jinan, and Chunchun, and three projects have achieved transitional education.

4

- ▲ Sports venues have been stationed in 5 cities, including Shanghai, Shenzhen, Hangzhou, Chengdu, and Xi'an, with 8 events and 3 active events.

5

- ▲ The healthcare business has entered 10 cities, including Beijing, Guangzhou, Shenzhen, Wuhan and Shenyang, with 20 projects, of which 15 projects are currently in operation.

10 20

### Asset light business

As a platform for the company's commercial operation management and property management business, the Mixc Lifestyle will become the company's new business growth pole, and it will cooperate with the development property business to obtain resources and realize the preservation and appreciation of assets.

### Eco-system elementary business

Eco-system elementary business, including agent construction and operation, urban renewal, long-term rental, industry, health care, film industry, education, etc., will be combined with the three main businesses to build comprehensive capabilities for urban investment, development and operation. Not only can it provide strong support for the performance of the main business growth, but also can make independent profits and develop independently. At the same time, it has become an outstanding contributor to the brand influence of CR Land.



Shenzhen Enjoy Ages



Youtha RESIDENCE (Shanghai Sanlin)



Jinan Mixc



Shanghai Linglong Enjoy Mansion



## Organizational structure

In March 2021, there were 16 functional departments under CR Land's headquarters, with duties to coordinate and lead 8 business units and professional companies, 6 regions and 40 city companies.



Regions					
North China	East China	South China	West China	Northeast China	Central China
Beijing	Shanghai	Shenzhen	Chengdu	Shenyang	Wuhan
Tianjin	Nanjing	Guangzhou	Chongqing	Dalian	Zhengzhou
Jinan	Hangzhou	Foshan	Xi'an	Changchun	Hunan
Qingdao	Hefei	Dongguan	Kunming	Haerbin	Nanchang
Xiongshi	Suzhou	East Guangdong	Guiyang	Huhehaote	
Taiyuan	Ningbo	Zhuhai	Lanzhou		
	Wuxi	Guangxi			
	Wenzhou	Hainan			
	Xuzhou	Fuzhou			
		Xiamen			

## SPECIAL TOPICS

### FOCUS ON CR LAND'S RESPONSIBILITY PERFORMANCE PRACTICES UNDER THE PANDEMIC

The sudden outbreak of the COVID-19 pandemic has caused an unprecedented global pause, and many countries and individuals are facing a complex and severe challenge, especially for the people in CR Land. During the pandemic, our employees, represented by the healthcare and anti-pandemic medical professional team, traveled to Wuhan and supported the anti-pandemic frontline work. We also took the lead to waive the rental fee for commercial tenants of RMB 940,000,000 across the country. At the same time, we gather our strength and act boldly in this difficult time, jointly collaborating with our peers to return our business to normal, by focusing on the two management themes racing against the time and underwrite results and cost reduction, quality improvement, and efficiency enhancement.

While setting an example in scientifically and orderly preventing and controlling the epidemic and supporting the front-line anti-epidemic work, we also made use of our own advantages to carry out technological innovation and opened cloud models such as “cloud viewing, shopping, and cloud property” to help resume work and production. Promote the resumption of work and production in the housing sector, which is related to the people's livelihood, and guarantee employment, as a model for and assisting economic recovery.



Inspection of the Resumption of Work and Production of Construction Projects



## We take the initiative to assume social public responsibilities, create value for society, promote public welfare, and act as a responsible "corporate citizen"

The employee volunteers of CR Land in the epidemic are brave "rebels". They took on the important task of controlling the flow of personnel at the first time regardless of the danger, and gave up the small home for everyone, insisting on working hard in the front-line work position, running hard during the day, holding on at night to guarantee the safety, health and material property of community owners. We have shown strong cohesion in the face of the test of the epidemic, working with all parties in the name of love to ensure that every line of defense against the epidemic is not lost.

## Effective pandemic prevention and resumption of work: intelligent cloud model to support the resumption of work and production and service innovation

Under the epidemic, staying at home is the greatest contribution to society. CR Land innovated its service model on time and made full use of the in-ternet, big data, intelligence, and other means to effectively promote the resumption of work and production with the concept of "no meet", "no contact" to meet the diverse needs of customers in homeownership, shopping, and community services.

- We timely launched the "CR Land Sales Office" WeChat mini program
- We developed a new function of "Yidian Wanxiang" app and launched the "Total Digital Sales and Distribution Intelligence System."
- We provided "Yue + Guarding Love and Home" Community Contactless Material Distribution Services

With the dual challenges and opportunities of "racing against the time and underwriting results," we applied intelligent information technology to quickly resume work and production, promoting business transformation and innovation and digital construction.

## Stabilizing and guaranteeing employment: Fulfill social responsibility and maintain all-round and stable employment under the pandemic

Under the impact of the epidemic, in the face of the severe and complex employment situation, CR Land gave full play to the role of central enterprises, implemented the national "six stability and six guarantees" policy, strived to ensure the stability of staff size and recruitment numbers, and helped key populations in key areas to solve employment problems. We are committed to continuously contributing "CR Power" to the country in expanding the scale of employment, continuously improving people's livelihood, and serving economic and social development.

- **On-campus recruitment:** We organized multiple school recruitments for different businesses and different types of positions, and admitted more than 700 people. In addition, we also provided multiple internship positions to help students understand the corporate culture of CR Land.
- **Social recruitment:** We strengthened the absorption of special groups such as migrant workers, veterans, and the disabled, playing Central government-owned enterprise's role as a bottom;
- **Remuneration and benefits:** We actively implemented the remuneration and benefits of front-line personnel, and we were committed to creating a safer and healthier working environment



Hubei special job fair



Employees participate in epidemic prevention volunteer services

## Anti-pandemic data table

# 600,000

During the pandemic, CR Land built a protection wall for pandemic prevention and control for 600,000 customers in various communities, office buildings, and shopping malls across the country.

# 6,500+

As of April 17, 2020, CR Land had organized more than 6,500 supervision and inspections of pandemic prevention and control for units at all levels during the resumption of work and production.

# 390

As of the end of April 2020, more than 390 construction sites in China resumed work and production, and nearly 300 marketing centers were in full operation.

# 940,000,000

Exempted RMB 940 million of store rents for commercial projects nationwide, benefiting approximately 13,000 tenants across the country.

# 20,553+

During the epidemic, training continued to be strengthened. In the first half of 2020, the company set a total of 569 classes and added 844 internal courses, with more than 20,533 trainees, basically realizing the normalization of online learning.

# 300,000

As of the end of March 2020, CR Land had issued a total of RMB 290,000 to employees and their families who have been diagnosed with COVID-19.

# 120,000

As of the end of April 2020, all the 120,000 labor required for all projects except Wuhan have resumed work.

# 59,873

As of the end of February 2020, the internal office software, iLand, was developed with a built-in health monitoring mini-program, which quickly covered all the employees and close contacts of 59,873 people.

# 1,807

In the first half of 2020, 1,807 new migrant workers and 370 retired teachers and firefighters were recruited.

# 17,000+

During the pandemic prevention and control period, more than 17,000 property management staff of CR Land stayed on the front line of pandemic prevention.



# 1

GROWING WITH CUSTOMERS AND TURNING  
HIGH-QUALITY CITY MISSION INTO ACTIONS



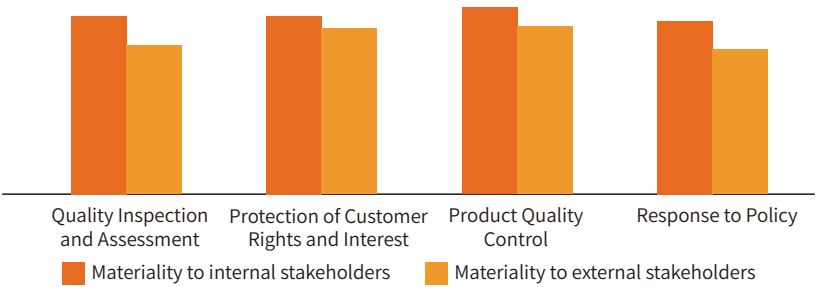


[Section description]

Adhering to the responsibility of “quality makes more changes to the city”, we are committed to building a beautiful city and creating a better life, and actively upgrading to an urban investment, development and operator to make the city life better.

[Response to issues]

Sustainability issues addressed in this chapter:



SDGs topics



HKEX ESG Index

B6.2/B6.4/B6.5

CASS-CSR4. 0 Index

S1.4/M2.1/M2.2/M2.4/M2.5/M2.6/M2.7/M2.8/  
M2.9/M2.10/M2.11/M2.12/M2.13/  
M2.14/M2.15/M2.16/M2.17/M2.18

[Objective review]

Goal setting	Progress review	Annual improvement plan
Based on customer experience and customer needs, and guidance of “intelligence, digitalization, informatization and network security”, promote the systematic improvement of product design quality and engineering quality, achieve the application of high-quality strategy, and provide customers with high-quality tasteful products.	<ul style="list-style-type: none"><li>• We established a product standardization system covering three major segments, namely technology, component quality and design.</li><li>• We launched the marketing management platform with inclusive promotion, continuously strengthening the system operation, carrying out optimization and upgrading of the platform, and improving user experience.</li><li>• We completed the launch of the employer-supplied material supply system and achieved realization of the online, multi-party collaborative, and business automation of the employer-supplied material performance process.</li><li>• We finished the online system for cost engineering and bill of quantities to enhance management efficiency.</li></ul> We optimized the Cloud Procurement System, Cloud Cost System, and Cloud Engineering System to improve the quality of procurement. <ul style="list-style-type: none"><li>• We enhanced the inspection system for residential projects, focusing on trigger points with a customer-oriented approach.</li><li>• We optimized the inspection system for public construction projects, focusing on mechanical and electrical engineering, curtain walls and fine decoration.</li></ul>	<p>In the future, we will clarify the vision and initiatives of the technology-enabling strategic engine, comprehensively enhance the customer relationship management capability of the entire value chain, and strive to provide customers with high-quality products and high-level services to safeguard their interests.</p> <ul style="list-style-type: none"><li>• Accelerate the promotion of online business to facilitate the technological battle;</li><li>• Strengthening network security, continuously promoting the security of the Company’s network and reducing operational risks;</li><li>• Focusing on digital and intelligent construction to safeguard the business.</li></ul>

[Responsibility - Case study]

STORY

Zero accidents occurred with the engagement of 9,000,000 man-days, and 430,000 shifts in large machinery and equipment

9,000,000

Building high-quality venue of 1,380,000 in 33 months, facilitating urban transformation through the construction of large venues

At CR Land, 33 months was a battle of progress and timing. We joined hands with 378 participating units to build the Three Centers project in Xi’an of 1,380,000 square meters, comprising the Xi’an Olympic Centre, the International Convention, Exhibition Centre, and the International Convention Centre.

This is our largest large-scale complex venue construction project, involving more than 100,000 workers and more than 20,000 people working simultaneously at the peak, more than 2,400 lifts, 1,000 cranes, 78 tower cranes, and more than 200 lifting equipment used simultaneously. While achieving production safety with zero accidents, we have created a construction record with speed and quality.

While overcoming the difficulties such as deep foundation pit, high structure and a large span of the project and creating “CR Speed + Xi’an Efficiency”, we also fully considered the local historical humanities by using new technologies and new processes to enhance the venue. We are committed to the vision of rapid development in “Xi’an”, promote urban change to bring a new value to the land, and inject new memory through large venue construction.



Three Centers project in Xi’an



## Urban development

### Old city reconstruction

Since CR Land invested in the construction of Shenzhen CR Center in 2002, we have been deeply involved in the urban renewal field, including various types of reconstruction such as old industrial areas, urban villages and old residential areas. In the past 20 years, we have continuously innovated in terms of renewal model, design concept and product operation. The classic cases and professional thinking were consolidated into the "CR Land Urban Renewal White Paper". With a foothold in the Guangdong-Hong Kong-Macao Greater Bay area, our urban renewal tactile has gradually expanded to the whole country, becoming a new growth driver for the company's sustainable development.

#### [Case]

### Promoting the urban renewal of Shenzhen in multiple dimensions

The Shenzhen Jinhao Town Project is an important practice for CR Land to internalize culture conservation products. The project is located in the heart of Baoan Shajing Street and covers an area of approximately 3.1 km<sup>2</sup>. Shajing Guxu, which was built in the Southern Song Dynasty, is one of the origins of Shenzhen's development. It not only retains a large number of cultural relics and heritage, but also retains non-physical heritage such as Zongci culture, marine culture and civil life culture. However, due to villagers' weak awareness of culture conservation, coupled with the destruction of the old age, cultural relics and old buildings have gradually lost the brightness of the past, many ancient buildings have become dangerous houses, and the revitalization of the area is imminent. In order to inherit the history of the area and promote the culture of Shajing Guxu, CR Land will cooperate with the government and plan to comprehensively use the "demolition, renovation, retention" and other update methods to protect and organically renovate the historical area, so as to establish a "Shajing sample" for the development of protective activation of the other historical areas in Shenzhen.



Urban Redevelopment Project in Shenzhen



Urban Redevelopment Project in Shenzhen Hubei Area

At CR Land, we are committed to retrofitting the poor living environment in urban brownfield and urban villages, and pays attention to ecological restoration in urban construction and agency operation. Meanwhile, we fulfill our commitment to green space development, and conduct compliant development under the premise of effectively protecting the ecological environment, animal and plant habitats around the green space.

- We strengthened the protection and revitalization of the historical landscape areas and buildings in urban villages, such as Huaiyue Zhanggonci of Hubei, Dachong Gumiao and Zheng Zongci of Dachong, and Shajing Old Market in Shajing, to inherit and foster the excellent historical and cultural heritage;
- We paid attention to both ecological restoration and urban renewal. We significantly improved the urban environmental quality through projects such as integrated treatment of Dasha River and Maozhou River and construction and agency operation of Shenzhen Talent Park, accomplishing the Shenzhen government's mission of enhancing the urban environmental quality.

▲ By the end of 2020, we have focused on expanding into 22 cities, including Shenzhen, Guangzhou, Huizhou, Dongguan, Beijing, and Tianjin.

22

▲ By the end of 2020, we have focused on promoting a total of 17 urban renewal projects.

17

▲ In 2020, there were 43 contracted indemnification housing projects, providing a total of 12,800 apartments.

12,800

▲ By the end of 2020, we completed the promotion of 6 new energy management system projects, with more than 60 standardized products and 200 functional modules

200

▲ As of the end of 2020, a total of 38 smart scenarios were built, leading the national 5G + integrated innovation ecosystem

38

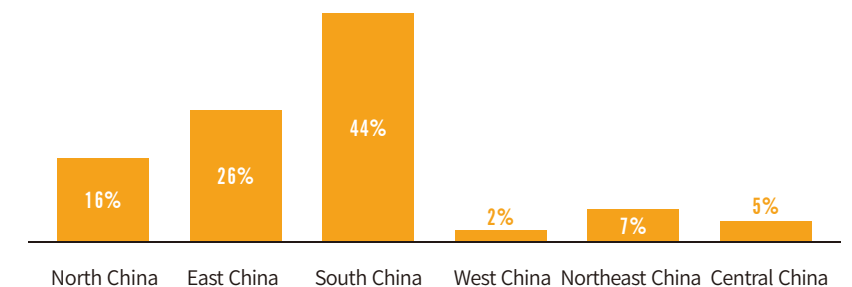
### Urban supporting facilities

At CR Land, we firmly transformed ourselves into an urban investment developer and operator. We increased its investment in urban supporting facilities such as long-term rental apartments, healthcare services, educational facilities, and the operation of cultural and sports venues. In 2020, we successfully completed several typical projects, of which Chengdu Dong'an Lake Sports Park entered the final stage, ensuring the world's first-class sports stadium for the World Games as scheduled, and the full completion of Three Centers in Xi'an, supporting the urban development for the National Central City in Xi'an.

### Indemnificatory housing construction

At CR Land, we continue to expand the supply of affordable housing. In recent years, we have many low-income groups and households affected by forced evictions with housing difficulties. To solve housing problems, we have provided affordable housing, including resettlement housing, public rental housing, government buy-back properties and Talents Apartments.

Regional allocation of indemnificatory housing in 2020



### Intelligent city management

In 2020, we launched a comprehensive digital strategic layout. In terms of intelligent products, we developed five new products were developed, namely centralized fire-control platform, traffic platform, Ruiyun mini-program, AI platform and unified portal. As of the end of 2020, we developed a national centralized fire-control platform, and applied it in Shenyang Mixc and Grand Hyatt Shenyang as pilot projects.

In terms of smart projects, through measures such as reducing procurement costs and standardization of context products, we achieved cost savings of approximately 20% in data visualization, AI video algorithm and smart housing facility products. At the same time, a smart CR City benchmark project integrating "sharing shopping, smart office and better life" was developed. We successfully implemented the intelligent transformation of traditional facilities to achieve online processing of core data and business in real-time.

### Make full use of land resources

CR Land complies with the CR Land's Idle Land Disposal Measures and actively responds to government regulations, promptly report to regulations and construction after the epidemic prevention and control is lifted, and starts development, so as to make full use of land resources and avoid idle land.

## Product quality

### Product quality management system

To ensure the delivery of safe and healthy products to our customers, we strictly comply with laws and regulations such as the Law of the People's Republic of China on Product Quality and the Law of the People's Republic of China on the Administration of Urban Real Estate. We have further formulated over 100 internal product quality management policies, including the CR Land Quality Control System Set-up Regulations. We have established a comprehensive quality management system since 2016 to ensure that our customers can enjoy healthy and safe products. Meanwhile, we have established up a mechanism to deal with potential safety hazards and regularly conducted product safety hazard investigations. In response to product safety hazards, we take recall measures immediately to safeguard the safety of customers and their properties.

#### [Case]

#### CR Land promotes product standardization

Our product standardization R & D exhibition hall, which commenced operation at the end of 2020, has a total floor area of approximately 650m<sup>2</sup>. It consists of eight major segments, introduction hall, demonstration area, facade, products, basement, landscape, fine decoration, and closing hall. The exhibition hall is used for the announcement, training and review of our internal product standardization. The hall also allows more employees to understand, support and apply the standardization results through a systematic and visual display of product standardization. At the same time, as a unified product research and development platform, the exhibition hall will continue to improve the product strength in terms of product definition, product marketing and product realization, driven by “standardization + innovation”.



Product Standardization Exhibition Hall in CR Land Shenzhen Mixc World

### Quality inspection and assessment

At CR Land, we have completed the ISO 9001 quality system certification for all regions. In the implementation process, it has applied for the annual review to ensure the continuity of certification effectiveness. In 2020, CR Land continued to introduce third-party quality assessment and inspection to strengthen quality supervision:

- **Residential projects:** pre-assessment is carried out for delivery projects, while hierarchical control is implemented for managing project status. Early warning and assistance will be given to low-score projects.
- **Public infrastructure projects:** special quality assessment is conducted for mechanical and electrical engineering, fine decoration, curtain walls and landscape architecture, with a focus on project operation safety, operational energy consumption and functions.

▲ Process inspection of residential project quality: 852 inspections with an average score of 91.1 and a compliance rate of 97.2%

97.2%

▲ Delivery inspection of residential project quality: 129 inspections with an average score of 77.5 (0.5 points higher than that of 2019)

129

▲ The evaluation results of commercial projects in 2020 were 88.1 points, representing a year-on-year increase of 2.8 points

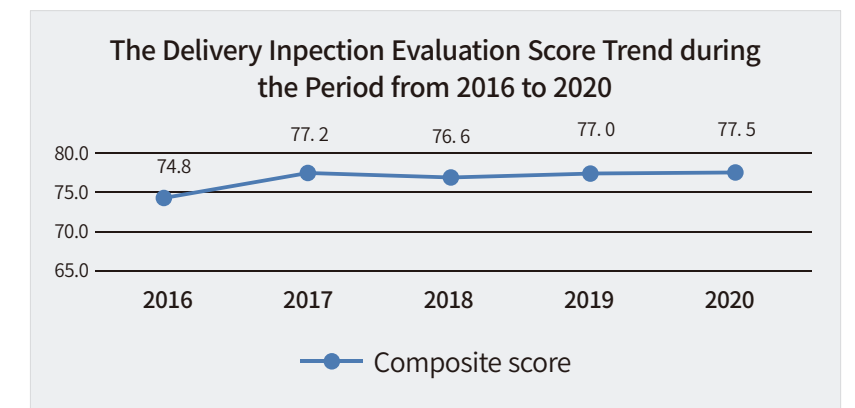
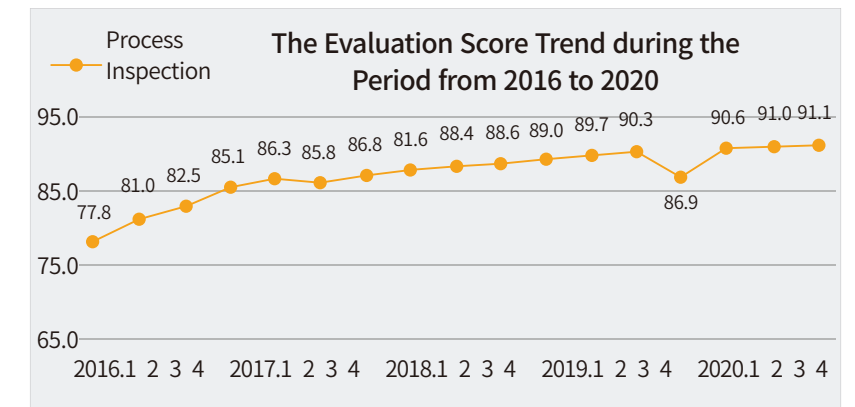
88.1

▲ In 2020, CR Land invested RMB 0.378 billion (or RMB 37.8 million) in technological research and development

3,780

▲ In 2020, the number of technological R&D staff in CR Land was 176, representing an increase of nearly 20% as compared to 2019

176



### Product innovation

At CR Land, we have always ensured the alignment of customer and product research strategy to the principles of affordable residence, steady development, orderly products, regular design and reasonable adjustment. In 2020, under the strategic guidance of cost reduction and quality improvement, we had achieved remarkable performance in product innovation, and made special achievements such as New Generation Fine Decoration and Small Units. This move to provide forward-looking product solutions to meet the needs of different customer groups.

## Customer service

### Service quality assurance system

At CR Land, we strictly abide by the laws and regulations such as the Law of the People's Republic of China on the Protection of Consumer Rights and Interests. We have also introduced several internal systems such as the CR Land Regulations on Customer Satisfaction Surveys, the CR Land Guidelines for Customer Complaint Handling, and the CR Land Regulations on CRM Customer Information Extraction. In 2020, we issued the 2020 Residential Customer Satisfaction Survey Statement to clarify the satisfaction survey rules. We also fully implemented the full-cycle Risk management system and customer service quality management system.

**Residential properties:** By establishing a full-cycle Risk management system and customer service quality management system, we will focus on management, carry out pre-risk control, standardize service standards, and incorporate customer satisfaction into the performance assessment. Meanwhile, we will pay attention to maintenance and rectification, complaint handling and satisfaction of property service to effectively guarantee customer service quality.

**Commercial projects:** In order to effectively improve customer service quality, the Group has established the certification system of “Mixc Star Service” and exported the service, including five assessments with a flat certification mechanism. In 2020, the Group held seven regional special certification sessions nationwide, covering 48 pieces of “Mixc Star Service” across the country, achieving 23% of the national customer service line with a star qualification. In the future, consumer satisfaction will be further enhanced.

#### [Case]

#### Exclusive customer service for mother and baby

Our original and unique customer service concept has created the “mama care by Mixc”. It is a mother-and-baby exclusive customer service system that clarified detailed hardware and software service standards and the implementation of protection mechanisms. As of the end of 2020, the service system has been applied in 13 pilot projects. In the future, we will continue to improve customer satisfaction. In the future, we will continue to provide safe, comfortable and convenient humanized service experience for more mothers and babies.



CR Land Shenzhen Vientiane World Product Standardization Exhibition Hall

▲ In 2020, there were no complaints (including complaints from third parties or regulatory authorities) arising from the violation of consumer data and privacy protection regulations.

0

### Customer privacy protection

CL Land strictly complies with the 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, and other laws and regulations. We have introduced several internal policies, including the CRM Customer Information Extraction Regulation and set up the Confidential Work Regulation in the CR Land Employee Handbook. We thoroughly protect customer rights, interests and privacy by utilizing specially designated information security management and cultivating employee awareness on privacy protection.

### Responsible marketing

CR Land advocates sustainable consumption. To promote rational consumption decisions and responsible marketing, we have formulated responsible marketing management policies such as the CR Land Regulations on Management of Sales Price (discount), Contract Signing and Payment and the CR Land Compliance Guidelines of Sales of Commodity Buildings. Through the transparent sharing of information such as the disclosure of project information and price information, as well as activities including site open day and pre-delivery acceptance, we actively communicate necessary information with customers. We insist not to engage in any false, misleading, fraudulent or unfair, unclear or ambiguous marketing to guide consumers to make rational consumption decisions.

- **Project information release:** Publicize the Pre-Sale Permit, Central government-owned Land Use Right Certificate, Land Use Planning Permit, Engineering Planning Permit, Construction Permit, Real Estate Development Qualification Certificate, Contract for Central government-owned Construction Land Use Right Assignment, Project Planning and Design, the Measures for the Administration of the Sales of Commercial Housing, and other information in project sales to provide customers with complete project information and other information at the project sales venue.
- **Price information release:** Review and approve the charging standards and report to the public. The published information on sales control housing resources should be consistent with that in the government information system.
- **Customer risk warning:** regulate and standardize the advertisements, promotional materials, display rooms, sand table information, sales brochures, information on supporting facilities, etc., to eliminate false publicity and highlight potential risks to customers.
- **Training in product information:** Improve the product information of the project and regularly conduct marketing training and assessment for the person-in-charge.
- **Channel for safeguarding customer rights:** Publicise the complaint hotline for protecting customer rights, in which customers can give feedback and suggestions at any time.
- **Construction site open day:** Organize the owner's construction site open day, open the construction site in phases and listen to the owner's opinions timely.
- **Process Audit and Control:** Conduct an audit on the process of responsible marketing regularly, and adjust the process that needs to be rectified promptly.
- **Training on responsible marketing:** Provide regular training courses on topics such as responsible marketing, integrity and law compliance to marketing staff to cultivate their sense of responsibility.



## Respond to customer demands

CR Land adheres to the customer-centric principle and has established different grievance mechanisms and feedback systems for different types of business such as residential projects, commercial projects, hotels in operation, and film companies. We also issued documents including the CR Land Property complaints reported Practice Guideline to achieve more effective management and control of complaints and better respond to customer demands.

**Complaint channel:** Continue to expand customer complaint channels through fully launching the online Run·Service System client-end mini-program. This helps realize convenient customer services such as visible and traceable customer reporting and repair process, online reservation of delivery time, and on-site handling of delivery procedures at one click.

**Rapid response:** Control the response to customers within 30 minutes, respond and communicate solutions with customers for the first time within 48 hours.

**Complaint handling:** Specify the response and follow-up requirements of customer complaints, accelerate the efficiency of complaint handling and establish a specified follow-up mechanism for major customer complaints.

## Improving customer satisfaction

In 2020, in the face of the COVID-19 outbreak, we made full use of our customer service system for the whole journey, and won the recognition of the delivery owners through attentive service. Under the premise of a significant increase in delivery volume, CR Land solidly carried out the “nine departments and eight controls” to carry out pre-control of customer risks throughout the value chain to ensure product quality delivery and customer satisfaction.



▲ In 2020, CR Land handled 20,848 customer complaints about residential projects nationwide, with a complaint resolution rate of 99.32%

99.32%

▲ In 2020, CR Land answer the business receives consumer advisory 23,913, a 100% response, 95.67% customer satisfaction

95.67%

▲ In 2020, CR Land deal with 14,422 business customer complaints, resolution rate of 99.94%, 96.1% customer satisfaction

96.1%

▲ In 2020, residential customer satisfaction reached 86.23%, representing a year-on-year increase of 0.3%; the loyalty rate reached 77%, representing a year-on-year increase of 6 %

86.23%

▲ Commercial tenants satisfaction 98.7% in 2020

98.7%

▲ Business customer satisfaction 97.3% in 2020

97.3%

## PERFORMANCE REVIEW

### PERFORMANCE REVIEW

In 2020, CR Land had promoted 55 urban renewal projects. There were 43 indemnification housing projects under construction and contract, which provided 12,800 houses.

55

12,800

More than 60 standardized energy management system products and 200 functional modules have been designed. Besides, we built 38 smart contexts to lead the 5G + integrated innovation ecosystem. We conducted 852 times of quality process inspection of residential projects, with a compliance rate of 97.2%,

200

97.2%

In 2020, the number of customer complaints we received has increased compared with previous years. The complaints are mainly concentrated on basic property services, house maintenance, indoor design issues, sales services, etc. We insist on being customer-oriented and pay attention to listening to customers' voices. In response to customer complaints, based on the establishment of a unified 400 call center, we continue to expand customer complaint channels, such as launching the "Run·Service" mini program, to allow customers to complain through multiple channels and track and evaluate the progress of complaint handling in real time. According to the "CR Land Residential Customer Complaint Handling Management Specification V1.0", we strictly respond to customer demands with 30 minutes, communicated and feedback in a timely manner, and pay a return visits and investigations. The complaint return visits satisfaction increased to 61% this year.

In the future, we will focus on “controlling risks and maintaining quality”, comprehensively improving the CRM capability of the entire value chain, and strive to provide customers with high-quality products and high-level services to safeguard the customer interests.





GROWING WITH EMPLOYEES AND  
IMPLEMENTING THE MISSION OF A DYNAMIC TEAM



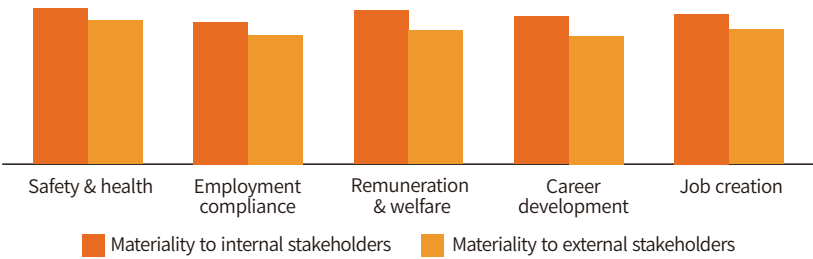


[Section description]

At CR Land, we are committed to creating a fair, open, safe and healthy working environment for all employees. We fully respect and protect each employee’s basic rights and interests, implement diversified talent development strategies, pay attention to employees’ growth, and create a career platform for employees to demonstrate their talents and creativity.

[Response to issues]

Sustainability issues addressed in this chapter:



SDGs topics



**HKEX ESG index**  
B1.1/B1.2/B2.1/B2.2/B2.3/B3.1/B3.2/B4.1/B4.2

**CASS-CSR4.0 index**  
S2.1/S2.2/S2.3/S2.4/S2.5/S2.6/S2.7/S2.8/S2.9  
S2.10/S2.11/S2.12/S2.13/S2.14/S2.15/S2.16  
S2.17/S2.18/S2.19/S2.20/S3.2/S3.3/S3.4/S3.5  
S3.6/S3.7

[Objective review]

Goal setting	Progress review	Annual improvement plan
<div>• Healthy work goal: no occupational disease incidents occur. Employee BMI value is maintained within the normal range, and increased by 2% compared with 2019</div> <div>• Safety work goal: No production safety accidents of our general and above responsibility will occur. Safety production accidents of the general responsibility and above of related parties will decrease by 5% compared with the same period in 2019</div> <div>• By the end of the strategic period, achieve the goal of grassroots employees’ salary and benefits at the leading level in the industry, and achieve a significant increase in employee satisfaction and happiness index.</div>	<div>• CR Land’s labor contract signing rate: 100%</div> <div>• Employee social insurance coverage rate: 100%</div> <div>• We have developed a complete remuneration and welfare system.</div>	<div>In the future, we will strengthen the safety education of employees to work and continue to improve the relevant management mechanism. We will also pay more attention to the safety and health of employees, and reduce the turnover rate of employees into the long-term human resources management direction, and continuously optimize the human resources management system.</div>

[Responsibility - Case study]

STORY

Over 6,000 employee representatives participated in the 7.1 km national Run for Health Event

6,000

CRL—CR Land held the first National Run for health Event, more than 6,000 employees in 45 cities run with passion

On October 17, 2020, CR Land’s 2020 National Run for Health Event was held simultaneously in 45 cities, and more than 6,000 employee representatives gave their celebration to the 71st Anniversary of the People’s Republic of China in the form of 7.1 km of health run. Running is a healthy way of exercise and is the most popular exercise having the strongest mass base in CR Land. The “Runma Club”, the largest employee association of CR Holdings, is originated in CR Land and has now developed into “running friends around the world”.The event scheduled a 7.1 km run especially on the 71st Anniversary of the National Day, and at the same time, it encouraged employees to donate 71 RMB to support the construction of Hope Town. It not only expressed love for the motherland, but also expressed enthusiasm for public welfare, demonstrating the spirit of the employees of the Company to be proactive, united and devoted to public welfare.



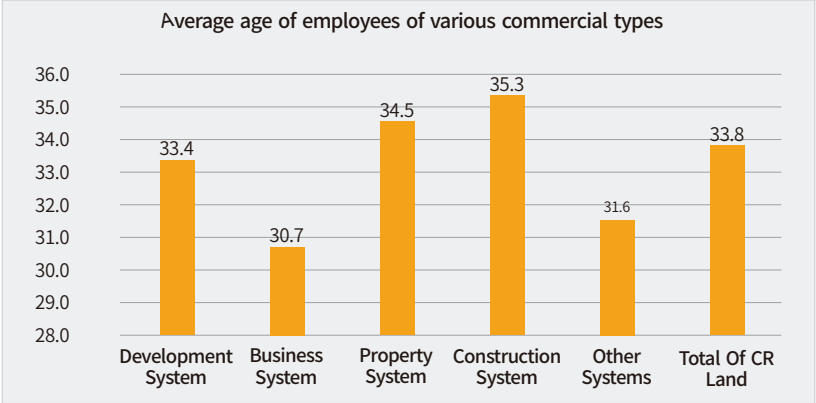
First National Run of Health Event



# Employment and management

## Compliance employment

In accordance with the Labor Law of the People’s Republic of China, the Labor Contract Law of the People’s Republic of China and other relevant laws and regulations, CR Land introduced internal policies such as the CR Land Recruitment Management Policies and the CR Land Employee Handbook to protect the legitimate rights and interests of employees in respect of recruitment, promotion, resignation, working hours, remuneration and benefits. Moreover, we fully took the responsibilities of being central government-owned enterprises, implemented the national policy of “Six Stabilities and Six Guarantees”, helped key areas and groups to solve employment problems, and protected the legitimate rights and interests of workers in equal opportunities, diversity and anti-discrimination. In 2020, there was no discrimination, child labor or forced labor in all aspects of our employment.



## Compliance employment

In accordance with the Labor Law of the People’s Republic of China, the Labor Contract Law of the People’s Republic of China and other relevant laws and regulations. In order to ensure that workers enjoy labor rights and perform labor obligations, CR Land introduced internal policies such as the CR Land Recruitment Management Policies and the CR Land Employee Handbook to protect the legitimate rights and interests of employees in respect of recruitment, promotion, resignation, working hours, remuneration and benefits. Moreover, we fully took the responsibilities of being central government-owned enterprises, implemented the national policy of “Six Stabilities and Six Guarantees”, helped key areas and groups to solve employment problems, and protected the legitimate rights and interests of workers in equal opportunities, diversity and anti-discrimination. In 2020, there was no discrimination, child labor or forced labor in all aspects of our employment.

## Diversity and integration

CR Land adheres to the organizational management principles and performance-oriented culture of “agility, efficiency, competence and vitality”, and has developed a complete remuneration and welfare system.

**Remuneration system:** in accordance with the three principles of humanization, indemnification and incentives under the CR Land Remuneration and Welfare Management Regulations, we established clear regulations to implement equal pay for male and female employees on the same position, offer a leading-level payment in the market, ensure basic income for employees, adopt a variety of incentive models such as bonuses and medium-to-long-term incentives to give appropriate incentives to employees with high job value and outstanding performance.

**Welfare system:** we followed up with employees undergoing difficulties, developing a comprehensive remuneration and welfare system according to laws and regulations. The welfare package includes endowment insurance, medical insurance, work injury insurance, maternity insurance, unemployment insurance, housing funds, legal holidays, and housing welfare. In addition, the Company offered benefits including annual paid leave, festival compensation, Labor Union visits, physical examinations, and commercial insurance.

By the end of 2020, CR Land had a total of 48,414 employees (on-the-job employees of the Group) across the country, of which 12,313 new employees

48,414

There were 47,993 full-time and 420 part-time employees

47,993

Female employees accounted for approximately 35% of staff

35%

Employees aged 35 or below accounted for 67.8% of staff

67.8%

Employment contract signing rate: 100%

Social insurance coverage: 100%

Collective contract signing Rate: 100%

CR Land's labor dispatch met the national requirements on the temporary, auxiliary, and substitutive natures of such labor. The labor dispatch rate did not exceed 10% of the total employment scale.

100%

Women accounted for 32.8% of senior management roles and above. Female senior executives (general director and above) accounted for 26.6%, which is consistent with the overall proportion of female employees.

32.8% 26.6%

## Democratic communication

CR Land attaches great importance to democratic communication. We established the CR Group Opinions on Reinforcing Work Implementation of Letters and Visits and other internal regulations to guide the processing of visits, letters, and phone calls and protect the legal rights and interests of the petitioner. We also established a top-down and bottom-up two-way communication mechanism, offering multiple communication channels between company management and employees, including Labor Union and employee communication meetings.

Besides, we have established a standardized and barrier-free internal whistleblowing and grievance mechanism, offering various channels to ensure that whistle-blowers can achieve their reporting processes without limitation of geographical location, economic ability and disability, give feedback and put forward solutions for existing problems in a timely manner and engage in strengthening employee supervision.

## Democratic protection

In compliance with international standards such as the International human rights conventions and the Universal Declaration of Human Rights, CR Land incorporates the UN SDGs into the Company’s responsibility objectives and operation management, like protecting the rights of women and the rights and interests of vulnerable groups such as the disabled. The Company also follows these international standards to revise our labor standards and guide our operating practices.

Since 2002, the labor union of CR Land Construction Company has been established and open to all employees unconditionally, achieving full coverage of all employees. Through the labor union, the Company not only protects the civil rights of employees and actively safeguards the freedom of association of employees and effectively recognizes the right to collective bargaining, and meanwhile strengthens the supervision of employees to prevent the occurrence of incidents of damage to employees’ rights and interests.

## Creating employment

Facing the difficult and complicated employment situation and the impact of the COVID-19 pandemic in the year 2020, CR Land fully played its role as a central government-owned enterprise, increased our efforts in recruiting personnel in the deep poverty-stricken areas, the designated poverty alleviation counties and the Hubei region, further strengthened the recruitment of rural migrant workers, veterans and the disabled, implemented the national policy of Six Stabilities and Six Guarantees. Taking business development as the engine, we strived to ensure the stability of the size and number of employees.

In 2020, CR Land released 13,516 recruitment vacancies, covering various professions such as engineering, design, personnel, finance, investment invitation and operation

13,516

## Safety and health

### Safety production management system

CR Land gives importance to the safety and health condition in the workplace. We actively carry out third-party health and safety management system certification. As of the end of 2020, the Northeast Region and West China Region have obtained ISO14001, ISO 45001 and other health and safety management system certifications. In the same year, CR Land introduced the Implementation Rules for the Annual EHS Management Examination of CR Land (2020 Edition), Regulations on Accountability for EHS Incidents of CR Land (2020 Edition) to fully implement the safety production responsibility mechanism and build a solid foundation for safety.

#### EHS Committee of CR Land

- The committee is the highest leading organization of CR Land's production safety management, and responsible for the unified leadership of CR Land's EHS management work by researching and making decisions on major issues, such as product safety, energy conservation, environmental protection, and health management;
- The committee is composed of the director, deputy director and the members of the EHS committee. The president of CR Land serves as its director, and the deputy director of the EHS committee is the leader of China Resources Land in charge of EHS.
- The members of the EHS committee are the general managers of the first-level organizations (including regions, business units, Vientiane Life, cultural and sports companies, design institutes, and film companies) affiliated to China Resources Land.

### Refined safety management

#### Security measures

CR Land has continuously improved the EHS management process and put forward detailed management and control requirements for key nodes in the business process to ensure that risks are controllable.

- **Implement refined management.** The Company promoted the morning safety-meeting, self-examination and reflection-room in all projects under construction. Duty cards and warning signs were also placed in all projects under construction and operation. All of these are aimed to enhance the safety awareness of workers, prompt them to comply with safety regulations, to be well protected, and improve the on-site safety management level;
- **Promote excellent management practices.** We compiled the “EHS Management Practice Summary of the Three Centers in Xi’ an” to solidify 26 EHS excellent practice cases and form 131 excellent practice cases for pilot implementation in various development projects. The excellent management experience of Taiyuan Mixc City formed the best practice of fire safety management and promoted the application in various shopping malls of the Company;
- **Provide necessary safety protection equipment** to prevent work injuries, occupational diseases, and occupational accidents.
- **Reduce health and safety accidents** through recording and investigating accident details, identifying the causes, formulating targeted preventive measures.
- **Take special measures** to prevent the impacts of occupational safety and health risks on pre-and post-natal women, employees with disabilities, and inexperienced or young workers.

#### Safety performance management

CR Land requires executives to shoulder safety management responsibilities and links executive compensation to safety performance.

- CR Land signed the Environmental Health and Safety Responsibility Commitment from bottom to top. Among them, the first person in charge of EHS in each region/business department shall sign the Environmental Health and Safety Responsibility Commitment with the director of the EHS Committee to clarify job responsibilities and obligations. The salary bonus of the company's executives is related to the completion of performance and job performance. Environmental health and safety responsibilities are important content of job responsibilities.
- In addition, the salary bonus of the company's executives is highly related to the three-year mid- and long-term incentive strategy. According to the relevant provisions of the CR Land EHS Management Annual Evaluation Implementation Rules (2020 Edition), once it occurred to the senior that false reports or concealment of accidents during the three-year mid- and long-term incentive strategy evaluation cycle, or any other general incidents need to bear responsibility, its EHS performance will be deducted.

#### Third party inspection and assessment

At the level of assessment and inspection, CR Land formulated and issued the China Resources Land EHS Management Annual Assessment Implementation Rules (2020 Edition), which regularly assesses accidents and management issues, including internal and external awards, paper publications, and sharing of materials and information report status, assessing the major regions and business units from two aspects. In addition, we regularly report EHS incidents, education and training, supervision and inspection to CR Group on a monthly basis to facilitate the tracking, management and assessment of the entire process of EHS performance. For safety inspections, we entrust third-party professional organizations to carry out annual unannounced inspections, pre-opening inspections of commercial projects, and special inspections of fire-fighting equipment and facilities.

▲ By the end of 2020, the number of participants joining in the Happy Sports, Health Life event reached over 20,000

20,000+

▲ In 2020, We carried out safety production training for employees of related parties up to 560,694 hours.

560,694

### Promoting the physical and mental health of employees

CR Land adhered to the concept of happy work and healthy life and carried out a series of health management work such as Runma Club and exercise during the work break to promote employees’ physical and mental health.

**Enhance occupational health awareness.** From April 25 to May 1, 2020, we arranged and carried out the special week for occupational health awareness improvement in the aspects of knowledge publicity and presentation on the prevention and control of occupational diseases, emergency rescue and common diseases, and pandemic prevention and control;

**Promote traffic safety awareness.** From 24 to August 30, 2020, we deployed traffic safety knowledge propaganda lectures and special traffic safety inspection activities to fully implement the traffic safety knowledge publicity work.

**Conduct health-related activities.** We actively promoted employee health activities in all units and have established more than 100 employee clubs.

**Pilot free medical consultation service.** Strictly control the health management on the entrance, establishing health records for employees, carrying out regular screening, and paying attention to the health of employees.

**Provide psychological counseling channels and training courses.** Strive to eliminate possible mental injuries in the workplace that may lead to depression and disease.



### Promoting EHS management improvement of partners

CR Land incorporates the EHS management of related parties into its daily management work, and clarifies the safety responsibilities of the construction process, and actively promotes the improvement of the EHS management of suppliers/contractors. We strictly abide by and implement the CR Group Contractor Safety Management System, which clarifies the selection of contractors, safety management before project implementation, contractor operation management, and contractor evaluation management at the group level. At the same time, we supervise and manage contractors in terms of education and training, risk management, supervision and inspection, and accident management.

**The construction unit is fully responsible for the production safety during the construction process.** The construction unit shall establish and improve the safety production responsibility system and the safety production education and training system, formulate the safety production rules and regulations and operating procedures, and ensure sufficient funding for safety production measures on each unit;

**The general contractor is responsible for the whole construction project and the overall production safety of the construction site.** The general contractor shall complete the main structure of the construction project on its own. If the general contractor subcontracts the construction project to other entities in accordance with the law, the subcontracting contract shall specify their respective rights and obligations in respect of production safety.



## Training and development

### Training system

In combination with our “14th Five-Year” strategic plan, including organizational structure reform, organizational personnel reform and younger manager team establishment of CR Land, the Company continued to improve the talent training system, and focused on the key groups such as level four leaders, deputy engineering director of city companies, deputy marketing director and campus recruitment. We are striving to build the company into a learning enterprise, then empower employees and help them grow quickly.

In 2020, in response to the learning needs in the context of the pandemic, we vigorously carried out online training, empowered business with action learning as the main method, increased the rotation and exchange of talents, and accelerated the growth of the reserve echelon.



### Promotion channels

According to the CR Land Detailed Rules on Employee Promotion at Headquarters, CR Land evaluated employee performance using a supervisory sequence and a professional sequence. We helped employees fully realize their potential and values through policies and initiatives such as the mentoring system, rotation system, internal talent movement, and leadership building.

### Satisfaction and engagement

For a long time, CR Land has commissioned third-party employee engagement research and discussed the results among employees, departments, and management. Then we used these research results to generate improvement plans and optimize our human resources management.

▲ In 2020, a total of 42,550 employees of CR Land received training, covering 87.9% of employees, with an average of 16.8 training hours per employee.

42,550

▲ Total investment in training was approximately RMB 39,690,000, and the per capita investment in training was approximately RMB 819.8

39,690,000

▲ In 2020, CR Land's overall professional rate of employees reached 89%, and the satisfaction rate reached 90%

89% 90%

▲ The professional rate is higher than the best employer in China (87%), higher than the real estate industry (77%), and has been a benchmark in the industry for many consecutive years

87%

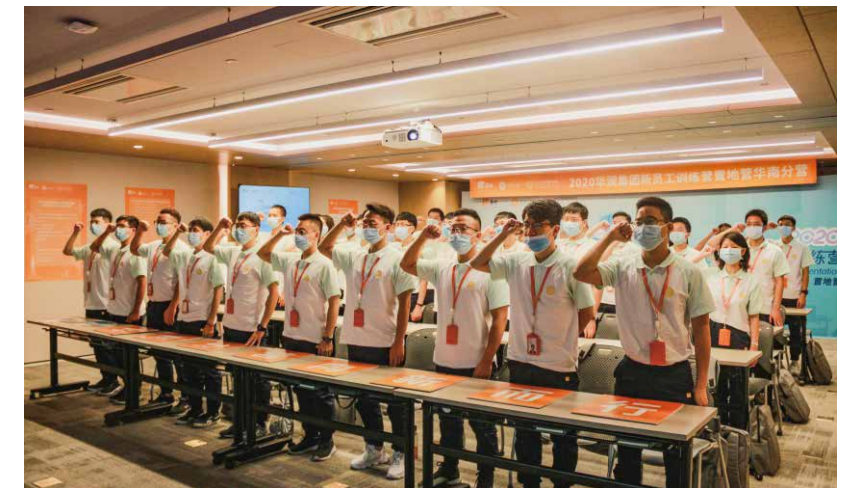
## Care and support

### Help for employees in need

CR Land has set up a Caring Fund for basic level employees to provide timely assistance to employees with COVID-19 infection and difficulties.

### Work-life balance

We annually organize sports meetings, film watchings, family carnivals, hiking trips and other forms of activities to encourage employees to improve their work-life balance.



Various labor activities



PERFORMANCE  
REVIEW

PERFORMANCE REVIEW

In 2020, CR Land continued to pay attention to employee equality issues and strengthened the promotion and appointment of female employees. The proportion of female senior management (above director level) increased from 23.9% to 26.6%.

26.6%

In the face of the severe employment situation brought about by the epidemic, while we actively create more jobs, we also attach importance to employee training and welfare care. We have also strengthened employee commuting safety education, continued to improve related management mechanisms, and paid more attention to employee safety and health. As a result, employee engagement and employee satisfaction have been raised to the highest levels in recent years. At the same time, the employee turnover rate has been stable at around 18% for three consecutive years. In the future, we will incorporate the reduction of employee turnover rate into the long-term direction of human resources management and continuously optimize the human resources management system.



3

GROWING WITH THE CITY AND IMPLEMENTING THE MISSION OF LOW-CARBON AND ENVIRONMENTAL PROTECTION



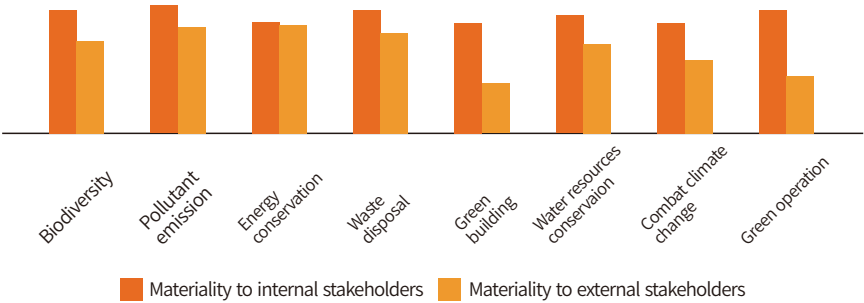


[Section Description]

CR Land actively responded to the call of building “ecological civilization” and “beautiful China”, integrated the concept of green development into every aspect of corporate operation. We also continuously improved the environmental management system, promoted the development of green buildings and actively responded to cutting-edge issues such as global climate change.

[Response to issues]

Sustainability issues addressed in this chapter:



SDGs topics



**HKEX ESG index**  
A1.1/A1.2/A1.3/A1.4/A1.5/A1.6/A2.1/A2.2/A2.3  
A2.4/A2.5/A3.1

**CASS-CSR4.0 index**  
E1.1/E1.2/E1.3/E1.4/E1.5/E1.6/E1.7/E1.8/E1.9/E1.10/  
E1.11/E1.12/E2.1/E2.2/E2.3/E2.4/E2.5/E2.6/E2.7/E2.8/  
/E2.9/E2.10/E2.11/E2.12/E2.13/E2.14/E2.15/E2.16/E2.  
.17/E2.18/E2.19/E2.20/E2.21/E2.22/E2.23/E2.24/E2.2  
5/E3.1/E3.2/E3.3/E3.4/E3.5/E3.6

[Objective review]

Objective setting	Progress review	Annual improvement plan
<ul style="list-style-type: none"><li>No environmental pollution incidents at and above the general level;</li><li>Achieve the energy-saving targets, decrease comprehensive energy consumption density by 1% year-on-year ;</li><li>Continue environmental protection events for public welfare.</li></ul>	<ul style="list-style-type: none"><li>No environmental pollution incidents at or above the general level occurred in 2020.</li><li>Comprehensive energy consumption per RMB10,000 of operating income in 2020 decreased by 6.77% compared to that of 2019, the index per RMB10,000 of added value (based on comparable price) in 2020 declined by 2.31% over 2019, meeting the goals set by the CR Group for energy saving and emission reduction that our energy consumption per operating income and index per RMB 10,000 of added value should reduce 1% as set by the Group.</li><li>We launched some environmental protection events for public welfare, including Earth Hour, Energy-Saving Publicity Week, World Environment Day, and garbage classification.</li><li>We proposed optimization and improvement measures for energy consumption of tenants through an intelligent energy consumption system</li></ul>	<ul style="list-style-type: none"><li>Strengthen energy consumption statistics in different sectors.</li><li>Improve the effect of dust and noise control measures for all projects under construction.</li><li>Further mobilize all departments and subsidiaries to launch various publicity events and participate in different environmental protection events for public welfare.</li><li>Promote green leasing and encourage all new tenants to sign environmental commitments</li></ul>

[Responsibility - Case study]

STORY

Building a green and leisure business district, Ningbo Wantou

Today’s Ningbo Wantou area is thriving. The narrow roads in the past have become broad avenues; the old dilapidated villages in the city no longer exist, and the roads are lined with rows of high-quality buildings that have been delivered and modern businesses that are about to open. The splendid Wantou blueprints are rapidly transforming into scenes that can be truly felt.

In order to fully take advantage of the unique endowment of the Wantou area in terms of location, resources and environment, we conducted in-depth and detailed research, demonstration and optimization, and have joined hands with the Ningbo Municipal Government in developing the urban waterfront leisure business district (urban waterfront RBD) with complement to the Sanjiangkou CBD. We promoted district development at early stages through transportation improvement, environment optimization and ancillary facility enhancement, and further activated regional vitality through property development, operation maintenance and optimization, so as to build this largest urban village in Ningbo into the future city landmark.



Ningbo Wantou area



## Environmental management

CR Land strives to reduce the environmental impact of its business operation. We strictly abide by the Law of the People's Republic of China on Environmental Protection. In addition, we created the Management Regulations of CR Land Limited on Energy Saving and Emission Reduction, Management Guidelines of CR Land Limited on Dust and Noise Pollutions of Development Projects, and other related internal policies. We have also established a corporate natural disaster early warning and emergency preparedness mechanism.

### 【Case】

#### CR Land won four “Hong Kong Green Awards”

1. CR Land won the “Superior Environmental Safety and Health Award -” “Gold Award” 2. Ningbo Company won the “Superior Environmental Safety and Health Award-Gold Award” 3. The Chengdu Dongan Lake Project won the “Superior Environmental Safety and Health Award-Silver Award” 4. Shenyang Mixc won the “Superior Environmental Safety and Health Award-Silver Award”



## Green construction

### Green building

With the official implementation of the new national GB50378-2019 Assessment Standard for Green Building, CR Land adapted to meet these new national green building requirements and modified all current internal management regulations on green buildings, including the Management Regulations of CR Land on Green Buildings of Salable Properties, Reference Guidelines of CR Land on the Operation (design) of Green and Sustainable Residential Buildings, and Technical Standard of CR Land on Construction Drawing Design of Residential Buildings - Special Chapter for Green Building. In practice, the company requires all new projects to be developed in accordance with the national green building one-star standard, and actively promotes the acquisition of various green building certifications for new and operating projects.

▲ In 2020, CR Land invested a total of RMB 19,351,800 in environmental protection at the operation stage

19,351,800

▲ In 2020, CR Land invested a total of RMB9,036,300 in energy conservation and emission reduction transformation during the operation stage, a slight increase as compared with 2019

9,036,300

▲ In 2020, 96 CR Land projects were certified as green buildings, equivalent to a building area of 13,006,700m<sup>2</sup>

1,3006,700

### Table Summary of China Resources Land's Green Building Certification Projects in 2020

Note: In this table, the one-star, two-star, and three-star refer to China's green building standards; LEED Gold refers to the U.S. green building standards.

Region	No.	City	Project Basic Information			Green Building Standards	
						Design stage	Operation stage
			Name of project phase	GFA (0' 000)	Product type	Grade	Grade
Northern China Region	1	Taiyuan	Taiyuan Runchen Building Project	5.59	Commercial, office	2-Star	
	2	Jinan	Block 1 # ~ 3 # Building, Lot A6, Phase 1 of Huazhi Wanxiang Tiandi, Lixia District, Jinan	12.13	Commercial, office and apartment	2-Star	
	3	Jinan	Block 4 # ~ 6 # Building, Lot A5, Phase 1 of Huazhi Wanxiang Tiandi, Lixia District, Jinan	14.01	Commercial, office and apartment	2-Star	
	4	Jinan	Block 7 # ~ 9 # Building, Lot A4, Phase 1 of Huazhi Wanxiang Tiandi, Lixia District, Jinan	10.06	Commercial, office and apartment	2-Star	
	5	Qingdao	Building 1-6, Zone A and Building 1-4, Zone B, Phase I of Ocean Intelligent Town, Huangdao District, Qingdao	11.81	Office	2-Star	
	6	Qingdao	Qingdao City Huangdao District Marine Smart Town Phase II 1-16 # Residential	11.08	Residential	2-Star	
	7	Qingdao	Phase II of Qingdao China Resources City (Residential 12 #~22 # Building)	14.11	Residential	2-Star	
	8	Qingdao	Phase 3 of Qingdao China Resources City	12.29	Residential	2-Star	
	9	Qingdao	Qingdao City Phase 3 (37 #~40 # F, 47 #~49 # F)	8.37	Commercial, office and apartment	2-Star	
	10	Qingdao	Phase III of Qingdao China Resources City (32 # Building of Public Facilities)	0.54	Kindergarten	2-Star	
	11	Zibo	Zibo China Resources MIXc Mall Project	15.96	Commercial		2-Star
	12	Qingdao	Qingdao West Coast Health Ecological Valley (Land Parcel I) Project 10 # ~ 19 # Building	5.17	Residential	2-Star	
	13	Beijing	Xidan Cultural Square Upgrading and Renovation Project	3.54	Commercial	2-Star	
	14	Beijing	Building 1-12, Lot 010, Beiqi Town, Changping District, Beijing Project	16.79	Residential	2-Star	
	15	Tianjin	Oak Bay	1.71	Residential, Commercial	2-Star	
	16	Baoding	China Resources College	0.07	Green Renovation of Public Buildings	3-Star	
	17	Tangshan	Tangshan Nanhu CBD Core Area Project Phase II (Lot A-04) No. 16 Commercial Building Project	2.30	Commercial	2-Star	
	18	Tangshan	Tangshan Nanhu CBD Core Area Project Phase I (Plot A-01, A-02, A-03) Public building (1-5 office building, 1-7 commercial building, 2-1 office building, 2-2 commercial building, 3-5 commercial building) Project	3.91	Commercial, office	2-Star	
	19	Tangshan	Tangshan Nanhu CBD Core Area Project Phase I (Lot A-01, A-02, A-03) Residential development (Lot 1-1, 1-5, 3-1, 3-4)	9.87	Residential	2-Star	
	20	Handan	Handan Oak Long Bay Project (1-22 # F)	25.41	Residential	2-Star	
	21	Handan	Handan Oak Mansion Project (1-16 # Building)	38.22	Residential	2-Star	
	22	Zhangjiakou	CR Zhangjiakou Xiahua Park Plot F Phase I Project (1 #~8 #)	6.96	Residential	2-Star	

Region	No.	City	Project Basic Information			Green Building Standards	
						Design stage	Operation stage
			Name of project phase	GFA (0' 000)	Product type	Grade	Grade
	23	Yantai	Yantai China Resources Centre 5 # ~ 13 # Residential	28.70	Residential	2 -Star	
	24	Beijing	Beijing Yaojiayuan Lifespace Ledu Mall Project	8.49	Public Buildings	2 -Star	
Guang dong Province	1	Wuxi	Building Nos. 1-9 and 11-30 of Wuxi Jiangnan Jiuli Yayuan (Lot No. 10, Yang Yao Wan)	30.97	Residential	2 -Star	
	2	Nanjing	Nanjing China Resources Fortune Building 1 ~ 11	21.21	Residential		2 -Star
	3	Nanjing	Building Nos. 1-6, Runyi Garden, Nanjing (Lot 29D, Yanziji)	6.32	Residential	2 -Star	
	4	Nanjing	Nanjing Runxinjiayuan Block 1-4 (Lot No. 32B of Yanziji)	2.67	Residential	2 -Star	
	5	Wuxi	Wuxi Jiangnan Jiuli Yayuan Kindergarten No. 10 (Lot No. 10 of Yangyao Bay)	0.43	Kindergarten	2 -Star	
	6	Kunshan	Suzhou Kunshan China Resources International Community Area B	23.38	Commercial, office	1 -Star	
	7	Hangzhou	Hangzhou Aoti Project T1 Project	7.68	Office and commercial	LEED Gold	
	8	Hangzhou	Hangzhou Aoti Project T2 Project	10.07	Office and commercial	LEED Gold	
	9	Nanjing	Nanjing Runfu Building No. 1-6 (Lot G, Nanjing Hexinan Yuzui Financial Cluster (NO.2016 G97))	10.79	Residential	2 -Star	
	10	Wuxi	Wuxi Jiangrun Fudi Phase IV (Building Nos. 11, 15, 19-20)	4.46	Residential	2 -Star	
	11	Shanghai	Land 10-03, Unit NO70501, Shibei High-tech Service Industrial Park	26.77	Residential	2 -Star	
	12	Wuxi	Wuxi China Resources Oak Bay Phase 6 (ss1 Building)-(no. PD21020516)	6.05	Residential	2 -Star	
	13	Shanghai	Lot E-2-1, Unit E20 along the Huangpu River	8.49	Commercial, office	1 -Star	
	14	Shanghai	Lot E-3-1, Unit E20 along the Huangpu River	6.48	Commercial, office	1 -Star	
	15	Shanghai	E -3-2, Unit E20 along the Huangpu River	5.7	Commercial, office	2 -Star	
	16	Kunshan	Suzhou Wujiang Pingkai Road South to Qiufeng Street East Land Project	13.47	Commercial	2 -Star	
	17	Ningbo	Ningbo Jiangbei District, Ningbo Land Lot No. JB05-04-01, JB05-04-04, JB05-04-09, JB05-02-12, JB05-02-15 (adjacent to Wantou Xinghu) Phase I (Lot No. JB05-04-01 1 # ~ 3 #, 5 #, 6 #, 8 #, 9 #, 11 #, 12 #, 14 #, 15 #, 17 # ~ 19 #, JB05-04 Lot No. 1 #, JB05-04-09 Lot No. 3 #, 4 # Residential Portion)	15.16	Residential	2 -Star	
	18	Ningbo	Lot HS09-05-01, Haishu District, Ningbo (Liuxi New Village Station, Rail Line 4) Project (Building 1 ~ 10)	7.35	Residential	2 -Star	
	19	Ningbo	Ningbo Yinzhou District Rail Transit Line 3 Children' s Park Station Land Parcel Project	3.285	Residential	2 -Star	
Southern China Region	1	Guangxi	Nanning China Resources Jiacheng Wuxiang Centre (Zone 1) — 24 City (Phase 2)	19.47	Residential	2 -Star	
	2	Huizhou	China Resources Xiaojingwan Garden Guanhaiwan (Block 21-30 and basement)	21.16	Residential	2 -Star	
	3	Guangzhou	CR Guangzhou Zengcheng Sanlian Village Project Lot 082 Project (1 ~ 17 # Residential and basement)	36.23	Residential	2 -Star	
	4	Dongguan	New Territories	5.16	Residential	2 -Star	
	5	Huizhou	Block 2, Logistics Zone, China Resources Little Bay Garden	2.80	Apartment	2 -Star	

Region	No.	City	Project Basic Information			Green Building Standards	
						Design stage	Operation stage
			Name of project phase	GFA (0' 000)	Product type	Grade	Grade
	6	Shantou	Shantou China Resources Centre Phase II	47.31	Commercial, office	1 -Star	
	7	Fuzhou	Fuzhou China Resources Ziyun Mansion	17.60	Residential	1 -Star	
	8	Dongguan	Jiangsu Province	16.88	Residential	2 -Star	
	9	Fuzhou	Fuzhou China Resources Wanxiang City Phase III	31.78	Commercial, office and apartment	1 -Star	
	10	Guangzhou	Zone B, Lot 2, Fenghuang Road, Huadu District, Guangzhou	12.44	Residential	2 -Star	
	11	Guangzhou	Foshan Nanzhuang China Resources Project #1 to 4 # Building and basement	6.13	Residential	1 -Star	
	12	Huizhou	China Resources Xiaojingwan Garden Yuehai (Block 1-40)	6.10	Residential	1 -Star	
	13	Shantou	Rongjiang Yuefu Phase I	20.69	Residential	2 -Star	
	14	Zhuhai	Hengqin MIXc World Project (Phase I)	12.39	Office	2 -Star	
	15	Zhuhai	Hengqin MIXc World Project (Phase II)	40.08	Office	2 -Star	
	16	Shenzhen	Shenzhen China Resources City Run Fu Phase III	30.90	Residential	Shenzhen Copper Grade	
	17	Guangzhou	China Resources Guangzhou Baiyun Xinke Village Qinxing Primary School Land Parcel	4.02	Residential	2 -Star	
	18	Guilin	Southern District of Guilin China Resources Center Project (Lot B17-2-2) 6 ~ 8 Residential	11.60	Residential	1 -Star	
	19	Guangzhou	CR Guangzhou Zengcheng Sanjing Village Land Parcel No. 029 Project	11.50	Residential	2 -Star	
Western China Region	1	Peng zhou	China Resources Land Ideal City Phase I (Building Nos. 3-6, 9-18)	16.09	Residential	2 -Star	
	2	Chengdu	CR Dongyuan · Times Painting Project	15.78	Commercial, office	2 -Star	
	3	Xi' An	China Resources Land	48.78	Commercial, office	2 -Star	
	4	Chengdu	China Resources Land • Mixc City Phase II Project (Public Sector)	39.91	Commercial, office	1 -Star	
	5	Xi' An	China Resources City DK-5 Project (1 #-16 # F & Underground Garage)	19.17	Residential	1 -Star	
	6	Xi' An	China Resources City DK-5 Project (17 # Kindergarten)	0.81	Kindergarten	1 -Star	
	7	Chengdu	CR · Self-operate	8.95	Commercial, office	2 -Star	
	8	Chengdu	China Resources Land A-2 in Future City (Building 1-18)	30.76	Residential	2 -Star	
	9	Chengdu	China Resources Land Kunyufu	15.61	Residential	2 -Star	
	10	Yibin	China Resources Land • Park Nine Miles Phase I (Building 1, 2, 5-7, 9-11, 16)	21.20	Residential	2 -Star	
Northeast Region	1	Shenyang	Shenyang Huanggu Landmark Phase IV (North Tower Steel Market Land Parcel Phase II) Project	5.95	Apartment, Commercial	1 -Star	
	2	Shenyang	Shenyang 24 City Phase III Project	8.69	Residential, Commercial	1 -Star	
	3	Shenyang	Shenyang Jade City Xi Fu (Land Parcel No. Qing Cheng Shan Road North-3) Project	8.00	Residential, Commercial	1 -Star	
	4	Shenyang	Shenyang Gongyuan Jiuli Phase II Project	10.32	Residential, Commercial	1 -Star	
	5	Changchun	Changchun CR He' an Street East Project	28.82	Residential, Commercial	2 -Star	
	6	Changchun	Phase 1 (West of Ecological West Street) of China Resources Kunshan, Changchun	20.86	Residential, Commercial	2 -Star	
	7	Harbin	Harbin China Resources Land – Kunshan Royal Phase II Project	13.28	Residential, Commercial	2 -Star	
	8	Harbin	Harbin China Resources Land • Xi Yun Fu Project	22.35	Residential, Commercial	1 -Star	



Region	No.	City	Project Basic Information			Green Building Standards	
						Design stage	Operation stage
			Name of project phase	GFA (0' 000)	Product type	Grade	Grade
	9	Dalian	Lot A Project, Parcel 3 #, 6 #, 9 #, 12 #, 15 #, 16 # Residential	3.54	Residential	2 -Star	
	10	Dalian	Land Parcel A of Part A of San Ba Li Village, Lvshun Shiyong Street Project 1 #, 2 #, 4 #, 5 #, 7 #, 8 #, 10 #, 11 #, 13 #, 14 # Residential and public works	7.97	Residential, Commercial	1 -Star	
	11	Dalian	Lot 13 #, 15 #, 17 #, 18 #, 19 #, 22 #, 24 #, 25 #, 26 #, 27 #, 28 #, 29 #, 30 # Residential	4.81	Residential	2 -Star	
	12	Dalian	Lot 1 #, 2 #, 3 #, 4 #, 5 #, 6 #, 7 #, 8 #, 9 #, 10 #, 11 #, 12 #, 14 #, 16 #, 20 #, 21 #, 23 # Residential and Public Buildings	5.67	Residential, Commercial	1 -Star	
	13	Dalian	Dalian Bay Zhenxing Road South, Jiabao Road East, Zhenlian Road North Land Parcel Renovation Project Zone B, C-B2, B4, B5 Residential	9.38	Residential	2 -Star	
	14	Dalian	Zone B, Zone C-B2, Zone B4, Zone B5 of the land parcel renovation project at the south of Zhenxing Road, the east of Jiabao Road and the north of Zhenlian Road, Dalian Bay	6.07	Commercial	1 -Star	
	15	Dalian	Dalian Bay Zhenxing Road South, Jiabao Road East, Zhenlian Road North Land Parcel Renovation Project Zone B, Zone C-C3, and Zone C4 Residential	6.19	Residential	2 -Star	
	16	Dalian	Zone C-C3 and Zone C4 of Land Lot Renovation Project at the south of Zhenxing Road, the east of Jiabao Road and the north of Zhenlian Road, Dalian Bay	3.06	Commercial	1 -Star	
	17	Dalian	Dalian Bay Zhenxing Road South, Jiabao Road East, Zhenlian Road North Land Parcel Renovation Project Zone B, Zone C-B3, Zone C2 Residential	15.12	Residential	2 -Star	
	18	Dalian	Zone B, Zone C-B3, Zone C2 of the land parcel renovation project at the south of Zhenxing Road, the east of Jiabao Road and the north of Zhenlian Road, Dalian Bay	7.50	Commercial	1 -Star	
	19	Dalian	Dalian Bay Zhenxing Road South, Jiabao Road East, Zhenlian Road North Land Parcel Renovation Project Zone A-A4 Service Apartment	3.10	Residential	2 -Star	
	20	Dalian	Dalian Bay Zhenxing Road South, Jiabao Road East, Zhenlian Road North Land Parcel Renovation Project Zone A-A4 Public Building	1.65	Commercial	1 -Star	
Central China Region	21	Dalian	Zone C-B1 Service Apartment of Dalian Bay Zhenxing Road South, Jiabao Road East and Zhenlian Road North	3.10	Residential	2 -Star	
	22	Dalian	Zone B and Zone C-B1 of Land Lot Renovation Project at the south of Zhenxing Road, the east of Jiabao Road and the north of Zhenlian Road, Dalian Bay	1.58	Commercial	1 -Star	
	1	Nanchang	Qingshanhu Complex Project (Phase II Commercial and Commercial)	20.87	Office and commercial	2 -Star	
	2	Changsha	CR Taoyuan Land Phase I East (High-rise Residential)	18.91	Residential	1 -Star	
	3	Changsha	China Resources Jade Mansion Project Public Buildings (Blocks 1 and 2 of Lot S1, Block 4 and Block 5 of Lot S2)	7.00	Apartment	1 -Star	
	4	Changsha	China Resources Jade Mansion Project Residential Development (Block Nos. 3 and 6 #9 of Lot S2)	7.76	Residential	1 -Star	
Total				1,300.67			

CR Land deployed 130 prefabricated building projects nationwide by the end of 2020, equivalent to a total prefabricated building area of 22,787,800 sq.m..

22,787,800

Prefabricated construction

CR Land actively carried out prefabricated construction projects to realize the green transformation of the construction industry. We have continued our technical research in industrializing construction. Relevant joint research programs with Tsinghua University and China Academy of Building Research have achieved preliminary outcomes. We have completed six technical standards, including the High-Quality Standard of CR Land for Prefabricated Building Engineering, and research outcomes such as Guidelines for Jointing and Gluing Construction of Fabricated Exterior Walls.

[Case]

Chengdu Kunyu Mansion adopts prefabricated construction to promote energy conservation, emission and consumption reduction

The total construction area of CR Land's Chengdu Kunyu Mansion project is 172,600 square meters. It consists of 4 high-rise residential buildings, 14 7-story houses and 1 elementary school. Part of the structure of the main and negative floors of the project is designed with duplex board and light interior partition, with an assembly rate of approximately 20%, which is another reflection of the construction industry's industrialization development. The adoption of prefabricated construction technology in the project can effectively practice green construction, mainly reflected in the following aspects:

- The use of folding boards can save a lot of formwork and reduce the use of wood products;
- By using industrial ash and slag concrete partition boards, solid waste from construction sites can be reused to reduce solid waste discharge;
- By eliminating the plastering process of traditional block construction, the Company realized the thin plastering process of internal walls, reduced on-site wet work and protected the environment of construction sites.



Chengdu Kunyu Mansion project

## Green construction

In 2020, 100% of CR Land construction projects met environmental impact assessment standards. There were no accidents with adverse impacts on the environment or natural resources.

### Material conservation

We practiced the concept of sustainable development, rationally made use of land and natural resources, and encouraged the recycling of waste materials in construction projects and communities, such as the use of reversible aluminum formwork, steel pavement, and municipal brick pavement.

### Water-saving measures

- The construction business department strengthened the management of water consumption in office and living areas, and posted water-saving signs in the washing pool and other places;
- A sewage sedimentation tank has been set up at construction sites to adopt water-saving measures such as reusing the foundation pit for dust control and washing the dump truck after sewage filtration.

### Energy conservation

- Substitute traditional lighting with LED lamps and energy-saving lamps, install voice-operated switches for staircase lighting on construction sites, and use solar panels to power road lamps on construction sites.;
- Set timing switches on equipment with large lamps including tower cranes to turn off lighting lamps and save electricity;
- Use new energy water sprinklers to reduce gasoline and diesel consumption;
- Run energy-saving awareness campaigns in our construction project office and living areas, including visual publicity posters, warm reminders signs and etc.



Solar power street lights



Multi-functional water truck

### Waste management

- We separate all construction waste and domestic garbage, coordinating its removal and disposal. Construction waste and domestic garbage are sorted, transported and disposed of in a unified manner, and we arrange professional third party services to dispose of hazardous waste such as lamps and batteries
- A closed garbage collection pool is provided at all construction sites for centralized collection and removal of construction garbage.
- The construction wastes such as muck and waste mortar that can be used as backfill are recycled and reused.

### Dust control

We formulated the Management Guidelines of CR Land Limited on Dust and Noise Pollutions of Development Projects (implementation version) and Guidelines for the Selection of Dust and Noise Pollution Control Measures for Engineering Business Projects of Construction Business Unit to specify the responsibilities of all EHS supervision departments and EHS protection departments. We adhered to the principle of prevention first. We integrated treatment foremost minimizing the impact of dust on the local environment on the construction site by adopting measures including dust equipment, truck washing facilities, water spraying by full-time personnel, and road hardening.

- The muck in the construction site is sealed for transportation, and the vehicle washing equipment is installed at the main entrance of all construction sites to ensure that the vehicles leaving the site are clean and, and the transportation process is silent;
- We use dustfall sprayers in dust control. We also used sprinkler systems, bare soil coverage, bare soil greening, and wet method operation, and other air pollution reduction measures in the main roads, entrances and gateways, and tower cranes.
- A dust collector is set up in the timber processing zone to reduce dust hazards;
- We fully cover the bare soil on the site, speed up the construction of the site, and prioritize the completion of site hardening and laying.



Washing out vehicles



Dustfall sprayer



The bag vacuum cleaner in the decorative wood processing zone



Bare soil coverage



## Noise Control

We formulated the Management Guidelines of CR Land on Dust and Noise Pollutions of Development Projects and Guidelines for the Selection of Dust and Noise Pollution Control Measures for Engineering Business Projects of Construction Business Unit. These stipulate construction times and take various measures for noise reduction.

- Prevented noise by adding rock wool in the middle of the double-layer gypsum board lightweight partition wall in the construction area and business area, and the impact of construction noise on the surrounding environment is reduced from the source
- Noise monitoring recorders and dust noise monitoring equipment are set up for on-site monitoring and real-time monitoring of noise level
- Introduced intelligent site system to support noise warning function and conduct real-time monitoring of on-site noise
- For renovation projects, low-noise and low-power construction tools are used for on-site construction, and fault-resistant construction is adopted to arrange the working hours with large noise and vibration after the close time of shopping malls;
- The car horn is prohibited in the construction area to control the noise from night construction.



Soundproof screen



Closed-end ready-mixed mortar tank

## Sewage treatment

We developed the Management Regulations of CR Land on Sewage Discharge for integrated control of construction site sewage discharge.

- Install a car washing station, a sewage drain, and a tertiary sedimentation tank on construction sites to prevent the discharge of construction sewage into the municipal sewage pipe until it meets the relevant requirements and can be treated uniformly by the municipal sewage treatment plant
- Use a sedimentation tank, oil separation tank, and septic tank in temporary living areas. Discharge domestic sewage only after treatment to meet the relevant requirements
- Acquire sewage discharge permits and dispose of construction sewage according to relevant laws and regulations
- Use a mud-water separator, increase circulating water, and use the treated water for landscaping, dust control, and flushing equipment.

## Biodiversity protection

Based on the Outline of the People's Republic of China for Nature Protection and other factors, CR Land identified and managed the potential negative impacts of business activities on biodiversity and ecosystem. There was no event that had negative impacts on biodiversity in 2020.

- In the project design stage, according to CR Land Green Building Management Plan and CR Land Residential Green Construction Action Strategy and Technology Implementation Guide, we adopted low-impact development technologies such as green roofs and vertical greening to increase urban green space and provide habitats for urban creatures, like birds and insects.
- During the project's construction phase, we fully consider the maintenance of the ecosystem and use and protect the original green vegetation within the construction land.
- In the landscape layout stage, we fully consider animals and plants' safety when using herbicides in accordance with the CR Land Landscape Engineering Materials Specifications.

### [Case]

## Ancient Tree Protection in Wenzhou Project

There is a century-old ancient *Ficus microphylla* in the construction area of the Hengdu North project of CR Land. Due to the construction needs to excavate the basement around the ancient trees, the ancient trees' surrounding environment will be changed, and poor drainage, water accumulation, and mud leakage are the biggest factors that threaten the growth of the ancient trees. In order to protect the ancient trees, a series of protective measures, including root protection, isolation and drainage, and reinforcement of the tree, were adopted in the project development process.

In order to avoid the leakage of underground mud, we created a Larson steel sheet pile to the eastern, western and southern parts of the basement. Meanwhile, external ditches in the form of reinforced concrete were installed on the exterior side of the Larson steel sheet pile, with the wall thickness controlled at 20cm, which effectively prevented the impact of surface mud and water on the ancient trees.



Ancient Tree Protection Site of Wenzhou Project

## Green operation

### Energy saving and consumption reduction

CR Land purchased electricity, natural gas, gasoline, and diesel oil as its major energy sources. We reduced energy consumption and carbon emissions by setting energy conservation targets, strengthening energy statistics, and establishing an energy management monitoring platform. and increasing clean energy use and increasing clean energy use. Measures included the following:

**Set energy-saving targets:** for each subordinate enterprise at the beginning of each year and supervise the implementation of these targets;

**Strengthen energy statistics:** Measure energy statistics for commercial projects, hotels and other projects in operation each month;

**Establish an energy consumption management platform:** Launch real-time monitoring of key energy consumption units such as commercial projects and hotel projects, promote the energy consumption management platform for commercial projects in operation, and create a hotel energy consumption management platform to monitor energy consumption in all open hotels in real-time;

**Clean energy use:** Encourage natural gas as a clean energy source in our commercial projects and projects under management.

#### [Case]

#### Energy-saving and consumption-reducing transformation of Qingdao MIXC

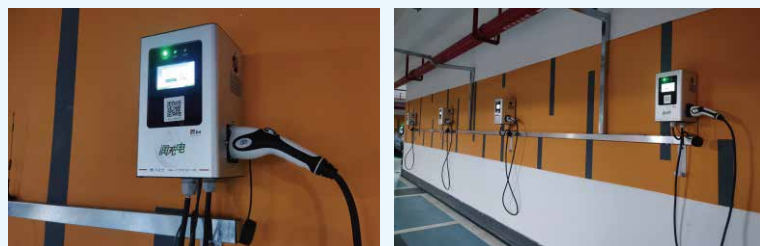
Qingdao MIXC actively carried out a transformation plan to save energy. We designed and adopted a secondary pump system for air-conditioning chiller system and designed open-switch electric valves on the profit and loss pipes between the existing primary and secondary chiller system to further improve the secondary system mixed water problem. Through the transformation, the project's primary and secondary pump system achieved zero mixed water, saving approximately 60,000 kWh of electricity annually. This project can be used for 10 years. Based on the 5-year usage, it is expected that a total cost saving of RMB 150,000 will be achieved.

#### [Case]

#### Shenzhen CR City, CR Mansion installed charging piles

As more and more residential owners and residents use electric vehicles to go out, in order to satisfy the charging demand of rechargeable-vehicles owners and promote awareness of energy-saving and emission-reduction in the communities, CR Land launched electric vehicle charging piles in Shenzhen CR City Runfu Phase 2 for the first time.

After the activation of the charging pile in the private area, it not only solved the owner's problem to charge electric car without using the outgoing area, but also encouraged more and more owners to choose to use the electric car to travel and develop a consensus on energy and emission reduction.



Charging piles

▲ By the end of 2020, the energy consumption management platform has been successfully launched in 49 commercial projects and completed the acceptance in 36 commercial projects.

49

▲ In 2020, our use of natural gas rose 30.6% over 2019 to reach 9,220,000 tons/m<sup>3</sup>.

9,220,000

▲ In 2020, CR Land's total carbon dioxide emissions amounted to 749,372 tons, and approximately 0.0608 tons of carbon dioxide were generated from comparable price (RMB) per ten thousand revenue.

749,372  
0.0608

### Waste management

CR Land strictly abides by the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste. It implements the Notice of the Ministry of Housing and Urban-Rural Development on Fully Carrying out Domestic Waste Classification in Cities of Prefecture Level and Above Nationwide. We classify our garbage across all sectors.

- In order to regulate waste disposal, construction waste and domestic waste are classified, stored, and construction slags are transported under legal and compliant conditions.
- To effectively prevent the outbreak of the COVID-19 pandemic, we set up a designated place for the disposal of discarded masks to block further transmission of the virus. Specific garbage bins for used-masks in office areas, construction sites, living areas, and other areas are regularly disinfected and transportation. We regularly contacted the pandemic prevention department of the local government to collect and dispose of domestic waste such as waste masks used by the quarantine personnel.



Construction slag transport



Specific garbage bins for used-masks

- Lizhi Furniture, a CR Land subsidiary, systematically conducted a thorough cleaning of the industrial wastewater sewage pipes. In order to ensure a continuous and stable operation of the wastewater treatment station and to enhance the wastewater treatment capacity, Lizhi Furniture signed an agreement to outsource the operation of the wastewater treatment station to a qualified third party, requiring the third party to add MBR membrane biochemical pool and wastewater testing equipment and optimize the drug filling system.

- The Group's operating projects have gradually promoted waste sorting and recycling projects across the country. Currently, waste bins within the scope of projects under management have been fully embedded with waste sorting signs. We also built specified rooms, carried out special training for waste sorting, and organized various relevant activities.



New MBR membrane biochemical pool and wastewater testing equipment



Waste sorting



## Water resource management

CR Land focuses on water resources management and formulates various measures for the waste of water resources caused by different types of projects.

- The general contracting projects carried by the construction business department of subordinate units has set up drainage ditches along the foundation pit to ensure the flow of rainwater into the municipal pipe network;
- They have also set up construction sewage sedimentation tanks at the construction site. The sedimentation sewage is used for on-site sprinkling to reduce dust or injected into the fire pool for reuse, or is discharged into the municipal pipe network after sedimentation;
- To ensure that the construction water does not enter the business area in the reconstruction project, the Company has adopted the method of setting up a water-proof layer at the key area and setting up a cofferdam in the water construction area.



Wastewater three-stage filtration



Static cutting area cofferdam

## Healthy living

In 2020, we continued to complete a series of tenant experience enhancements in various areas, such as CR Land Building in Shenzhen, to improve our landlords and tenants' comfort and satisfaction.

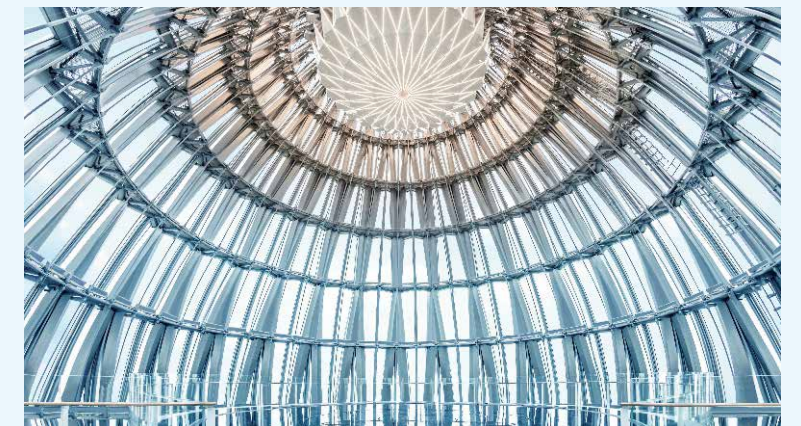
- **Noise treatment:** Noise reduction engineering is carried out on noise-generating equipment. For example, noise directional diversion shielding of cooling tower fans was renovated, and noise sound insulation screens were set up.
- **Improving indoor air quality:** Air-conditioning control, air supply and air emission PM2.5 filtration devices were adopted to increase air quality control measures in car parks, while purification treatment was conducted for cooking fumes and odor in decoration and construction in catering stores.
- **Light pollution prevention and control:** We strengthened the management of LED screens, reduced direct light emission, and set closure time; The Company conducted strict qualification examination on the operators prone to light pollution, urged the operators to wear safety protection appliances, and set up screen facilities, etc.

### [Case]

## CR Building's pandemic prevention measures to protect the health of tenants

The ventilation and air-conditioning equipment in CR Building (also known as “Spring bamboo shoots Building”) in Shenzhen are mainly adopted to prevent indoor cross-infection during the pandemic period, with the following precautionary measures:

- Turn off all air-conditioning units with standard air-conditioning units with fresh air operation
- Turn off the fan coil of all toilets and continue to open the fan to ensure that the toilets are in a micro-negative pressure condition to prevent cross-contamination
- In the transition season, the standby exhaust fan would be launched to provide maximum fresh air volume and maximum exhaust volume in parallel with the new wind turbine unit on the equipment floor
- Disinfect all air-conditioning units put into use, and regularly clean and replace filters of all air-conditioning units



CR Building

Green leasing

To better develop and utilize high-performance buildings, CR Land actively explored green leasing patterns. Through intelligent energy consumption systems such as BIM intelligent operation management system and intelligent lighting system, we knew about the energy consumption of each tenant at each stage. Then we combine the use of tenants' energy-consuming equipment to propose optimization and improvement measures for the energy consumption of tenants to achieve energy conservation, consumption reduction, and carbon emission reduction. Simultaneously, we increased the training to promote energy conservation awareness of tenants, increased the development of energy-saving and low-carbon, Earth Day, Environment Day, and other environmental protection activities, widely spread the awareness of energy conservation and controlled the source of energy consumption.

We laid the foundation of green leasing from two aspects, energy consumption system optimization and energy conservation awareness enhancement. We have accumulated experience for further exploration in the field of green leasing in the future. We plan to incorporate sustainability guidelines in our lease contracts to encourage the signing of green lease treaties between landlords and tenants, and recommend all new tenants to sign environmental commitments. In addition, we schedule to set up a dedicated environmental inspection team to link the responsibility system with performance clearly and require inspectors to supervise the tenants' environmental performance.

Green office

Starting from small steps, CR Land paid attention to power, water and paper saving, and green travel in daily office work to create a low-carbon and environmentally-friendly green office atmosphere.

- Energy-saving lighting source is fully used, and air-conditioning system switches are controlled according to seasonal temperature changes;
- We strictly monitored the water consumption in the office area, regularly inspected the water supply pipeline network to reduce water leakage;
- We promoted paperless office and contributed to zero-net deforestation;
- We have set up an OA office system and video conference system to reduce staff traveling and promote the use of new energy transportation.



Staff rest area

Tackle climate change

We are committed to managing and coping with climate change risks throughout our operations. We have created strategies to adapt to climate change while also taking measures to mitigate it. These include the following:

Disclosure of climate-related financial information

We have promoted the disclosure of climate-related financial information according to the proposals of the Task Force on Climate-Related Financial Disclosures (TCFD). The progress of relevant tasks in 2020 is shown in the table below:

Governance	Strategy	Risk management	Indicators and goals
Governance measures for climate-related risks and opportunities	The actual and potential impact of climate-related risks and opportunities on CR Land in terms of business, strategy and financial development of	How to identify and manage climate-related risks	Indicators and targets for the assessment and management of climate-related risks and opportunities for CR Land
<ul style="list-style-type: none"><li>• The CSR Committee reports climate change issues to the Board of Directors</li><li>• Integrate related risks into ESG risks for management.</li><li>• Integrate stakeholder concerns into climate change issues.</li></ul>	<ul style="list-style-type: none"><li>• Design construction projects that can resist extreme weather conditions and better cope with climate change, including the construction of more low-carbon buildings that meet the green building certification criteria.</li><li>• Cooperate with universities and scientific research institutes on climate change research.</li><li>• Seize the opportunities created by climate change, allocate assets that can resist climate change in advance, stimulate our own business innovation, and help enterprises transform into a low-carbon economy</li></ul>	<ul style="list-style-type: none"><li>• Divide climate change risks into entity risks and transformation risks as proposed by the TCFD.</li><li>• Implement more in-depth climate risk assessments, including at the asset and property operation levels.</li><li>• Incorporate climate change-related risk assessment procedures in newly acquired projects to ensure compliance with sustainability sustainable development standards in the proposed acquisitions</li></ul>	<ul style="list-style-type: none"><li>• Consider setting carbon emission reduction targets and disclosing the progress of its emission reduction in future sustainable development reports</li></ul>

Climate change mitigation

- Strengthen the research and practice of green building energy efficiency;
- Strengthen energy management and reduce carbon emissions during construction;
- Improve energy management and efficiency of energy-consuming equipment, reduce energy waste during operation, and thus lower greenhouse gas emissions;
- Consider climate change factors in the procurement process and encourage the use of low-carbon and environmentally-friendly materials;
- Encourage employees, suppliers, landlords, tenants and other customers to reduce carbon emissions in their daily business activities;
- Increase the use of renewable energy including, solar photovoltaic system on the roof and facade to increase the use of solar energy;
- In the future, we will consider setting carbon reduction targets to reduce carbon footprint.



**[Case]**

## Shenzhen Bay Mixc actively combated climate change by strengthening green operation

In 2020, Shenzhen Bay Mixc had included energy conservation and consumption reduction as lean topics and launched a series of energy conservation measures. It managed to achieve a year-on-year decrease of 5,390,000 kWh in electricity consumption:

- For the control of central air-conditioning, the project controlled fresh air equipment according to on-site temperature and air quality. The control of air-conditioning water supply has been changed from pressure difference to temperature difference control to ensuring the stable output of all-weather cooling.
- For the management and control of lighting systems, flexible settings and refined management and control were carried out based on the differentiated demand for lighting brightness based on different periods and regions.
- For the management and control of smoke exhaust fans, we shut down some non-affected equipment and adjusted the operation time of existing equipment through sufficient testing.



Shenzhen Bay Mixc

## Responding to extreme weather

- Assess the risks and opportunities brought by climate change to deepen our understanding of climate change's impact on business operations and its related financial risks and opportunities;
- Continue to improve project design to prevent or reduce the potential damage to new projects caused by climate change;
- Develop extreme weather management plans to address more frequent extreme weather events caused by climate change;
- Establish appropriate work procedures and measures to prevent or reduce the possible damage to the existing properties caused by climate change;
- Formulate a comprehensive carbon accounting framework to strengthen its carbon asset management capability.

**[Case]**

## Subsidiaries actively took action under extreme weather and reduced the impact on property operation

In 2020, CR Land issued the Operation Guidelines for the Release of Property Service Information, which sets out requirements for reminders and care for extreme abnormal weather, and establishes a quick response mechanism for emergency repair and property service rescue.

- In August 2020, Typhoon Hagupit pounded on Wenzhou City. The EHS team of Wenzhou Mixc issued a typhoon warning in advance, requiring teams of all departments to stay highly alert, actively carry out preparation for flood prevention and anti-typhoon materials and related work deployment, and solidly do various defense work to minimize the impact of the typhoon.
- In August 2020, there were three successive typhoons in Northeast China within half a month. In response to the attack of typhoon Bavi, Maysak and Haishen, Shenyang office launched flood prevention and emergency operation in the first time. It completed the launch of materials, conducted hazard troubleshooting and strengthened staff training. As a result, it successfully ensured the safety of the park, with the protection for the owners.
- In September 2020, in the face of the heavy flood, the Chengdu office attached great importance to the launch of emergency plans for flood prevention promptly and earnestly implemented the requirements for flood prevention requirements. Each project immediately organized rescue teams, formulate emergency plans for risk removing and rescuing, prepared flood prevention items, and took various measures to build a defense line for property owners in terms of safety and responsibility.



Organize emergency rescue team to conduct hazard investigation



Deploy flood-proof sandbags in advance in operation projects

▲ In 2020, the property business carried out 42 campaigns in environmental protection, ending with approximately 13,401 participants.

13,401

## Environmental protection

In 2020, we carried out 6 promotional activities in total, mainly including Earth Hour, World Environment Day, Energy Conservation Week, World Low Carbon Day, Environmental Protection Publicity, Garbage Classification Publicity, etc. Positive outcomes have been achieved in all these events





PERFORMANCE  
REVIEW

PERFORMANCE REVIEW

The year 2020 witnessed our significant achievements in green building development with 98 projects winning green building certification, a GFA of 13,006,700 m<sup>2</sup>. In 2020, due to the impact of the epidemic, the growth rate of the application and certification of green building projects slow down. Among them, the only one that successfully obtained the national green building three-star project is the Baoding CR Academy project, with a certified area of only 0.07 million square meters, and there is a certain reduction compared with 2019.

13,006,700 m<sup>2</sup>

Compared to those of 2019, the total investment in environmental protection and technological transformation of energy conservation and emission reduction increased slightly in 2020. In addition, we began to explore ways to address climate change and strive to alleviate the impact of climate change on our business.

20%

- In the future, CR Land will continue to:
- Improve the environmental management and supervision mechanism
  - Carry out green building research and promotion
  - Promote green leasing model
  - Practice green operation practices
  - Strengthen green environmental protection publicity
  - Start to further improve the policies and measures in response to climate change



4

GROWING WITH PARTNERS AND  
ACHIEVING THE MISSION OF WIN-WIN COOPERATION



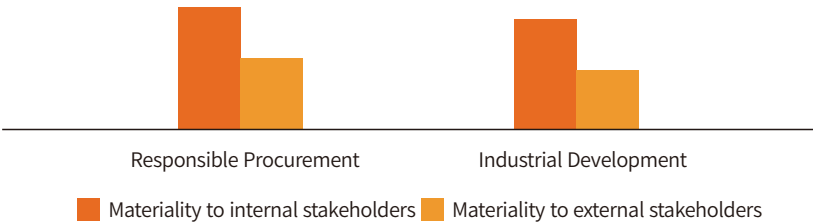


【Section description】

Our long-standing commitment to mutually beneficial partnerships makes fairness and transparency indispensable. We strictly abide by procurement-related laws and regulations and cooperate with suppliers to create a simple win-win supply and demand environment.

【Response to issues】

Sustainability issues addressed in this chapter:



SDGs topics



HKEX ESG Index

B5.1/B5.2

CASS-CSR4.0 Index

M3.1/M3.2/M3.3/M3.4/M3.5/M3.6/M3.7/M3.8/M3.9/M3.10  
M3.11/M3.12/M3.14/M3.15/M3.16/E1.6/E1.7/E2.2

【Objective review】

Objective setting	Progress review	Annual improvement plan
<p>In the next three years, CR Land will strive to make comprehensive improvements in the following aspects:</p> <ul style="list-style-type: none"><li>Professional capabilities and organizational capabilities in production management</li><li>The management system of the supply chain</li><li>Establishment of a top green and healthy supply chain ecosystem in the industry</li></ul>	<ul style="list-style-type: none"><li>The optimization of the procurement management system has been completed and the procurement cloud platform has achieved company-wide coverage;</li><li>Based on the research results of product categories, formulate differentiated supplier strategies, refine supplier access, reserve and ecological management, and support the continuous improvement of supplier ecology;</li><li>Provide training for excellent suppliers, covering 814 contract workers from 244 suppliers;</li><li>Promote the communication mechanism of "head to head" . In 2020, CR Land carried out 7 "head-to-head" communications with core suppliers of strategic categories.</li></ul>	<ul style="list-style-type: none"><li>In 2021, CR Land will continue to promote the ecological construction of the supply chain and achieve the goal of consolidating and improving the supply chain ecology through optimization of the procurement plan, training of project managers and multi-level communication.</li><li>Further optimize the whole business process of procurement cloud, establish the procurement indicator system, improve the management function of the supply of A materials, and improve business synergy;</li><li>Optimize bidding plans by category and implement cooperation relationship optimization measures to improve supplier satisfaction;</li><li>Continue to carry out excellent supplier training programs, clarify the training targets for 21 years according to the 20-year rating results, improve the training system, and ensure 100% training for project managers of strategic product category performance.</li></ul>

STORY — [Responsibility - Case study]

CR Land cooperates with the Hong Kong Chamber of Commerce to encourage youth entrepreneurs from Hong Kong to develop in Mainland China.

Run Accelerator under CRL Land, together with the Guangxi Branch of Hong Kong China Chamber of Commerce, jointly built the “Run HK” , Guangxi Hong Kong Industrial Innovation Center and set up the Hong Kong Youth (Mainland) Entrepreneurship Service Center, providing more opportunities for Hong Kong youth and also the industrial innovation in Guangxi and Hongkong

Guangxi-HongKong “Industrial Innovation Center Run HK” , as an international platform for industrial innovation, plays a role in supporting the technological innovation and development of enterprises in Guangxi and Hong Kong. The Hong Kong Youth Mainland Entrepreneurship Service Centre is a multi-functional Hong Kong youth community taking entrepreneurial office as the core and integrating work, social and learning functions.

With the advantage of Guangdong-Hong Kong-Macao Greater Bay Area, Run Accelerator has developed over 100 industrial innovation needs of CR Group, integrating over 400 innovation and entrepreneurship teams into the warehouse and bridging more than 90 innovation and entrepreneurship teams to industrial resources of various listed companies of CR Group.



Opening of the Run Accelerator Center



# Promote supply chain responsibility

We strive to achieve win-win cooperation with suppliers by continuously improving the supply chain management system. We have established a healthy and efficient supply chain management system this year. The system regulates the code of conduct between CR Land and suppliers and the supplier evaluation system through a comprehensive system construction. Besides, we actively urge the supply chain to fulfill social responsibilities, strictly abide by the procurement process, and promote the development of green supply chains and responsible supply chain. We expect to maintain a healthy cooperative relationship with all partners to achieve mutual benefits and a win-win outcome.

## Compliant procurement

In 2020, we introduced the concept of supply chain management, reshaped the procurement management system from the perspective of the full life cycle. We also updated and improved the Management System for Bidding and Procurement of CR Land Management Regulations for Suppliers of CR Land and other comprehensive system documents for supplier management and unified the business standards for supplier certification, inspection, performance, evaluation and grading.

We have established a regular supplier introduction mechanism, and the supplier selection takes the principle of no bidding qualification outside the supplier library. We conducted a preliminary investigation on the performance of suppliers in economic, environmental and social aspects in the admission of supplier library. The relevant qualifications and information will be further verified during the bidding process. In 2020, we completed the optimization and reconstruction of our procurement management system and achieved the first step of its professional transformation. Guided by category management, we strengthened the professional support of procurement strategy, optimized the whole-process supplier management system, and strengthened the organizational capacity cultivation mechanism. In addition, our procurement cloud system has achieved full company coverage, standardized procurement process and real-time compliance monitoring.

2020	Northern China	Eastern China	South China	Western China	Northeast China	Central China	Headquarters	Total
Number of suppliers	9,452	11,527	10,776	4,525	3,977	4,059	516	44,832

## Performance management

We have implemented classified management on suppliers by categories, upholding the principle of no cross-category classification with the regulations of rewards and penalties based on suppliers' performance. We conducted dynamic supervision on their performance from three dimensions, including performance, quality, and EHS. Annually, we rate our suppliers as "A-B-C-D" or "excellent, qualified, unqualified and graded" according to their dynamic performance scores. Among them, AB/excellent suppliers are excellent suppliers, and D/unqualified suppliers will be restricted from cooperation and prohibited from bidding. According to suppliers' latest rating, we will implement a corresponding reward and punishment mechanism, reward A/excellent suppliers with performance bonuses and other incentives. However, we will conduct re-evaluation and refund mechanisms for D-level suppliers.

In addition, for construction suppliers, we require them to achieve ISO 9000 management system certification in management and ISO 14000 environmental system certification in environmental protection. We will check and rate their EHS management practices and management status for supervision and general contracting suppliers and take them as rating indicators.

▲ In 2020, CR Land' s economic contract performance rate was 99.96%.

99.96%

▲ The rate of CR Land' s suppliers passing the quality, environment and occupational health and safety management system certification reaches 100%.

100%

▲ In 2020, CR Land had 44,832 suppliers in various categories, and 61 suppliers were included in the grade D and unqualified category.

44,832

▲ In 2020, CR Land conducted 14 intensive professional training sessions for suppliers, covering 814 contract personnel from 244 suppliers

814

In 2020, CR Land carried out 7 "head-to-head" communications with core suppliers of strategic categories

7

## Cultivation of responsibility

CR Land actively guides suppliers to fulfill their social responsibilities, pays attention to environmental and social impacts, and jointly provides customers with safe and reliable high-quality construction products and quality services. While providing professional training to excellent performance suppliers, we have also implemented a communication mechanism of "head to head" to maintain close communication with suppliers. With this mechanism, we promoted and implemented the goals of CR Land' s supplier management system reshaping and supply ecological chain construction and clarified our management orientation and requirements.

In particular, to effectively protect the labor rights of suppliers and contractors workers, we strictly abide by the national and local regulations on the wages of farmers, such as the Regulations on the Protection of the Wages of Migrant Workers. We also require the performance partners to sign a Letter of Guarantee against Wage Arrears for Migrant Workers to reduce the labor risks in the supply chain.

### [Case] Quality and EHS management training for suppliers

In 2020, CR Land newly added project management training for strategic suppliers, which mainly covers quality assessment systems, EHS management, construction management, quality assessment system, etc. By a series of training, the performance project managers fully understood key points of the cooperation projects and implemented them, thus improving the overall performance level.



Training for suppliers

## Promote industry development

In 2020, we continued cooperating across the industry and with universities on research. We explored new business cooperation models, developed industrial standards, and promoted industry innovation to achieve mutual benefits and development.

### Industry-university-research institute cooperation

We deepened our research on buildings and the supporting facilities and equipment, along with their industrial application. In 2020, we completed the summary report on the intelligent pilot of commercial projects, among which Jinan Mixc Intelligent Pilot was awarded the title of “the 13th Five-Year Plan National Key R&D Project Demonstration Project”, and was further promoted and applied within CR Land. In addition, we have actively cooperated with well-known research institutions and universities to explore new business models and deepen our innovation capabilities. In 2020, we built a public service platform for innovative drug R&D, an innovation platform in the Greater Bay area, a smart innovation city and other projects. Besides, we established an Entrepreneurship-Innovation Base, planning to incubate more innovative and high-quality enterprises in the next five years.

### Participation in industry organizations

We actively cooperated with various industry organizations to make progress and increase communication within the industry. In 2020, we joined several industry organizations, such as the Professional Committee of Comprehensive Planning and Development of Land and Resources Transportation (TOD), China Pharmaceutical Chamber of Commerce of All-China Federation of Industry and Commerce, WELL Health Building Promotion Plan, and Special Committee for Adjusting, Operation and Maintenance of China Building Energy Conservation Association. The scope of participation covers commercial design, office building management, green building, health building, etc.

### Establishing industry standards

We took an active part in the industry standards formulation to better redirect industrial development in 2020. As a member of participating organization, we were involved in compiling the new version of the China Association for Engineering Construction Technical Regulations for the Application of Steel Barge Concrete Column Composite Sheet. In addition, we participated in the compilation of Health Architectural Design(Beijing)” and We managed to facilitate the standard construction of healthy local buildings.

### Cross-industry cooperation

We cooperated across the industry to advance innovation in development. By the end of 2020, we have established cooperation with Bank of China Group Insurance Co., Ltd., Liaoning Province Dietetic Association, and the Second Affiliated Hospital of Dalian Medical University. In the fields of the digital economy, smart city and virtual industrial park, we cooperated with Zhongshen Data Center and Hong Kong Smart City Association (HKSCA). In the financial sector, we also achieved strategic agreements with financial enterprises such as Kasikorn Bank and Agricultural Bank of China. We worked together in the development of industrial funds and financial products and services.

## PERFORMANCE REVIEW

PERFORMANCE REVIEW

In 2020, we adhered to high supplier standards and required manufacturers to obtain ISO9000 and ISO14000 certifications. We introduced 100% online bidding for engineering and non-engineering projects, and continuously improved the standardization requirements for the procurement process. At the same time, we have joined at least four industry organizations and participated in the compilation of three industry standards to continuously power industrial development.

100%



GROWING WITH YOU  
AND FULLFILLING SOCIAL MISSION

5



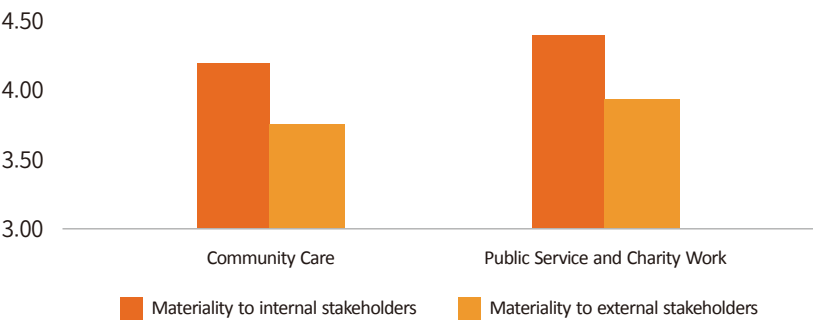


【Section description】

We have been upholding the belief of serving society through mutual aid and charity. We advocate participation, mutual assistance, dedication and progress “Be dedicated to public welfare” is our philosophy. We demonstrate these values through activities including targeted poverty alleviation, charitable donation, voluntary service, and community care to promote positive interaction between enterprises and society.

【Response to issues】

Sustainability issues addressed in this chapter:



SDGs topics



HKEX ESG Index

B8.1/B8.2

CASS-CSR4.0 Index

S4.1/S4.2/S4.3/S4.4/S4.5/S4.6/S4.7/S4.8/S4.9/S4.10  
S4.11/S4.12/S4.13/S4.14

【Objective review】

Objective setting	Progress review	Annual improvement plan
In the next three years, we plan to strengthen our partnership with the government, customers and non-profit organizations to carry out more public services in various forms, promoting the common development of communities, the economy, and society.	<ul style="list-style-type: none"><li>Successful poverty alleviation in Haiyuan County, Ningxia</li><li>Over 4,000 employees participated in voluntary services throughout the year</li><li>The amount of charity donation reached RMB 18,107,900</li></ul>	We will further respond to the call of the government and the needs of customers, expand the cooperation network with non-profit organizations, continue to make efforts in targeted poverty alleviation, community construction, public welfare and charity. We will deepen the content of activities and promote the mutual development of communities, economy and society.

STORY [Responsibility - Case study]

^ We developed 30-mu of land to build a new smart hope farm

30

We established a natural science museum, 17 modern greenhouses and open air planting experience zone

17

Supporting Hong An Hope Town, CR Land promoted the upgrading of local industries and benefiting villagers

We positively responded to the poverty alleviation and fully supported the infrastructure construction and industrial upgrading of local Hong An Hope Town. We protected and made good use of the local intangible cultural heritage, red culture, and ecological environment to fuel infrastructure construction and industry upgrading.

We have successfully promoted the tourism industry by repairing the local featured folk houses and creating a cultural street for intangible cultural heritage. At the same time, we adopted the new management model of “Internet + agriculture” . We introduced the “consumer claims + villagers’ management” model to open up the local sales channels of fruits and vegetables. We have also established a natural Science Museum, a modern greenhouse and an open-air planting experience zone, which truly realized the integration of science education, sightseeing, self-picking and planting experience.

We hope to make the people in town self-sufficient through sustainable means, promote industry integration to achieve income increase, enrich local income sources, to improve their life quality and conditions. With all these achievements, we can truly turn sustainable and win-win development with local people into reality.



“Together with Hope” Rural Assistance Activity in Hong An Hope Town



## Targeted poverty alleviation

In response to the strategic call for poverty alleviation and rural revitalization, we actively fulfilled its social responsibilities, undertook the construction of CR Hope Town, a public welfare brand of CR Holdings, in the form of zero profit. We gradually formed a clear and standardized construction concept and management system. Under construction, each region provides high-quality partners for projects and is equipped with all-around resources and professional support. We have formed an ecological rural revitalization model with the goal of environmental transformation, industrial assistance, organizational restructuring, and spiritual reconstruction. Along the way, we explored the “management synergy”, “diversified path” and outcome sharing step by step.

### 【Case】

#### Poverty alleviation volunteers poured hope with youth and sweat

On the rugged path to poverty alleviation, fighters from CR Land have never stepped back. Since 2008, we have selected a group of outstanding management personnel and professionals as volunteers to support CR Hope Town. The volunteers were stationed at the construction site of Hope Town and were responsible for its planning, construction and management coordination throughout the year. They developed the new rural collective economy and built the CR Hope Town into a new socialist village, shining with the vitality of agricultural development and distinctive ethnic characteristics in regions. In 2020, 32 employees of CR Land were awarded as Advanced Individual of CR Group for their devotion.



Poverty alleviation volunteers in CR Hope Town  
Welfare Assistance for Agricultural products

### 【Case】

#### Poverty alleviation through industry holds up new hope for farmers

With the implementation of the pair-up assistance, we have guided and assisted the Haiyuan CR Hope Town located in Guanqiao Village, Guanqiao Township, Haiyuan County. Using the professional cooperative as a platform, we invited the successor of the embroidery and paper cutting, from the Incubator of Intangible Cultural Heritage in Haiyuan County to provide systematic skill enhancement training for unemployed women. As of the end of 2020, the cooperative has conducted 11 times of training attracted 3,500 participants.

Besides, on May 12, 2020, we launched the “Haiyuan Hope Town Public Welfare Assistance for Agriculture Program. We organized the sales activity of handmade paper-cutting and embroidery works created by farmers helping local villagers increase income through characteristic industries.



Welfare Assistance for Agricultural products

▲ As of the end of 2020, CR Land has overcome various difficulties and successfully completed the construction tasks with 10 Hope Towns put into use, 2 towns under construction

10 2

▲ In 2020, the total value of donations made by CR Land in the public welfare and charity reached RMB 18,107,900

18,107,900

▲ During the outbreak of Covid-19, CR Land organized two donations raising RMB 3,380,000 in total.

3,380,000

▲ In 2020, subsidiaries of CR Land carried out more than 400 voluntary services throughout the year, with over 4,000 participants

4,000

## Public service and charity work

We developed an open and transparent public welfare and charity management mechanism in accordance with the Management Regulations of CR Group on Social Responsibility, Guidelines of CR Group for Corporate Citizenship, Detailed Rules of CR Land Limited on Volunteers, and relevant regulations of CR Charitable Fund.

We are committed to building CR Land Volunteers Association(CRVA) by the brand of “Run Zhi Hui”, actively carrying out volunteer services, constantly exploring and regulating volunteer services. Besides, CRVA organized employees to join participate in public welfare activities and actively fulfill social responsibilities.

- On 25 November 2020, CRVA in South China cooperated with the marketing management department and organized book donation activities for property owners and employees, ending with the donation of 707 books.
- On 5 December 2020, we issued Shenzhen Volunteer Registration Guidelines to fully protect the rights and interests of volunteers.



Haiyuan Hope Town Industrial Poverty Alleviation Center



The whole picture of CR Hope Town

# Community support

CR Land is committed to building a harmonious community atmosphere, listening to community residents' needs and solving their problems. We engaged the community through our CR Land Volunteers Association. Its volunteer employees conducted public welfare activities and voluntary services, including respecting the elderly, caring for the young and other vulnerable groups, and promoting public health.

In 2020, we continued to organize activities in various cities, carrying out Marathon Health Run, Mixc Theater Festival, etc.



2020 Shenzhen Nanshan Half Marathon



2020 Mixc Theater Festival

## PERFORMANCE REVIEW

PERFORMANCE REVIEW

In 2020, CR Land initiated community public services and donated RMB18.16 million to charity, up 254.40% from 2019. We will strive to enhance and revise internal regulations, standardizing volunteering service. As a result, more than 4000 participants will be encouraged to be part of volunteering activities.

18.11 millionRMB

In the future, we will further respond to government requirements and customer needs by broadening our cooperation network with non-profit organizations. We will further our efforts in community construction and public welfare and charity, promoting the common development of community economy and society.



GROWING WITH STAKEHOLDERS AND UPHOLDING  
THE MISSION OF SUSTAINABLE DEVELOPMENT

6

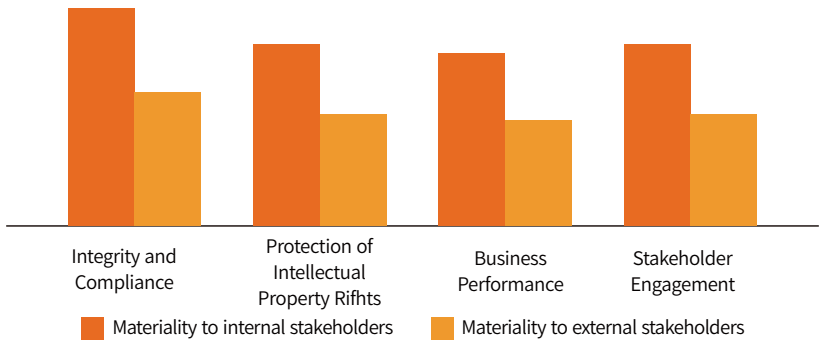


【Section description】

CR Land pursues high-quality growth through a steady operation. On this basis, we share development achievements with stakeholders, undertake social responsibilities, and promote the harmonious and sustainable development of the economy, environment and society.

【Response to issues】

Sustainability issues addressed in this chapter:



SDGs topics



HKEX ESG Index

B6.3/B7.1/B7.2

CASS-CSR4.0 Index

P4.1/P4.2/P4.3/P4.4/P4.5

M1.1/M1.2/M1.3/M1.4/M1.5/M1.6/M1.7/M1.8/M3.3/M3.5

S1.1/S1.2/S1.4

STORY [Responsibility - Case study]

Compilation and release of the "ESG Work Management Manual" to comprehensively enhance CR Land's sustainable development capabilities

After years of accumulation, CR Land has formed a responsibility fulfillment path of taking social responsibility as the starting point to promote the sustainable development of the enterprise. Under the current new situation of increasingly strict ESG management by stakeholders and our strict requirements on ESG management, the ESG Work Management Manual of CR Land (hereinafter referred to as the “ESG Work Management Manual”) was established to help the Company continuously implement the concept of sustainable development and comprehensively improve ESG management.

In accordance with the requirements of relevant ESG supervision and reporting guidelines, the ESG Work Management Manual has established a three-tier ESG management structure with the Board as the highest decision-making level, broken down the specific work steps of the five core work stages, sorted out the division of responsibilities and statistical standards for ESG objective formulation and ESG indicator management, and finally established the requirements for daily reporting, review and evaluation in ESG work management to guide process management and achieve the goal of normalized control of ESG work. The publication of the Management Manual demonstrates our determination in continuously optimizing the content of the report, fully demonstrating the positive image of the Company, strengthening ESG data management, implementing ESG management structure, etc. This helps us move towards standardized sustainable development management and serves as an effective tool to strengthen the normalized ESG management.



## Sustainable development

### Responsibility culture system

CR Land closely adheres to the five elements of “mission, vision, value, development concept and corporate spirit” and carries out social responsibility work in accordance with the principle of “strategic orientation, cultural traction and brand communication” .



### Sustainability vision

CR Land focuses on integrating social responsibility into corporate development strategy and daily operation. Under the Company’s overall “14th Five-Year” strategic development planning framework, the following sustainable development management goals are identified.

- Mission: To lead in business progress and build a beautiful life together
- Vision: To become a international enterprise by building public trust and awareness
- Purpose: Better quality, better city



#### Value – Responsible for shareholders

Ensure legal compliance, stable operation, integrity and fairness, further promote business transformation, actively explore innovative models such as “mergers and acquisitions” to continuously cultivate new value growth points and share the value of corporate growth with shareholders

#### Win-win – Responsible for partners

Adhere to the principle of “mutual benefit, joint development and win-win cooperation” , continuously optimize the supply chain management system, strictly comply with industry standards, advocate fair competition, fully implement transparent procurement and responsible procurement, and promote the sustainable development of the industry and the industry

#### Quality – Responsible for customers

Adhere to the high-quality strategy and customer-oriented value, expand innovative businesses such as long-term rental apartments and senior housing on the basis of consolidating the main business, provide customers with more diversified products and services, and further enhance customer satisfaction

#### Green – Responsible for the Environment

Incorporate the concept of green development into every aspect of corporate operation, continuously improve the environmental management system, promote the development of green buildings, and actively respond to cutting-edge issues such as global climate change

#### People – Responsible for Employees

Focus on employees, pursue a win-win situation between the common value of the enterprise and the personal value of employees, attach importance to the basic rights and interests of employees, support the growth and development of employees, ensure the safety and health of employees, carry out ISO14000 and OHSAS18000 system certifications, and maintain zero work-related fatalities

#### Harmony – Responsible for the Community

Adhere to the principle of “serving the society and spreading civilization” , the Company will join with the public and the community to increase investment in charity and voluntary services, continue building and operating “Hope Town,” enhancing public welfare, and promoting social harmony

### Sustainable development management

CR Land has established a sustainable development governance structure from top to bottom, continuously strengthened the participation of the Board, established a CSR committee at the Board level, and established an ESG working group at the executive level.

#### Leadership and supervision of ESG matters by the board

The board of directors of CR Land is responsible for enhancing the company's medium and long-term value, guiding the company's overall operation and business development strategy, monitoring the corporate governance practices of all businesses, and establishing an internal sound control and risk management system.

In order to strengthen the participation of the Board in sustainable development, members of the Board regularly receive sustainable related training to enhance their awareness of sustainable development and ESG, to establish an effective and normalized management of sustainable development.

Board diversity

CR Land has adopted a board diversity policy to achieve board diversity by considering several factors, including gender, age, educational background, professional experience, skills and industry experience. For details of each Director of the Board's professional background, please refer to the Corporate Governance Report in the 2020 Annual Report.

Improving ESG management structure and management system

To further promote sustainability governance, CR Land has established a comprehensive sustainability governance structure (as outlined below) from top to bottom based on the CSR Committee. In 2020, the Company issued the “ESG Work Management Manual” to improve the ESG management structure and functions, clarify the scope and process of ESG work, and promote the Company’s routine management of ESG work.

Role	Function Unit	Composition	Specific functions
Highest decision-making level	The Board	The Board	<ul style="list-style-type: none"><li>Responsible for the overall sustainability governance of the Company</li><li>Monitoring and reviewing the Company’s sustainability performance</li></ul>
Decision-making level	CSR Committee	They are appointed by the Board and shall consist of not less than five members, a majority of whom shall be independent non-executive Directors	<ul style="list-style-type: none"><li>Monitoring CSR Vision, Strategy and Policy Development</li><li>Monitoring the implementation of CSR Vision and Strategy</li><li>Reviewing of sustainability results</li></ul>
Management	CSR Office	They include responsible persons of key ESG functional departments such as the office, product management department, engineering management department and safety management department	<ul style="list-style-type: none"><li>Conducting ESG risk assessment, such as conducting ESG risk interviews and materiality analysis</li><li>Establishing ESG Objective Management System and Management Indicator System</li><li>Establishing ESG Information Disclosure System</li><li>Establishing relevant systems for capital market index and rating response</li><li>Establishing ESG Public Opinion anagement</li></ul>
Execution level	ESG Working Group	They consist of a team of dedicated colleagues from various functional departments of the headquarters, regional and city companies	<ul style="list-style-type: none"><li>Participating in and assist in ESG risk assessment</li><li>Implementing ESG Target Management System</li><li>Implementing ESG Information Disclosure System</li><li>Implementing Capital Market Index and Rating Response System</li><li>Implementing ESG public opinion management system, track and identify public opinion events</li></ul>

Communication with Stakeholders

Type of Stakeholders	Demands and Expectations	Communication and Response
Government and Regulatory Authorities	<ul style="list-style-type: none"><li>Operation in compliance with laws and regulations</li><li>Supporting regional development</li><li>Implementation of national policies</li></ul>	<ul style="list-style-type: none"><li>Continuing to strengthen corporate compliance management</li><li>Participating in government-related conferences and cooperation</li><li>Responding to relevant national policies</li></ul>
Shareholders	<ul style="list-style-type: none"><li>Creating market value</li><li>Strengthening information disclosure</li></ul>	<ul style="list-style-type: none"><li>Continuing to create results of operations</li><li>Enhancing corporate governance and risk management</li><li>Regular publication of reports and timely information disclosure</li><li>Convening general meetings to strengthen investor relations management</li></ul>
Property owners and customers	<ul style="list-style-type: none"><li>Product and service quality</li><li>Protection of legal interests</li></ul>	<ul style="list-style-type: none"><li>Implementing customer satisfaction survey</li><li>Establishing and improving the customer service system</li><li>Improving customer feedback and complaint handling mechanism</li></ul>
Staff	<ul style="list-style-type: none"><li>Protecting employees’ rights and Interests</li><li>Promoting staff development</li><li>Caring for employees’ health</li><li>Participating in company management</li></ul>	<ul style="list-style-type: none"><li>Formulating a competitive remuneration system and welfare guarantee mechanism</li><li>Organizing staff training, improving promotion mechanism and building development platform</li><li>Improving working conditions and caring for employees with difficulties</li><li>Conducting employee activities to strengthen employee communication</li></ul>
Suppliers and partners	<ul style="list-style-type: none"><li>Promoting industry development</li><li>Win-win cooperation</li></ul>	<ul style="list-style-type: none"><li>Implementing sunshine procurement to create a responsible supply chain</li><li>Regular tender and bidding meetings and supplier meetings</li><li>Participating in industry organizations to promote industry development</li></ul>
Scientific research institutes, industry organizations, media and social organizations	<ul style="list-style-type: none"><li>Compliance with industry norms</li><li>Promoting industrial innovation</li><li>Information transparency and openness</li></ul>	<ul style="list-style-type: none"><li>Strengthening external communication and cooperation and participating in industrial innovation research</li><li>Participating in industry evaluation and make recommendations on industry norms</li><li>Improving the news disclosure system and optimize the public opinion feedback mechanism</li></ul>
Community	<ul style="list-style-type: none"><li>Supporting community charity</li><li>Providing employment opportunities</li></ul>	<ul style="list-style-type: none"><li>Actively participating in charitable donations and participating in social welfare activities</li><li>Campus recruitment and social recruitment</li></ul>
Environment	<ul style="list-style-type: none"><li>Reasonable use of resources</li><li>Protecting ecological environment</li></ul>	<ul style="list-style-type: none"><li>Implementing green construction, building green buildings and building green communities</li><li>Improving the efficiency of energy and resource use and implementing energy conservation and emission reduction</li><li>Strengthening environmental information disclosure and managing environmental-related risks</li></ul>



Determination of Material Issues

The steps taken by CR Land to determine the materiality of sustainability issues are as follows:

1

Topic identification

Identify industry-wide material topics through industrial benchmarking. Form a topic bank.

2

Topic ranking

Assess the materiality of topics to the Company and the stakeholders with 4,493 questionnaires. Analyze and rank survey results.

3

Topic review

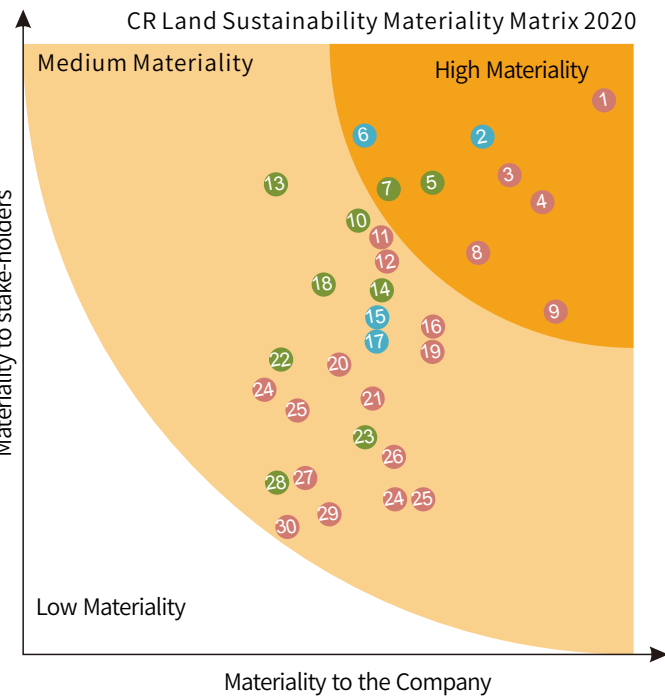
Company management reviews the topics and rankings. External experts review the topics and rankings and make suggestions.

4

Topic report

Disclose material topics in the report on a weighted basis according to the materiality analysis results.

Based on the analysis of 1,873 stakeholder questionnaires, we obtained the materiality analysis matrix and list of CR Land’s sustainability issues as follows:



Materiality	Ranking	Topic Name	Scope	Disclosure Location
Issues of high materiality	1	Safety and health	Social	CHAPTER 2 GROWING WITH EMPLOYEES
	2	Compliance operation	Governance	CHAPTER 6 GROWING WITH STAKEHOLDERS
	3	Privacy and data security	Social	CHAPTER 1 GROWING WITH CUSTOMERS
	4	Product quality management	Social	CHAPTER 1 GROWING WITH CUSTOMERS
	5	Use of materials	Environment	CHAPTER 3 GROWING WITH THE CITY
	6	Operating performance	Governance	2020 KEY PERFORMANCE
	7	Pollutant emission	Environment	CHAPTER 3 GROWING WITH THE CITY
	8	Creating employment	Social	CHAPTER 2 GROWING WITH EMPLOYEES
	9	Remuneration and benefits	Social	CHAPTER 2 GROWING WITH EMPLOYEES
Issues of moderate materiality	10	Waste management	Environment	CHAPTER 3 GROWING WITH THE CITY
	11	Protection of intellectual property rights	Social	CHAPTER 6 GROWING WITH STAKEHOLDERS
	12	Protecting customers' rights and interests	Social	CHAPTER 1 GROWING WITH CUSTOMERS
	13	Energy conservation	Environment	CHAPTER 3 GROWING WITH THE CITY
	14	Biodiversity	Environment	CHAPTER 3 GROWING WITH THE CITY
	15	Risk management and ainternal control	Governance	CHAPTER 6 GROWING WITH STAKEHOLDERS
	16	Charity	Social	CHAPTER 5 GROWING WITH YOU
	17	Communication with stakeholders	Governance	CHAPTER 6 GROWING WITH STAKEHOLDERS
	18	Water conservation	Environment	CHAPTER 3 GROWING WITH THE CITY
	19	Career development	Social	CHAPTER 2 GROWING WITH EMPLOYEES
	20	Compliance employment	Social	CHAPTER 2 GROWING WITH EMPLOYEES
	21	Responsible procurement	Social	CHAPTER 4 GROWING WITH PARTNERS
	22	Response to climate change	Environment	CHAPTER 3 GROWING WITH THE CITY
	23	Tenant sustainability I mpact management	Environment	CHAPTER 3 GROWING WITH THE CITY
	24	Innovative business	Social	CHAPTER 1 GROWING WITH CUSTOMERS
	25	Community care	Social	CHAPTER 5 GROWING WITH YOU
	26	Quality monitoring and assessment	Social	CHAPTER 1 GROWING WITH CUSTOMERS
	27	Industry development	Social	CHAPTER 4 GROWING WITH PARTNERS
	28	Green building	Environment	CHAPTER 3 GROWING WITH THE CITY
	29	Customer satisfaction	Social	CHAPTER 1 GROWING WITH CUSTOMERS
	30	Policy response	Social	CHAPTER 1 GROWING WITH CUSTOMERS

Improvement of performance capability

CR Land comprehensively sorted out the existing system and formulated and issued the ESG Working Group Management Manual to establish a social responsibility indicator system covering operation performance, social performance and environmental performance in accordance with the requirements of the Administrative Measures for Social Responsibility of CR Holdings. At the same time, through participating in social responsibility-related meetings, organizing training and performance assessments, the Company improved employees’ ability to perform their duties and promoted the sustainable development of the Company.

Stable operation

Standardizing corporate governance

CR Land has adopted the Corporate Governance Code as set out in Appendix 14 to the Rules Governing the Listing of Securities on the Stock Exchange to regulate corporate governance, continuously review the status of the Board and various Board committees, and maintain good corporate operation.

In 2020, in order to comprehensively strengthen compliance management and improve the level of operation and management, the Company prepared and issued the “Implementation Rules of CR Land for Standardized Manager’s External Investment and Management of Commercial Enterprises (Trial)”, and completed the comprehensive inspection of the land system; The Company will continue to implement the requirements of the “Rules for Compliance Management of Connected Transactions of CR Land” and update and issue the “List of Connected Persons of CR Land (2020 Edition)” to enable all units to identify connected persons of CR Land and further strengthen the compliance management of listed companies.

We organized employees of all subordinate units to sign the “Code of Business Conduct of CR Holdings” (which has been publicly disclosed) compliance commitments, comprehensively improved employees’ business ethics, created compliance culture, and fulfilled compliance commitments.

Strengthening risk management

The Board of directors of CR Land is highly concerned and fully responsible for maintaining sound and effective risk management and internal control systems of the Company, regularly reviewing and monitoring the effectiveness of the risk management and internal control systems, and preparing a risk management report annually. At the same time, we have formulated risk management policies and established a top-down risk management framework to continuously strengthen our risk management.

CR Land attaches great importance to ESG risks. It incorporates relevant ESG risks into the risk management system, including corporate operations, corruption and instability, occupational health and safety, and climate change. In particular, we conducted a preliminary risk assessment on climate change and identified risks such as the impact of extreme weather on ourselves and our customers’ health and safety, the increase in the costs of daily operation and maintenance of our properties.

Meanwhile, in order to deepen the law-based corporate governance and improve the level of legal risk prevention and control, CR Land completed the following work in the construction of a legal risk management system in 2020:

System optimization:

The Provisions on Legal Risk Management of CR Land (V2.0) and the Guidelines on Legal Risk Inspection of CR Land (V1.0) were issued to further clarify the legal risk management and control standards of CR Land and standardize the risk inspection process.

Risk inspection:

The Company completed the legal risk inspection on “sales of commodity housing, commercial leasing and construction projects”, and published the “Report on the Top Ten Legal Risks in Key Business Areas of CR Land” to sort out the list of top ten legal risks that the Company needs to pay special attention and put forward corresponding prevention and control suggestions.

▲ As of 31 December 2020, CR Land has conducted more than 180 legal training sessions in total.

180+

▲ In 2020, CR Land conducted 460 legal risk inspections on key businesses, identified 1,282 risk points, and urged the regions to complete 40 major legal risks requiring rectification.

1,282

▲ In 2020, CR Land examined 7 projects in operation/preparation for innovative businesses and identified 41 legal risks

41

Legal risk management of innovative business:

The Company completed the special work of legal risk management of cultural and sports and cinema business, and formed work results such as risk management report and risk node database to improve the Risk management capability of the Company in the field of innovative business.

Building an “Integrity Land”

CR Land complies with the Supervision Law of the People's Republic of China, Provisions on the Clean Practice of State-owned Enterprise Leaders, Interim Provisions on Government Sanctions for Public Officials and other laws and regulations. Meanwhile, we implement the China Resources Group Code of Business Conduct, and amended internal policies such as the Code of Integrity of CR Land, the Integrity Agreement between CR Land and Partners and the Sunshine Declaration. Besides, we insist on making strict discipline to standardize employees’ professional behaviors and conducting annual anti-corruption reviews regularly, building a "Dare not to corruption" mechanism. At the same time, the company strictly eliminates money laundering and promotes the orderly development of compliance. .

The Management Regulations on Bidding and Procurement of CR Land require all bidding and procurement work to be carried out by the principles of legal compliance, transparency and openness, confidentiality and traceability. The Sunshine Declaration and the Integrity Agreement of Partners are attached to the bidding documents. The winning unit shall sign the Integrity Agreement. Simultaneously, the procurement system has completed the development of connected relationship functions to ensure that possible connected relationships can be immediately repeated during the procurement process and control every detail to ensure the work of anti-corruption to be carried out.

In addition, in order to ensure the legitimate rights and interests of the whistle-blowers, we have formulated the Guidelines of CR Land on Complaint Handling and the Guidelines of CR Land on Whistle-blowing Handling, and also established channels for reporting and complaints, including the establishment of a special anti-corruption complaint reporting channel on the official website. We encourage our employees, customers, suppliers and other partners to report any violations of the Company’s policies and any unethical and unfair treatment they encounter anonymously or with real name. Upon receipt of the reporting information, we will analyze the contents and reasons for the complaints about the first time to ensure that the reporting information is handled in a timely and effective manner. Meanwhile, the whistle-blowers’ information and the content of the report shall be kept strictly confidential in the whole process to effectively protect the safety of them.

At the same time, CR Land insisted in publicizing and implementing relevant laws, regulations and company rules and regulations, aiming to enhance employees’ awareness of anti-corruption, and achieved full coverage of integrity training. The company pays close attention to major festivals and launched integrity reminders. We also focus on people in key positions with conducting pre-appointment integrity talks, improving cadres’ integrity files, and supervising their integrity in the industry. CR Land made full use of various education platforms to carry out integrity education and training, including the way of new employees training, professional competence training, supplier management and other projects that incorporate integrity education. We continued to innovate integrity promotion methods, and created a good atmosphere of integrity within the company through integrity posters, websites, and WeChat public accounts.



## Protection of intellectual property rights

CR Land attaches great importance to protecting intellectual property rights and implements the relevant requirements of intellectual property laws and regulations. On the one hand, we enhanced the protection of intellectual property rights through trademark registration, software copyright registration, patent application, etc., and actively maintained our legitimate rights and interests through trademark monitoring, litigation and rights protection. On the other hand, we fully respect our partners' intellectual property rights, strictly abide by the scope of licensing, and assist our partners in resisting acts of infringement.

▲ As of the end of 2020, CR Land has accumulated 520 domestic registered trademarks

520

A total of 85 patents were obtained, including 5 inventions, 54 utility models and 26 designs

85

The Company also obtained 15 software copyrights

## Compliance information disclosure

CR Land discloses its operating information to shareholders and investors in a timely and accurate manner by the principles of truthfulness and reliability. In 2020, we carried out special work on the compliance management of commodity housing sales. We prepared the Guidelines on the Compliance of Commodity Housing Sales and the Manual on the Compliance of Commodity Housing Sales, which set out the compliance basis, consequences of violations and recommendations on important risk positions for each compliance point, to further enhance the compliance operation capability of the Company.

In 2020, we continued to publish monthly operating data announcements and land acquisition announcements and adopted innovative measures such as the live broadcast of results announcement conferences to maintain smooth communication channels with investors.

▲ C-Level 6 meetings with senior management

6

Participating in 22 large-scale investor forums with more than 400 participating institutions, mainly focusing on long-term shareholders and potential investors

22

CR Land received a total of 4 investors' project visits (Note: no investors requested for site visits due to the pandemic)

## Anti-unfair competition

CR Land strictly abides by the Anti-Unfair Competition Law of the People's Republic of China, the Anti-Monopoly Law of the People's Republic of China and the Code of Business Conduct, and earnestly fulfill the requirements of fair trade, integrity and compliance. Through strengthening internal control review and organizing staff training, the Company improved the operation awareness of anti-unfair competition among enterprises and employees. We actively carry out anti-unfair competition training, which helps to improve employees' awareness of anti-monopoly practices and strengthen the judgment of monopoly practices, to prevent the occurrence of relevant situations and build a solid bottom line of fair operation.

▲ CR Land received a total of 4 investors' project visits (Note: no investors requested for site visits due to the pandemic)

In 2020, CR Land organized two compliance training against unfair competition, with more than 400 participants.

400



# OUTLOOK FOR 2021

In 2021, we will continue to adhere to the corporate spirit of “pragmatism, professionalism, synergy, and dedication” from the six responsible segments, and strive to become a trustworthy and popular global enterprise.



## Economic responsibility

With integrity as the foundation and performance as the orientation, we adhere to the 3 + 1 business model of organic linkage and integrated development between the three main businesses of “sales business + operating real estate business + asset-light management business” and the essential business of the ecosystem. We strengthen digital construction and improve the production system to help economic development and become the backbone of social and economic development and market prosperity and stability.



## Customer responsibility

We are customer-oriented and adhere to the high-quality strategy and customer-oriented value, improve the requirements for product quality and process technology, and provide customers with safe, comfortable, environmental-friendly and safe products. Simultaneously, we strengthen service quality, explore new models in the industry, meet the ever-changing customer needs and consumption experience, and maintain our leading position in the industry.



## Environmental responsibility

We attach great importance to the impact of corporate development on the environment, continue to promote green building work, vigorously promote green design, green construction, green building coverage and completion, and actively participate in health and low-carbon building research so that our building products, our community and green water and lush mountains can breathe together.



## Employee responsibility

We adhere to the people-oriented principle, provide employees with a safe, equal and inclusive working environment, constantly enrich the forms and channels of employees’ participation in democratic management, further improve the remuneration and welfare system, enhance employee satisfaction, and build a team of talents with a sense of mission, responsibility, vitality and creativity to help achieve the Company’ s strategic goals.



## Partner responsibility

We advocate a win-win, healthy and fair partnership, continuously optimize the supply chain management system, strictly abide by industry standards, work with supply chain partners to implement responsible procurement, and jointly promote the long-term development of transparency and green industry.



## Public responsibility

We are committed to the philosophy of “working together with the public to promote the harmonious development of the society” , and actively take actions in public welfare, charity and community construction to promote the development of urban construction and people’ s better life, and create a better future together with the society.



APPENDIX

APPENDIX1 List of ESG Policies

ESG Indicators	Internal Policies In 2020	2020 Compliance With Laws And Regulations
A1 Emissions	Regulations on the Administration of Sewage Discharge of CR Land Administrative Regulations on the Replacement of Office Equipment by CR Land  CR Land EHS Management Practice Case  Guidelines for the Selection of Dust and Noise Pollution Treatment Methods for Engineering Business Projects of the Construction Department	Environmental Protection Law of the PRC  Law of the PRC on Prevention and Control of Environmental Noise Pollution
	CR Land Energy Conservation and Emission Reduction Management Code  Guidelines for Design and Implementation of Energy Consumption and Energy Efficiency Management Platform of CR Land Commercial Complex  Guidelines on Energy Consumption and Energy Efficiency Platform Construction of Existing Commercial Complex of CR Land  CR Land Property Management Energy Saving Manual  Guidelines for Energy Consumption Measurement Devices in CR Land Hotel  EHS Management Conduct and Status Requirements for CR Land Development Projects	Law of the PRC on the Prevention and Control of Atmospheric Pollution  Water Pollution Prevention Law of the PRC  Marine Environmental Protection Law of the PRC  Regulations of the People’ s Republic of China on the Prevention and Control of Land Source Pollutants Pollution Damage to Marine Environment  Law of the PRC on the Prevention and Control of Environmental Pollution by Solid Waste  National Hazardous Waste List  The “13th Five-Year Work Plan for Greenhouse Gas Emission Control”  Regulations on Energy Conservation in Civil Buildings  Energy Conservation Law of the PRC
A3 The Environment and Natural Resources	CR Land’s, s Regulations on Green Building Management for Sales of Properties  CR Land Technical Standards for Construction Drawing Design of Residential Buildings – Green Building  CR Land’ s Guidelines for Green and Healthy Building Operation (Design)	
A4 Climate Change	-	Administrative Measures for Ecological Environment Standards  The Administrative Measures for Carbon Emission Trading (Trial)  Guiding Opinions on Coordinating and Strengthening the Work in Response to Climate Change and Ecological and Environmental Protection
B1 Employment	CR Land Employee Handbook  CR Land Recruitment Management Regulations  CR Land Position Level Management Regulations  CR Land Leave Management Regulations  Detailed Rules for the Implementation of the Performance Management System of the Headquarters of CR Land  Implementation Rules of CR Land Care Fund for Grassroots Employees  Administrative Regulations on Remuneration and Benefits of CR Land	Labour Law of the PRC  Labor Contract Law of the PRC  Employment Promotion Law of the PRC  Social Insurance Law of the PRC  Labor Dispute Mediation and Arbitration Law of the PRC  Trade Union Law of the PRC  Administrative Regulations on Online Recruitment Services  Minimum Wage Regulations

ESG Indicators	Internal Policies In 2020	2020 Compliance With Laws And Regulations
B2 Health and Safety	Guidelines on Occupational Health Management Guidelines (V1.0)  CR Land’ s Rules for the Allocation of Safety Production Supervision and Management Personnel  CR Land EHS Incident Management Guidelines  CR Land EHS Management Annual Assessment Rules  EHS Management Requirements for Development Projects of CR Land (V1.0)  Guidelines for Management of Dust and Noise Pollution in Development Projects of CR Land  CR Land EHS Culture Construction of CR Land  CR Land Limited EHS Responsibility System  CR Land Limited EHS Accident Incident Accountability Regulation  Implementation Rules for Investigation and Treatment of Potential Accidents of CR Land  CR Land EHS Hazard Management Guidelines  Safety Management Regulations of CR Land  Guidelines for Establishment of EHS Management System of CR Land  Implementation Rules for Annual EHS Management Assessment of CR Land  Guidelines on Production Safety Education and Training of CR Land  CR Land’ s Production Safety Objectives and Responsibilities  Guidelines on the Use of Labor Protection Articles of CR Land  Guidelines for EHS Management of Hotels Opened by CR Land  Safety Production Objectives and Responsibility Management Regulations of CR Land  Management Rules for EHS Information Reporting and Communication of CR Land  Guidelines for Gas Safety Management of Commercial Projects of CR Land  Guidelines on Compliance Management of EHS Laws and Regulations of CR Land  CR Land EHS File Management Rules  Rules on Safety Management for Development Projects of CR Land  Guidelines for Emergency Management of Natural Disasters of CR Land  Guidelines for Safety Inspection and Evaluation in the Major Regions of CR Land  Implementation Rules for Investigation and Treatment of Potential Accidents of CR Land  EHS Special Governance Plan for Relevant Parties of CR Land  CR Land Limited EHS Integrity Commitment  CR Land EHS Incident Management Regulations  Research and Analysis Report on Health Management of CR Land  Guidelines on Occupational Health Management of CR Land  CR Land Health Management Risk Database	Labour Law of the PRC  Law of the PRC on the Prevention and Control of Occupational Diseases  Production Safety Law of the PRC  Fire Prevention Law of the PRC  Emergency Response Law of the PRC  Regulations on the Safety Management of Hazardous Chemicals  Regulations on the Reporting, Investigation and Handling of production safety Accidents  Interim Provisions on the Investigation and Treatment of Hidden Dangers of production safety Accidents  Regulation of the PRC on Work-Related Injury Insurance Provisions on the Supervision and Administration of Occupational Health at Work Sites  Classification and Catalogue of Occupational Diseases

ESG Indicators	Internal Policies In 2020	2020 Compliance With Laws And Regulations
B3 Development and Training	CR Land Employee Handbook	
	Training Management Regulations of CR Land	
	Administrative Regulations on Internal Lecturers of CR Land	
B4 Labour Standards	CR Land Employee Handbook	Labour Law of the PRC
	CR Land Recruitment Management Regulations	Provisions on the Prohibition of Using Child Labour
		Law of the PRC on the Protection of Minors
		Special Rules on Labor Protection of Female Employees
		Regulation on the Payment of Wages for Workers in Farmers
	China Resources Land Procurement Management Regulations	
	China Resources Land Supplier Management Regulations	
B5 Supply Chain Management	China Resources Land Engineering Category Management Rules	Construction Law of the People’ s Republic of China (Revised in 2019)
	China Resources Land Engineering Supplier Certification Rules	Tendering and Bidding Law of the PRC
	China Resources Land Engineering Supplier Performance Evaluation Rules	Regulation on the Implementation of the Bidding Law of the People’ s Republic of China (2019 Revision)
	China Resources Land Engineering Supplier Classification Management Rules	Government Procurement Law of the PRC
	China Resources Land Engineering Supplier List Management Rules	Central Budget Unit Government Centralized Procurement Catalogue and Standards (2020 Edition)
	CR Land Quality Management System Construction Regulations	Product Quality Law of the PRC
	CR Land Construction Quality Standards	Consumer Protection Law of the PRC
	Project Delivery Management System	Advertising Law of the PRC
	Detailed Rules on Project Quality Management	Trademark Law of the PRC
B6 Product Responsibility	Detailed Rules for the Implementation of the Inspection Points for the Key Procedures of Residential Construction	Urban Real Estate Administration Law of the PRC
	Standards for Quality Inspection and Evaluation of Residential Projects	Regulation on the Quality Management of Construction Projects
	Residential Process Evaluation/Delivery Evaluation and Inspection Standards	Regulations on Administration of Development and Operation of Urban Real Estate
	Quality Standards for Mechanical and Electrical Inspection of Commercial Properties Held	Code for Fire Prevention of Architectural Design GB50016-2014
	Detailed Rules for Annual Assessment of Quality Accidents	Code for Residential Buildings GB5368-2005
	Design Quality Control Plan of CR Land	Guiding Opinions of the General Office of the State Council on Developing Prefabricated Construction
		Assessment Standard for Prefabricated Building GB/T1129-2017
		Property Management Ordinance

ESG Indicators	Internal Policies In 2020	2020 Compliance With Laws And Regulations
	27 process standards such as the “CR Land’ s Guidelines for the Technology of Conveying and Strengthening Management System of CR Land	Code for Acceptance of Quality of Steel Structure Construction Works GB50205-2001
	Guidelines for Handling Customer Complaints of CR Land	Store Architectural Design Specification JGJ4 8-2014
	CR Land CRM Customer Information Collection Management Regulations	Code for Planning and Design of Urban Residential Area GB50180-93 (2016 Edition)
	CR Land Management Code for Customer Satisfaction Survey	Notice of the State Council on Further Deepening the Reform of Urban Housing System and Accelerating Housing Construction
	Guidelines on Property Complaints Reporting of CR Land	Notice of the State Council on Promoting the Sustainable and Healthy Development of the Real Estate Market
	Regulations on Intellectual Property Management of CR Land	Several Opinions of the Central Committee of the Communist Party of China and the State Council on Further Strengthening the Administration of Urban Planning and Construction
	Implementation Rules of CR Land on Confidentiality	Opinions of the General Office of the State Council on Promoting the Sustainable and Healthy Development of the Construction Industry
	CR Land Commercial Housing Sales Price (Discount), Contracting and Payment Management Regulations	
	CR Land Commercial Housing Sales Compliance Guidelines	
	CR Land Sunshine Declaration	
	CR Land Integrity Cooperation Agreement	
B7 Anti-corruption	CR 10th Ring	
	Code of Integrity of CR Land	
	Guidelines on Petition Handling of CR Land	
	Guidelines on Integrity Talks of CR Land	
	Implementation Rules for the Decision Making System of “Three Major and One Large” of CR Land	Company Law of the PRC
	Guidelines on Handling Discipline Inspection and Supervision Cases of CR Land	Anti-money Laundering Law of the PRC
	The Implementation Rules of CR Land’ s Accountability System for Building a Clean Party	Anti-Unfair Competition Law of the People’ s Republic of China (Revised in 2019)
	Implementation Rules of CR Land on Work and Integrity	Interim Provisions of the State Administration for Industry and Commerce on Banning Commercial Bribery
	Implementation Opinions on Implementing Party Committee’ s Main Responsibilities and Discipline Committee’ s Supervision Responsibilities for the Construction of Party Conduct and Integrity	Anti-Monopoly Law of the PRC
	Implementation Rules for the Management of Declaration of Potential Conflict of Interest of Employees of CR Land	Tendering and Bidding Law of the PRC
	Management Rules of the Discipline Inspection and Supervision Expert Database of CR Landd	
B8 Community Investment	Administrative Measures of CR Holdings on Social Responsibility	
	Guidelines of CR Holdings on Corporate Citizenship Construction	Charity Law of the PRC
	Management Rules of CR Land	

Note: Due to the limitations of the report, the full list of internal policies and external regulations corresponding to each ESG issue is set out in this appendix. The specific measures we have taken to comply with these policies and regulations are set out in the main text of each section.



Appendix2 Data Table<sup>[Note 1]</sup>

Appendix2.1 Table of ESG Index Data

ESG Indicators	Unit	2017 Data	2018 Data	2019 Data	2020 Data	
A. environmental						
A1. Emissions						
A1.2	Greenhouse gas emissions and intensity <sup>[Note 2]</sup>					
	Carbon dioxide emissions	tonnes	497,472.14	589,732.11	640,627.09	749,372.00
	Direct carbondioxideemissions (score1)	tonnes	-	-	-	22,918.00
	Indirect carbondioxideemissions (score2)	tonnes	-	-	-	726,454.00
	Carbon dioxide emission intensity per RMB10,000 of revenue	tonnes/ten thousand (RMB)	0.042(HK\$)	0.058	0.0579	0.0608
A1.3	Total hazardous waste produced and intensity					
	Waste fluorescent tubes <sup>[Note 3]</sup>	roots	116,862	90,541	66,818	61,907
A1.4	Total non-hazardous waste produced and intensity					
	Earthwork waste <sup>[Note 4]</sup>	m3	10,198,587	12,849,217	23,959,428	6,819,200
	Rebar waste <sup>[Note 5]</sup>	tonnes	34,279	44,690	38,792	70,421
A1.6	Measures and Results on Reducing Hazardous and Non-hazardous Waste Generation					
	Amount of recycled waste paper/waste packaging paper <sup>[Note 6]</sup>	kg	65,000	125.63	196,000	208,048
A2. Use of Resources						
	Concrete consumption <sup>[Note 7]</sup>	m3	6,108,779	13,188,491	18,175,599	17,649,575
	Rebar consumption <sup>[Note 8]</sup>	tonnes	815,511	1,939,423	2,319,389	3,472,549
A2.1	Energy consumption and intensity					
	Comprehensive Energy Consumption	10,000 tons of standard coal	7.2524	8.2331	8.5265	10.3894
	Electricity Consumption	10,000 kWh	52,327.0958	59,397.5329	60,572.1921	73,387.8353
	Gasoline consumption	tonnes	302.9394	336.9357	250.7291	227.7209
	Diesel consumption	tonnes	211.8901	89.4257	58.2662	431.0676
	Natural Gas Consumption	10,000 standard cubic meters	543.1331	635.4772	705.8081	922.0412

ESG Indicators		Unit	2017 Data	2018 Data	2019 Data	2020 Data
	Other Energy Consumption	ton of standard coal	236.9878	178.4204	191.2480	321.6798
	Total energy consumption/10,000 (RMB) revenue	ton of standard coal/ten thousand yuan (RMB)	0.0078	0.0077	0.0077	0.0084
A2.2	Water consumption and intensity <sup>[Note 9]</sup>					
	Total water consumption	tonnes	10,583,135.49	10,583,008.57	20,633,898.00	1,851.8703
	Total water consumption /10,000 (RMB) revenue	tonnes/ten thousand (HK\$)	0.08	0.89	1.87	1.84tonnes/ten thousand RMB
A2.5	Total packaging material used for finished products and with reference to per unit produced <sup>[Note 10]</sup>					
	Total packaging box consumption	kg	822,800	864,822	997,000	1,194,000
	Packaging box consumption /10,000 (RMB)	Kg/10,000 (RMB)	17.45	18.32	6.22	16.47
B. Social						
B1. Employment						
B1.1	Number of employees by gender, employment type, age group and geographical region					
	Total number of employees	person	38,087	47,414	51,976	48,414
Gender	Male	person	24,910	30,819	33,802	31,469
	Female	person	13,177	16,595	18,174	16,945
Employment type	Full-time	person	37,681	46,814	51,240	47,993
	Part-time	person	406	600	736	421
Rank	Senior	person	302	345	372	395
	Middle	person	689	11,208	14,139	5,388
	Grassroots	person	37,096	35,861	37,465	42,631
Education	Postgraduate and above	person	3,106	4,003	4,951	5,202
	Undergraduate	person	11,077	14,503	16,715	16,230
	Associate degree	person	8,662	14,300	11,269	10,555
	High school and below	person	15,242	14,608	19,041	16,427
Age	Below 30	person	17,119	23,571	21,225	17,360
	Aged 30-50	person	19,359	23,629	28,485	28,493
	Over 50 years old	person	1,609	2,214	2,266	2,561
Region	Headquarters	person	443	610	746	807

ESG Indicators	Unit	2017 Data	2018 Data	2019 Data	2020 Data
Northern China	person	3,891	2,777	2,920	2,644
Eastern China	person	3,510	2,247	2,365	2,040
South China	person	2,792	2,695	3,225	2,994
Western China	person	2,370	1,557	1,712	1,695
Northeast China	person	1,652	1,027	1,243	1,202
Central China	person	1,666	1,167	1,004	990
Business Division	person	21,763	3,5334	38,761	36,042
B1.2 Employee turnover and turnover rate: By gender, age group and geographical region					
Consolidated turnover rate	%	26.53	Major segments 18%, property system 33%	Major segments 18%, Property system 46%	Major segments 18.3%
B2.1 Number and rate of work-related fatalities					
Fatalities	person	0	0	0	0
Fatality rate per 1,000 employees	‰	0	0	0	0
B2. Healthy and safety					
B2.2 Lost days due to work injury <sup>(Note 11)</sup>					
Lost days due to general work injury	hours	26,720.8	0	0	0
LTIR (Lost Time Injury Rate of 1 million work hours)		360	0	0	0
B3. Training and development					
B3.1 Percentage of employees trained by gender					
Total number of employees trained	person	38,000	43,147	47,230	42,550
Male	%	60	65	65	65
Female	%	40	35	35	35
B3.2 Average training hours of employees by gender					
Male	hours	10.5	15.6	16.5	16.8
Female	hours	8.1	15.6	16.5	16.8
B5. Supply chain management					
B5.1 Number of suppliers by geographical region <sup>[Note 12]</sup>					
Total number of suppliers	units	2,980	7,521	11,077	44,832
Northern China	units	861	1,783	3,422	9,452
Eastern China	units	694	1,706	2,939	11,527
South China	units	528	1,061	1,837	10,776
Western China	units	348	1,277	760	4,525
Northeast China	units	286	837	750	3,977
Central China	units	263	857	1,236	4,059
Headquarters	units	–	–	133	516
B6. Product responsibility					
B6.2 Number of products and service related complaints received					

ESG Indicators	Unit	2017 Data	2018 Data	2019 Data	2020 Data
Number of complaints <sup>(Note 13)</sup>	pieces	5,194	9,655	24,025	35,270
B7. Anti-corruption					
B7.1 Number of corruption lawsuits					
Number of legal cases regarding corruption, bribery, extortion, fraud and money laundering	pieces	0	0	0	0
B8. Community investment					
B8.2 Resources contributed to the focus area					
Charity donation	10,000 (RMB)	358.8	453.1	1,549.58	1,810.79
Number of employee voluntary service	person	>1,000	>1,000	>1,000	>4,000

Appendix2.2 CASS-CSR4. 0 Indicator Table

CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019	2020
SHAREHOLDERS’ RESPONSIBILITY								
Total assets	RMB100 million	2,916.7	3,332.7	3,821.6	4,804.5	6,557.4	7,621.1	8,690.4
Net assets	RMB100 million	929	1,110	1,245	1,442	1,807	2,334.7	2,562.4
Owners’ equity	RMB100 million	929.3	1,109.9	1,245.2	1,442.4	1,807.0	2,334.7	2,562.4
Revenue	RMB100 million	715.2	836.4	937.2	1,019.4	1,211.9	1,477.4	1,796
Total profit	RMB100 million	189	217	272	307	390	479	472
Net Profit/Profit Attributable to Shareholders	RMB100 million	124	143	167	197	242	287	298
Net Profit Attributable to owners of the parent	%	124	143	167	197	242	287	298
Gearing ratio	RMB100 million	–	–	–	–	70	69.4	59.7
Return on equity	%	–	16.0	16.8	17.7	18.8	18.4	15.7
Return on total assets	%	–	–	8.11	7.63	7.15	6.90	5.90
Value preservation and appreciation rate of Central government-owned assets	%	–	–	113.5	117.64	132.52	133.18	115.14
Industry Ranking	Place	–	8	11	10	9	10	9
Market Share	%	–	–	–	2.88	3.40	–	–
Property sales area	10,000 m²	660.09	675.9	775.9	954.3	1,198.9	1,324.8	1,418.0
Contracted sales	RMB100 million	692.1	851.5	1,080.4	1,521.2	2,106.8	2,425.0	2,850.0
Investment property sales	HKD100 million	54.36	66.5	73	76.5	95.2	120.3	128.0
Land reserves at the end of the period	10,000 m².	4,004.4	4,125.8	4,484.5	4,897.8	5,957.3	6,867.7	6,809.0
Incidents of Corruption	%	–	–	0	0	0	0	0
Customer Responsibility								
Overall customer satisfaction <sup>(Note14)</sup>	Point	–	92	94.3	N/A	N/A	N/A	N/A
Customer satisfaction for residential buildings	Point	81	79	79	75	83	86	86.23



CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019	2020
Residential customer loyalty	Point	58	58	60	58	67	71	77
Office customer satisfaction	Point	100	100	99	98	99	—	100%
Office customer excellent satisfaction	Point	80	86	80	76	82	—	—
Customer satisfaction for commercial property tenants	Point	91	93	95	98.6	98.4	98.1	98.7
Customer complaint handling rate commercial projects	%	—	—	—	99.9	99.6	99.6	99.94
Customer complaint handling rate residential projects	%		98.4	98.2	98.5	93.5	98.0	99.32
Total R&D investment	RMB100 million	—	0.0310	0.0030	0.0391	0.3669	0.5589	0.3780
Number of R&D staff	person	—	19	22	24	63	146	176
Employee Responsibility								
Total number of full-time employees	person	28,452	31,481	33,524	38,087	47,414	51,976	47,993
Employment contract signing rate	%	100	100	100	100	100	100	100
Employee social insurance coverage	%	100	100	100	100	100	100	100
Collective Contract Signing Rate	%	—	100	100	100	100	100	100
Employee physical examination coverage	%	—	100	100	100	100	100	100
Employee Engagement	%	82	85	86	85	89	90	89
Employee satisfaction	%	84	87	88	88	90	91	90
Employee Turnover Rate	%	—	40	27	27	18 (Development and Commercial)/33 (Property Systems)	18 (Development and Commercial)/46 (Property Systems)	18.3 (Development and Commercial)
Average age of employees	years old	31.6	31.8	32.2	32.7	32.9	33.1	33.8
Proportion of female employees	%	35	34	34	35	35	35	35
Proportion of women in the management	%	—	0	28	22	24	27	26.6
Per capita annual paid leave day	days	>6	>6	>6	>6	>6	>6	>6
Employee training coverage	%	—	—	—	86	91	92	87.9
Total investment in staff training	million	—	—	—	3,100	5,574	3,800	3,969
Training investment per capita	RMB10,000	—	—	—	815.8	1,175.7	815.8	819.8
Training time per capita	hours	—	3.76	6.42	9.6	15.6	16.5	16.8
Responsibilities of Partners								
Percentage of suppliers passing quality, environment and EHS system certification	%	—	—	100	100	100	100	100
Economic contract performance rate	%	—	—	—	—	99.97	99.95	99.96
Number of suppliers reviewed during the reporting period	units	—	—	—	—	7,521	11,077	44,832

CASS-CSR4.0	单位	2014	2015	2016	2017	2018	2019	2020
Number of suppliers that were rejected or terminated due to social responsibility non-compliance	units	-	-	-	-	0	0	0
Government Responsibility								
Number of new employees recruited	person	10,458	10,716	14,822	19,669	27,413	21,400	12,323
Number of fresh graduates recruited	person	840	287	338	383	1,158	614 people turned positive Another 324 workshop	649
Total tax paid	RMB100 million	122	167	158	184	320	324	307
Community Responsibility								
Charitable Donations	RMB10,000	724.7	194.89	77	358.8	453.1	1,549.58	1,810.79
Number of employee voluntary service	person	-	-	>1,000	>1,000	>1,000	>1,000	>4,000
Investment in special funds for poverty alleviation	RMB10,000	-	-	-	-	-	114.65 (Official statistics in 2019)	
Number of Poverty Alleviation Population	person	-	-	-	-	-		-
Number of work-related injuries in general and above	times	3	0	0	0	0	0	0
Work-related injuries Number of deaths	person	0	0	0	0	0	0	0
Fatality rate per 1,000 employees	‰	0	0	0	0	0	0	0
Severe injury rate per 1,000 employees	‰	0	0	0	0	0	0	0
Injury rate per 1,000 employees (accident frequency)	‰	0.12	0	0.18	0	0	0	0
Fatality rate per 1,000 employees due to fire hazard	‰	0	0	0	0	0	0	0
Economic loss rate per 1,000 employees	‰	0	0.71	0.01	0.17	0. 01	0.01	0.03
Economic loss rate per RMB1 million revenue	%	0	0	0	0	0	0	0
Fatality rate per RMB1 million revenue	%	0	0	0	0	0	0	0
Fatality rate per 1 million floor area	%	0	0	0	0	0	0	0
Severe injuries due to stampede in commercial buildings	Case	0	0	0	0	0	0	0
Significant power outages due to power supply system failures in office buildings, hotels and shopping malls	Case	0	0	0	0	0	0	0
Production safety incidents that have a significant negative impact on the Company's market image and social image	Case	0	0	0	0	0	0	0
Investment in Production Safety	RMB100 million	8,561.22	7,061.044	11,063.86	17,802.12	30,081.53	26,414.89	14,673.71
Number of safety emergency drills	Case	636	1,392	2,977	3,600	6,899	5,919	6,786
Number of employee safety training	Personhour	-	-	-	173,045	267,130	322,620	425,015.13
Number of safety training for related parties	Personhour	-	-	-	178,083.5	316,790.7	450,868.2	560,694
Employee safety training coverage	%	-	-	-	100	100	100	100
Number of full-time safety management personnel	person	-	-	-	288	802	849	837
Number of registered safety engineers	person	-	-	-	127	259	325	434

CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019	2020
Green Management								
Average Greenery Ratio of Projects Sold in the Year						%	≥30	≥30
Total investment in environmental protection <sup>[Note 15]</sup>	RMB100 million	-	-	-	1,208.09	1,888.97	1,904.97	1,935.18
Investment in energy saving and emission reduction technology transformation <sup>[Note 16]</sup>	RMB100 million	-	-	-	527.7439	705.71	745.44	903.63
Green Production								
Increase in 2019: Carbon intensity	Turnover of Tons/million Hong Kong Dollars	-	-	-	-	-	0.0579	0.0608
2019 Additional: Proportion of non-fossil energy	%	-	-	-	-	-		96.9%
Comprehensive Energy	10,000 tons of standard coal	4.73	6.0983	7.4254	7.2524	8.2329	8.5265	10.3894
Consumption	10,000 kWh	33,633.96	42,091.8424	51,909.6055	52,327.0958	59,397.5329	60,572.1921	73,387.8353
Gasoline consumptio	tonnes	1,192.92	863.7235	488.7984	302.9394	336.9357	250.7291	227.7209
Diesel consumption	tonnes	555.53	418.5135	319.1610	211.8901	89.4257	58.2662	431.0676
Natural Gas Consumption	10,000 standard cubic meters	219.63	509.9322	661.0159	543.1331	635.4772	705.8081	922.0412
Other Energy Consumption	Ton of standard coal	482.71	589.4841	482.1779	236.9878	178.4204	191.2840	321.6798
Annual freshwater consumption	10,000 cubic meters	-	-	-	-	-	2,063.3898	1,851.8703
Consumption of freshwater per industrial unit added	10,000 cubic meters	-	-	-	-	N/A	N/A	N/A
Carbon dioxide emissions	tonnes	346,666.24	436,197.8	546,467.18	497,472.14	598,732.11	640,327.09	749,372
Carbon dioxide emissions	tonnes	-	-	-	0	0	0	0
Sulphur dioxide emission	tonnes	-	-	-	0	0	0	0
COD emission	tonnes	-	-	-	0	0	0	0
Nitrogen oxide emission	tonnes	-	-	-	0	0	0	0
Coal consumption of power supply	Gram of standard coal/kWh	-	-	-	0	N/A	N/A	N/A
Comprehensive energy consumption/RMB10,000 operating income	Gram of standard coal/kWh	0.0096	0.0078	0.0078	0.0078	0.0077	0.0077	0.0084
Comprehensive energy consumption/RMB10,000 added value	Gram of standard coal/kWh	0.0346	0.0259	0.0229	0.0222	0.0217	0.0214	0.0205
Amount of energy conserved of products	10,000 tons of standard coal	-	-	-	0	0	0	0
Green Building certified area	10,000 m2.	477.74	438	629.67	194.51	481.63	1,057.37	1,300.67

Note:

1.Unless otherwise specified, the data coverage of this report is consistent with the 2020 annual financial report of CR Land.

2.The statistical scope of greenhouse gas emissions and intensity includes:

(1) Office and public areas of shopping malls in operation nationwide;

(2) National residential properties;

(3) Public areas of some hotels and some office buildings;

(4) Carbon emissions from the use of electricity, diesel, gasoline, natural gas, and other energy for the construction site projects under construction undertaken by the CR Land's construction business department.

3.The statistical scope of waste fluorescent tubes is limited to office, commercial, hotel and residential projects.

4.The statistical scope of earth waste is limited to construction in progress.

5.The statistical scope of steel reinforcement waste is limited to construction in progress.

6.The statistical scope of recycled wasted paper and waste wrapping paper is limited to Lai Chi Furniture.

7.The statistical scope of concrete consumption is limited to construction in progress.

8.The statistical scope of steel consumption is limited to construction in progress.

9.The increase in the statistical scope of water consumption led to a significant increase in data: the statistical scope in 2016 was limited to offices, and hotels and commercial projects were taken into account in 2017, which led to a significant increase in data.

10.The statistical scope of the indicator “A2.5 Total packaging material used for finished products and per unit of production” is limited to the Lai Chi Furniture under the construction business department of CR Land.

11.Indicators “B2.2 Number of working days lost due to work injury” Changes in data due to changes in the statistical scope of relevant data: The statistics in 2016 and before are the accumulated data of work injury certified by social insurance for work injury. The statistics in 2017 are the statistics of work injury holidays within the Company.

12.The change in the statistical scope of the data related to the indicator "B5.1 Number of Suppliers" has led to data changes mainly because the statistical caliber of the number of suppliers in 2019 only includes engineering suppliers (excluding design), while the statistical caliber of 2020 will increase non-engineering and design suppliers, and the figure has a big change.

13.The statistical scope of the number of complaints in 2020 is the customer complaints accepted by residential projects and commercial projects nationwide.

14.Due to the change of the basis of the satisfaction survey, there is no overall satisfaction data since 2017.

15.Total investment in environmental protection refers to the investment in environmental protection during the operation stage.

16.Investment in the technological transformation of energy conservation and emission reduction refers to the investment in the technological transformation of energy conservation and emission reduction in the environmental protection work during the operation stage.

Appendix3 ESG Index

ENVIRONMENTAL, SOCIAL AND GOVERNANCE SCOPE AND GENERAL DISCLOSURE AND KEY PERFORMANCE INDICATORS (KPI)			Response
Environment			
A1: Emissions	General Disclosure		Chapter 3 and Appendix 1
	A1.1	The types of emissions and respective emissions data	N/A <sup>Note 1</sup>
	A1.2	Greenhouse gas emissions in total and intensity	Chapter 3 and Appendix 2
	A1.3	Total hazardous waste produced and intensity	Chapter 3 and Appendix 2
	A1.4	Total non-hazardous waste produced and intensity	Chapter 3 and Appendix 2
	A1.5	Description of emissions target(s) set and steps taken to achieve them	Chapter 3 and Appendix 2
	A1.6	Description of how hazardous and non-hazardous wastes are handled, and a d escription of reduction target(s) set and steps are taken to achieve them	Chapter 3 and Appendix 2
A2: Use of Resources	General Disclosure		Chapter 3 and Appendix 1
	A2.1	Total Energy Consumption and intensity	Chapter 3 and Appendix 2
	A2.2	Total water consumption and intensity	Chapter 3 and Appendix 2
	A2.3	Description of energy use efficiency initiatives and results achieved	Chapter 3 and Appendix 2
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved	Chapter 3 and Appendix 2
	A2.5	Total packaging material used for finished products and with reference to per unit produced	Chapter 3 and Appendix 2
A3: The Environment and Natural Resources	General Disclosure		Chapter 3 and Appendix 1
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	Chapter 3
A4: Climate Change	General Disclosure		Chapter 3
	A4.1	Description of significant climate-related issues and actions that have affected and may affect the issuer	Chapter 3
SOCIAL			
B1: Employment	General Disclosure		Chapter 2 and Appendix 1
	B1.1	Total workforce by gender, employment type, age group and geographical region	Chapter 2 and Appendix 2
	B1.2	Employee turnover rate by gender, age group and geographical region	Chapter 2 and Appendix 2
B2: Health and Safety	General Disclosure		Chapter 2 and Appendix 1
	B2.1	Number and rate of work-related fatalities	Chapter 2 and Appendix 2
	B2.2	Lost days due to work injury	Chapter 2 and Appendix 2
	B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored	Chapter 2
B3: Development and Training	General Disclosure		Chapter 2 and Appendix 1
	B3.1	The percentage of employees trained by gender and employee category	Chapter 2 and Appendix 2



ENVIRONMENTAL, SOCIAL AND GOVERNANCE SCOPE AND GENERAL DISCLOSURE AND KEY PERFORMANCE INDICATORS (KPI)			Response
	B3.2	The average training hours completed per employee by gender and employee category	Chapter 2 and Appendix 1
B4: Labour Standards	General Disclosure		Chapter 2
	B4.1	Description of measures to review employment practices to avoid the child and forced labor	Chapter 2
	B4.2	Description of steps taken to eliminate such practices when discovered	Chapter 2
B5: Supply Chain Management	General Disclosure		Chapter 4 and Appendix 1
	B5.1	Number of suppliers by geographical region	Chapter 4 and Appendix 1
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	Chapter 4
	B5.3	Description of practices relating to identifying environmental and social risks at each stage of the supply chain, how they are implemented and monitored.	Chapter 4
	B5.4	Description of practices used to promote the use of environmentally friendly products and services in the selection of suppliers, how they are implemented and monitored.	Chapter 4
B6: Product Responsibility	General Disclosure		Chapter 1 and Appendix 1
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	Chapter 1
	B6.2	Number of products and service-related complaints received and how they are dealt with	Chapter 1 and Appendix 2
	B6.3	Description of practices relating to observing and protecting intellectual property rights	Chapter 6 and Appendix 1
	B6.4	Description of quality assurance process and recall procedures	Chapter 1 and Appendix 2
	B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored	Chapter 1 and Appendix 2
B7: Anti-corruption	General Disclosure		Chapter 6 and Appendix 1
	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	Chapter 6 and Appendix 2
	B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored	Chapter 6
	B7.3	Description of anti-corruption training provided to the Board and staff.	Chapter 6
B8: Community Investment	General Disclosure		Chapter 5 and Appendix 1
	B8.1	Focus areas of contribution	Chapter 5
	B8.2	Resources contributed to the focus area	Chapter 5 and Appendix 2

Note:  
1. According to Appendix II: Reporting Guidance on Environmental KPIs of How to Prepare an ESG Report, “A1.1 Emissions and Related Emission Data” is the key performance indicator related to air pollution in the place where the issuer operates, mainly including nitrogen oxides, sulphur oxides and other pollutants regulated by national laws and regulations. As the impact of the business operation process of CR Land on air is minimal, the materiality issues were identified as “N/A” indicators.

Appendix4 Hang Seng Corporate Sustainability Index

Scope	KPI	Response
A:Corporate governance	Incorporating Sustainable Development into Corporate Strategy	See 6.1.1 Responsibility Culture System, 6.1.2 Sustainability Vision
	Increasing awareness of sustainable development	For details, please refer to 6.1.6 Improvement of Performance Capability
	Comply with relevant laws and regulations on social responsibility	For details, please refer to 6.2.1 Standardization of Corporate Governance
	Sustainable Development Governance Structure	For details, please refer to 6.1.3 Sustainable Development Management
	Risk and crisis management mechanism	For details, please refer to 6.1.3 Sustainable Development Management, 6.2.2 Strengthening Risk Management
	Stakeholders Communication Mechanism	For details, please refer to 6.1.4 Communication with Stakeholders, 6.1.5 Determination of Material Issues
	Complaint mechanism	For details of handling employee complaints, please refer to 2.1.4 Democratic communication For details of the response to customer complaints, please refer to 1.3.4 Response to customer demands For details of dealing with partners, please refer to 6.2.3 Building an “Integrity Land”
B:Human rights	Anti-discrimination	See 2.1.2 Diversity and Inclusion
	Safeguarding human rights and fundamental rights.	The Company complies with relevant laws and regulations and incorporates human rights issues into internal policies such as human resources management and democratic management. For details, please refer to Chapter 2 of this report.
	Respond to challenges, difficulties and risks related to human rights.	The Company complies with international standards such as the Universal Declaration of Human Rights, and strives to create a corporate culture that respects human rights, protects female rights, and protects the rights and interests of vulnerable groups such as the disabled. In the face of human rights-related incidents, we will formulate targeted solutions in a timely manner to prevent human rights violations. For details, please refer to Chapter 2 of this report.
	Respect for civil rights and political rights	The Company has a labor union and corresponding management system. For details, please refer to 2.1.4 Democratic communication, 2.1.5 Democratic protection
	Employment Promotion	For details, please refer to 2.1 Employment and Management
C:Labor practice	Supply Chain Labour Relations Management	For details, please refer to section 4.1 Promoting Supply Chain Responsibility
	Decent work and social security	See 2.1.3 Remuneration and Benefits
	Occupational Health and Safety Management	See 2.2 Safety and Health
	Talent Development and Training	For details, please refer to 2.3 Training and Development
	Encouraging Communication and Dialogue	For details, please refer to 2.1.4 Democratic communication
	Pollution Prevention and Waste Reduction	For details, please refer to Section 3.1 Environmental Management, 3.2 Green Construction, 3.3 Green Operation
D: Environmental	Promoting Sustainable Use of Resources	For details, please refer to Section 3.1 Environmental Management, 3.2 Green Construction, 3.3 Green Operation
	Adapting to and reducing the impact of climate change	For details, please refer to Section 3.4 Response to Climate Change
E:Fair operating practices	Anti-corruption	For details, please refer to 6.2.3 Building an “Integrity Land”
	Promoting Value Chain Responsibility	For details, please refer to 4.1 Promoting Supply Chain Responsibility
	Protection of property rights	See 6.2.4 Protection of Intellectual Property Rights
	Anti-competitive practices	The Company strictly abides by the Anti-Unfair Competition Law of the People’ s Republic of China, advocates the sustainable development model of win-win cooperation, and builds a standardized, fair, and transparent bidding and procurement system. The Company has formulated internal systems such as the Management Systemfor Bidding and Procurement of CR Land, the Implementation Rules for Strategic Procurement Management of CR Landand the Management Regulations on Suppliers of CR Land, strictly abides by industry norms, advocates fair competition,and fullyimplements transparent procurement and responsible procurement. For details, please refer to 6.2 Stable Operation and Chapter 4.

Scope	KPI	Response
F:Consumer Issues	Fair Marketing	The Company requires the sales team to strictly comply with the relevant regulations on marketing management and promises not to give bias and guidance on gender, religious belief, race, disability, or personal relationship. At the same time, priority is given to the best interests of vulnerable groups (including children) in advertising and marketing, and no activities are carried out to discriminate against the interests of vulnerable groups. For details, please refer to 1.3.3 Responsible Marketing.
	Promoting Sustainable Production or Consumption	The Company has incorporated the “Guidelines for Green and Healthy Building Operation (Design)” of CR Land to actively promote green construction and green operation. For details, please refer to 3.2 Green Construction and 3.3 Green Operation.。
	Consumer consultation and complaint handling	For details, please refer to 1.3.4 Response to Customer Demands
	Consumer Privacy Protection	See 1.3.2 Customer Privacy Protection
	Responsible Marketing and Promotion	The Company actively popularizes environmental education to tenants, property owners and other customers in the course of operation. In the future, the Company plans to establish a sustainable, interactive center to enhance the environmental awareness of customers and the general community and encourage them to practice sustainable development in their daily life. For details, please refer to 3.2 Green construction, 3.3 Green operations and 3.5 Environmental protection advocacy.
G: Community Engagement and Development	Community Communication	The Company strengthened community communication by holding “Public Open Day” and other activities. For details, please refer to Chapter 5 and 6.1.4 Communication with Stakeholders.
	Promoting Culture, Education and Human Rights	The Company promotes the culture, education and human rights of the community through activities such as caring for children of migrant workers. For details, please refer to 5.3 Community Support
	Creating employment opportunities and Enhancing Employment Skills	For details, please refer to 5.1 Targeted Poverty Alleviation
	Promoting Wealth Creation and Distribution in the Community	For details, please refer to 5.1 Targeted Poverty Alleviation
	Promoting Public Health	The Company promotes public health through events such as healthy marathon running. For details, please refer to 5.3 Community Support.
	Promoting Technology Development and Acquisition	The Company promotes the technological development and acquisition of communities through the establishment of a smart city management system and cross-industry cooperation. For details, please refer to 4.2 Promotion of Industry Development

## Appendix5 Report Rating

### Rating Report of "Sustainability Report 2020 of China Resources Land Limited”

Upon the request of China Resources Land Limited, the Chinese Expert Committee on CSR Report Rating invited experts to form rating team to rate the "Sustainability Report 2019 of China Resources Land Limited" (hereinafter referred to as "the Report").

#### Rating Criteria

Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR 4.0)" of the Chinese Academy of Social Sciences & the "Rating Standards for Corporate Social Responsibility Report of Chinese Enterprises (2020)" of "Chinese Expert Committee on Corporate Social Responsibility Report Rating".

#### Rating Process

1. The rating team reviews and confirms the "Process Data Confirmation of Corporate Social Responsibility Report" submitted by the "Report" writing group and relevant supporting materials;
2. The rating team conducts evaluation on the preparation process and the content disclosed by the "Report", and then drafts the rating report;
3. The Vice Chairman of the Rating Expert Committee, the leader of the rating team, and the experts of the rating team jointly sign the rating report.

#### Rating Results

Process ★★★★★  
The Office of the company takes the lead in setting up the report writing group to coordinate and promote the report preparation. The CR Land President, Chairman of Corporate Social Responsibility Committee serves as the group leader to control the overall direction and key achievements, and the board of directors is responsible for the final approval and issuance of report; the company positions the report as an important tool for responding to the information disclosure requirement of the supervision organization, and strengthening the communication between the stakeholders, with a clear function and value positioning; the company identifies the substantive issues based on the national macro policies, industry benchmarking analysis, major company issues, and company's development strategy and stakeholder investigation; compiles the "China Resources Land ESG Management Work Manual" to establish a sound social responsibility indicator system, and further improve the level of information disclosure management; actively promote the compilation and release of social responsibility reports by affiliated companies, and strengthen the vertical management of social responsibility work; plans to publish reports on the official website and the website of the Stock Exchange of Hong Kong and presents reports in electronic, print, long-picture and other formats in both Chinese and English, with excellent procedural performance.

Materiality ★★★★★  
The Report systematically discloses key industrial issues in the implementation of macro policies, ensuring the quality of housing, the compliance with demolition and old city protection, the protection of the rights and interests of migrant workers, avoid idle land, noise pollution control, environmental assessment of new project, waste recycling, green building, with excellent substantive performance.

Integrity ★★★★★  
The main contents of the "Report" systematically disclose 97.14% of the core indicators of the industry it operates within from the perspectives of " growing with customers and turning high-quality city mission into action", " growing with employees and implementing the mission of a dynamic team", " growing with the city and implementing the mission of low-carbon and environmental protection", " growing with partners and achieving the mission of win-win cooperation", "growing with you and fulfilling social mission", and " growing with stakeholders and upholding the mission of sustainable development", with excellent performance of its integrity.

Balance ★★★★★  
The "Report" discloses "loss ratio of employees", "number of deaths due to work accidents", " economic loss rate per 1,000 employees", "number of lawsuits", " Economic loss rate per RMB1 million revenue " and other negative data information, and detailed the company's active response to customer complaints The processing process, with excellent balance performance.

Comparability ★★★★★  
The "Report" discloses data of 140 key indicators for more than 3 consecutive years, including " total assets", " revenue", " number of R&D staff", " electricity consumption", "total investment in environmental protection", and compares horizontally with the same industry with respect to such data as the "Social Responsibility Index has remained the first place of the industry for 7 consecutive years", "sales property ranks ninth in the industry" and other data, with excellent comparability performance.

Readability ★★★★★  
The "Report" takes " Resilient Growth, Steady Progress" as the theme and uses "growth with ... and implementing the mission of ..." as the main line to run through the text, with a clear framework structure; systematically displays the actions performed by the enterprise for the stakeholders such as the clients, employees, environment, partners and communities and their effectiveness with clear framework structure and prominent key topics; the cover and chapter spreads adopt new and old photos to compare performance methods to integrate the main business elements of the company, which highlights the industry characteristics, echoes the theme of the report and enhances the identification of the Report; each chapter starts with "chapter overview", "topic response" and "target review", and carries out systematic management method disclosures, outlines and guides, which is convenient for readers to quickly understand; the design style is simple, the chapter style is consistent, and the overall tone echoes the company brand logo, which enhances the readability of the report, with excellent readability performance.

Innovation ★★★★★  
The "Report" opens with a special topic "focus on cr land's responsibility performance practices under the pandemic", showing the company’ s active contribution to the prevention and control of the epidemic, and demonstrating the responsibility of state-owned enterprises; each opening responds to the United Nations Sustainable Development Goals (SDGs) , showing the report’ s progress with the times and the company’ s pursuit of responsibilities; at the end of the chapter, the “performance review” is set up to disclose the performance of key issues and the direction of improvement, reflecting the company’ s sincerity in performing responsibilities to stakeholders; The Board of Directors, Corporate Social Responsibility Committee, Corporate Social Responsibility Office, and ESG Work Executive Group are the hierarchical ESG management structure, promoting the normalized management of ESG work by enterprises, with excellent innovative performance.



Overall Rating ★★★★★+  
According to the rating team's assessment, the "Sustainable Development Report 2020 of China Resources Land Limited" has reached the five-star+ level in terms of process, materiality, integrity, balance, comparability, readability and innovation, thus rated as five-star and is a model corporate social responsibility report.



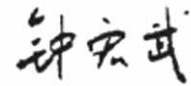
"Sustainable Development Report of China Resources Land Limited" has received the five-star rating for the sixth consecutive year and the five-star+ rating for the second consecutive year.

Improvement Suggestions

Enrich the presentation form of the report content design, and further improve the readability of the report.



Vice President of Chinese Expert Committee on CSR Report Rating



Leader of the Rating Team



Expert of the Rating Team



Scan code to view corporate rating files

Issuance date: April 27, 2021

Appendix 6 List Of Report Preparors

CR Land Sustainability Report Preparation Team

**Director of the writing group:** Li Xin  
**Vice director of the writing group:** Zhang Liqiang  
**Editor-in-Chief:** Cheng Xianglei, Zhang Weijia  
**Group members:** Yin Zihan, Lu Mengchao, Liu Xinwei, Zheng Fangyu, Zhuo Kongshuo, Zhang Weiqiang, Yu Guoqing, Wan Fen, Zhou Junxiang, Wu Xihan, Niu Yong, Wang Yao, Zhang Guofeng, Hui Xiaoli, Zhou Sijia, Liu Liuya, Luo Wen, Zhang Chang, Wang Guanchu , Wei Xuedan, Jiang Cheng, Jiang Xinlei

The writing group of the subordinate units of CR Land

<b>Regions of North China</b> <b>Group leader:</b> Wu Bingqi <b>Deputy group leader:</b> Ling Xiaojie <b>Chief editor:</b> Peng Shanshan, Liu Shixun, Zhu Yuhan	<b>Regions of Northeast China</b> <b>Group leader:</b> Wang Yong <b>Deputy group leader:</b> Zhao Peng <b>Chief editor:</b> Li Henan, Yu Xinxin
<b>Regions of East China</b> <b>Group leader:</b> Kong Xiaokai <b>Deputy group leader:</b> Wang Xinyi, Wang Shuang <b>Chief editor:</b> Yi Jin, Gao Luyang	<b>Regions of Central China</b> <b>Team leader:</b> Zhu Wengang <b>Deputy Group Leader:</b> Huang Chongqi <b>Chief editors:</b> Zhang Zheng, Xiong Feng
<b>Regions of South China</b> <b>Group leader:</b> Zhang Dawei <b>Deputy leader:</b> Jiang Muchuan <b>Chief editor:</b> Liu Hongqing, Tang Wenxi	<b>Construction Business Division</b> <b>Team leader:</b> Yan Xianjun <b>Deputy Group Leader:</b> Qiao Mingqi <b>Editor in chief:</b> Yang Zhibin, Zhao Yuanyuan
<b>Regions of West China</b> <b>Group leader:</b> Chen Gang <b>Deputy group leader:</b> Li Feng <b>Chief editor:</b> Zhu Zhengxin, Deng Bing, Liu Kun	<b>CR Mixc Lifestyle</b> <b>Team leader:</b> Yu Linkang <b>Deputy Group Leader:</b> Cao min <b>Chief editors:</b> Huang Ningping, Gu Xin