

*Country Garden Services  
Holdings Company Limited*

*(INCORPORATED IN THE CAYMAN ISLANDS WITH LIMITED  
LIABILITY) STOCK CODE: 6098*

*Environmental, Social and  
Governance Report  
2022*

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## I. About the Report

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### 1. Report Overview

Country Garden Services Holdings Company Limited (the “Company”, “Country Garden Services” or “CG Services”) together with its subsidiaries (collectively, “the Group”, “Group”, or “We”) is pleased to publish the fifth Environmental, Social and Governance Report (“the Report”), aiming to disclose the Group’s sustainable development commitment and performance in the past year in a transparent and open manner, in response to the concerns and expectations of various stakeholders on the Group’s sustainable development management.

### 2. Reporting Scope

The Report covers the reporting period from 1 January 2022 to 31 December 2022 (the “Reporting Period” or “year”) and extends in part backward and forward to the Reporting Period as appropriate.

Unless otherwise stated, the Report sets out the risks, opportunities, and corresponding management approaches, practices, and performance associated with the major sustainability aspects of the overall business scope<sup>1</sup> of the Group. Among these, the economic and social KPIs disclosed in the Report cover the overall scope of the business, while the environmental KPIs<sup>2</sup> only cover headquarters, office areas of subsidiaries at all levels in China, as well as projects that have been handed over and fully taken over by the Group. The Group will gradually expand the breadth and depth of its disclosures in the future with the continuous deepening of its sustainability efforts and the continuous improvement of its internal information collection procedures.

### 3. Reporting Standards

The Report has been compiled in accordance with the Appendix 27 *Environmental, Social and Governance Reporting Guide* (the “*ESG Reporting Guide*”) to the *Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited of The Stock Exchange of Hong Kong Limited* (the “Stock Exchange”). The content index of the *ESG Reporting Guide* is detailed in the Appendix to the Report, for quick reference.

The Group has referred to the initiative of the International Integrated Reporting Council (IIRC) to maintain the consistency of the Report with the financial reporting and to summarize financial information in the Report, to present a coherent picture of financial and non-financial performance so that readers can make a more comprehensive assessment of the work done by the Group. For details of the financial information, please refer to the official website of the Group at [bgyfw.com](http://bgyfw.com) or the 2022 Annual Report of Country Garden Services published on the Stock Exchange news website at [hkexnews.hk](http://hkexnews.hk).

Unless otherwise stipulated, the Report uses Renminbi (“RMB”) as the monetary unit.

### 4. Reporting Principles

The Group discloses its ESG management performance in accordance with the principles of “materiality”, “quantitative”, “balance” and “consistency” in the *ESG Reporting Guide* of the Stock Exchange.

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<sup>1</sup> The overall business scope of the Group refers to its six major business lines: (i) property management services, (ii) community value-added services, (iii) value-added services to non-property owners, (iv) “Three Supplies and Property Management” businesses (i.e., property management services and heat supply), (v) city services, and (vi) commercial operational services.

<sup>2</sup> The data collection scope of environmental KPIs covers the office areas of the Group headquarter, 32 regional/municipal companies, 1466 subordinate project companies, public areas of property management, and all non-outsourced staff canteens.

Reporting Principles	Definition	The Group's Response
<b>Materiality</b>	The issues covered in the Report should reflect the Group's sufficiently important impacts on the economy, environment and society or areas that affect stakeholder assessments and decisions.	The Group conducts materiality assessment to understand the importance of each ESG issue to its business development and stakeholders' concerns, and will report the ESG issues that the Board of Directors determines to have a sufficiently important impact on investors and other stakeholders.
<b>Quantitative</b>	The Report should disclose KPIs in a measurable manner.	The Group insists that KPIs in respect of historical data need to be measurable, and provides the calculation criteria and formulae in the notes to the "Index of Key Performance Indicators".
<b>Balance</b>	The Report should provide an unbiased picture of the Group's overall sustainability performance.	The Group has explained in detail the sustainability matters that have a sufficiently important impact on the business, including results achieved and challenges confronted.
<b>Consistency</b>	The Group should ensure a consistent disclosure principle is adopted for the reporting.	The Group will ensure the disclosure scope and reporting standards are generally consistent from year to year. Where there are changes in statistical methods, assumptions or other relevant factors affecting a meaningful comparison, the reasons will be stated in the Report.

## 5. Information Source

The information disclosed in the Report has been derived from official documents, statistical data, and public information of the Group and has been validated by internal supervisory mechanisms. The Group's Board of Directors is responsible for the truthfulness, accuracy, and completeness of the content of the Report.

## 6. Release Method

The Report is prepared in both English and Chinese and has been published in electronic form and uploaded to the official website of Country Garden Services at <https://www.bgyfw.com/cn/investor-esg.html> and the Stock Exchange news website at [hkexnews.hk](http://hkexnews.hk). In case of inconsistencies or discrepancies between the English and Chinese versions of the Report, the Chinese version shall prevail.

*With the corporate vision of “becoming a leading international new property service group”, the Company adheres to the concept of “New Property Services” with a human-oriented approach, comprehensively explores customer demand, continues to create new value through new technologies, new ecosystem, and new services, and ultimately realizes the brand mission of “Service you a Better Life”.*

*— Vision and Mission of Country Garden Services*

## II. Message from the Chairman

On behalf of Country Garden Services, I am honored to present the fifth *Environment, Social and Governance Report* of the Group, to report our commitment and performance in the areas of sustainable development governance, operational responsibility, service quality, environmental protection, employee care, and community building. In pursuit of sound operation, we strive to build a sustainability system with the characteristics of Country Garden Services to facilitate the high-quality development with technologies and innovation.

The year 2022 marked the 31st anniversary of Country Garden Services since its inception, and the 1st year for the Group to consolidate its business foundation. The Group continues to respond to the calls of the Party and the State proactively with the pursuit of high-quality development, adherence to long-term philosophy and steadfast fulfillment of our duty to provide customers with high-quality services persistently and create new value. The Group keeps focusing on customer satisfaction and experience. In strict accordance with the service quality control system, we upgrade our services in alignment with customer demands and promote the digital operation. We pay attention to our business impact on the environment. Led by our green management system, we promote smart water and electricity conservation to build low-carbon communities where human and nature coexist in harmony. We value the construction of a talent team by pooling and cultivating talented personnel to maintain the core competitiveness of the Group. Meanwhile, we have strengthened the post-investment management of subsidiaries to accelerate integration of corporate culture, business management and daily operations.

**We stick to innovating and upgrading services to diversify our portfolios with advanced service concepts and quality management systems.** In 2022, we broadened and deepened the customer satisfaction survey, and encouraged customers to provide feedback on quality and forms of our services. We promoted high-quality urban development with innovative thinking by holding city service developer conferences to share our experience in this regard. We also integrated value-added service resources in communities and created the brand “Smart Neighborhood”, a one-stop solution for smart community value-added life services. In addition, we promoted wider implementation of *Red Spirit Featured Property Management* across the country and integrated the Party building into primary-level governance services.

**We insist on treating employees with sincerity and safeguarding their rights and interests with normative systems and mechanisms.** We emphasize on equal employment and promotion to create a diverse and fair workplace for our employees. With a focus on employee communication, we have launched a survey on employees’ sense of happiness, which recorded a year-on-year increase of 4.8 percentage points. We pay attention to the safety, health and growth of our employees by providing various online and offline training courses and formulating policies to safeguard their rights and interests.

**We uphold the concept of green operation to contribute to a green society with all-around environmental management measures.** We keep improving the environmental management system, and has defined four development goals for water saving, waste reduction, energy efficiency and emission reduction. We advocate green property by adopting a series of energy-saving and emission-reducing measures to practice green operation. We also actively explore the construction of “zero-carbon communities” by encouraging property owners to develop a healthy, economical and low-carbon lifestyle to promote decarbonization. In addition, we have established an emergency mechanism in response to extreme weather to respond promptly to the opportunities and challenges arising from climate change.

**We reduce business costs and increase operating efficiency with digital technologies.** In alignment with the development of the era of big data and by virtue of lean and digital management, we empower property services with technologies to improve customer experience. Centering on the customer experience and operation services, we established “Tianshi Cloud”, an intelligent and integrated online community platform and “CEM System”, a digital customer experience platform and other smart and transparent online

platforms, which enable us to reshape the management model for “smart property services” with technology achievements.

**We keep on fulfilling our social responsibilities to promote harmonious social development with full enthusiasm for public welfare.** We shoulder our social responsibilities by providing superior resources to help the country fight against the COVID-19 pandemic and other natural disasters. In active response to the national rural revitalization strategy, we facilitate the construction of a beautiful countryside by supporting farmers with consumption. We insist on improving red spirit featured property services. For this purpose, we have introduced the brand “Hongxin Bihai Community Service”, a co-governance system with property owners led by the Party building to create flourishing and harmonious communities. The public welfare is also our concern. By building a volunteer platform and organizing volunteer teams, we actively engage in charitable activities to deliver positive energy to society.

Since our establishment, we always adhere to the service concepts of “Catering for property owners’ urgent needs; address property owners’ concerns” and “Property owner-oriented” to provide high-quality property services to the owners. With service quality as the foundation, we lead the high-quality development of the industry by virtue of technical innovation, diversified physical resources and online platforms. Looking forward, we will stay true to our founding mission, continue to integrate the concept of sustainable development into our businesses, and keep striving to be an enterprise with integrity that assumes social responsibilities and cares for all stakeholders for a better life for more people.

**Yang Huiyan**

*Chairman of the Board*

**31,  
400+**

*The services cover more than 400 cities in 31 provinces, autonomous regions and municipalities in Chinese mainland and the Hong Kong Special Administrative Region and overseas*

**6,601**

*We manage a total of 6,601 properties*

**8.41 million**

*We serve over 8.41 million property owners and merchants*

**869.1 million m<sup>2</sup>**

*Apart from the “Three Supplies and Property Management” businesses, our revenue-bearing gross floor area (“GFA”) is approximately 869.1 million m<sup>2</sup>.*

**1,601.9 million m<sup>2</sup>**

*Apart from the “Three Supplies and Property Management” businesses, our contracted GFA is approximately 1,601.9 million m<sup>2</sup>.*

### III.About the Group

Founded in 1992, Country Garden Services Holdings Company Limited (Stock Code: 6098.HK) is a leading integrated service provider in the People’s Republic of China (“PRC”) covering diversified business forms, including residential properties, commercial properties, office buildings, industrial parks, multi-purpose complexes, government buildings, hospitals, schools and other public facilities, such as airport terminals, highway service stations and cultural scenic areas. Since its establishment, the Group always adheres to the service concepts of “Catering for property owners’ urgent needs; address property owners’ concerns” and “Property owner-oriented”. Supported by lean property management and service systems and driven by technical innovation, we integrate platform resources to strengthen our business competence and meet the diverse needs of property owners, thus achieving better services for a better life.

#### 1. Our Businesses

The Group is principally engaged in property management services, community value-added services, value-added services to non-property owners, heat supply and property management services under the state-owned enterprises separation and reform program (“Three Supplies and Property Management”), and city services in the PRC.

##### 1) Property Management Services

The Group provides property owners, residents and property developers with a series of property management services, including security, cleaning, green landscaping, gardening, repair and maintenance, and other services. We maintain industrial competitiveness in brand expansion with a focus on the internal growth of property management services. This year, 1,626 brand expansion outreach projects were newly contracted, with an additional annualized saturated income of about RMB 4.904 billion, which fully demonstrated the Group’s brand expansion capability in the market. Besides, the group concentrates on the development of stock market by penetrating into the market of third, fourth and fifth tier cities with a more deepening marketing network and exploring the stock market in the first and second tier cities through product innovation. Meanwhile, we also take active initiatives in non-residential businesses to promote the expansion of commerce, cultural tourism and public construction, which has extended our property management services to key projects such as Chongqing Municipal Government, China International Exhibition Center (Chaoyang District, Beijing), Qianhai CHINA LIFE Financial Center in Xi’an and Taida Fashion Shopping Mall in Tianjin.

##### 2) Community Value-Added Services

The Group is committed to being an “integrated whole-cycle community life services operator”, providing six value-added services that meet property owner’s needs for asset preservation and appreciation and daily life needs: (i) home services- providing property owners with safe, convenient, professional and thoughtful whole-chain home services with standardized operation system; (ii) home decoration services-offering one-stop home decoration services with the integration of resources of renowned home decoration brands; (iii) community media services- establishing a comprehensive media network for a closer connection between consumers and brands; (iv) local life services- building localized consumption scenarios for customers and catering to the needs of proprietors with constant customization of diverse life services; (v) real estate brokerage services- meeting the asset management needs of proprietors with the focus on second-hand housing rental and sales; and (vi) community area services- facilitating the lives and improving the sense of well-being of residents with full usage of community areas.

##### 3) Value-Added Services to Non-Property Owners

The value-added services to non-property owners provided by the Group mainly include (i) management consultancy services to property developers for their pre-sale activities, as well as consultancy services for

**52.4 million m<sup>2</sup>**  
**RMB1,435.3**  
**million**

*The revenue-bearing GFA from the heat supply business of “Three Supplies and Property Management” was approximately 52.4 million m<sup>2</sup>, with a revenue of approximately RMB1,435.3 million*

**88.1 million m<sup>2</sup>**  
**92.9 million m<sup>2</sup>**

*The revenue-bearing and contracted GFA of the property management services of the “Three Supplies and Property Management” businesses were approximately 88.1 million m<sup>2</sup> and 92.9 million m<sup>2</sup>, respectively.*

**150+**  
**RMB4,836.9**  
**million**

*City services covered over 150 cities and achieved a revenue of approximately RMB4,836.9 million*

**170+**  
**RMB1,285.1**  
**million**

*We provided commercial operational services for over 170 projects under management and achieved a revenue of approximately RMB1,285.1 million*

properties managed by other property management companies; (ii) cleaning services, green landscaping, repair and maintenance services to property developers at the pre-delivery stage; (iii) sales and leasing agency services of unsold parking spaces and properties; and (iv) elevator products installation and supporting services and other services.

#### 4) “Three Supplies and Property Management” Businesses

The Group established a non-wholly owned subsidiary in 2018 and began to undergo the separation and transfer of property management and heat supply under “Three Supplies and Property Management” reform. Years of development and integration in this field have brought the Group and the partners into a new stage for comprehensive management optimization. Aimed at diversified development, the Group actively expands new markets and businesses, and has formed a management project layout covering residence, office, industry, school, hospital, restaurant and rail transportation, laying a solid foundation for long-term sustainable development in the future. In terms of corporate logistics services, the Group has signed strategic cooperation agreements with a number of partners during the year, and has actively launched the deployment and practice of corporate business in areas such as office parks, industrial parks, production plants, warehousing and logistics, equipment maintenance and vehicle services. In terms of community life services, by focusing on “goods to home”, “services to home” and “safety to home”, we created a 24-hour living chain and a Quarter-hour Convenient Living Circle for property owners based on community resources, making full use of our own service system and network to build a local life service platform.

#### 5) City Services

The Group is a leading provider of integrated public services in the PRC. We adhere to our strategy of focusing on new urbanization. With “improving services and environment to benefit business and people” as core value, we actively seized the demand for refined city management reform and digital integration of public services based on the high quality development of cities. Driven by market demand and core technologies, on the basis of sharing with ecological partners through resource platforms and with the balance between the comprehensive benefits and long-term benefits of “government-driven” public services in mind, the Group launched the City Co-existence Programme 2.0 as part of our city services by leveraging the resource advantage of our own whole industry chain to provide cities with full-scenario digital solutions for city operation, including smart operation of municipal services, refined city services, long-term management of old communities, city public resources and assets operation, and modern community governance.

#### 6) Commercial Operational Services

The Group provides shopping malls, neighborhood commercial centers, office buildings and other projects with full-chain services such as business planning consulting, tenant sourcing, operation and planning services, mainly including (i) conducting commercial operation and management of the properties owned by leasing developers or property owners; (ii) providing property market research and positioning services to property developers at the investment stage; (iii) providing market research and positioning, business planning consulting, tenant solicitation and opening preparation services to property developers or owners at the preparation stage before the opening of the properties; and (iv) providing tenant solicitation, operation and management services to property owners or tenants at the stage of property operation.



## 2. Annual Major Events

CG Services organized an annual online activity to thank and communicate with its customers, at which the representatives of the management of CG Services, including Mr. Li Changjiang, the executive director and president of CG Services, Mr. Wang Yingwu, the vice president and chief marketing officer of CG Life Services, Ms. Cao Ningchuan, the assistant president and head of the Brand and Customer Experience Research Institute of CG Services, and Ms. Li Ying, the general manager of key account relationship management department under the Brand and Customer Experience Research Institute of CG Services, communicated with customer representatives from various fields one-on-one through video.



Jan.

The weighting of CG Services (6098.HK) in the Hang Seng Index and the Hang Seng China Enterprises Index rose from 0.67% and 1.11% to 0.75% and 1.20%, respectively. As the first listed property management company which is included in the Hang Seng Index and the Hang Seng China Enterprises Index, the rise in weighting demonstrated that CG Services (6098.HK) has won continuous recognition from the international capital market.

代碼	公司名稱	流通本數 (萬)*	權重 (%) *	
			前	後**
5	富豐控股	100	9.13	8.00
1299	聯發股份	100	8.03	7.82
939	聯發銀行(內)	45	4.88	4.75
388	騰訊控股	95	3.88	3.87
2338	中國平安(內)	85	3.17	3.08
1398	中國銀行(內)	85	2.64	2.57
3968	招商銀行(內)	85	2.01	1.95
3968	中國銀行(內)	40	1.88	1.83
11	恒生銀行	40	0.96	0.94
2368	中國地產	35	0.89	0.87
2628	中國人壽(內)	100	0.78	0.76
2	中國移動	80	1.21	1.18
60	中國銀行	60	1.02	1.00
2688	新華東滙豐	70	0.76	0.74
6	騰訊控股	45	0.52	0.51
1038	浙江康誠藥業	25 *	0.30	0.23
<b>總值</b>				
14	新濠博亞	50 *	0.97	1.05
823	聯發集團	100	1.05	1.03
1109	中國地產	45	0.95	0.92
1111	中國地產	45	0.95	0.92
6098	碧桂園服務	608 #	0.67	0.75
688	中國海外發展	35	0.70	0.69
960	聯發集團	35	0.62	0.60
1997	九龍倉集團	40	0.50	0.49
2007	聯發集團	35	0.39	0.39
12	香港特產	30	0.38	0.37
17	香港特產	55	0.34	0.33
301	聯發集團	45	0.25	0.24

Feb.

Since this month, the CG Services Group has sent a total of 75 young employees to serve as volunteers at the Beijing 2022 Olympic Winter Games and the Beijing 2022 Paralympic Winter Games.



Mar.

CG Services published its 2021 annual results. For the year, it recorded a revenue of RMB28,843 million, representing a year-on-year increase of 84.9%; a gross profit of RMB8,864 million, representing a year-on-year increase of 67.3%; a net profit of RMB4,349.5 million, representing a year-on-year increase of 56.4%; and a core net profit attributable to the owners of RMB4,606.9 million, representing a year-on-year increase of 58.7%.



CG Property Services HK acquired a total of approximately 93.76% equity interest in Everjoy Services Company Limited (中梁百悅智佳服務有限公司) ("Everjoy Services") at a total consideration of no more than approximately RMB3,129 million.



**自願公告**  
有關收購中梁百悅智佳服務有限公司

本公司作為碧桂園服務控股有限公司(「本公司」)之附屬公司(統稱「本集團」)目前正與中梁百悅智佳服務有限公司(「中梁百悅」)之股東(統稱「股東」)進行磋商，以向本公司收購及潛在投資者提供未來發展新服務發展權。

**收購收購協議**

於2022年2月11日，本公司與附屬公司碧桂園物業管理服務有限公司(「碧桂園物業管理」)與中梁百悅智佳服務有限公司(「中梁百悅」)訂立收購協議，收購中梁百悅智佳服務有限公司(「中梁百悅」)之全部已發行股本。收購協議之主要條款如下：(i) 收購協議之收購價為每股中梁百悅智佳服務有限公司(「中梁百悅」)合共約93.76%收購事項；(ii) 收購事項之完成及代價支付受若干條件所限制(包括第一步收購事項)；(iii) 收購事項之完成及代價支付受若干條件所限制(包括第一步收購事項)；(iv) 收購事項之完成及代價支付受若干條件所限制(包括第一步收購事項)；(v) 收購事項之完成及代價支付受若干條件所限制(包括第一步收購事項)。

The CG Services Group officially launched the third “Integrity Culture Festival (廉政清風陽光文化節)” for 2022.



CG Services held its 2022 annual general meeting, at which all resolutions were approved.



The second Country Garden Urban Service Developers Conference was held in Wuhan, at which the City Service Partner Programme 2.0 was announced.



During the COVID-19 pandemic in Shanghai, CG Services actively cooperated with the government to implement pandemic prevention and control measures. It provided property management services to more than 350 projects to guarantee the safety of communities, and strived to fulfill its duty as a “gatekeeper” of community pandemic prevention and control, protecting the city’s livelihood together with property owners in the communities.

Apr.



May.

The strongest “dragon boat water (龍舟水)” fell over Shaoguan and Qingyuan of Guangdong Province where the CG Services Group operated. All the community property management staff of CG Services were on duty 24 hours a day to assist the owners to remove dangers and provide supplies, guarding the life and property safety of the owners of Country Garden properties with all their efforts.

Jun.



CG Services was honored as the “Pioneer Enterprise in Pandemic Prevention and Control from 2021 to June 2022” by Guangdong Property Management Industry Institute.

Jul. Jul.



CG Services published its 2022 interim results and held results presentation. For the six months ended 30 June 2022, the Group recorded operating revenue of RMB20,055.4 million, representing a year-on-year increase of approximately 73.5%; gross profit of RMB5,387.0 million, representing a year-on-year increase of approximately 39.6%; net profit of RMB2,751.9 million, representing a year-on-year increase of approximately 23.6%; core net profit attributable to the Shareholders of RMB2,891.0 million, representing a year-on-year increase of approximately 30.5%.



CG Services and Shell entered into the “Green and Low Carbon” Strategic Cooperation Framework Agreement Between CG Services and Shell”.



CG Property Services HK acquired approximately 145 million shares in Hopefluent Group Holdings Limited (“Hopefluent”). The equity transfer of the acquisition has been completed, and CG Property Services HK now holds approximately 25% of the issued share capital of Hopefluent.



Aug.

Sep.

With its outstanding performance in promoting the deep integration of Party building and property management business and deepening community-level governance, CG Services was honored with “Forging Ahead on a New Journey and Making Greater Contributions in the New Era” Information Technology Innovation Model for Community-level Party Building by the Party Building Service Channel of People’s Daily Online.



The Finance Shared Service Center of the CG Services Group promoted nationwide its shared payables platform and BIP system platform, and launched the property fee collection management system(BOSS), and legal affair management system.

Oct.



Nov.

The Urban Services Group of CG Services officially established Bijia Nursing Company, which launched the “Bi plus Health Nursing Services” .



The “CG Services Comfortable Five-star Elderly Care Brand” of CG Services was granted the “China (Greater Bay Area) Property Management Brand (Service) Model Award” by the Leading Property Index Research Institute, the member group of Guangzhou Smart Property Management Expo and Guangdong Property Management Industry Institute.



CG Services carried out the “Power of Community” campaign on farmer assistance through consumption for the fifth year in a row, to promote the sales of Guiqi mangos from Guangxi, Jinxiu yellow peaches from Jinggangshan, Jiangxi, and Dongxiang sheep from Gansu, etc., with total sales of RMB13.33 million for 2022 and over RMB39.83 million for the past five years.



Dec.

The anti-pandemic teams of Shuidong Bay Branch and Dongguan Changping Branch of CG Services were both named as the “Pioneer Anti-Pandemic Team” by Guangdong Property Management Industry Institute.



CG Services was granted an ESG rating of A once again by MSCI Inc. (MSCI), a well-recognized investor index compilation company in the world, marking the fourth ESG rating of A in a row after its listing.

ESG Rating history



ESG Rating history shows five most recent rating actions

### 3. Annual ESG KPIs

Economic



Revenue  
RMB **41,367**  
million



Net profit  
RMB **2,261**  
million



Total assets  
RMB **70,077**  
million



Total equity  
RMB **39,909**  
million



Revenue-bearing  
GFA  
**869.1** million m<sup>2</sup>



Contracted GFA  
**1,601.9**  
million m<sup>2</sup>



Cities served  
**400+**



Property Management  
Service projects  
**6,601**



Environmental



Number of energy-  
saving lamps  
retrofitted  
**360,000**



Annual power saving  
after energy-saving  
retrofitting  
**8.49** million kWh



Number of water pumps  
renovated  
**95**



Average power-saving  
rate after water pump  
renovation  
**11.8** million kWh



Cost reduction of energy  
consumption system  
RMB **940**  
thousand/year



Garbage sorting  
projects  
**446**



Social



Individual property owner satisfaction rate  
**92.86%**



To B and to G client satisfaction rate  
**96.68%**



Average training hours completed per employee  
**63.75**



Increase of employees' sense of happiness  
**4.8** percentage points



Training hours on anti-corruption  
**15,213**



Accumulative farmer assistance with consumption  
**RMB39.83+** million



Public donations  
**RMB 3.91** million



Party branches under red spirit featured properties  
**458**



## 4. Honors in 2022

### 1) ESG Rating and Index



#### Ranking A in MSCI ESG Assessment<sup>3</sup>

The Group has been A-rated in the MSCI ESG rating assessment for four consecutive years since listing, which is the highest rating among all property management companies listed in Hong Kong



#### “Low risk” in the Sustainalytics ESG risk rating<sup>4</sup>

10.5/100 (the lower, the better), one of the Region Top Rated (Asia/Pacific) companies for 2023



#### Constituent to FTSE4Good Index<sup>5</sup>

The Group’s ESG management is recognized by the capital market

<sup>3</sup> THE USE BY COUNTRY GARDEN SERVICES HOLDINGS COMPANY LIMITED OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES (“MSCI”) DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF COUNTRY GARDEN SERVICES HOLDINGS COMPANY LIMITED BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED ‘AS-IS’ AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

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<sup>5</sup> FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Country Garden Services Holdings Company Limited has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

2) Honors and Awards

Sustainability (among others)



Model Enterprise Award in ESG on the Top 100 Blue Chip Property Summit & The 6th Outstanding IR “Best ESG Award”.

Social Responsibility (among others)



The Group won the “2022 Outstanding Contribution Award in Social Responsibilities and Social Employment” among property service enterprise, and “Pioneer Enterprise in Pandemic Prevention and Control” of the property management industry in 2021 and June, 2022 issued by Guangdong Property Management Industry Institute.



Comprehensive Operation (among others)



**277**  
A total of 277  
National  
/industry  
association/ins  
titution honors  
as at 31  
December  
2022

The Group has ranked 1st in “2022 Top 10 Listed Companies of Property Management Service” and “2022 Top 10 of China Property Management Companies”, and has won “2022 Top 1 of China Property Management Companies” and other honors in 2022.

**39**

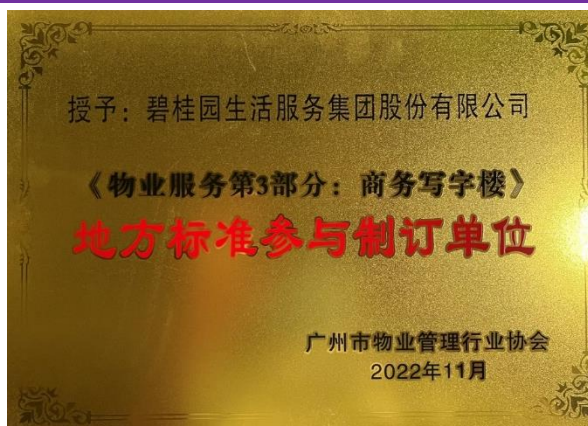
*A total of 39  
provincial  
honors as at 31  
December  
2022*



The Group was Awarded the honorary title of “Pioneer Anti-Pandemic Team ” by Guangdong Property Management Industry Institute.

**26**

*A total of 26  
municipal  
honors as at  
31 December  
2022*



The Group was Awarded the honorary title of “Participant of Local Standard Formulation” by Guangzhou Property Management Association.

### 3) Certification

The Group attaches importance to lean management and system-based development and has obtained three major certifications of quality management system, environmental management system and occupational health and safety management system.

**GB/T 19001-2016  
ISO 9001:2015  
Quality Management System**



**GB/T 24001-2016  
ISO 14001:2015  
Environment Management System**



**GB/T 45001-2020  
ISO 45001:2018  
Occupational Health and Safety Management System**



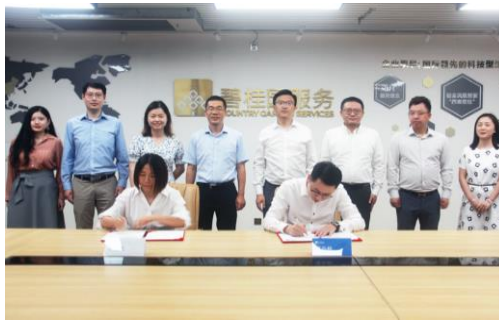
## IV. Annual Topics

### 1. Making Concerted Efforts for Zero-Carbon Community

Communities, as the most basic component of a city, represent a major carrier for carbon emissions and a focus for urban decarbonization. By exploring the construction of zero-carbon communities and publicizing environmental protection, the Group strives to create communities where human and nature coexist in harmony. Further, we keep encouraging residents to develop an energy-saving and low-carbon lifestyle for community sustainability.

#### 1) Exploring the Construction of Zero-Carbon Communities

To help residents develop a green and low-carbon lifestyle, the Group and Shell signed the *Green and Low-Carbon Strategic Cooperation Framework Agreement Between Country Garden Services and Shell* in August 2022. The agreement serves as a guidance for the construction of “zero-carbon communities” covering the construction of charging infrastructure for new energy vehicles (NEVs), community charging services, value-added ecological collaboration and other fields.



*Signing Ceremony*



*Blueprint for Zero-Carbon Communities*

**30,000+**

*As at 31 December 2022:*

*The number of charging piles for electromobile has increased to nearly 25 thousand, and that for NEVs to 5,000*

By combining both parties' superior resources, the Group will provide “convenient, reliable, safe and green” charging services in communities. We set out to build standardized charging piles of high quality at 50 self-owned parking lots to provide residents with convenient, reliable and safe charging services. In accordance with the progress of and intentions in this partnership, 5,000 charging piles will likely be set up to gradually eliminate the “mileage anxiety” of NEV owners. In doing so, we jointly promote the decarbonization of urban communities for near zero energy consumption and ecological sustainable development.



*Charging Piles in Communities*

## 2) Advocating a Green and Low-Carbon Lifestyle

The Group advocates green travel and urges residents to take public transport, ride bicycles or walk as much as possible, to build up a healthy and efficient way of commute. Meanwhile, we advise residents to sort garbage and recycle materials to conserve resources and reduce environmental pollution and carbon emissions, striving to be a participant, advocate and beneficiary of the green and low-carbon lifestyle.



*Garbage Sorting*



*Material Recycling*

### “Turning wastes into treasures through garbage sorting in communities”

On 24 November 2022, Fujian Dongfei Environment Group Co., Ltd. (“Dongfei.”), the Group’s subsidiary, joined hands with the Urban Management and Law Enforcement Bureau of Shushan District, Hefei City, Anhui Province, to carry out a publicity campaign on “turning wastes into treasures through garbage sorting in communities” in the Aolin Community. In doing so, we further promoted garbage sorting in communities, and helped residents cultivate the habit of garbage sorting to develop a common sense of environmental protection with public participation. By sharing knowledge on garbage sorting and turning wastes into treasures in practice, we have motivated more residents to develop the habit of garbage sorting for environmental protection, thus improving the community environment for sustainable development.



*Publicity on Garbage Sorting*

## 2. Promoting Urban Renewal with Ingenious Practice

Urban renewal is the key to urban development. The Group adheres to the strategy of focusing on new urbanization, and the core value of “improving services and environment to benefit business and people”. In this way, we dig into the long-term management of aged communities and work out digital solutions for urban operation to facilitate high-quality development.

### 1) Long-Term Management of Aged Communities

In active response to the national *Guiding Opinions on Comprehensively Promoting the Renovation of Old Urban Residential Communities*, the Group spares no efforts in this regard by introducing the EPCO model, that is, the integration of engineering, procurement, construction, and operation. With the EPCO model for renovation, we further improve community service facilities, driving the growth of the community service industry. Besides, we have resolved the challenges in renovating traditional aged communities such as divorce between renovation and management, waste of resources, and lack of funds.

In response to the problems such as poor environment, insufficient property services and rising complaints of residents in aged communities, the Group has introduced “four property services and six innovative initiatives”. With such smart services characterized by the red spirit, we have broken the vicious cycle in which “aged communities need to be renovated within one year, yet are damaged within three years and become aged again within five years” for better community governance in all-level cities.

#### Four Property Services



- Heartwarming property services for delicacy management
- Smart property services for digitalized community governance
- Senior-friendly property services for happy life
- Sharing-centered property services for mutual prosperity

#### Six Innovative Initiatives



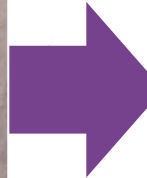
- Scale management
- Mechanized block renovation
- Intensive grid management
- Digital community services
- Platform-based life services
- Value-added community resources

*Long-Term Management Model of Aged Communities*

Integrated renovation on the environment and sanitation of aged communities without property services in Shouyang County, Shanxi Province

The Group's integrated renovation project has covered 88 aged communities without property services in Shouyang County, Shanxi Province, with revenue-bearing GFA reaching 412 thousand m<sup>2</sup>. Before the project, these communities suffered from poor sanitation with numerous dead corners and serious damage to landscape due to lack of property services for years. In 2022, the Group kept improving the environment of such communities with the strategy of "minor renovations for better communities". By beautifying the living environment of aged communities, we enhanced the satisfaction and happiness of residents.

- We repainted walls, manhole covers and other aged facilities, with more than 380 manhole covers beautified so far;
- We cleaned all flyers on walls, beautifying the walls with an area of 2,000 m<sup>2</sup>;
- We landscaped community greenbelts, with weed cleaned up and over 570 trees whitewashed;
- We eliminated all visible sanitary dead corners.



*Before Renovation*

*After Renovation*

## 2) Digitalizing City Services with Smart Technologies

With the rapid development of emerging technologies such as Internet of Things (IoT), big data, 5G, cloud computing and artificial intelligence (AI) and growing digitalization of urban planning, construction, management and services, digital transformation has become an inevitable trend for city services. In this regard, the Group actively digitalizes its business structure. Through online and offline channels, we keep improving data collection to create a multi-dimensional city service system focusing on “two centers, three applications, four businesses and eight specialized systems”. In doing so, we aim to facilitate the digitalization of urban governance and build an efficient and ecological digital service system featuring the integration of governmental regulation, scientific decision-making, specialized services, smart management, public participation and shared governance.

### Digital platform for city services of the Binhai New Area, Tianjin

By virtue of technologies such as IoT, AI, GIS and mobile Internet and in light of different demands for supervision and operation from various parties such as the government, the Group, district and project, the Binhai New Area branch in Tianjin of the Group, has established digital systems for centralized municipality and sanitation management, aged community management, district-wide parking management and asset management and supervision and a platform for overall city service management and control. The interconnected IoT digital platform enables full-cycle operation monitoring, whole-process supervision on incident responses and all-dimensional operation management, which provides authorities with smart governance tools and efficient regulation services, and citizens with easy access to city services.

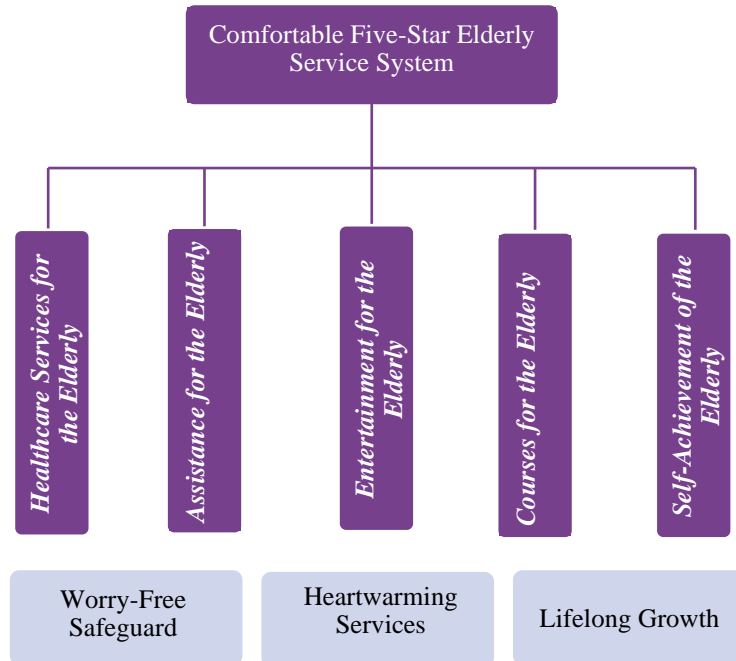


*Homepage of the Digital Platform for City Services*



### 3. Dedicating to Senior-Friendly Services

In response to the national strategy of “actively addressing the aging of the population”, the Group fulfills its social responsibilities by promoting “property services for elderly care” to explore the home-based elderly care model. Through more than 150 free and paid products and services, we have set up a “Comfortable Five-Star Elderly Service System” from three levels and five aspects for the elderly property owners to resolve their difficulties and needs. In doing so, we aim to ensure care, medical support, self-actualization, lifelong learning and wellbeing for the elderly.





*Five-Star Service System for Elderly Care*


#### *Healthcare Services for the Elderly*


**7** categories  
**57** products and services under the healthcare services for the elderly module


Health brings about happiness in later life. We urge and accompany the elderly to stay healthy and safe. In collaboration with community hospitals and emergency agencies, we spare no efforts to guard the safety of the elderly, such as healthcare guidance, medical care, hospitalization services, door-to-door medical treatment and emergency rescue.


- 


Free Diagnostic Service
- 

Care Service for Sick Elderly People
- 

Dining Service for Sick Elderly People
- 

Door-to-Door Medical Care
- 

Cleaning Service for Sick Elderly People
- 

Emergency Alarm-Based Rescue
- 

Bathing Service for Sick Elderly People





*In terms of healthcare services for the elderly, we provide them with the service manual*


### Assistance for the Elderly


For the elderly with mobility inconvenience in daily life, we strive to provide convenient housekeeping, maintenance, commissioned, door-to-door and nursing care services through the self-built “Phoenix Home” service, neighborhood services and public welfare services.

**4** categories  
**45** products and services under the assistance for the elderly module

- 

Maintenance Service
- 

Life Assistance
- 

Home Care
- 

Public Service Day for the Elderly



*In terms of assistance for the elderly, we provide them with door-to-door*

### Entertainment for the Elderly

Besides basic living needs, the elderly property owners also pursue higher spiritual needs. We help them make like-minded friends in communities and enjoy the colorful life through interest clubs, social and cultural competitions and tourism resources.

**2** categories  
**11** products and services under the entertainment for the elderly module

- 

Interest Clubs
- 

Enjoyable Tours





*In terms of entertainment for the elderly, we organize them to participate in charity performance*

*Courses for the Elderly*

It is “never too old to learn”. We find that an increasing number of elderly people hope to keep pace with the times, or realize their unfulfilled dreams by learning specialties and skills. For this purpose, we have introduced “Lectures on Health and Happiness”, “Courses for Staying Healthy” and other services to diversify learning platforms for the elderly and help them gain new knowledge and skills.

**2** categories

**11** products and services under the courses for the elderly module

-  Lectures on Health and Happiness
-  Courses on Staying Healthy






*In terms of courses for the elderly, we teach them how to use smart phones*

*Self-Achievement of the Elderly*

Retirement offers freedom to the elderly, but we find that many of them are willing to make constant efforts in self-achievement. Through the “Hongxin Bihai” public welfare platform for mutual assistance and the crowdsourcing platform, we help the elderly support other residents within the reach, thus creating value for communities and gaining recognition from neighbors.

**3** categories

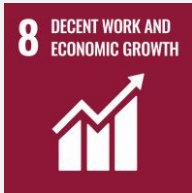
**25** products and services under the self-achievement of the elderly module

-  Hongxin Bihai Volunteer Teams
-  Hongxin Bihai Lecturers
-  Crowdsourcing Service Platform



*In terms of self-achievement of the elderly, we provide them with free diagnostic services*

SDGs Responded to in this Chapter



V.Sustainability Management

A sound and effective sustainability management system is an important cornerstone for the high-quality corporate development. The Group places a high priority on sustainable development management while driving diversified business growth. The Group believes that we can effectively manage our business operations as well as risks and opportunities associated with social and environmental issues, and build a solid foundation for our vision, with sustainable development, clear and efficient corporate governance as our backbone, and clean and transparent business ethics as our soul.

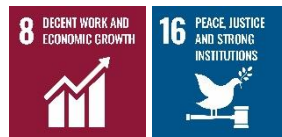
1. Sustainable Development Concept

The Group sticks to the core mission of “Property owner-oriented” and the service concept of “Catering for property owners’ urgent needs; address property owners’ concerns”. We insist on implementing the concept of sustainable development in daily operation and decision-making while focusing on business growth. With economic development, social harmony and environmental sustainability as important indicators, we keep on creating values for shareholders, property owners, employees, suppliers and the environment.

The Group actively responds to the United Nations Sustainable Development Goals (SDGs), and helps to achieve balanced economic, environmental and social development in the form of business operation and value creation. During the Reporting Period, the Group’s key actions and performance in terms of sustainable development were as follows:

Chapter	SDGs	Key Actions and Performance in 2022
---------	------	-------------------------------------

Sustainability Management



- We attached importance to and made more efforts in the enhancement of sustainable development governance by improving internal controls and strengthening risk management and control
- Anti-corruption training covered 100% of directors
- We urged 8 equity subsidiaries in 20 self-owned regions to conduct internal control training and complete self-assessment
- We required all employees to sign the *Letter of Commitment Relating to Integrity and Self-discipline*, and all suppliers to sign the *Operation Management Rules of Bicai Mall (Suppliers)* to jointly build an anti-corruption defense line and create a clean and upright working environment

Stakeholder Engagement



- We created multi-tiered and highly flexible communication channels for listening to stakeholders’ voices
- We carried out over 200 domestic and overseas roadshows, met and phoned nearly 1,000 investors for communication, attracted over 500 domestic and overseas investment institutions,

and participated in about 100 large-scale online summits organized by over 40 investment banks

- We conducted materiality assessment to understand the importance of each ESG issue to the Group’s business development and stakeholders’ concerns in a timely and comprehensive manner, and took proactive measures accordingly

**Caring for Property Owners with Thoughtful Services**



- We integrated diversified basic life services to build the life service brand - “Intelligent Downstairs”
- We held the second Country Garden Urban Service Developers Conference, and launched the “City Service Partner Program 2.0”
- The coverage of customer satisfaction survey projects reached 100%
- We obtained the ISO9001:2015 quality management system certification

**Achieving Multi-win with Trustworthy Partners**



- We launched the Bicai Mall 2.0 online procurement platform
- All subsidiaries purchased through the Bicai Mall
- We collaborated with well-known enterprises such as Shell and Zhongkewei

**Attracting and Retaining Talents with Sincerity**



- We attached importance to staff communication and conducted a survey on employees’ sense of happiness. This year witnessed a year-on-year increase of 4.8 percentage points in employees’ sense of happiness
- We focused on employee safety and health by conducting employee health and safety trainings. We also formulated the “Blue, Green, Orange, Yellow and Red” Five color Risk Management Mechanism to effectively safeguard the health and life safety rights of employees
- We organized nearly 5,000 training sessions, forming a training system that covers the 5 main businesses, i.e. operation, value-addition, market expansion, city services, commercial office building. We identified and cultivated 300 new business reserve leaders and developed in aggregate 115 quality courses of new business to

**Protecting the Environment with Green and Low-Carbon Practices**



- meet the empowerment and cultivation needs of new business reserve leaders
- We built an energy consumption control platform and adopted energy-efficient lighting fixtures and energy-saving materials to reduce energy consumption
- We adopted water-saving measures by retrofitting the water supply system and controlling water supply with frequency conversion to improve water efficiency
- We implemented community garbage sorting to protect environmental resources
- We explored the construction of “zero-carbon communities”, and established an emergency mechanism against extreme weather in response to climate change

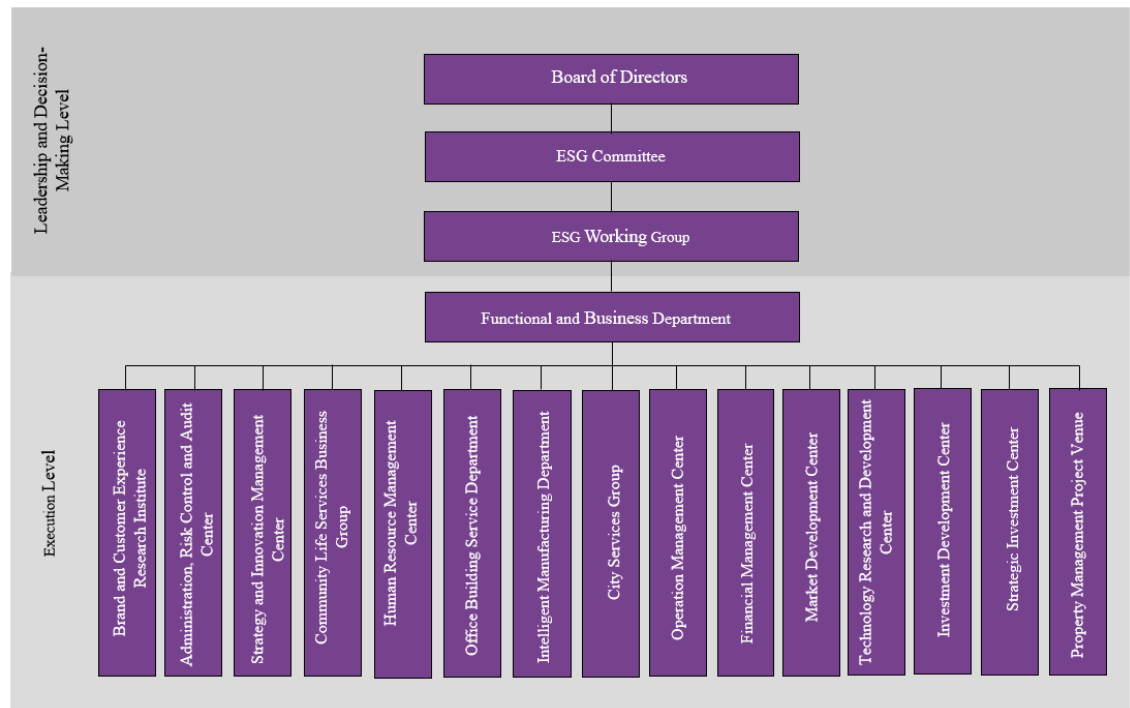
**Giving Back to Society with Earnest Public Welfare Engagements**



- We donated approximately RMB 3.91 million in 2022
- We normalized community pandemic prevention and established an emergency rescue mechanism
- We supported rural industry development to facilitate rural revitalization
- We injected the red spirit into community activities to build the red spirit featured property brand
- We built a volunteer platform and volunteer teams to serve the elderly and support the Olympic Winter Games and the Winter Paralympic Games

## 2. Sustainable Development Governance Structure

The Group takes corporate sustainability management as a priority, and pays active attention to domestic and international initiatives and standards on ESG. Therefore, we have established a sustainable development governance structure with the Board of Directors as the core to ensure that the Group has sufficient and effective management capability in sustainability matters.



*Sustainable Development Governance Structure*

### 1) Board of Directors

The Board of Directors is the supreme governing body of the Group and assumes ultimate responsibility for both the business operation and sustainability efforts. The Board of Directors has authorized the Environmental, Social and Governance Committee (the “ESG Committee”), to assist in fulfilling its responsibilities and overseeing the positions and practices of the Group in specific areas of business operation and sustainable development, specifically: assessing and determining ESG-related risks and opportunities; formulating the Group’s ESG management policies, strategies, priorities and objectives, and reviewing the Group’s performance on ESG-related objectives by developing indicators. The ESG Committee reports regularly to the Board of Directors about the progress and recommendations on the above ESG matters. The Board of Directors is also responsible for ensuring the adequacy and effectiveness of the risk management and internal control system of the Group and overseeing the implementation of risk management policies and measures, to identify, assess, and manage risks arising from our business operations, including sustainable development matters.

### 2) ESG Committee

The ESG Committee is responsible for formulating and reviewing the ESG goals, responsibilities, visions, strategies, frameworks, principles, and policies of the Group, monitoring the communication channels and approaches between the Group and its stakeholders, reviewing major ESG trends and related risks and opportunities, reporting regularly to the Board of Directors on the progress of the sustainable development management of the Group and proposing improvements thereof, and ensuring the effective implementation of the ESG policies approved by the Board of Directors.

### 3) ESG Working Group

The ESG Working Group is made up of members from the Investor Relations Department, the Administration and Risk Control Audit Center, etc. at the Group Headquarters. The Working Group is responsible for coordinating and preparing the report, coordinating internal and external resources, as well

as maintaining close communication with the ESG Committee and the Board of Directors, to ensure a comprehensive review of the sustainable development performance of the Group in our reporting.

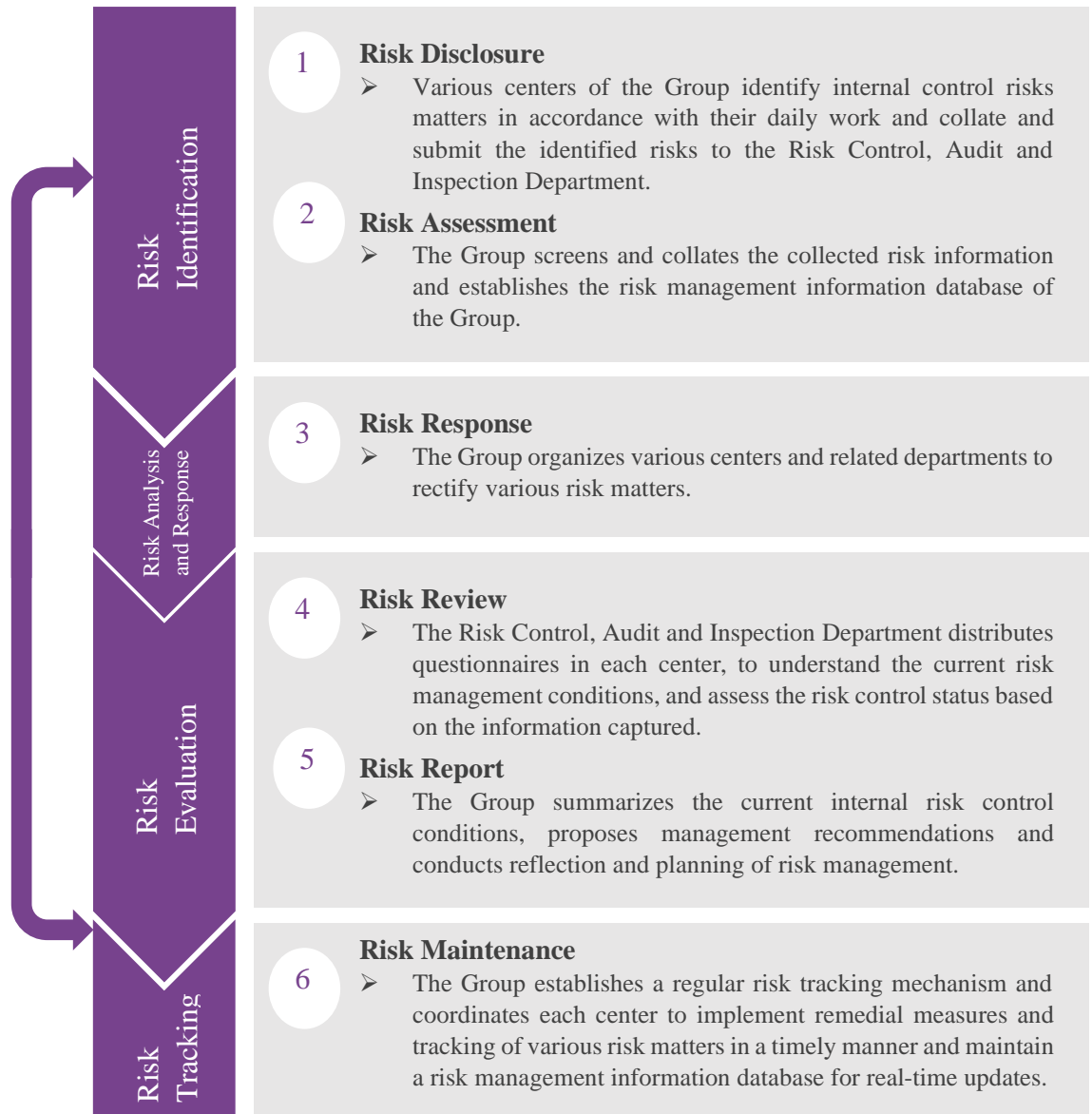
With the continuous expansion of the Group's business scope and scale, well-established corporate governance has become the bedrock and guarantee for our sustainable and healthy development. The Group will continue to improve the internal communication mechanism of ESG, listen to the voices of various parties, and establish a more standardized and strict operational system and rules of procedure to ensure the orderly progress of sustainable development.

### **3. Internal Control and Risk Management**

The Group keeps improving internal control and risk management, and the Board of Directors takes full responsibility on protecting assets and shareholders' rights and interests. During the Reporting Period, the Board of Directors of the Group held meetings regularly to review the contributions that directors required to make in performing their duties to the Group and whether they have devoted sufficient time to perform such duties. In addition, The Chairman of the Board, Ms. Yang Huiyan, held a meeting with the independent non-executive directors in the absence of other directors during the year to ensure the independence of internal control. The Group has established a Risk Management Committee to undertake the responsibilities of risk identification, risk analysis and response, risk evaluation and risk tracking in collaboration with the Risk Control, Audit and Inspection Department.

The Group continues to refine its internal policies and has established a risk management and internal control system comprising 4 levels and 6 steps based on the *Risk Management Committee Implementation Rules* and other systems. We also regularly carry out risk assessment including ESG-related ones and internal control self-assessment to ensure that audit and supervision cover all levels in all regions and departments of the Group.





*Risk Management and Internal Control System*

The Group insists on improving its internal control and risk management. While implementing audit and supervision and improving self-assessment management, the Group provides integrity training and carries out the Golden Shield Plan. In addition, we organize online and offline training sessions to comprehensively improve employees' awareness of risk identification and the Group's risk management.

Implement audit and inspection	Improve self-assessment	Provide integrity training	Carry out the Golden Shield Plan
<ul style="list-style-type: none"> <li>Regularly carry out monitoring, evaluation, auditing and inspection; each business line cooperates with the Risk Control, Audit and Inspection Department to carry out internal review; organize each unit to rectify the problems found; write off the items after completion, to reduce the occurrence of fraud.</li> </ul>	<ul style="list-style-type: none"> <li>Guide each region to raise awareness of the importance of internal control and risk management; the Risk Control, Audit and Inspection Department counsels each unit to carry out annual internal control self-assessment; establish evaluation systems and post-assessment procedures to assist subsidiaries to enhance risk awareness.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver publicity courses on finance, information confidentiality, compliance management, integrity and other topics to domestic subsidiaries at irregular intervals.</li> <li>Publicize integrity among new employees of the Group, regional general managers of each unit, and core employees.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver online training on risk control, audit and inspection, aiming to help all units improve their awareness of internal control management and drive them to learn risk management skills through theoretical interpretation and case study; strengthen all employees' awareness of integrity and self-discipline, and safeguard the Group's high-quality sustainable development.</li> </ul>

In addition, the Group has also continuously monitored potential environmental and social risks in business operation through risk information maintenance, risk assessment, learning empowerment, and in-depth communication to promote the systematization, standardization and forward planning of risk management, thus enhancing the Group's resilience and flexibility in addressing risks. Meanwhile, the Group strengthens internal training, learning and publicity of risk management. In collaboration with external advisory bodies, we enhance risk management training for the management, risk management coordinators and risk control team members to publicize risk management in diversified forms on a regular basis to a greater extent. In doing so, we improve the Group's risk management and create a culture of risk management.

<ul style="list-style-type: none"> <li>Keep tracking and checking historical risk information, and continue to improve risk prevention and control measures</li> </ul>	<ul style="list-style-type: none"> <li>Take into account the impacts of national and industrial policies and economic environment changes to identify risk sources, types and states, including ESG risk, for risk assessment and timely response</li> </ul>	<ul style="list-style-type: none"> <li>Promptly refine and revise the functions of each center/department according to the strategic demands of the Group, conduct special learning according to orientations, learn and understand related laws and regulations, and establish long-term risk prevention mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Keep up to date with macro policies, maintain close communication and exchange with peers, update response plans and ensure implementation by all units.</li> </ul>
<p>Information Maintenance </p>	<p>Risk Assessment </p>	<p>Learning Empowerment </p>	<p>In-Depth Communication </p>

## 4. Integrity and Business Ethics

### 1) Integrity and Business Ethics Systems

The Group has zero tolerance for corruption and is resolute in combating any form of embezzlement, bribery, extortion, fraud, and money laundering. The Group strictly abides by laws and regulations such as the *Company Law of the People's Republic of China*, the *Anti-Money Laundering Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, and the *Interim Provisions on the Prohibition of Commercial Bribery*. We have formulated and implemented the *Regulations on the Management of Professional Conduct of Employees of Country Garden Services Group(2022)*, the *Guidelines for Self-Inspection of Supervision Cases*, *Code of Conduct for Employee Integrity*, the *Regulations on the Management of Conflict of Interest of Employees of Country Garden Services Group(2022)*, the *Measures for Investigating the Responsibility for Violations and Discipline of Employees of Country Garden Services Group(2022)* and other internal management systems. In these policies, we provide clear definitions and reporting methods for discipline violations and bribery and standardize the investigation and handling procedures in line with fair and just principles. Meanwhile, we stipulate that all employees practice integrity in all business activities and strictly prohibit fraud, bribery and corruption so as to build a complete and traceable anti-corruption chain.

Internally, the Group specifies its expectations on all members in the *Letter of Commitment Relating to Integrity and Self-discipline*, including strictly complying with the laws and regulations of the jurisdictions where the Group operates; refraining from any forms of bribery or corruption; treating others with respect and fairness, etc. Moreover, the Group also requires all its own and outsourced suppliers to sign the *Letter of Commitment Relating to Integrity and Self-discipline* when on-boarding. Generally, the Group performs self-evaluation through regular audits, special audits, economic responsibility audit, internal control self-assessments, and case investigations to identify and rectify internal control vulnerabilities, reduce the possibilities of corrupt acts by virtue of positions, and build a clean and fair business environment.



*Anti-Corruption Work System*

Externally, when selecting suppliers for cooperation, the Group strictly assesses their integrity and internal control, and requires all suppliers to sign and comply with the *Rules for Operation and Management of Bicaï Mall (for Suppliers)*, which is consistent with relevant standards and regulations such as the *International Human Rights Law* and the fundamental rights stipulated by the International Labor Organization (ILO), and will be continuously optimized and updated according to the policies. A “one-vote veto” system has been set up to resolutely rule out suppliers with fake operation, fraud and corruption, who will also be included in the blacklist. During the year, the Group carried out special inspections on the compliance and cooperative operation risk of suppliers, including risks related to integrity cooperation, and took strong measures against those who violate regulations. In addition, the Group is always concerned with the environmental and social performance of suppliers and refuses to cooperate with unqualified suppliers. The Group also encourages suppliers to be socially responsible actively, apply the same screening system to their procurement processes, and report violations of laws and regulations along with breach of trust and contract to the Group via the complaint hotline.



*Supplier Sunshine Integrity Poster*

## 2) Implementing Anti-Corruption Measures

The Group guarantees the accessibility of reporting channels and upholds the principle of “All Reported Incidents Must be Investigated and All Violations Must be Prosecuted” in handling reported incidents. The Group’s Risk Control, Audit and Inspection Department is responsible for the overall coordination and anti-corruption system development and management. It is responsible for investigating reported incidents, guiding the publicity and promotion of integrity at the Group headquarters and subsidiary units, and ensuring the improvement of operational efficiency and effectiveness. Meanwhile, the Group has issued regulations to manage the reporting channels, requiring each unit to promote its internal reporting channels together with those of the Group. And personnel should be assigned for complaint channel management to ensure smooth reporting.



Supervision and Reporting Email

wyjc@bgyfw.com



400 Customer Service Hotline

400-968-8888



BIP Internal Reporting



Reporting through Strategic Alliance Unit

By establishing internal systems such as the *Administrative Measures for Handling Complaints and Reporting of Employee Disciplinary Violations*, the Group strictly enforces the rules of “confidentiality and avoidance” for case-handling personnel, keeps confidential the identity of whistleblowers and responds in a timely manner:

- Strictly control the scope of the collected complaints and reported matters informed, and strictly prohibit unauthorized personnel from copying or quoting the materials of complaints and reports;
- The case-handling personnel shall keep strictly confidential the information in hand and shall not reveal or disseminate information that should be kept confidential;
- If necessary, an extract of the reported clues should be forwarded without exposing the whistleblower, and direct provision of the original is prohibited.

During the Reporting Period, no corruption incident reports were filed or concluded against the Group or its employees.

### 3) Carrying out Ethical Education on Integrity

The Group promotes a corporate culture that advocates integrity. Anti-corruption training and ethics education were provided to all employees the Group, including new joiners, management and partners, covering topics such as finance, information confidentiality, compliance operation and business integrity, so as to clarify the Group’s red line, strengthen the awareness of integrity and ethics, and create a transparent and clean working environment.

**8,173 participants**

During the year, the Risk Control, Audit and Inspection Department continuously carried out training on ethnic integrity, covering 8,173 participants in total.

**For new members**

- The Group incorporated ethical and integrity-related thematic lectures into the orientation training for all members. By explaining the red lines and the sunshine culture and presenting relevant cases, the Group ensured that each intern, regular employee, supplier and other members were aware of and familiar with the Group's anti-corruption system and ethical code, helping new members quickly integrate and strengthen their self-management awareness. It also guides employees to build a correct outlook on life, power and values to ensure employee integrity, which is essential to business integrity, so that employees can better understand and uphold integrity.

**For management**

- The Group organized courses for regional managers, business backbones and Group directors on performing their duties with integrity, emphasizing the Group's ethical requirements for integrity and strengthening anti-corruption management.

**For partners**

- The Group carried out a series of thematic training sessions on risk control for subsidiaries, suppliers, outsourcing parties and other partners to strengthen their management system and deepen their understanding of the Group's requirements.

*Multi-tiered Ethical Education on Integrity*

Biqingfeng (Integrity in Country Garden) - Risk Control Seminar

This year, the Group has continued to carry out Biqingfeng- Risk Control Seminars. We have made posters for anti-corruption publicity with the theme of trade union management, seal management, outsourcing management, parking fees and unauthorized coffers to popularize risk-related knowledge of anti-corruption, transparent procurement, fund use standard among senior management. Furthermore, the posters were also posted to the working Wechat groups of senior management and of functional lines, all the units and Wechat Moments, aiming to foster risk awareness among employees at all levels to safeguard the bottom line of work and consolidate the consciousness of integrity.



Poster for Management Guidance on Union Funds and Fees



Seal Management Poster

## Anti-Corruption Training for Directors

The Company requires its Board members to strictly comply with the Group's rules and regulations to avoid acts such as corruption, bribery and other violations of laws and disciplines. During the Reporting Period, all directors of the Group received 2 anti-corruption training sessions, namely the training on the *Anti-Corruption Program – A Guide for Listed Companies* conducted by the Independent Commission Against Corruption ("ICAC") and the online training about laws and regulations on anti-corruption in Hong Kong provided by DLA Piper Hong Kong. Those training sessions enhanced the directors' awareness and understanding of anti-corruption laws, established proper ethics and values, and deepened their anti-corruption acumen.



*Anti-Corruption Training for Directors*



## Sunshine Cultural Festival on Integrity

For delivering the positive concept of integrity and co-development, the Group held the “Third Sunshine Cultural Festival on Integrity” in 2022. Various activities were carried out to raise employees’ sense of integrity and self-discipline, which promoted the corporate integrity culture and created an environment featured by educating employees via peer influence, promoting moral virtues by quiz and fostering integrity with culture.

**46** units

**110+** thousand employees

Over 110 thousand employees from the headquarters of Country Garden Services and 46 subsidiary units participated in the Integrity Signature Activity

**3** rounds

The Risk Control, Audit and Inspection Department rolled out 3 rounds of integrity knowledge contest

- Integrity Signature: From June to July 2022, over 110 thousand employees from the headquarters of Country Garden Services and 46 subsidiary units participated in the Integrity Signature Activity, pledging to perform with integrity. In addition, certain units held diverse activities to promote integrity, including awarding ceremony for employees with certain years of service, red line policy publicity, integrity seminars, visits to red memory museums and workshop for integrity stickers, so as to improve employees’ integrity awareness.
- Senior management posters: In July 2022, the Risk Control, Audit and Inspection Department and the Brand Management Department jointly designed integrity posters for 25 management personnel of Country Garden Services. These posters were published on the homepage of the Country Garden Services APP. With brief and appealing slogan, the management demonstrated their support and resolution for integrity culture, playing a leading role in this campaign and setting good examples for others to follow.
- Culture knowledge contest: To courage employees to learn about and honor commitment and take practical actions, in July 2022, the Risk Control, Audit and Inspection Department rolled out 3 rounds of integrity knowledge contest, with 4 major themes covering systems and standards, corporate culture, general knowledge of safety and brand image.
- Sunshine Talent Competition: From August to September 2022, the Risk Control, Audit and Inspection Department held the Sunshine Talent Competition, and received various videos about sunshine culture and employee talents from many units. This competition aimed to guide employees to practice corporate culture and show their charm as professionals in property management.



Integrity Signature Activity

In the future, the Group will further reinforce the systematic development of the integrity and business ethics system, continue to revise and optimize the rules and regulations, and enhance the implementation

thereof in accordance with the changes in the Group's businesses and the current conditions of integrity governance, to ensure the effective operation of the system. At the same time, the Group continues to expand the scope of its risk assessment and internal control self-assessment system, improve the risk and internal control management mechanism and raise the enthusiasm and conscientiousness of employees at all levels in performing their duties and responsibilities. In addition, the Group will also optimize the forms of integrity education as well as the content, enhance their pertinence and effectiveness, form a long-term working mechanism, and further deepen the awareness of integrity among employees.

SDGs Responded to  
in this Chapter



## VI. Stakeholder Engagement

Stakeholder engagement is essential for realizing sustainable development goals. The Group attaches immense importance to communication with stakeholders and has created multi-tiered and highly flexible communication channels to hear their views and respond to their expectations and demands in a timely manner. Furthermore, on such basis, the Group constantly optimizes its sustainable development strategies and plans, for the purpose of strengthening the cooperative relationship with stakeholders and achieving win-win development.

### 1. Communication with Stakeholders

The Group's existing stakeholder communication channels and required responses from stakeholders are as follows:

<i>Stakeholders</i>	<i>Expectations and Demands</i>	<i>Communication and Responses</i>
<i>Employees</i>	<ul style="list-style-type: none"> <li>• Compensation and welfare protection</li> <li>• Safe and healthy working environment</li> <li>• Career development and promotion</li> <li>• Protection of employees' legal rights and interests</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive market salary</li> <li>• Employee care activities</li> <li>• Optimized employee development and promotion mechanism</li> <li>• Establishment of barrier-free communication channels for employees</li> </ul>
<i>Investors/Shareholders/Capital Market Analysts</i>	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Corporate sustainable profitability</li> <li>• Corporate transparency</li> <li>• Guarantee of rights and interests</li> </ul>	<ul style="list-style-type: none"> <li>• Improve profitability</li> <li>• Improve corporate sustainable profitability</li> <li>• Daily information disclosure</li> <li>• Hold the general meeting of shareholders</li> </ul>
<i>Customers/Property Owners</i>	<ul style="list-style-type: none"> <li>• Property management service quality</li> <li>• Customer information protection</li> <li>• Business integrity</li> <li>• Compliance operation</li> </ul>	<ul style="list-style-type: none"> <li>• Improve product and service quality</li> <li>• Apply information technology tools</li> <li>• Optimize internal controls and risk management</li> <li>• Improve customer communication mechanisms</li> </ul>
<i>Suppliers/Contractors/Partners</i>	<ul style="list-style-type: none"> <li>• Cooperation and mutual benefits</li> <li>• Openness and fairness</li> <li>• Shared growth</li> </ul>	<ul style="list-style-type: none"> <li>• Optimize project management</li> <li>• Improve supplier management mechanisms</li> <li>• Build supplier communication platforms</li> </ul>

<p><i>Local Communities</i></p>	<ul style="list-style-type: none"> <li>● Protect the community environment</li> <li>● Engage in social causes</li> <li>● Create harmonious community environment</li> <li>● Promote community development</li> </ul>	<ul style="list-style-type: none"> <li>● Comprehensively implement green operations</li> <li>● Conduct public interest projects</li> <li>● Actively engage in community building</li> <li>● Provide quality cultural resources</li> </ul>
<p><i>Public Interest Organizations/NGOs</i></p>	<ul style="list-style-type: none"> <li>● Focus on vulnerable groups</li> <li>● Public welfare and charity</li> <li>● Community culture development</li> </ul>	<ul style="list-style-type: none"> <li>● Volunteer services</li> <li>● Conduct public interest projects</li> <li>● Publicize community culture</li> </ul>
<p><i>Governments/Regulatory Bodies</i></p>	<ul style="list-style-type: none"> <li>● Compliance with the law</li> <li>● Pay taxes according to the law</li> <li>● Support for local development</li> </ul>	<ul style="list-style-type: none"> <li>● Law-based operations and compliance management</li> <li>● Actively pay taxes</li> <li>● Create employment opportunities</li> </ul>

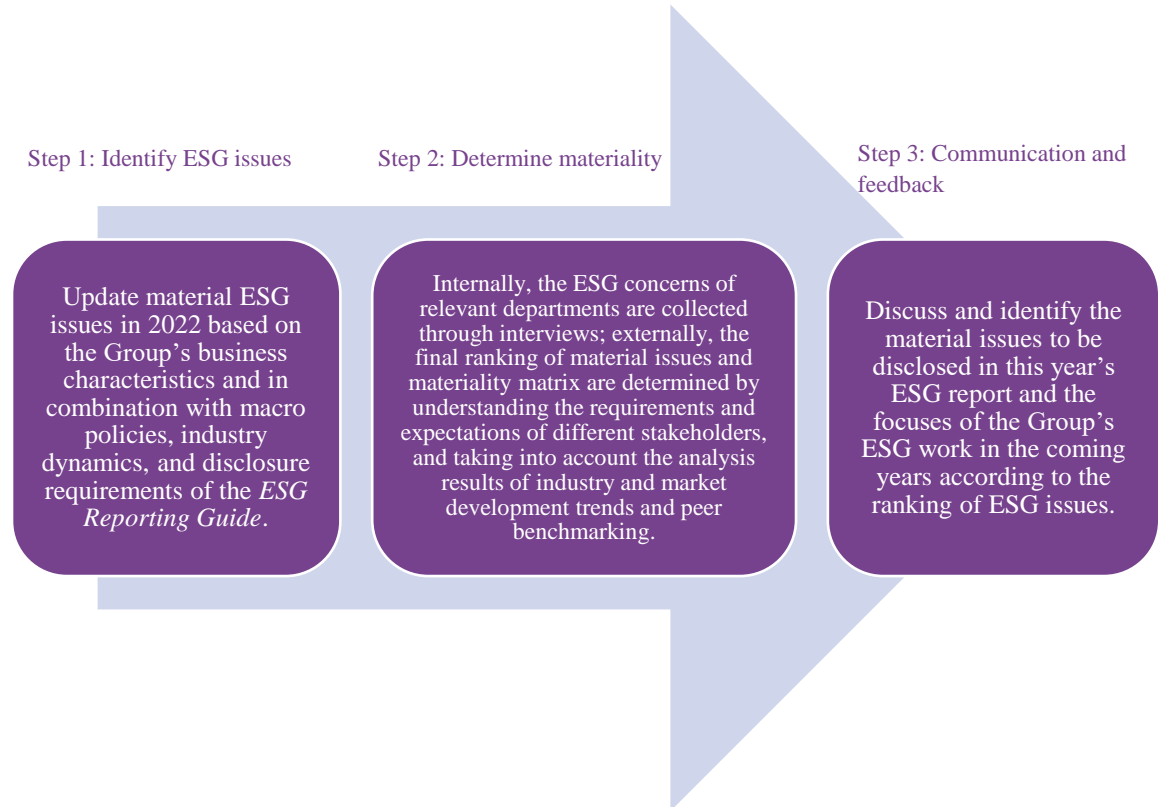
During the year, the Group carried out over 200 domestic and overseas roadshows, met and phoned nearly 1,000 investors for communication, attracted over 500 domestic and overseas investment institutions, and participated in about 100 large-scale online summits organized by over 40 investment banks. In addition, senior management participated in over 10 authoritative online summits held by investment banks as the guest speaker. They communicated with investors and peers, sharing competition advantages, business updates and views on industry development trend.



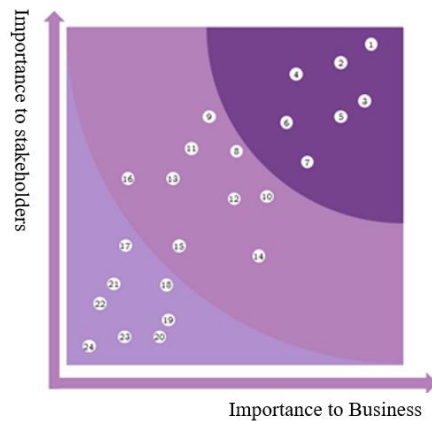
Picture of Capital Market Open Day

## 2. Materiality Assessment of ESG Issues

The Group stresses the materiality assessment of ESG issues. The Group conducts materiality assessment to understand the importance of each ESG issue to its business development and stakeholders' concerns in a timely and comprehensive manner, and takes proactive measures accordingly, so as to further facilitate the continuous improvement of the Group's ESG information disclosure and management level of related matters. The specific working steps for materiality assessment of ESG issues of this year are as follows:



The results of the Group’s materiality assessment of ESG issues in 2022 are as follows:



Materiality Matrix

Importance	Ranking	Issues
Very important	1	Service quality and customer satisfaction
	2	Employee health and safety
	3	Promoting the development of intelligent property services
	4	Customer health and safety
	5	Integrity culture development
	6	Staff promotion and development
	7	Green operation and environmental impact
Important	8	Information security and privacy protection
	9	Avoiding child labor and forced labor
	10	Promoting community development
	11	Equal opportunities and diversification
	12	Intellectual property protection
	13	Employee remuneration and welfare
	14	Improving energy use efficiency
	15	Employee recruitment and team building
	16	Public welfare charity and social services
Less important	17	Employee benefits and care
	18	Supplier access and monitoring
	19	Smart city construction and ecological balance
	20	Carbon emission and response to climate change
	21	Responsible marketing
	22	Environmental and social risks of the supply chain.
	23	Saving water usage
	24	Waste management

Ranking of ESG Issues

Based on the results of the materiality assessment, the issues with higher materiality this year include issues such as service quality and customer satisfaction, employee health and safety, promoting the development of intelligent property services and customer health and safety. We will focus on the disclosure of related issues in the subsequent sections of this report and take them as an important basis for the Group’s ESG work planning for the next year.

ESG Issues Responded to in this Chapter

- Service Quality and Customer Satisfaction
- Promoting the Development of Intelligent Property Services
- Customer Health and Safety
- Information Security and Privacy Protection
- Intellectual Property Protection
- Responsible Marketing

SDGs Responded to in this Chapter



## VII. Caring for Property Owners with Thoughtful Services

Adhering to the customer-oriented service concept, the Group deeply understands and explores the needs of property owners and focuses on the satisfaction of millions of property owners, so as to provide high-quality, diversified and personalized property services for property owners. We focus on improving service quality and service mode to safeguard customers’ health and safety, and fully protect their rights and interests. At the same time, we endeavor to explore digital application in property services, and promote technology empowerment to drive high-quality development of smart property.

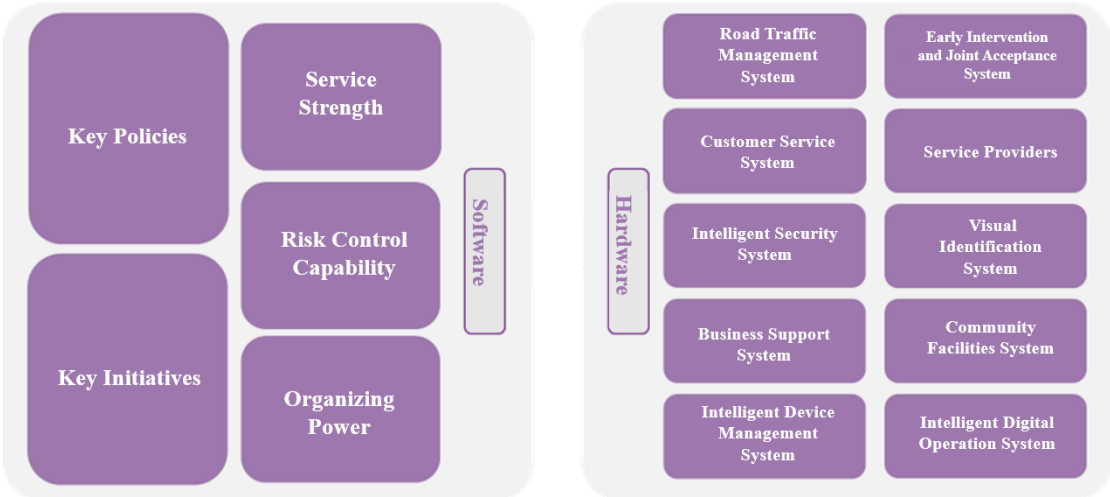
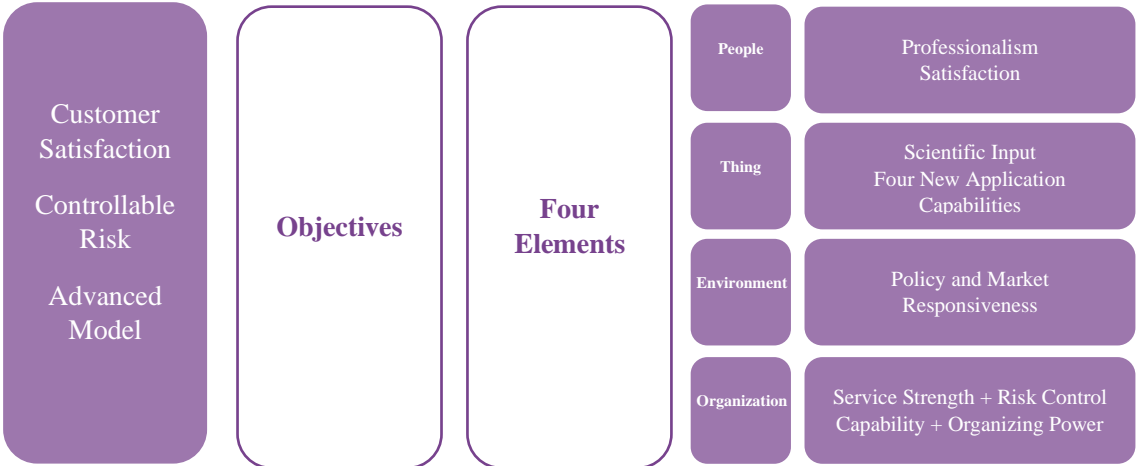
### 1. Maintaining Service Quality

The Group values service quality, adhering to the development philosophy of “scale + quality” and “service + technology”. The Group is committed to better meeting customers’ ever-growing living needs. With sound quality control mechanisms for diverse service forms, we keep improve our service operation process to provide customers with suitable living space and deliver sustainable brand values.

#### 1) Property Management Services

##### *Superior Service Standards*

Adhering to service concepts and requirements of “Catering for property owners’ urgent needs; address property owners’ concerns” and “Property owner-oriented”, the Group keeps refining quality operation systems. The Group strictly abides by all laws and regulations such as the *Urban Real Estate Management Law of the People's Republic of China* and the *Regulations on Property Management*, and has formulated and implemented the *Measures for Quality Control of Country Garden Property Services*, the *Triggering Criteria for Abnormal Quality Projects*, the *Inspection Standards for Basic Property Quality of Country Garden Property Services* and other internal management systems. During the Reporting Period, new quality management systems including the *Management Measures for Joint Acceptance of Country Garden Property Services (2022)* and the *Management Measures for Outsourcing Business of Country Garden Property Services (2022)* were in place to regulate management of joint acceptance before delivery and improve the services quality of outsourcing business. Meanwhile, based on property owners’ actual life demands, the Group has established a scientific and reasonable service mode. We have followed the PDCA (plan-do-check-act) cycle and built the panoramic view of quality operation management to improve our services and relevant quality standards.



Panoramic View of Property Service Quality Operations



To reinforce service quality control, the Group manages the process and details for service delivery through joint acceptance mechanism, abnormal quality response, on-site quality supervision and quality inspection, so as to better meet property owners' ever-growing needs and raise satisfaction.

**Joint acceptance mechanism:** Stipulate management regarding the implementation of joint acceptance before delivery, control of key red line of joint acceptance, requirements of units' daily control and assessment of joint acceptance to ensure the project quality and realize the goal of "perfect delivery".

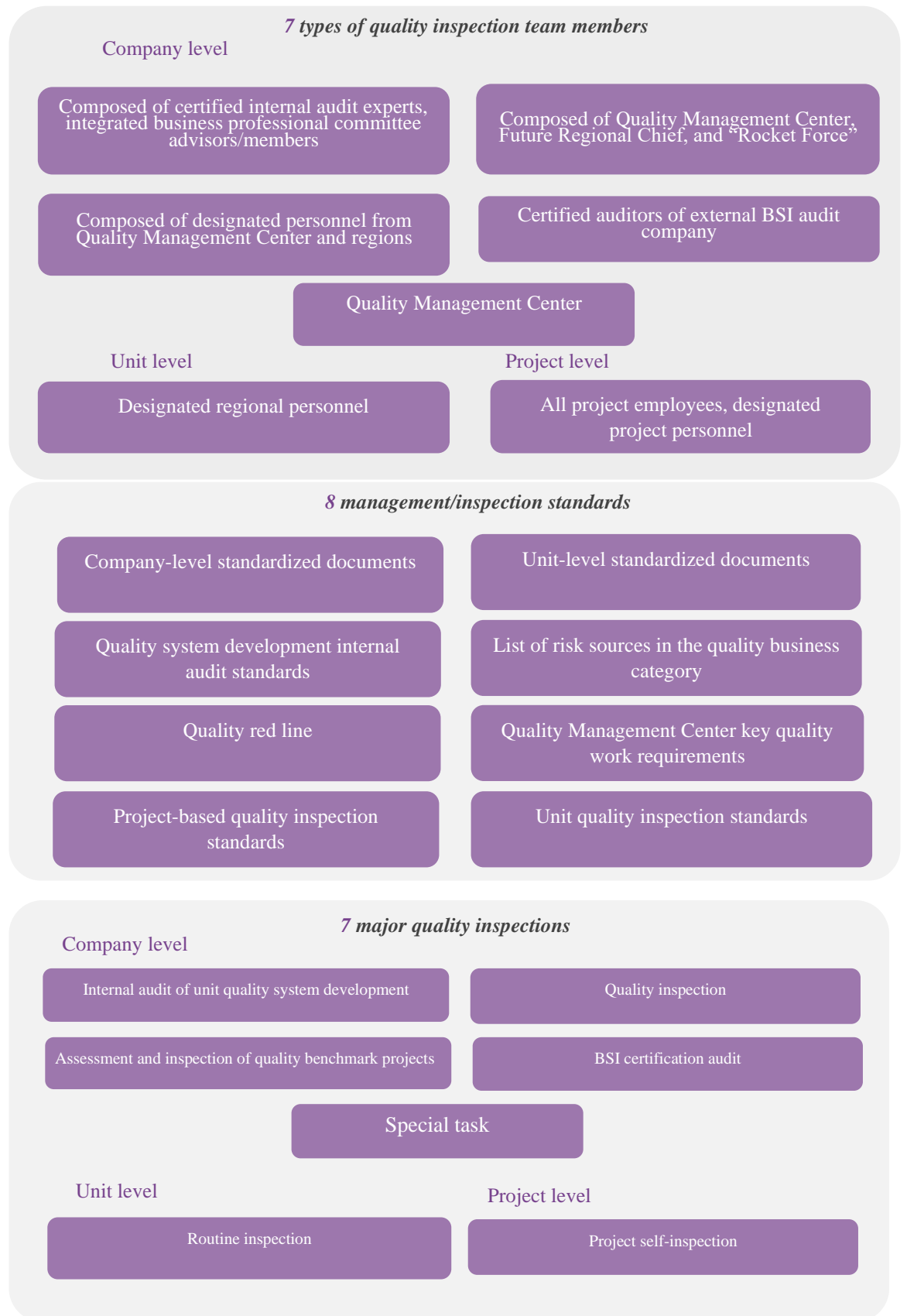
**Abnormal quality response:** Carry out monthly supervision on abnormal indicators, quarterly screening of warning lists and abnormal project response; initiate the unknown customer (from a third party) quality inspection and reward or punish relevant units based on inspection results regarding the property fee and stepwise scores.

**On-site Quality Supervision:** Conduct data analysis of all project inspection results with a focus on common/individual problems and root causes; share leading practices, and supervise the units to develop quality improvement plans and carry out problem solution measures and rectification reinspections

**Other quality inspection:** Focus on key triggers and control of risk red line of security, cleaning, green landscaping, maintenance and customer service; conduct online and offline survey in form of 400 satisfaction survey, company-level special inspection, unit-level cross inspection and project-level self inspection to understand property owners' real quality requirements; find on-site quality problems with effective solutions performed.

#### *Quality Control Enhancement Measures*

The Group continues to promote quarterly inspections over the projects with risks comprehensively, as well as conducts regular quality inspections and improves the inspection mechanism for the whole process and cross coverage, so as to ensure that the service quality is up to standard, and to promote the continuous improvement of service quality. The quality inspection mechanisms the Group currently implements are as follows:



*Excellent Service Rules*

The Group has consistently innovated its service concepts and systems, forged ahead with new property management service models and is committed to establishing a benchmark image in the industry. To upgrade and transform property service, the Group has implemented the innovative “123 Service Rules”, insisting on providing the best professional services:



“123” Service Rules

*Thoughtful Phoenix Butler*

A new position for Phoenix Butler is in place for each managed project. Butlers always care about property owners, treating them as relatives and friends. With professional service attitude and concrete actions, they provide thoughtful property services and caring, endeavoring to solve problems for property owners.

Top-level butlers care about the elderly

Yang Dong, the Phoenix Butler of the Taiyangcheng Meiyu Zone of Shenyang Country Garden, is one of the top-level butlers for the elderly. He always provides considerate assistance for the aged with difficulties in taking care of themselves. In October when citizens in northeast China stockpile food for the winter, Yang Dong bought food and provided home delivery service for the elderly residents who cannot place an order by smart phone or with inconvenience in going out. Moreover, the elderly living alone were treated nicely with special care. Though daily management and visit, Yang Dong formulated the *Care Plan for the Elderly in Meiyu* and the *Personal Files for the elderly living alone in the Community*, which specify certain warm services provided to these senior residents throughout the whole year. Yang Dong brought a sense of safety to the elderly in this community with considerate and patient services, playing a critical role in their daily lives.



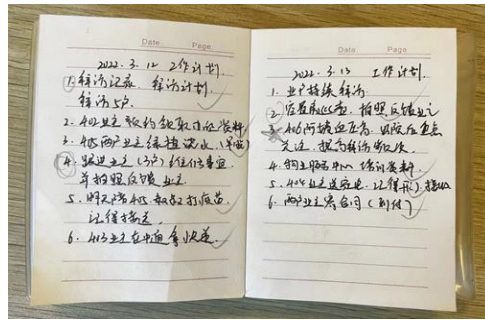
On-Duty Phoenix Butler  
Yang Dong



The Elderly in the Community Presenting a Banner to  
Yang Dong

### Brochure: Lists of property owners' special requirements

A property owner of Country Garden in Ezhou, Hubei could not monitor his house decoration process as he did not stay locally very often. To cope with this issue, Fan Youyou, the Phoenix Butler of this project, undertook this special task. Fan Youyou wrote down each decoration requirement mentioned by the property owner on the brochure and endeavored to fulfill these requirements by selecting appropriate materials and construction team and promptly updating the decoration process. The Group's Phoenix Butlers have proved with concrete actions that they will carefully record and satisfy property owners' requirements in a timely manner to solve relevant problems.



*Brochure with Timely Updates*



*Clarifying and Supervising Decoration*

### 100+ Considerate Services

According to different features and requirements of projects, with season, age, activity type and normalized common services taken into consideration, the Group provides 100+ considerate services. A service menu is available for each project so that appropriate services can be selected and provided timely based on the characteristics and requirements of customers. Meanwhile, the 100+ considerate services are listed on the Daguanjia APP, guiding butlers to deliver relevant services to property owners.

Carrying out colorful community activities with property owners

The Group designs customized activities based on seasons and key requirements of property owners, such as the fishing contest to relieve summer-heat, summer outdoor movie theater, mid-autumn outdoor movie theater and pet interactive activities. These activities enrich the cultural and leisure life of property owners, enlivening the atmosphere and enhancing the relationship between neighbors. Thus, property owners can enjoy a colorful life in the united and harmonious community.



Fishing Contest



Pet Activity

2) Community Value-Added Services

We are committed to being a “integrated whole-cycle community life services operator” and has innovatively launched the “Double Flywheel” strategy for community value-added services, in which community value-added services and basic property management form an integrated community life service. With customer experience as the core driver, we continue to expand the scope of our services by improving the cost-effectiveness of our property management services. After years of development, six major services have been established for the community value-added services:



Building a leading local life service platform based on the “Quarter-hour Convenient Living Circle” and community resources to provide property owners with safe, convenient, professional and thoughtful whole-chain home services.

Home Services



Collaborating with the top 30 brands of Chinese household industry to create an in-depth cooperation mechanism and provide property owners with quality, convenient, safe and secure one-stop home decoration and household services.

Home Decoration Service



Building a comprehensive media system in the community for marketing services suitable for all living scenarios and for a closer connection between consumers and brands. Promoting quality products and services as well as the establishment of public welfare values in communities.

Community Media Service



Building local consumption scenarios based on “home services” and providing high-quality products to better satisfy property owners’ needs via applet platform.

Local Life Services



Centering on the services for property owner on the basis of community assets and continuing to forge “YOUWA”, a new rental and sales brand of the Group, to provide quality services to property owners including house transactions, house leasing, transfer agency and shop leasing.

Real Estate Brokerage



Aiming at facilitating the lives of property owners and making reasonable use of community areas to improve their sense of well-being: to provide comprehensive and high-quality personalized services for the property owners.

Community Area Service

*Diverse housekeeping services offered via “Home Services”*



“Home services” is a comprehensive home service platform for the community. It provides around 20 categories of services including housekeeping, household appliance cleaning, indoor maintenance and green conservation as well as more than 300 property value-added services.

*“Yuandiantong”, a Media Platform Connecting enterprises and community*



“Yuandiantong” is a resource information sharing platform provided by the Group to connect neighborhood shops and property owners. Enterprises can do business and share resources related to advertisement on “Yuandiantong”. It is also a good helper for property owners to be better informed of neighborhood shops, shopping message and other information in the community.

*“Intelligent Downstairs Xinxuan” Stores for Convenient Shopping*



The Group has rolled out the life service brand -- “Intelligent Downstairs”. Intelligent Downstairs Xinxuan Stores with selected groceries can provide property owners with convenient retail services.

*“Intelligent Downstairs Laundering” Services for Clothing Cleaning and Maintenance*

Intelligent Downstairs Laundering Services are offered to meet the needs of residents in the “Quarter-hour Convenient Living Circle” community, providing them with convenient, diverse and reliable laundering services based on the mode of “nearby clothing collecting point + environmental-friendly central laundering factory”.

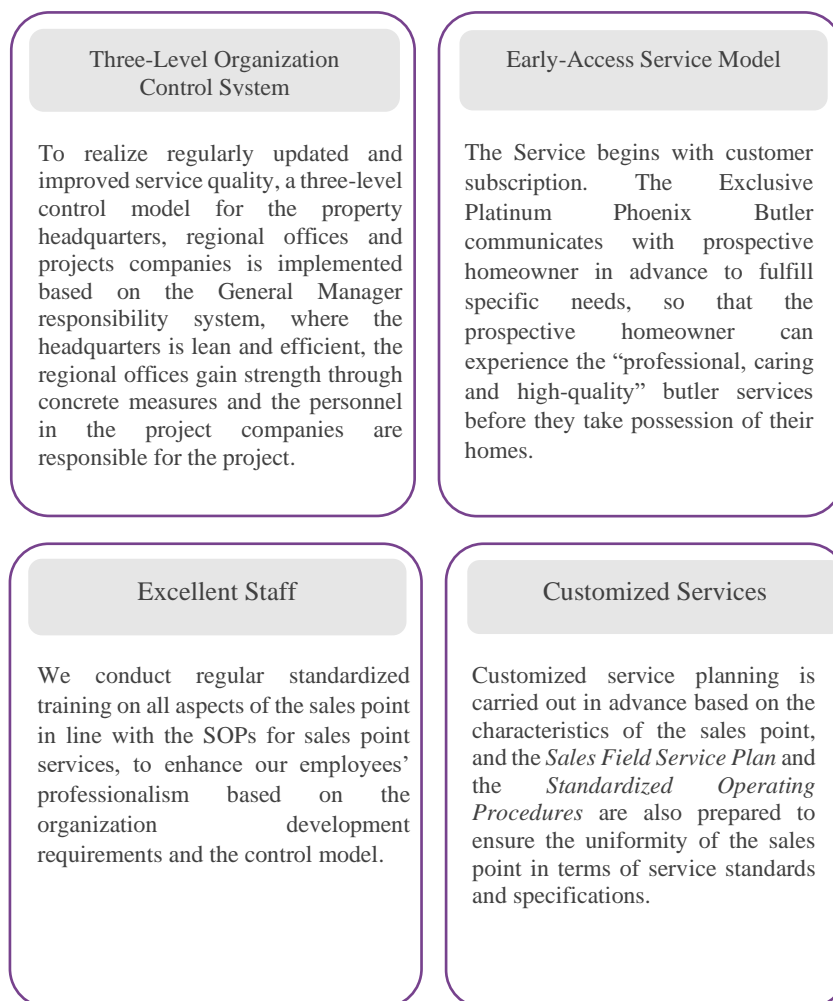


**2,378**

As at 31 December 2022:  
Downstairs Xinxuan has served 2,378 “Quarter-hour Convenient Living Circle” communities

### 3) Value-Added Services to Non-property Owners

The value-added services to non-property owners provided by the Group are tailored professional services provided to property developers, and include management consultancy services for pre-sale activities, cleaning services, green landscaping, repair and maintenance services at the pre-delivery stage, sales and leasing agency services of unsold parking spaces and properties, and elevator product installation, auxiliary services and other services. We strive to provide homeowners with professional Exclusive Platinum Phoenix Butler services from the moment the contract is signed, and we continue to improve our service quality through the following service models:



*Value-Added Services to Non-property Owners*

### 4) City Service Business

The Group is committed to becoming a leading comprehensive operation integrator in city service technology in the PRC. Sticking to the strategy of new urbanization and the core value of “improving municipal services and environment to benefit business and people”, we center on the 4 major businesses i.e., municipal services, industrial park services, city space operations, and special logistics services to facilitate high-quality urban development. The City Co-existence Program is a digital solution for full-scenario city operation based on experience over the previous 31-year development of the Group, driven by market demands and core technologies and supported by ecological partners and resource sharing platforms.



## Municipal services

Including but not limited to municipal/urban and rural sanitation integration, municipal garden maintenance, urban property management, etc.

## Industrial park services

Including but not limited to investment attraction, operation and services for industrial parks, value-added operations, high-speed rail transportation operation services.

## City space operations

Including but not limited to city-wide parking, airport operation services, etc.

## Special logistics services

Including but not limited to campus logistics integration services, campus value-added services, supporting hospital logistics services, central nursing services, etc.

We value the quality management and control of our city service business. To enhance our service quality on a continuous basis, we have set service standards, identified and detected basic service risks and inspected projects from time to time to gradually improve the service quality management and control system.

We have released the *Work Manual on City Service Standards VI.0* to clarify how to carry out the projects of industrial parks, integrated municipal operations, high-speed rail transportation, schools, hospitals, airports and other business models in a standardized way, and to require all projects be implemented with reference to the standards issued so as to

We have listed the risk sources according to the service contents of each business model defined under the *Work Manual on City Service Standards VI.0*, and worked out the *List of Summary of (Urban Services) Basic Service Safety Risk Sources VI.0*. We organize a series of safety-centric events in the form of publicity, training and drills on the “Group Safety Day” (the 9th day of each month) to enhance employees’ safety awareness. Meanwhile, we require all projects to conduct a comprehensive safety risk inspection against the *List of Summary of (Urban Services) Basic Service Security Risk Sources VI.0*. In doing so, we identify the issues and make rectifications in time, and establish the production safety ledger accordingly.

Project inspection is carried out every quarter to oversee the quality system performance of subsidiaries and projects, and to check whether special work, visualized service standards, standardized internal controls, risk control and operation and management have been implemented. Furthermore, rectification suggestions are made for issues identified onsite, and projects under inspection are required to complete rectification within 30 days from the date of inspection. All these efforts are made to urge and help to improve the comprehensive project operation capacity.

## Woodpecking: Dedicated city service quality improvement

To improve the field quality and citizen satisfaction of city service projects in Shouyang, Country Garden (Shanxi) Fangjing City Company Limited has launched the program of “Woodpecking: Dedicated city service quality improvement” lasting for 100 days. With two years of experience in providing city services, Country Garden (Shanxi) Fangjing City Company Limited carried out special work on quality improvement involving business lines of urban cleaning, production safety, landscaping, emergency rescue, re-inspection of building an advanced clean city, construction of five-star public restrooms, community convenience services, employee care as well as pandemic prevention and control, trying to gradually beautify the city from the details. This program introduced new forms of city services, and brought new impetus for city service projects, setting a new benchmark for the industry. Meanwhile, such special work was highly recognized by citizens and government departments.



*Urban Drainage Pipeline Inspection*



*Environmental Emergency Response Task Force*

### *City Service Partner Program 2.0*

Under the concept of “City Co-Existence”, the Group launched the “City Service Partner Programme” in March 2021, starting the construction of an ecological platform from the perspective of the city services ecological chain, and innovatively proposed the concept of city services developers to build an “City Services Ecological Alliance”. In 2022, the Group upgraded the program to “City Service Partner Programme 2.0”, which established an “one-stop shared” city partnership digital service platform to maximize resource sharing.

## Urban Services Developers Conference predicts new trends in city governance

On 8 July 2022, the second Country Garden Urban Service Developers Conference with the theme of “Visible Service Value” was held in Wuhan. The Group’s Executive Director and President Li Changjiang shared the specific market strategies and practical experience in the field of city services, and pictured a beautiful scenario of comprehensive and integrated city services in the future. The Group’s CMO and President of City Service Group Wang Yingwu shared the idea that the core competitiveness of city services lies in product strength rather than business model, and advocated the industry to focus on business development to achieve operational value. In addition, the Group introduced Country Garden’s digital service new ecology and product system “with the government, enterprises and citizens as participants in decision making, operation supervision and service experience”, and launched the “City Service Partner Programme 2.0”, wishing to drive cities’ high-quality transformation and development with 30 years of experience and insights in the industry.



*City Services Developers Conference*

### *Long-term Management of Old Communities*

The renovation of old communities has been the focus of city services. Relying on its rich experience in property management and service, the Group has introduced the EPCO model to upgrade and renovate aged communities and realize long-term operation by upgrading living service facilities and providing “one-stop” comprehensive convenience services. We wish that residents in every community may share and enjoy common prosperity based on mutual efforts to build and manage communities.

## Renovation of aged communities in Binhai New Area, Tianjin

The Group undertook the renovation of old houses or old communities in Binhai New Area, Tianjin, and introduced the EPCO model (i.e., engineering, procurement, construction and operation - an integrated system of design, construction, operation and management), providing environment renovation services and long-term property services for 345 communities. The renovation project targeted living scenarios within 3km around the community. We solved many problems such as powered-off road lights, irresponsible parking and littering, and severe lack of infrastructure, and brought in comprehensive convenience services including senior activity centers, supermarkets, laundry service, in-home maintenance and housekeeping. By doing so, we have created a life quality service circle in these communities where residents can enjoy a comfortable and convenient community life.



*Refreshed Fitness Park*



*Charging Piles Newly Installed in Old Communities*

### ***Building City Reception Centers***

With years of experience in municipal service, the Group has improved the cleaning and landscaping of cities and regions served, and assisted several cities to build city reception centers to enhance the quality of urban public space.

## Spotless city reception center in Bengbu, Anhui Province

To improve urban civilization and governance, the Group assisted the City Management Department of Bengbu, Anhui Province to build a “spotless” demonstrated city reception center. In this project, we implemented a dynamic cleaning mechanism featuring designated personnel in fixed positions for cleaning at fixed point of time, and adopted our city service operation and management model. We succeeded to create an outdoor convenient space with landscape in the park, shelter in footway and place to sit for rest. In such urban space, the furniture is tidy, the water is clear and garbage-free, and the road is clean, where citizens feel happy and can sit on the ground to get close to the city.



*Transformed City Area*



*Planform of the Demonstrated City Reception Center*

***Gathering New Impetus for Industrial Development***

The Group has launched “Legends of Sea”, the industrial park operation and development platform. With this platform, we provide the government and enterprises with whole-chain integrated park operation services from industry research, planning and product design to industry investment introduction, park operation, industrial finance and smart parks, and establish a set of “Legends of Sea” “373” industrial service system featuring digital intelligence upgrade, cluster strengthening, value-added space and enterprise gain. These efforts are all for empowering the ecological development of industrial parks in an all-round way and promoting urban industrial transformation and upgrading, thereby driving high-quality economic development.

Settling in Diandong Xingyu Creative Park and stimulating new impetus via professional operation

In August 2022, the Group officially settled in the Guangzhou Diandong Xingyu Creative Park and cooperated with Guangdong Diandong Xingyu Information Technology Co., Ltd. to provide the park with the integrated solution featuring “industry investment introduction + asset management + property service”. Efforts were made to build digital clusters and introduce mass innovation space with improved park supporting facility and professional services. In order to inject new impetus into the park, the Group spared no effort to promote the industrial upgrading, innovation incubation, space appreciation and quality improvement, providing enterprises in the park and their employees with high-quality production and living space.



Workshop Held in Diandong Xingyu Creative Park



Start-ups Settled in Diandong Xingyu Creative Park

### Exploring New Ecology of Smart Campus

As a city service provider with comprehensive solutions for all fields, the Group has been committed to exploring a new smart campus service model in the field of college logistics service. The Group pioneered the “five-star campus butler” service, providing all-round campus services covering basic services, intelligent platform and space operation, in a view to build a modern and standardized service ecology.

New smart campus system improves service ecology

In July 2022, the Group officially entered the Xianxi Campus of Foshan University to take over basic services and teaching assistance services such as dormitory management, environmental management, green conservation, engineering maintenance, multimedia course management and sports venue service, providing a series of lean logistics services for the university. In this project, we introduced a new smart campus service model. With rich property management experience, we have built a new ecology of “safe, green and smart campus” to improve the quality of campus logistics services.



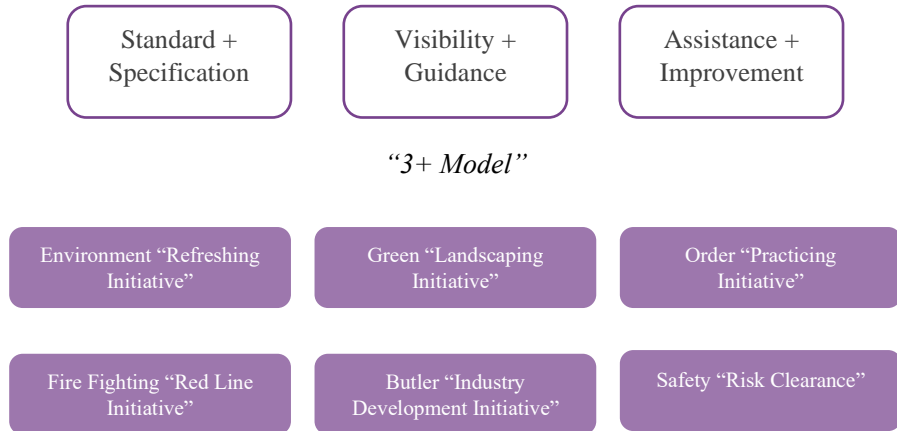
Leader Speech at Property Handover Ceremony



Emcees in Handover Ceremony

5) “Three Supplies and Property Management” Businesses

The Group attaches great importance to the service quality improvement of the “Three Supplies and Property Management” Businesses. We have been working together with our partners to promote the optimization of management system for refined quality management and control, and continue to improve operation management and service quality with better butler services, convenience services and smart operation. During the year, we went deep to analyze our service pain points. Under our year-round quality improvement strategies, we have refined our quality control and made improvements on all fronts by adopting the “3+ model” and holding 6 quality improvement related initiatives. Meanwhile, we have developed service scenarios in a standardized way. We have established the post visualization standard operating manual (SOM) and the “Hui Life” Butler Service Manual to clarify standards and activities for grassroots-level posts, and built a quality risk early warning model to continuously enhance quality control adherence.



6 Quality Improvement Related Initiatives

## 6) Commercial Operational Services

For commercial operational services, the Group provides shopping malls, office buildings and other projects with full-chain services such as business planning consulting, tenant sourcing, operation and planning services, and has built a rich product portfolio, including the high-quality one-stop shopping mall “Bilecheng”, community merchant “Bilefang” and commercial block “Bile Time”. The Group’s commercial operation services have extended to over 60 cities, operating more than 130 commercial projects and working with over 2,000 brand partners. Relying on the mature product line system and the whole-chain commercial operation management system, we have continued our national business layout and have made a breakthrough on asset-light expansion of incremental projects. This year, the group successfully signed contracts with 35 high-quality asset-light projects such as Nantong Haimen Billehui, Huizhou Boluo Billehui, Nantong Chongzhou Billehui, Yangzhou Yizheng Billehui, and the proportion of market-oriented projects continues to increase.

To ensure the quality and effect of commercial operational services, the Group has formulated procedural documents such as the Good Service Standards and the Requirements for Implementation of Good Service Standards to make clear provisions on repair reception service, maintenance of power transformation and distribution system and complaint handling of commercial office building projects. On these efforts, we hope to deliver our services in a more standardized and process-based manner for adequate quality control.

## 2. Protecting Customer Rights and Interests

Strictly abiding by laws and regulations such as the *Law of the People’s Republic of China on Production Safety*, the *Law of the People’s Republic of China on Fire Fighting*, and the *Law of the People’s Republic of China on the Protection of Consumer Rights and Interests*, we continue to strengthen service risk control, community management and customer information security protection to create a harmonious and safe community environment. Meanwhile, we focus on maintaining customer relations, improving customer satisfaction through diversified measures, and practicing the principle of responsible marketing to effectively protect the rights and interests of customers.

### 1) Health and Safety Management

Regarding the personal and property safety of property owners as our responsibility, we have formulated and implemented internal systems such as the *Safety Risk Management System for Basic Property Management Services (V4.0)*, the *Administrative Measures for Fire Safety Responsibilities (2022 Version)* and the *Property Defense Management System of Country Garden Services (2022 Version)* to clarify the management and control over property service risks, and the fire fighting, security and safety management of infrastructure in the community. Meanwhile, we have actively engaged in establishing a safety risk management framework to strengthen the community safety management, and carried out pandemic prevention and control, aiming to effectively control basic service risks and secure property owners’ health and safety from all sides. We treat related parties as our own, include their employees into the supervision scope of the Group’s health and safety management system, and proactively assist related parties in improving occupational health and safety management, contributing to the construction of a safe and secure society. Furthermore, the Group incorporates the review of policies on and performances of health and safety into daily risk assessment, pays close attention to the risks regarding basic property services and fire safety, organize all units to report risk information and provide corresponding management suggestions, and submits the annual risk management report to the management of the Group for centralized deliberation, so as to effectively promote the management of health and safety.

### *Safety Risk Management Framework*

The Group adheres to the principle of “Those who in charge shall take the responsibility”, insists on local management and classification control, and improves the risk control and safety management system. In addition, the Group has set up a standardized safety risk management process for basic property services, including emergency incidents, and reporting and handling property management liability incidents.



Meanwhile, guided by the principle of “not breaching the red line and effectively controlling general risks”, the Group has set up a process to make pre-process prevention, in-process controls, and post-process accountability for safety risks and expanded it to the Group’s own employees and outsourcing partners to effectively prevent safety accidents.



***Responsible body: Each unit is responsible for safety risk management***

- All workforces sign the Production Safety Commitment when getting on board
- Set up leaders at the unit and project levels, who are fully responsible for their respective management levels
- Set up supervisors at the department level, responsible for assisting the person in charge for implementation, and responsible for the safety of the department

***Risk investigation: Risk identification is conducted on a regular basis with special objects under tight control***

- Carry out rigorous safety training and assessment for all employees self-owned and outsourced
- Establish training, rewards and punishments and some other measures, and summarize the experience of governance regularly
- Conduct regular investigations on safety risks faced by the project
- Take special measures such as setting up warning signs to focus on controlling high-risk areas

***Emergency response: Drill training and implementation***

- Regularly organize drills in accordance with the *Emergency Response Plan Drill Checklist*
- All employees shall be familiar with the relevant responsibilities and requirements in the emergency plan
- Each project needs to establish a voluntary fire brigade to ensure the timeliness of situation control
- Take necessary operation protection and safety measures and care for employees on the post in the process of emergency response

### *Safety Management Objectives and Performance*

To ensure the operational safety of relevant personnel, the Group has put equipment safety management high on the agenda, set up a system of rewards and penalties and records, regularly inspected and maintained various types of equipment and security equipment, covering multiple dimensions such as personal, equipment, traffic, firefighting and social security, which are implemented at different levels of the Group - unit - project - department. Meanwhile, the Group links safety and production risk management to the performance assessment of related personnel in charge to ensure good conditions and effective functioning of facilities, reduce safety risks and promote efficient safety management.

In order to prevent accidents and minimize personal injuries, all departments of the Group organize all employees self-owned and outsourced to receive occupational safety and health education and training, require employees to strictly abide by safety operation procedures and various rules and regulations, and use labor protection equipment correctly. In case of work-related accidents, the Group requires that the department where the accident occurred shall strictly implement the work-related accident response process and not treat its own and outsourced employees differently, with zero tolerance for delays and concealment of work-related accidents.

Meanwhile, the Group strictly implements emergency response plans for various types of sudden-onset disasters such as rainstorm, earthquakes, and typhoons. Through various methods such as emergency drills, training, and knowledge competitions, we disseminate the knowledge of self-rescue from natural disaster, so as to ensure that employees respond in a timely and calm manner to protect their own safety in the event of a disaster.

During the Reporting Period, the provision rate of the Group's labor protection supplies reached 100%, and no occupational disease or suspected occupational disease occurred.

### *Community Safety Management*

The Group takes the community safety management as a priority. To effectively control community safety risks, the Group regularly carries out community safety hazard prevention activities and sets the 9th day of each month as the “Group Safety Day”. Each unit organizes and implements a standardized work list of 9 key contents to enhance the safety awareness of all employees and form a regular hazard inspection of full participation.

Determining the principal for production safety	Signing the Production Safety Commitment	Organizing the Safety Day activity
Conducting safety inspection	Training/Learning on safety knowledge	Sharing safety related knowledge
Organizing on-site exercises	Making rectifications	Establishing a production safety ledger

*Key Contents of “Group Safety Day”*

As high-rise littering is increasingly becoming one of the major safety risks in communities, we regularly inspect the conditions of property facilities and equipment and the safety measures for overhead operation to prevent high-rise littering caused by construction mistakes as much as possible. Besides, to enhance the safety awareness and skills of community residents, we also pay attention to the safety education on high-rise littering, and release several warm tips to share the hazards of high-rise littering and keys to high-rise littering inspection. We hope to join hands with property owners to build a safe community.

#### 关于禁止高空抛物的温馨提示

尊敬的业主：

近日，物业服务中心接到业主反映，有楼上住户向楼下扔垃圾杂物到其家中，给其造成生活不便，对其人身安全也造成极大威胁。碧桂园服务在此提示各位业主/住户：

为了您和他人的人身安全，请大家携手来，共同抵制高空抛物行为，杜绝高空坠物现象。

*Warm Tips to Prevent High-Rise Littering*

In addition, to safeguard owners' property safety, we actively carry out anti-fraud advocacy in communities to help the owners to stay alert to fraud and enhance owners' awareness of property protection.

#### Carrying out anti-fraud publicity

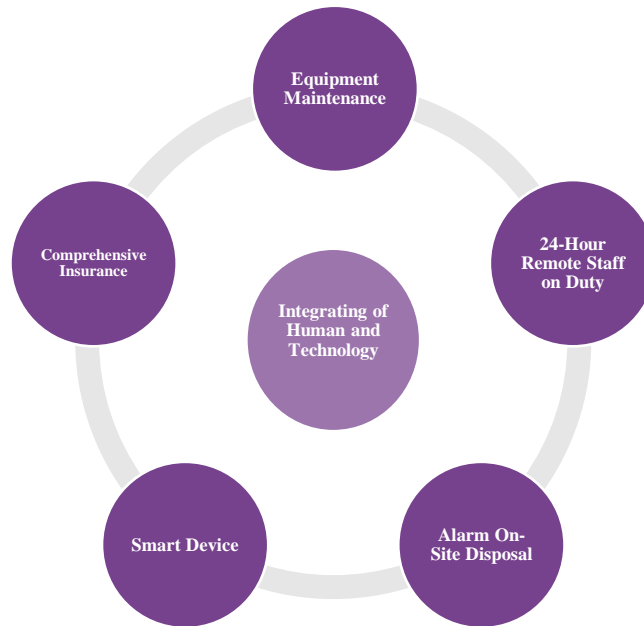
In response to ever-increasing frauds, the Group shares anti-fraud knowledge in the communities via various channels to enhance owners' anti-fraud awareness:

- Producing a series of posters for "Fraud Shredder" and posting them on our official WeChat account;
- Cooperating with the police station to carry out anti-telecom network fraud publicity in the communities, and putting up anti-fraud slogans and posters in the corridor of the communities;
- Requiring butlers to regularly promote anti-fraud knowledge and cases in the Moments, and distributing anti-fraud leaflets to owners;
- Setting up an anti-fraud publicity volunteer service team composed of property management personnel and owners to share anti-fraud knowledge from door to door; and,
- Working with the police station to hold children's military training activities in the communities to share anti-fraud knowledge with children in the communities.



*Poster for "Fraud Shredder"*

In order to further enhance the quality of security services, strengthen the safety of home and store environment, and improve the satisfaction rate of property owners, the Group has launched the intelligent network alarm service "integrating of human and technology", covering the whole process of pre-process prevention, in-process restrain, post-event compensation, cloud monitoring, and manual backstage monitor, to realize the digitalization of safety and protection.



***Pandemic Prevention and Control***

In active response to relevant national instructions on pandemic prevention and control, the Group has established and improved the pandemic prevention and control plan, and actively responded to local public health incidents and adopted the control measures of the Health Bureau. To be specific, in strict compliance with requirements for pandemic prevention and control of local government departments, the Group strictly performed the community security inspection, access control, public area disinfection, assistance with the community in nucleic acid testing and publicity of pandemic prevention knowledge in a bid to safeguard the health and safety of owners.



*Assisting the Communities in Nucleic Acid Testing*

*Ensuring Material Supply*

**2) Customer Satisfaction Improvement**

Adhering to the customer-oriented service concept, the Group strictly abides by all laws and regulations such as the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*, and has formulated and implemented internal systems such as the *Classification Guidelines for Complaint Work*

Order Processing, the *Guidelines for Complaint Work Order Processing Operations* and the *Claim Assessment Management* to constantly improve the customer satisfaction management system. Besides, to consistently improve service quality, the Group has set up a 24-hour special personnel to receive customer complaints and conducted all-round satisfaction survey to find the weak links in our services and implement corresponding solutions.

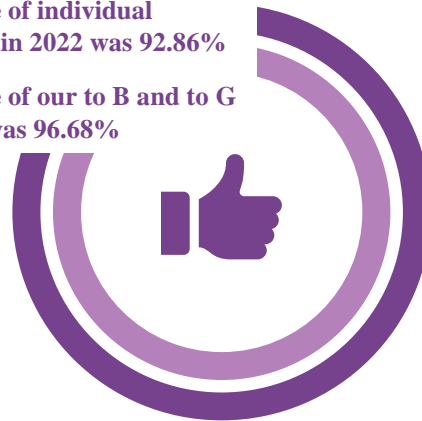


*Customer Satisfaction Management System*

During the Reporting Period, the Group’s annual satisfaction rate of individual property owner was 92.86%, and that of our to B and to G clients was 96.68%. The Group coordinates the monthly ratings of customers in 9 dimensions including the overall customer evaluation of property and on-site quality, and links the satisfaction of property owners to the year-end performance assessment of regional projects.

**Satisfaction rate of individual property owner in 2022 was 92.86%**

**Satisfaction rate of our to B and to G clients in 2022 was 96.68%**



### *Research on Customer Needs*

We attach importance to customer demand research. We have established the digital customer experience platform “CEM System” and the owners’ interactive platform “Xiaolan Answer” as digital tools to collect customer feedback, thereby improving communication efficiency and providing customers with a multi-channel customized and intelligent service experience. In addition, we have carried out “listen to customers” program and innovative customer experience interaction activities to gradually enhance our insight into customer service and join our efforts to create a happy community and family in the long term.

Launching “Shendeng”, a digital platform for customer experience management

As our digital platform for customer experience, “Shendeng” enables all-channel collaboration among the WeCom butler, offline QR code, 400 hotline, “Phoenix Club” APP official, WeChat account and text message. This platform transfers the collected information and data into management tools via data collection, data access and data integration from all channels as well as standardized data operation analysis, so that management personnel at all levels of the Company can see the latest customer experience data in real time, and also online evaluation, real-time management and closed-loop problem handling of customer experience can be realized.

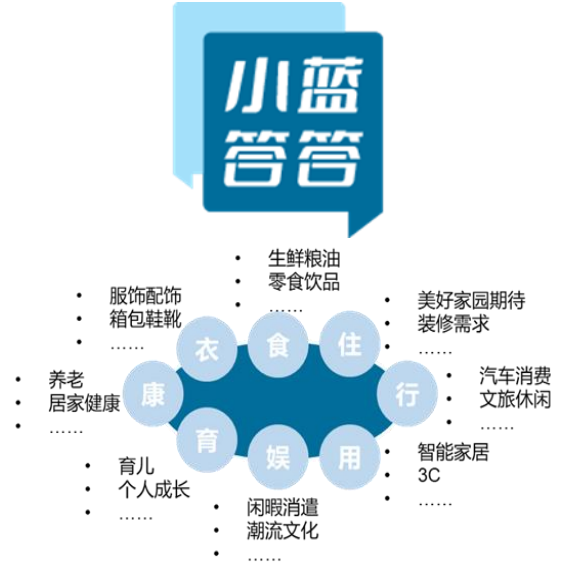


*Launching “Shendeng”*

Building “Xiaolan Answer”, a platform to interact with owners

During the year, we built an interactive platform “Xiaolan Answer” to gain deep insight into the immediate needs of owners within the 8 community living scenarios of “clothing, food, accommodation, travel, supply, entertainment, sports and healthcare”. We actively encouraged users of the platform to interact with us via the functions of questionnaires, chat rooms and reading reports. Meanwhile, the owner may be invited to be a “Good Life Experience Officer”, who will provide suggestions on community governance and experience feedback on new services and products from the perspective of owners to help us improve services and build a better living community.

At present, the “Xiaolan Answer” platform has welcomed more than 300 thousand “Owner Evaluators”, forming 28 owners' interest circles that can receive 400 thousand comments and feedback per month.



Owners' Interactive Platform “Xiaolan Answer”

“Listen to Customers” Program - Listen to the voice of customers

Our Customer Interaction Center connects customers with internal resources by fully integrating internal management system and external experience in community, providing a well-established research model for improving the customer experience. With the “Listen to Customers” Program, our employees can listen to 400 hotline or watch customer interviews live anytime and anywhere, so that we can listen to customers in an intuitive way and more employees can understand customers' demands and weakness in our services.



“Listen to Customers” Program Experience Officer



Customer Interaction Center

The second Customer Experiences on Innovative Services: Cute baby, pets and space

In 2022, we held the second Customer Experiences on Innovative Services to explore the innovative service featuring parent-child friendly and pet-friendly communities with the theme of “cute baby, pets and space”. At this activity, we received a total of 174 innovative service solutions from 33 units, and 16 innovative solutions stood out in the final after proposing, selecting, implementing and accepting, and expert review.

During the Customer Experiences on Innovative Services, we established a bottom-up experience innovation system by exploring innovative talents and encouraging service innovation, and developed an innovative service pattern with brand differences, so as to enhance customers’ diversified experience and build us a leading brand position.



Poster for the Second Customer Experiences on Innovative Services

### Satisfaction Management of Our to B and to G Clients

To further strengthen the lean service and improve the experience of our to B and to G clients, we conduct the satisfaction survey on our to B and to G clients on a semi-annual basis. During the process, we focus on “multi-channel collection + multi-dimensional improvement” and actively build the positive feedback and closed-loop service management system, striving to provide high-quality and attentive services to clients. This year, to fully understand the real satisfaction and needs of our to B and to G clients, we carried out lean surveys via SMS questionnaires, special telephone visits for to B and to G clients and WeCom questionnaires, in terms of overall satisfaction, NPS (net promoter score), continuity degree and basic services. In addition, for projects whose evaluation score by to B and to G clients is below 3 (inclusive) and those with open requirements from to B and to G clients, we will coordinate with the first person in charge of each unit to designate individuals to follow up on marketing items and complete closed-loop handling of complaints from to B and to G clients.

### Dedicated Service Specialists for to B and to G Clients

During the year, we arranged dedicated service specialists for to B and to G clients, who are available on 400 hotline for real-time 7\*24 online service with the intelligent customer service system. They also provide diversified services for to B and to G clients such as cooperation consultation, complaints and suggestions, and service supervision. In addition to annual satisfaction survey for our to B and to G clients, these dedicated service specialists also follow up on to B and to G clients under the service contract or related partners, and provide proactive follow-up service at the MOT (Moments of Truth) of the contract life cycle.



In addition, we value the comments and feedback from to B and to G clients, and actively carry out online and offline multi-dimensional activities for customers such as appreciation meetings and in-depth customer exchanges to strengthen the communication with key customers, so as to gain insight into their real needs and consolidate the services systems for long-term development and shared growth.

First online appreciation exchange activity with to B and to G clients

In 2022, we held the first online appreciation exchange activity themed at “direct dialogue and heartfelt service” with client representatives and presidents through one-to-one video links. Effective consensus was made regarding business cooperation achievements, future business expectation, and future business improvement direction with in-depth discussion. The online talks served to make clear of client needs with on-site feedback, which improved the service efficiency with timely solutions and laid the foundation for further cooperation with better understanding of the diversified needs of major customers.



Online Appreciation Exchange Activity with to B and to G Clients

On-site visits and in-depth exchanges with Clients

In 2022, the Group conducted on-site visits and in-depth exchanges with Clients, which enabled us to listen to the customers and understand their real needs to improve service effectiveness and consolidate relationship of trust with the concerted efforts from both the Group and district units.

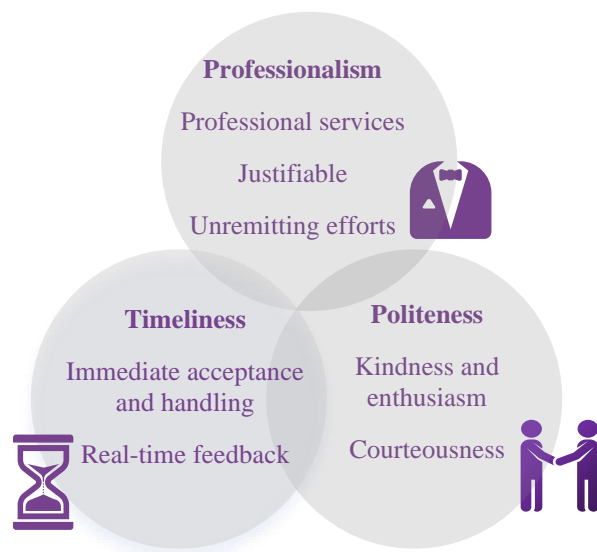


On-site visits and in-depth exchanges

### *Complaints and Handling*

The Group has established a national 400 hotline Customer Contact Center to promptly respond to customer demands and solve property owners' problems with dedication. Customer complaint specialists provide 24-hour complaint acceptance and handling hotline service to property owners and feed the processing progress back to them via multiple digital platforms (Platinum Phoenix Butler, "Phoenix Club" APP, and official WeChat account).

Upon receipt of a complaint, the Group's customer complaint specialists will handle it by its type and urgency on the principles of "timeliness, professionalism and politeness". They need to communicate with the property owner within 1 hour of receiving a complaint, communicate the resolution measures to the property owner within 24 hours, and complete the return visit for the complaint within 48 hours to ensure that the customers' requests are properly addressed.



*Customer Complaint Handling Principles*

### **3) Customer Information and Privacy Protection**

In strict observance of the *Regulations on the Security Protection of Computer Information Systems*, the *Administrative Measures on Information Security Level Protection* and other relevant laws and regulations, the Group has formulated and enforced a series of internal regulations, including the *Management Regulations on Information Security Encryption* and the *Management Regulations on Information Security Incident*, as part of the Group's efforts to refine the information security protection system. These regulations distinctively clarify the management of business data encryption and information security incident. In addition, the Group has established an Enterprise Architecture and Security Department, which is responsible for developing corresponding processes and systems for all areas of the organization to safeguard the security and user privacy in the digital system of the Group.

This year, the Group enhanced client privacy protection and information security through penetration testing and risk screening, safe operation, team building and security initiative:

# 90%

As of December 31, 2022, Web penetration testing have covered 90% of all systems, and security system procedures have been applied in 90% of all scenarios

## Penetration testing and risk screening

- Conduct penetration testing for all newly released systems
- Carry out regular penetration testing and implement dead-loop management on vulnerabilities. Any vulnerability identified will be forwarded to the business side for fixing as per relevant regulations
- Participate in the national Network Protection Drill, review risk points and draw lessons from the operation
- Enhance the system security protection for important holidays and conduct security risk screening, monitoring and responding

## Safe operation

- Optimize operation architecture, configuration and rules
- Take various measures to identify risks and forward high risks that expose assets to business personnel for fixing
- Handle security incidents of the cloud platform, including responses to incidents, rectifications and source tracing;
- Realize visualization of safe operation by outputting weekly security report, displaying security status and analyzing security trends

## Team building and security initiative

- Optimize the structure of the information security team
- Provide training on information security development to promote security awareness among developers
- Push notifications of major risk events to all staff, including remote tool vulnerabilities and ransomware events

#### 4) Responsible Brand Management

The Group strictly abides by the *Advertising Law of the People's Republic of China* and other relevant laws, regulations and industry standards, and practices the principles of compliance, comprehensiveness, effectiveness and reporting for approval in marketing. We have set standards for the creation of promotional materials and tightened the review of promotion content. Beyond that, we have adopted a three-level "headquarters-region-project" brand communication control system, where the headquarters applies a casual inspection mechanism on the output data of regional and project brands to ensure that the information delivered to the outside world is legal, true, and accurate, thereby protecting customers' right to know.

#### *Training System for Responsible Brand Management*

The Group's Brand Management Department is responsible for developing brand management courses, cultivating instructors, and conducting case studies. To raise the consciousness of brand promotion risk control among all employees, the department organizes brand and public opinion management training each year for company executives, unit brand heads, project managers, Rocket Force, Star Youth, etc. For the sake of pushing forward this work at the unit and project level, the brand heads of each unit make overall arrangements to provide brand and public opinion management training for personnel in key positions, covering project managers, Phoenix Butlers and department heads, in an effort to ensure the full coverage

of the training. We organize examination after each training session to help employees retain the knowledge during the training and inform them of the exam results. For those who fail the exam, the unit heads will reconsider their suitability for their positions.

### 3. Strengthening Technology Empowerment

The Group upholds the principle that “serving people is the sole criterion for good technology”, and has made great efforts in driving digital transformation and intelligent research. Supported by technology empowerment, we have made continuous efforts to enhance employee’s service efficiency and customer experience.

#### 1) Solidifying R&D Capability

To continuously promote the digital transformation strategy, the Group has established the Digital Committee to manage R&D activities. Besides, the Group has also issued the *Uniform Standards of Guiding Principles for High-end R&D*, independently developed the R&D Resource Management Platform and the Automated Testing Platform to digitalize R&D management and conduct automated testing. In addition, we have introduced the CMMI (Capability Maturity Model Integration) system and SonarQube digital platform to standardize the R&D process and quality management. These efforts have contributed to the informatization and intelligence achievements characterized by unified management, systematic control, intelligent process, and higher efficiency. Currently, the Group has obtained the CMMI3 certification.



*CMMI3 Certification for Country Garden Services*

This year, the Group invested lots of resources in driving forward the transformation towards informatization and intelligence to better satisfy the digitalization needs of each business line. Specifically, the Group clarified the overall digitalization strategy by initiating over 70 projects to solidify its foundation, and built a comprehensive talent team to empower the entire process of data management. In the long run, the Group will constantly focus on customer satisfaction to achieve digitalization of value-added services, space services, and support services, thereby drawing a new digital life blueprint for property owners.

**1:130**  
**2 times**

The management efficiency ratio of human resource system has raised from 1:120 in 2021 to 1:130  
The procedure efficiency of financial management system has increased from the average 5 hours/order in 2021 to 2.5 hours/order, a 2 times improvement

Value-added services	Space services	Support services
<ul style="list-style-type: none"> <li>Introducing platform for integrated management, which enables sharing of common-natured business and data capabilities that could better satisfy differentiated business needs. And constantly improving user experience by collecting customer feedback through interaction.</li> </ul>	<ul style="list-style-type: none"> <li>Optimizing the organization structure through digital operation to manage basic services, adopting the “People + AI” method to form a beehive-like organization structure to manage all service processes.</li> </ul>	<ul style="list-style-type: none"> <li>Caring about employees' value and experience by establishing people-oriented financial settlement and human services systems, thus realizing the intensification of support services and visualization of management values.</li> </ul>

Goals of Digital Transformation

**3,000+**  
**1,400+**

This year, the “Tianshi Cloud” platform not only helped more than 3,000 communities of the Group complete digital upgrading but also provided digital solutions for hundreds of peer companies, covering over 1,400 projects nationwide.

The Group has developed an online intelligent integrated platform “Tianshi Cloud” for community services, which includes four major product systems, i.e., property management system, property charging system, intelligent security and protection system and community APP, along with an Intelligent Control Center, equipment management system and people-vehicle access management system. With this platform, property enterprises are able to realize a one-stop transformation towards informatization and intelligence.

In addition, the Group independently developed property management service robots, and launched the R40Pro Building Cleaner, T180 Outdoor Cleaner, and H50 Hand-held Floor Scrubber. These robots are capable of working autonomously for extended periods, providing cleaning services in a variety of scenarios, including residential areas, industrial parks, office buildings, hotels, high-speed rail stations, and airports. By leveraging the latest technology, we are able to maximize the collaboration between equipment and personnel, continuously improving the user experience, and creating significant commercial value. We also developed the MARS (Management of Awesome Robotic System) robot intelligent management system, which, supported by our robots, significantly increased work efficiency. In the year current year, the Group’s robot business was certified the ISO9001:2015 quality management system, and its T180 Outdoor Cleaner obtained the “Product Application Case Award”.



ISO9001:2015 Quality Management System



Product Application Case Award

Property Management Service Robots and Management System



- Cleanness up to **90%**
- Reduce labor costs by approximately **55%**



- Over **8,700 m<sup>2</sup>/h** comprehensive cleaning efficiency
- Reduce labor costs by approximately **90%**

R40Pro Building Cleaner

T180 Outdoor Cleaner



- **24h** non-stop working
- Reduce labor costs by approximately **30%**



- Real-time monitoring
- Work plan
- Equipment management
- User management

H50 Hand-held Floor Scrubber

Management of Awesome Robotic System

2) Improvement of Service Efficiency

The Group constantly optimizes the intelligent operation system to facilitate the online transformation of our organizational and business models. To achieve this goal, we have developed a range of digital systems based on the latest technologies, including a digital task system, intelligent security system, efficient business system, and automatic work order system. These systems enable us to expand our service scope and improve service quality.

Additionally, the Group constantly explores the construction of smart communities. Based on the community service digital platform and offline community service organizations, residents are provided with intelligent services, including the online butler, online shopping, and door-to-door services. All these features helped to create a more convenient, comfortable, and advanced modern living environment that benefit the public.

The Group is committed to the ongoing development and optimal implementation of a range of digital and intelligent solutions, which include but not limited to property management system, Biyoudan work order system, Great Butler system, task management system, smart entrance guard system, intelligent fire protection system, and renovation management system. In addition, the Group constantly enriches the features of Biletao Mall and Phoenix Home to provide property owners with premium and convenient online services.

**550 thousand orders**

**99%**

As at 31 December 2022, a total of over 550 thousand orders had been handled by the Group's Quality Work Order System covering over 17 thousand customers, with a sales rate of approximately 99%

**27 regions**

**17 thousand**

As at 31 December 2022, a total of 17 thousand users from 3,105 projects across 27 regions had been covered by the task management system

**300 thousand orders**

**97.84%**

The intelligent order-judging function of the Great Butler NLP (Natural Language Processing) is capable of accepting approximately 300 thousand work orders per month at an accuracy of 97.84%

### Property Management System (BOSS)

As the Group's core toll system for main businesses, the property management system has nine core functions, including a data billboard, toll center, resources center, etc. Based on multiple business functions, the system provides full-chain management from billing, charging, invoicing, accounting to statement reporting, realizing standardized and centralized management on the tolling business and providing strong support for the property businesses.



### Biyoudan Work Order System

Biyoudan work order system is a platform to assist property engineering staff in assigning and processing work orders. It integrates equipment management, periodic inspection, and other functions. This year, the automatic research and review functions based on the AI algorithm were added to Biyoudan work order system, which enabled closed-loop automatic order-assigning covering the whole process from work order generation to completion and realized automatic assigning of 98% of the work orders, effectively reducing the management and labor costs while increasing the quality and efficiency of property services.



### Great Butler System

The Great Butler system is a platform with integrated tools designed for rendering butler services. It provides butlers with all-dimensional smart tools, such as tools for main operating business (property fees), requirement management, and value-added services. It also supports the headquarters, regional and project units to manage and monitor the quality of butler services, effectively improving management efficiency and service quality.



### Phoenix Home Platform

The Phoenix Home is a platform that provides the Group's home services. It applies to multiple scenarios, including quick order placement, client expansion promotion, and business control. This platform is dedicated to supporting various online home service scenarios and facilitating the online management of all businesses.



### 3) Intellectual Property Protection

The Group strictly abides by the *Copyright Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, the *Patent Law of the People's Republic of China* and other relevant laws and regulations, and has established a comprehensive intellectual property management system for intellectual property applications, rights maintenance, infringement litigation, property rights transactions, etc. The Group has promulgated the *Administrative Measures for Innovation Incentives* and the *Patent Management Manual* to encourage intellectual property-based R&D by scientific and technical personnel and has also assigned dedicated personnel to follow up the intellectual property rights application process. The Group has also established an intellectual property protection working group, which includes technical, legal, and financial personnel, to regularly verify if intellectual property rights have been infringed, and has set up a process for responding to intellectual property protection.



As at 31 December 2022, the Group had 119 patents (11 invention patents, 96 utility model patents, and 12 appearance design patents) and 108 computer software copyrights in total.



**Intellectual  
Property  
Management  
System**

**Clear division of responsibilities for patents**

Personnel from the Group's internal audit, legal affairs, finance and technology departments are part of an intellectual property protection working group and are responsible for the maintenance and protection of intellectual property rights and interests. They carry out annual verification and inspection of software copyrights and patent rights and pay the maintenance fees to the Intellectual Property Offices, to ensure the continued ownership of intellectual property rights.

**Smooth internal workflows**

A *Patent Administration Manual* has been formulated, and a smooth and fast internal process for patent application has been established to ensure the timeliness of intellectual property applications via fast application for patents during new technology development and application.

**Prevention from external patent risks**

External professional institutions are commissioned to conduct patent market research to avoid patent risk events, and the external technical environment is continuously updated to promote the advanced nature of patents within the Group.

*Intellectual Property Management System*

ESG Issues Responded to in this Chapter

Supplier Access and Monitoring

Environmental and Social Risks of the Supply Chain

SDGs Responded to in this Chapter



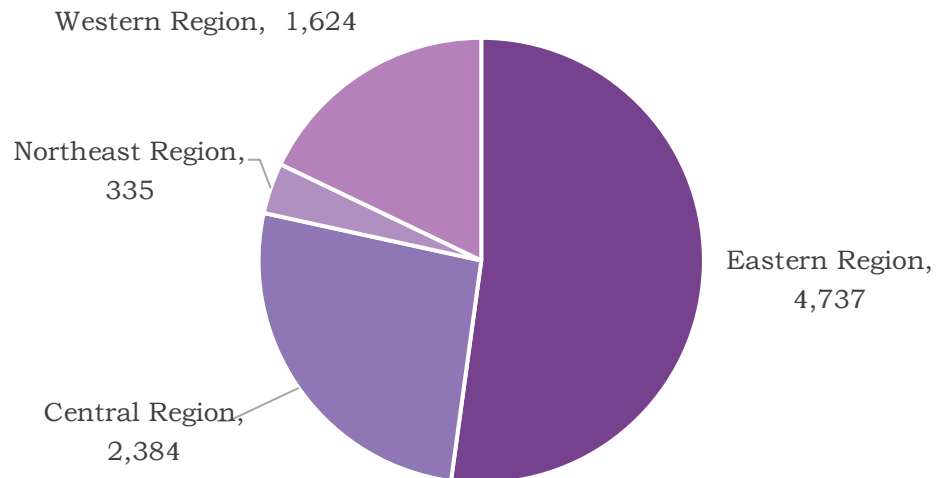
VIII. Achieving Multi-win with Trustworthy Partners

The Group values common development with partners and is dedicated to establishing an open and collaborative platform. We continue to improve the life-cycle management of supplier access, evaluation, and withdrawal. By promoting transparent procurement, we fulfill our environmental and social responsibilities together with our partners. In addition, we actively participate in industrial cooperation and exchange, contributing our own wisdom and experience to the development of the property service industry, and promoting industrial co-development towards high-quality and sustainability.

1. Implementing Supply Chain Management with Responsibilities

The Group is committed to building a more open and collaborative ecological platform, and achieving coordinated development of the industry chain by expanding our own business and collaborating with external parties, thereby continuously enhancing the social impact of the entire industry. In addition, the Group upholds the win-win cooperation philosophy and bolsters the culture of integrity to develop with responsibilities together with our partners.

During the Reporting Period, the Group had a total of 9,081 suppliers, all of which were managed under the Bicai Mall. 1 of them was from overseas, and the remaining 9,080 suppliers were from Mainland China. The breakdown by region<sup>6</sup> is as follows:



1) Full Life-Cycle Management of Suppliers

The Group implements dynamic management of registered suppliers in the pool, and assesses their service capability, performance capability, etc. at fixed time points such as one month, six months, and one year

<sup>6</sup> Eastern China: Beijing, Tianjin, Hebei Province, Shanghai, Jiangsu Province, Zhejiang Province, Fujian Province, Shandong Province, Guangdong Province, Hainan Province  
 Central China: Shanxi Province, Anhui Province, Jiangxi Province, Henan Province, Hubei Province, Hunan Province  
 Northeast China: Liaoning Province, Jilin Province, Heilongjiang Province  
 Western China: Inner Mongolia Autonomous Region, Guangxi Zhuang Autonomous Region, Chongqing, Sichuan Province, Guizhou Province, Yunnan Province, Tibet Autonomous Region, Shanxi Province, Gansu Province, Qinghai Province, Ningxia Hui Autonomous Region, Xinjiang Uygur Autonomous Region

after they are registered. Based on the assessment results, we retain the best and eliminate the worst suppliers, to ensure stable product quality and supply capability of our suppliers to satisfy the business development needs of the Group. When reaching cooperation intentions with suppliers, we require suppliers to sign contracts such as the *Fire-fighting and Safety Production Commitment* and the *Supplier Safety and Health Agreement* so as to clarify health and safety management standards and effectively identify and control possible health and safety issues. We also have the right to request other business qualifications from suppliers after their registration and in the subsequent operation phase, and suppliers must truthfully provide and ensure the authenticity, completeness, and timeliness of related qualifications and information materials.

Meanwhile, under the purpose of reinforcing supplier management and procurement control, the Group regularly performs reassessment on suppliers. By replacing suppliers with unacceptable performance or inadequate qualification and regularly removing the unqualified suppliers from the list of qualified suppliers, the Group intends to ensure stable supply and product quality at the very beginning.

This year, the Group updated Bicai Mall 2.0 online procurement platform to optimize the unified management of suppliers.

## 2) Management of Environmental and Social risks of the Supply Chain

For the purpose of promoting healthy and sustainable development of the supply chain and achieving environmental and social risk management across the supply chain, the Group integrates the environmental and social risk factors into the supplier assessment and cooperation process.

- Include ISO14001 Environmental Management System, ISO45001 Occupational Health and Safety Management System, and ISO9001 Quality Management System and other certifications into supplier access consideration;
- Focus on water conservation throughout the supply chain and conduct stringent assessment on suppliers' environmental and water resources to create a high-quality and water-friendly supply chain system.

In addition, the Group has formulated standard procurement lists for garbage bins and bags, lighting fixtures, paints and other items to further enhance environmental and social risk management of suppliers.



### Standardized Procurement Lists for Suppliers

- **Standardized garbage bins and bags list:** Develop standard procurement list for garbage bins and bags based on requirements of local region for the use of environmentally friendly products, such as the requirement to use biodegradable garbage bags.
- **Standardized lighting fixtures list:** Develop standardized procurement list for lamps and lanterns following the concept of environmental protection and energy-saving development trend, replace high energy-consumption lights (incandescent lamps, energy-saving lamps, etc.) with more cost-effective, energy-saving and environmentally friendly LED lights, such as using microwave induction LED light for garages and hallways.
- **Standardized paints list:** Develop standardized procurement list for painting materials, select paints with environmental protection performance, and choose well-known brands with strict control over paint additive components and paints produced in strict accordance with national standards.

### 3) Transparent Procurement

The Group adheres to the principles of transparency, equality, fairness, and honesty in collaboration, and advocates for transparent procurement practices. Internally, the Group has developed the *Responsibilities and Appointment Management Policies for Positions Related to Procurement Activities of Country Garden Services Group V2.0*. Additionally, procurement staff are required to sign the *Commitment of Staff Related to Procurement Positions* to prevent the misuse of their authority and ensure fairness and equality in the procurement process.

Externally, the Group strictly manages suppliers by asking them to sign the *Integrity Partnership Agreement* to ensure legal and compliant operations of suppliers. Meanwhile, the Group carries out special inspections on supplier compliance and partnership risks, and requires suppliers to rectify any violation or operational risk identified or terminates cooperation with such suppliers, in order to establish a high-quality and reliable supplier pool with legal compliance. The Group also promotes supplier integrity education through supplier conferences and Bicai Mall procurement platform to co-create a responsible and trustworthy supply chain.

### 4) Supplier Communication

The Group attaches importance to the communication with suppliers and keeps timely interaction and communication through daily online and telephone communication, supplier visits, and holiday condolence letters. At the same time, the Group established a complaint and feedback mechanism for suppliers to guarantee the protection of suppliers' rights and interests.

#### Material Suppliers Conference

On 18 October 2022, the Group convened an online material supplier conference themed as “Mall of Artisanry for Sunshine Procurement”. The meeting mainly introduced the procurement operation and related business operation of Bicai Mall to all suppliers. It also promoted and emphasized the importance of compliance and integrity, and demonstrated the Group's commitment to building an open, fair, transparent and efficient supply chain management system.



Supplier Conference Poster

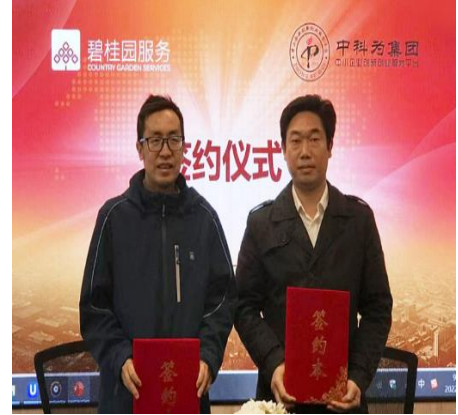
## 2. Assisting in Industry Development

### 1) Expansion of Diversified Cooperation Channels

In order to quickly promote the diversification strategy, refine the layout of industry, and jointly advance the development of the industry, the Group closely works with multiple enterprises through diversified cooperation channels to make full use of each other's advantages.

Co-constructing the service base for entrepreneurship and innovation with Zhongkewei Group”

On 29 March 2022, the Group held the signing ceremony for “Joint Construction of Service Base for Entrepreneurship and Innovation” with Zhongkewei Group in Shunde, which demonstrated the formal beginning of the cooperation between the two parties. The Group plans to integrate ecological service resources and collaborate with Zhongkewei Group to launch the enterprise services pilot program in “Shunde New-Energy Automotive Town, Country Garden Uptown, and Century River Park”, to provide parks and enterprises with more accurate and cost-effective professional services. Both sides will leverage their respective strengths and advantages to accurately explore business development opportunities in the park, carry out cooperation in multiple fields to share development opportunities.



Signing Ceremony

Designing a common-prosperity ecology across the upstream and downstream together with suppliers

On 14 July 2022, the Group held the “Connect for Cooperation, Create for the Future” Country Garden services supply and demand exchange. Centered around the theme of “Exchange between Supply and Demand”, the Group engaged in direct dialogue with over 10 distinguished supplier enterprises present on-site to discuss cooperation methods, modes, and practice cases. This activity further augmented communication, cultivated amity, and expanded possibilities for business cooperation, driving high-quality development within the industry.



Group Photo of the Supply and Demand Exchange



On-the-spot Exchange

## 2) Active Engagement in Industry Exchanges

As a leading player in the property services industry, the Group remains vigilant in tracking industry patterns and trends, leveraging our foresight to catalyze sector-wide advancement. Moreover, the Group places a premium on ESG management in property services and actively engages with industry peers to disseminate ESG principles and practices, in pursuit of high-benefit and sustainable development of the property services arena.

### 2022 ESG Sustainable Development Summit

At the “2022 ESG Sustainable Development Summit” held by EH Consulting on 29 June 2022, the Executive Director and President of Country Garden Services Mr. Li Changjiang delivered a keynote speech titled *How Country Garden Services Practices ESG Concept in All Aspects*. Mr. Li Changjiang emphasized that Country Garden Services’ unwavering commitment to ESG principles and practices has garnered significant attention and recognition from the capital market. He also shared the Group’s ESG initiatives in employee care, customer health and safety, operational excellence, social responsibility, environmental protection, and climate change response. By doing so, he provided a comprehensive framework for ESG development in the property services industry, thereby facilitating the industry’s collective progress towards sustainable development.



Summit Poster

### 22nd Annual Conference of Bo’ao 21st Century Real Estate Forum

At the “22nd Annual Conference of Bo’ao 21st Century Real Estate Forum” dated 29 July 2022, the Group’s Chief Financial Officer and Joint Company Secretary Mr. Huang Peng delivered a keynote speech titled *Property Services Restructuring and Future Outlook*, presenting the perspective of property services restructuring from three critical angles, i.e., “lean management,” “value operation,” and “returning to the original mission.” Furthermore, Mr. Huang Peng provided valuable insights regarding the future of property services, including sustainable development, differentiated service offerings, and intelligent value creation, which shared the Group’s own experiences for the betterment of the industry.



Forum Guest Poster

ESG Issues Responded to in this Chapter

Employee Health and Safety

Staff Promotion and Development

Avoiding Child and Forced Labor

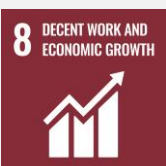
Equal Opportunity and Diversity

Employee Compensation and Welfare

Employee Recruitment and Team Building

Employee Benefit and Care

SDGs Responded to in this Chapter



## IX. Attracting and Retaining Talents with Sincerity

Talent is the mainstay of the enterprise and an important support for the enterprise to move towards high-quality development. In order to establish and perfect the Group's management policies concerning performance, salary and welfare, training and development, etc. and upgrade human resources management system to create an equal, harmonious, standard and orderly working environment for employees, the Group always upholds the concept of "treating people with sincerity", strictly complies with laws and regulations such as the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Law of the People's Republic of China on the Promotion of Employment*, and has formulated and updated the *Organizational Performance Appraisal Plan of Country Garden Services Group for 2022*, the *Management of Incentive Policies of Country Garden Services Group*, and the *Happy Workplace Management Measures of Country Garden Services for 2022* and other internal systems. Simultaneously, we place significant emphasis on the physical and mental wellness of our employees, attentively listen to their voices, and cultivate a positive work environment, endeavoring to foster mutual advancement and shared prosperity of our staff and the Group.

### 1. Staff Employment and Rights

The Group respects and abides by the *International Labor Organization Constitution*, which serves as the international norms for human rights, and actively answers the calls of international conventions such as the "United Nations Global Compact", *Discrimination (Employment and Occupation) Convention* and the *Abolition of Forced Labor Convention*. The Group recognizes the rights of citizens' freedom of association, strictly prohibits and opposes any form of child labor and forced labor, eradicates any instances of workplace discrimination, and comprehensively safeguards the development rights and interests of its employees by implementing reasonable salary, benefits, and promotion management system, with the aim of creating a diverse, equitable, and impartial employment environment for its workforce.

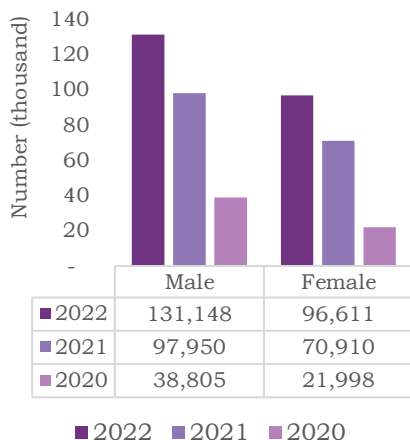
#### 1) Recruitment and Promotion

The Group attaches great importance to talent acquisition and development and continually strengthens its talent pool system and multi-faceted career development framework. In this regard, the Group has formulated and implemented the *Reward Measures for Talents Recommendation by Managers (2022)*, *Guidance on Talent Management*, and other internal talent management systems to help with the promotion and development of employees.

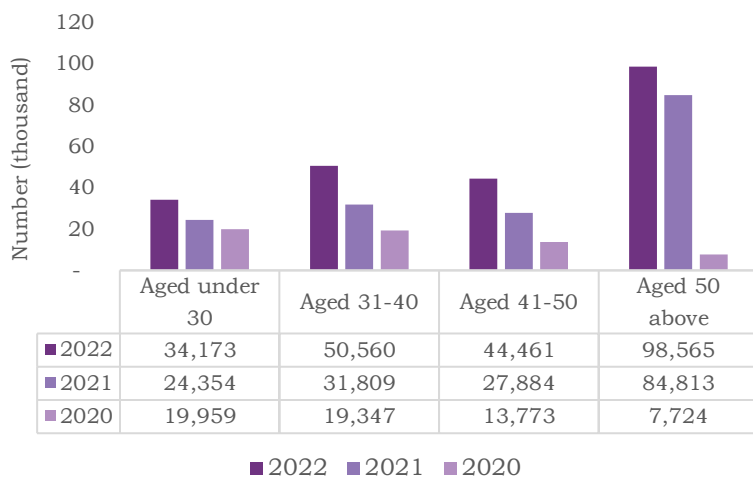
As of 31 December 2022, the Group had a total of 227,759 employees, of whom, 71,257 were rehired after retirement.

The employee breakdown by gender, age group, region and job type is as follows:

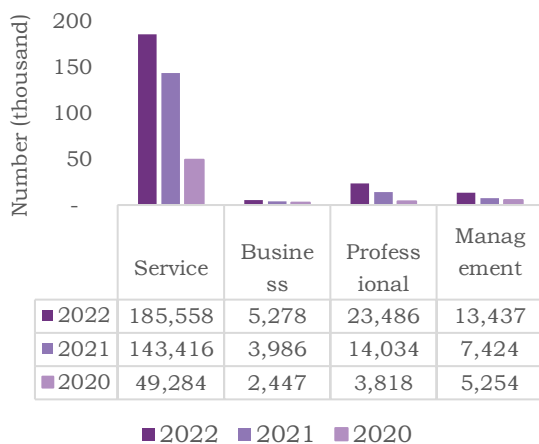
Total number of employees by gender



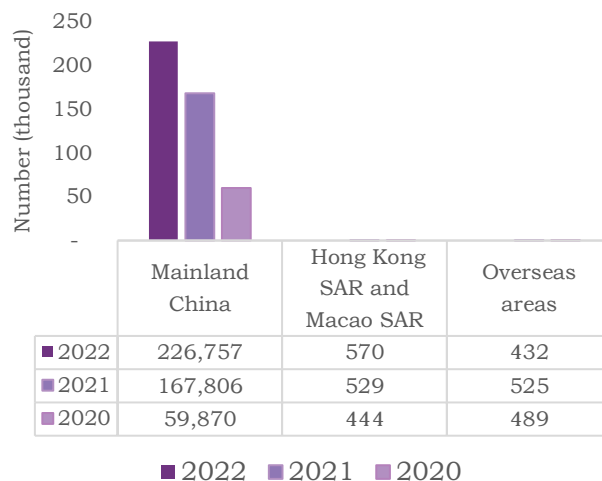
Total number of employees by age group



Total number of employees by job type



Total number of employees by region



**Recruitment Channels**

The Group continues to broaden its recruitment channels. In addition to regular campus recruitment, the Group also launches special recruitment programs such as the "Conqueror" program for city general managers and talent introduction for key teams. Besides, the Group also adopts an online recruitment system to improve flexibility and coordination in recruitment through digital means.



## Campus recruitment

In August 2022, the Group initiated the Campus Recruitment 2023. The Group upgraded school-enterprise resource networks, selected high-potential institutions, and optimized the interview process to ensure smooth campus recruitment and attract excellent talents, injecting more forces to our sustained growth.



Campus Recruitment

## “Conqueror” program for city general managers

To find appropriate general managers for major cities, the Group initiated the 3-day “Conqueror” program among internal employees in February 2022. Within just 3 days, a total of 391 candidates enrolled in the program, with over 200 successfully completing the initial deployment and obtaining talent labels. This program help optimized the talent deployment within the Group.

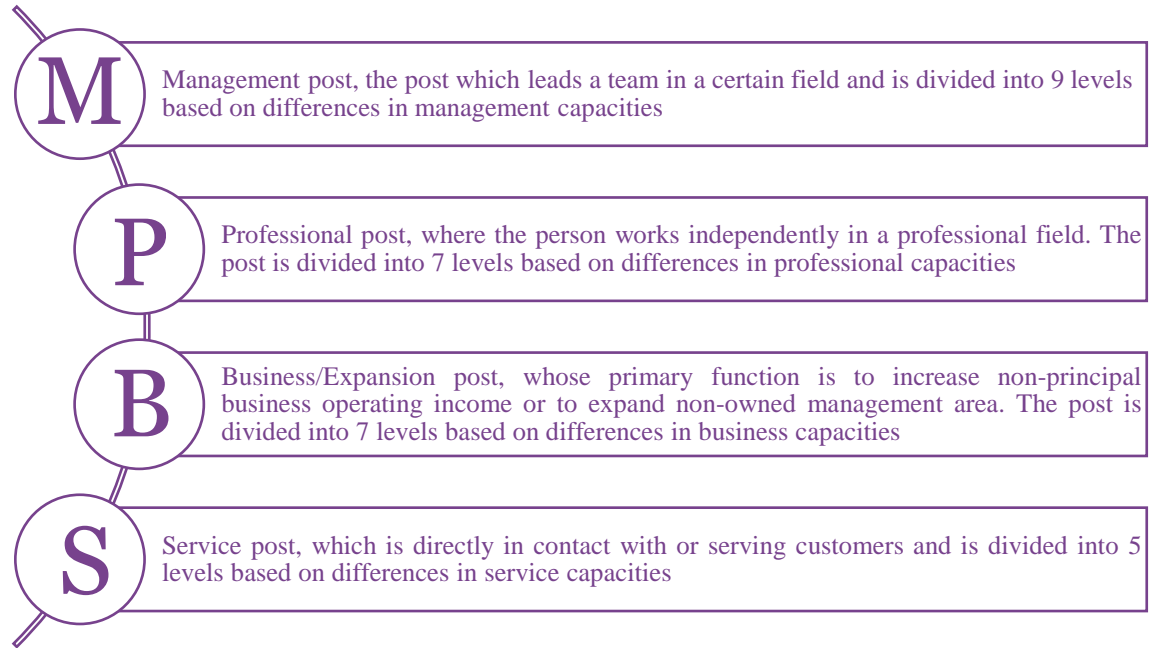


“Conqueror” Program Poster

This year, the Group initiated a talent introduction program for key teams of units as well as the specialized recruitment program for the Community Media Business Unit. This strategic move aims to bolster the talent pool across all units and support the rapid development of our business operations. We also conducted a talent mapping program by investigating key space benchmark companies in areas such as community value-added services, market development services, commercial building services, and city services, so as to introduce top-tier talents and drive business expansion.

**Talent Echelon Building System**

The Group is committed to the cultivation of excellent talents and provides a wide range of career development space for talents growing together with the enterprise. The Group divides positions into four major categories—M, P, B, and S according to the nature of the position, and divides them into grades according to the differences in competency levels, to build a horizontal multi-channel and vertical multi-grade development system.



### ***Promotion Channel***

To motivate employees' enthusiasm and enrich our talent pipeline for strategic development, the Group has formulated and implemented *Management Measures for Cadres of Country Garden Services Group, 2022 Organizational Performance Assessment Scheme of Country Garden Services Group, 2022 Management Measures for Performance Assessment of Core Personnel in the Life Service Section of the Unit Community and Principals of Key Businesses and in Key Cities, 2022 Management Measures for Market Expansion Performance Assessment* and other internal policies and systems to improve performance assessment and promotion system. We have developed assessment indicators and standards to conduct assessments for employees at all levels and in different positions. The performance assessment is carried out on a regular basis and the results are linked to the performance pay/bonus of employees and used as a reference basis for job promotion.

In Addition, the Group has established a multi-channel position development system based on the internal grade system and flexible position transfer system, which enables employees to select the appropriate professional development path based on their skill strengths and the Group's business needs. The Group also provides diverse promotion channels and talent selection plans such as open competition, internal recruitment, targeted recommendation. We accurately select management leaders by portraying the profiles of high-potential talents to facilitate the development of talent echelon.



## 2) Labor Rights and Interests

The Group has been actively involved in protecting labor rights and interests and avoiding child labor in accordance with laws and regulations such as the *Regulations on Prohibition of Child Labor*, the *Regulations of the People’s Republic of China on Special Protection for Underage Workers*, as well as the corresponding laws and regulations of other business locations. We adopt a proactive approach to employee recruitment and engage in stringent vetting procedures to ensure the eligibility of potential candidates. We meticulously scrutinize the authenticity of candidates' identification at every stage of the recruitment, approval, and onboarding. Additionally, we unequivocally denounce the use of child labor and espouse the principles of legality, fairness, equality, voluntarism, consensus and honesty in our employment policies. All employees of the Group are recruited on a voluntary basis with no deception or coercion.

In accordance with the *Labor Contract Law of the People’s Republic of China* as well as the rules and regulations of overseas and domestic business sites, the Group establishes labor relations based on the principles of fairness and legality, equality and voluntariness, and honesty and trustworthiness. We sign internship agreements, labor contracts, or employment contracts with each employee based on the type of employee and renew contracts on a timely manner with employees whose contracts have expired. We refrain from forced extension of working hours. The Human Resources Department strengthens employment management through monthly statistical monitoring forms, to ensure legal and compliant employment.

The Group has established a refined retention mechanism for employee dismissals to ensure that the reasons and processes related to dismissals are in compliance with laws and regulations. For employees who quit on their own initiative, we conduct 100% exit retention interviews, sincerely inquire whether employees have chosen to quit due to sudden family accidents, difficulties in life, etc., and try our best to help and solve the problems to strengthen employees' sense of belonging. For high performers within the unit, we conduct exit retention interviews at "project-region-headquarters" levels to maintain their retention rate. In the process of employee dismissals, we also respect the right of employees to freely choose their jobs and strictly abide by the *Labor Contract Law of the People’s Republic of China* and the *Measures for Investigating the Responsibility for Violations and Discipline of Employees of Country Garden Services Group*, etc., uphold the principles of legal compliance, truthfulness, fairness and justice, regulate the work

procedures for the cancellation and termination of labor contracts, and ensure the legitimate rights and interests of employees.

Furthermore, in case of violation of labor standards, we take corresponding resolution measures from the perspective of protecting the legitimate interests of employees. For example, if an underage worker is found to be employed, we will immediately report to the related labor administration for registration, and provide health inspection, safety education, and training in accordance with related laws and regulations.

During the Reporting Period, we did not find any cases of child labor or forced labor in violation of applicable laws and regulations.

### 3) Remuneration and Welfare

The Group has built a salary system based on the principle of “3P (Position, Performance and Person) + M (Marketing)” to provide employees with more competitive remuneration and welfare. Insisting on “market-based salary, job-based salary, performance-based salary and ability-based salary” rules, we keep employees’ salaries in line with their performance and post value contribution and fully consider their post values, performance and skills, so as to maximize the value of each employee. Each year, the Group appropriately adjusts employees’ salaries and benefits based on market salary and employee performance, to provide externally competitive and internally fair pay.

The Group has established a performance and development assessment mechanism to ensure the justice and equity of the remuneration system and the consistency of the overall assessment, in a bid to provide every employee with an objective and fair assessment on a regular basis. The Group also undertakes comprehensive review of our salary structure, which includes an evaluation of fixed salaries, incentives, and performance bonuses. Based on the review results, we develop differentiated salary adjustment plans and incentive policy management measures. Our goal is to allocate our remuneration resources in a manner that is fair and justified.

In addition, the Group sets up distinct performance targets and rewards based on market and position conditions in each region, so as to achieve horizontal and vertical breakdown of the Group’s strategic performance objectives and coordinated development between employees and the Group. By formulating equity incentive plans, the Group fully mobilizes employees’ enthusiasm and initiative, and attracts and retains talents with outstanding performance, capabilities, and experience.

Management Position	Sales Position	Frontline Position	Phoenix Butlers
<ul style="list-style-type: none"> <li>National unification to facilitate national mobility and pay of managers. Provide mid- and long-term incentives to retain talents</li> </ul>	<ul style="list-style-type: none"> <li>Commission mainly based on performance</li> </ul>	<ul style="list-style-type: none"> <li>Declared by each region independently based on the market</li> </ul>	<ul style="list-style-type: none"> <li>Strategic orientation based on butler services, with separate pay scale design. Encouraging more talents to join Phoenix Butlers</li> </ul>

Besides the benefits provided by the state, we also provide other benefits and subsidies for our employees, fully reflecting the spirit of “Being Nice to People and Being Nice to Society”.

## Employee Benefits

The infographic displays 20 employee benefits arranged in a grid. Each benefit is represented by a purple icon above a text label. The benefits are: Paid sick leave (first aid kit), Birthday blessing (birthday cake), Employee commercial insurance (hands holding a heart), Telephone bill subsidy (phone handset), Meal subsidy (bowl), Family day activities (family silhouette), Holidays and regional allowance for ethnic minorities (beach chair and umbrella), Winter caring activities (sun), Summer caring activities (ice cream cone), Discount for employees' children to attend Country Garden Schools (teacher at whiteboard), "Full of Happiness" theme activity (smiling face with halo), Holidays and regional allowance for remote areas (sun over hills), Holiday gifts (gift boxes), Housing purchase and rent allowance (house), Employee physical examination (person in uniform), Pandemic prevention supplies (face mask), and Traffic allowance (car).

## 4) Equal Opportunities

The Group is committed to ensuring diversity and equality of opportunity in the work. We do not judge employees based on their skin color, nationality, gender, age, ethnicity, sexual orientation, marital status, religious beliefs, place of domicile, and pregnancy and maternity status, nor do we use the above as criteria for hiring, assessment, promotion and training, and we provide employees from varying cultural backgrounds with a working environment that is based on mutual respect, understanding and integration. Besides, the Group will continue to explore and improve our democratic management system to effectively guarantee that employees enjoy equal rights.

The Group adheres to the idea that the diversity of employees is one of the crucial factors in maintaining our competitive edge and unleashing the driving force for our development. When selecting board members or making recruitment decisions, the Group not only considers candidates' comprehensive value for the Group's business development, but also takes the diversity of the Group into account, actively advocating for diversity in the employees' backgrounds.

Concurrently, we proactively provide employment opportunities for disadvantaged groups including persons with disabilities, displaced or unemployed workers, and individuals living in poverty. We also extend employment training and apprenticeship opportunities to unemployed youth, while working in tandem with the local government to establish public welfare posts.

Moreover, following the trend of gender equality, the Group continues to build a welfare system for female employees, and strictly complies with the state regulations on female employee leave management to give them full care. The *Attendance and Leave Management System of Country Garden Services Group* specifies that female employees are entitled to maternity leave, breast-feeding leave and antenatal examination leave, and male employees are provided with paternity leave. The Group takes multiple measures, including setting up maternity rooms and arranging work assignments in a reasonable manner, to support childbearing female employees to return to work. During the year, the Group added the "parental leave" to ease the burden of families with newborns.

### Employer Honors



In December 2022, the Group was selected as one of the “Most Influential Employers” in the “Most Influential Employers Award” campaign launched by Haitou.com, which fully demonstrates that the Group's employer brand and recruitment management are recognized by a wide range of job seekers.

## 2. Employee Development and Training

The Group has developed and implemented a range of internal management systems, including the *Talent Management Responsibilities and Requirements*, *Implementation Rules for Model Talent Base Management*, and *Measures for Internal Tutor Management*, to continuously refine our talent development strategies. In addition, we have designed training programs that are tailored to the specific needs of each position and aligned with the Group's overall strategic direction. By leveraging our internal tutor resources, we have established a comprehensive development platform that empowers our employees to take charge of their career growth.

The Group actively encourages employees to participate in state-approved continuing education programs and professional qualification exams, provided that it does not interfere with their work responsibilities. By doing so, we aim to help our employees broaden their knowledge and skill sets, and stay up-to-date with the latest industry trends and advancements. The Group also empowers each business unit to establish an annual training budget and provide employees with reimbursement for expenses related to self-improvement, including tuition, training fees, and exam registration fees. By doing so, we aim to fully support our team members in enhancing their academic qualifications and overall capabilities, which ultimately benefits both the individual and the Group as a whole.







In the current year, the Group continued to optimize the “Leadership Successor” key talents development program. By designing systematic trainings, we helped our employees to achieve leadership transformation in different stage of growth.

**86.67%**

*In the current year, 86.67% of employees were trained*

**63.75 hours**

*In the current year, the average hours of training per employee was 63.75 hours*

	Training objects	Training plans	Training achievements this year
 <b>Reserved unit leader Program</b>	Reserved unit leader	12-month training period, covering the way of management, business, and operation	A total of 72 trainees (40 GMs of equity companies and 32 from City Services Joint Venture) completed the leadership training
 <b>Field Program</b>	Reserved business leader	6-month comprehensive training, including centralized training and executive forum	A total of 126 trainees completed the training
 <b>Excellence Program</b>	Reserved project/line leader	6-month comprehensive training, including learning, training and practices	572 trainees attended the training
 <b>Elite Program</b>	Reserved department leader	5 to 6-month training focusing on “improvement of professional capacity and general competence”	35 units completed the elite program, covering 6,285 trainees, 5,657 of which successfully graduated
 <b>Rocket Force Program</b>	Outstanding fresh postgraduate	Upgrading to manager in 1 year, senior manager in 2 years, and director in 3 years	46 trainees attended the intensive training, with a completion rate of 100%
 <b>Star Youth Program</b>	Outstanding fresh undergraduate	Upgrading to supervisor in 1 year, vice manager in 2 years, and manager in 3 years	298 trainees attended the intensive training, with a completion rate of 100%

### Rocket Force & Star Youth Onboarding Training

In July 2022, the Group conducted a 12-day Rocket Force & Star Youth Onboarding Training, and a total of 344 trainees participated in the intensive training, including 46 in the Rocket Force Program, and 298 in the Star Youth Program.

This intensive training includes a variety of cultural courses, seminars, quality development activities, and other resources designed to help trainees quickly integrate into the enterprise and transit effectively into their new roles.



*Rocket Force & Star Youth Onboarding Training*

### Field Program: Special Training for Future Regional GMs

In April 2022, the Group held the “Field Program: Future Regional GMs Training Camp for Graduates in 2020 and 2021”. The online intensive training program invited executives from each business management center of the Group to give courses on a variety of topics, including operation management, community value-added services, city services, commercial building services, and other business management. To ensure the highest quality of instruction, the training program utilized a “1+N Grid-based Model” to provide online livestreaming courses that offer an immersive classroom experience. This approach not only enhanced our employees' operational capacities across diverse business areas, but also helped develop their comprehensive management capabilities.



*Field Program Launching Ceremony*



At the same time, we continuously refine our internal training programs, and offer a wide range of onboarding training and regular training for both new employees and existing staff. Our aim is to enhance our employees' job adaptability and professional abilities, as well as their general skills and management capabilities, through customized training plans that are tailored to the specific needs of different positions. In addition, we have established the "Country Garden Academy" program and provided related processes and systems such as SOPs (Standard Operating Procedures) and training laboratories for our frontline employees. By utilizing training as the carrier, we provide on-the-spot and on-demand application skills training in simulated work scenarios for frontline employees. This allows our employees to fully immerse themselves in key training points and quickly master work skills.

- **New Employee Training**

To ensure that new employees understand our corporate culture, feel a sense of belonging and cultural identity, we have developed the "New Employee+" training program. This program is delivered by way of "Country Garden Academy" learning map + centralized training sessions by headquarters or business units. The program is supervised by our headquarters and executed by the various business units. This year, the Group provided four intensive training sessions for new employees at the headquarters.

- **Regular Training**

In an effort to further enhance our service expertise, the Group implements regular training programs combining online live streaming and offline training sessions that are tailored to address specific operational challenges. The training program covers a diverse range of topics including fundamental services, community living, city services, commercial building services, and other pertinent business.

**100%**

*This year, the Group has completed 4 training sessions for new employees at the headquarters, achieving a 90% training coverage within 1 month and 100% within 2 months, effectively helping employees integrate into the new teams*

**11 sessions**

**46 thousand participants**

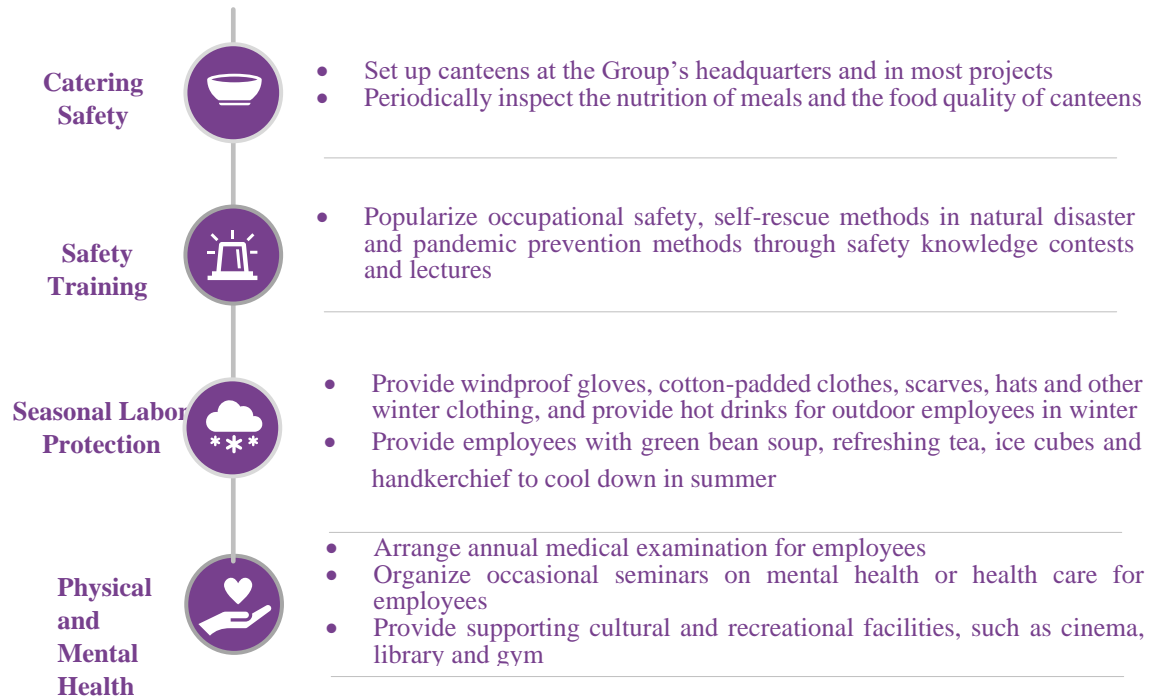
*This year, the Group organized 11 regular training sessions, with 46 thousand participants*

### 3. Employee Health and Safety

Our Group adheres to the principle of "safety first, people-oriented", reinforcing the idea that "safety management is everyone's responsibility". We are committed to achieving the long-term goal of "zero accidents" in our production process and ensuring comprehensive protection of employee health and safety. We strictly abide by the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases*, the *Law of the People's Republic of China on Fire Fighting*, as well as other related laws and regulations. We have also developed and implemented the *Regulations on Occupational Safety and Precautions*, *Administrative Measures for Fire Safety Responsibilities (2022 Version)*, *Safety Risk Management System for Basic Property Management Services*, and other internal systems to continuously improve the management of employee health and safety. Besides, the Group has obtained ISO 45001:2018 Occupational Health and Safety Management System certification.

In terms of preventing safety accidents, the Group has developed and implemented several internal management systems, including the *Discipline of Safety Production and Quality Red Line of Country Garden Services*, the *"Blue, Green, Orange, Yellow, and Red" Five-color Risk Management Mechanism*, and other relevant protocols. These systems provide clear guidelines on how to handle employee health and safety incidents, including reporting requirements and reward and punishment standards. Moreover, we have linked safe production risk management with the performance assessment of relevant personnel in charge. In the event of any safety accidents, we will provide timely medical rescue, work injury allowances, subsidies, and other forms of care in accordance with the *Guidelines for the Management of Occupational Injuries for Employees of Country Garden Services Group*. Furthermore, we will issue a "Yellow Card" or "Red Card" warning to responsible unit based on the severity of the incident, and enforce severe punishment on the corresponding project leader.

In the daily operations, the Group considers the health and safety of employees in an all-round way. We safeguard employees' rights to physical health and life safety from four aspects including food quality and matching, seasonal labor protection, health and safety training, and physical and mental health.



*Measures for Protecting Employee Health and Safety*



*Safety Education and Training for Employees*

Training and inspection on work safety

In June 2022, Country Garden Manguo Environmental Technology Group Co.,Ltd. ("Manguo"), a subsidiary of the Group, conducted safety training and inspection with the local sanitation administration agency. The training covered the operation principle and instruction for use of firefighting equipment, essential firefighting techniques, among others. Moreover, in a fire scenario, employees were instructed to handle vehicle fire, effectively raising their awareness and skills of work safety. Additionally, safety inspections for surroundings were performed to ensure that safety measures were in place and bolster the foundation for work safety in sanitation.

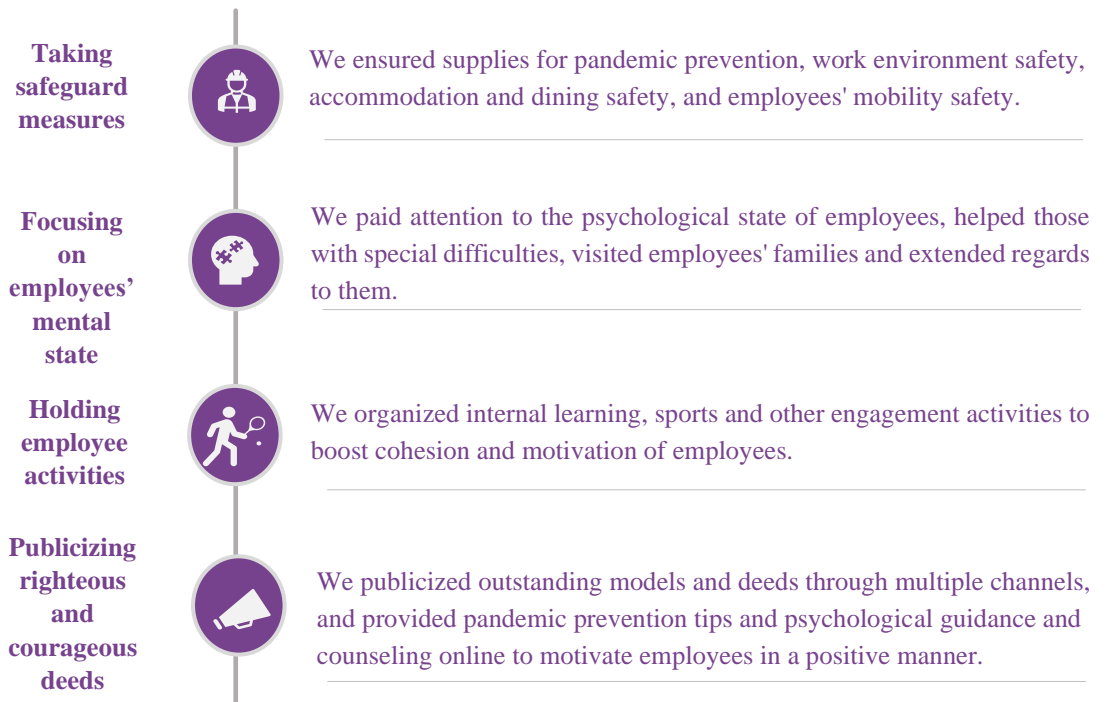


*On-site Safety Lectures*



*Safety Drills*

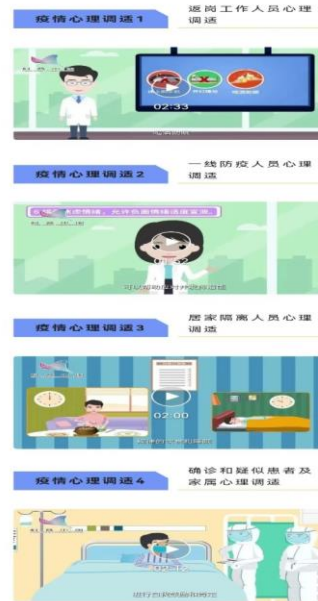
In response to the sporadic outbreaks of COVID-19 across the country, the Group's working group for pandemic prevention took prompt actions and targeted measures in line with the state instructions on fighting against the virus. Internal policies such as the *Guidelines on Work Safety Protection Measures for Employees in Important Positions of Country Garden Services during the COVID-19 Pandemic* and the *Notice on Continuing to Implement Pandemic Prevention and Control Measures* have been formulated and implemented. In office areas, canteens, dormitories and other places, special personnel was assigned to carry out pandemic prevention measures such as checking travel codes, measuring body temperature and conducting regular disinfection. Meanwhile, the Group actively carried out numerous wellness activities for pandemic prevention and control to erect a defensive rampart for employees.



*Employee Wellness Activities for Pandemic Prevention and Control (among others)*



Knowledge Quiz on Pandemic Prevention



Psychological Counseling on the Pandemic



Selecting Pioneers in the Fight Against the Pandemic

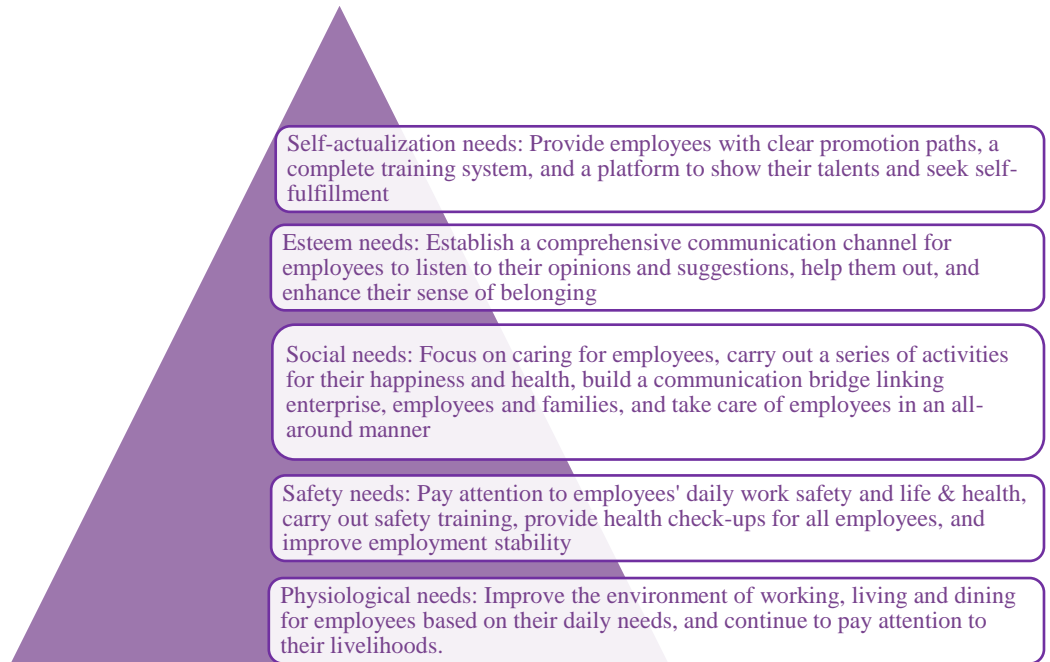
In addition, the Group has been actively aligning internal policies and measures for pandemic prevention and control with *the Circular on Further Optimizing and Implementing the Prevention and Control of COVID-19* since December 2022. The Group protects employees at offices by thoroughly disinfecting the offices and providing them with supplies such as medical masks, medical alcohol, antigen testing kits, and medicines. Based on employees' willingness, we allow those at risk of infection or infected to work remotely, thereby minimizing the risk of infection and protecting employee health and safety.

#### 4. Employee Communication and Care

The Group promotes communication with and cares for employees throughout the whole career lifecycle. We advocate employee engagement and democratic communication. To understand employee demands and make improvements accordingly, we build extensive and flexible communication channels including regular employee seminars and face-to-face meetings with the president.

Employees of the Group are entitled to the freedom of joining in the trade union and collective bargaining through labor union organizations. Meanwhile, workers' congresses of the Group are held through the labor union to fully ensure employee communication and safeguard employees' rights and interests.

This year, the Group rolled out "Happy Workplace", an activity centered on "standardized operation mechanism, regular team empowerment, list-based operational management, and global corporate culture". Motivated by Maslow's Hierarchy of Needs, we took seriously the needs of employees throughout their career lifecycle. We carried out a series of personalized activities for employees, and upgraded the "Happy Workplace" management system for mutual benefits, thereby improving employees' happiness and performance.



*Career Lifecycle Needs*

Seminars	<ul style="list-style-type: none"> <li>• We held employee seminars on the monthly staff communication day to respond to the feedback received from employees through regular communication channels or solved problems raised by employees on site</li> </ul>
Logistics support	<ul style="list-style-type: none"> <li>• We regularly inspected employees' work clothing, work equipment, canteens, dormitories, among others</li> <li>• We improved the environment of working, living and dining for employees and provided them with full logistic support</li> </ul>
Team building	<ul style="list-style-type: none"> <li>• We organized departmental/project team building activities from time to time based on management nodes, including but not limited to travel, sports, learning, quality development, among others.</li> </ul>
Improved work environment	<ul style="list-style-type: none"> <li>• We provided emergency supplies and stress relief equipment for employees</li> <li>• We provided areas for employee activities, such as reading rooms, rest areas, and fitness rooms</li> </ul>
Family care	<ul style="list-style-type: none"> <li>• We provided drop-off services for employees' children taking the national college entrance exam and organized talent competitions for their children</li> <li>• We provided timely feedback to employees' families on their work and health conditions, and visited their families to express our gratitude</li> </ul>
Growth care	<ul style="list-style-type: none"> <li>• We organized internal learning activities to empower employee growth</li> <li>• We provided learning paths for more employees to upgrade their qualifications</li> </ul>

*Personalized Care for Employees*

## Mid-Autumn Festival activities

To celebrate the Mid-Autumn Festival, the Group customized creative mooncake boxes exclusively for Country Garden Services, encouraging employees to redeem and send these boxes to their distant family members. The Group also held such activities as "Wisdom Prayer Tree" and "DIY Contest" to increase the sense of involvement of employees and their families and enable them to have more fun, thereby enriching extracurricular activities of employees.



Mooncake Boxes



Winner at the "DIY Contest"

## Seasonal activities themed on happiness and health

This year, the Group held four seasonal activities for all employees, including "Season of Thanksgiving", "Season of Culture", "Season of Reunion" and "Season of Health". In these activities, we mainly showed our care for the employees who were returning home, employee families, health and work on traditional (such as the Spring Festival and the Dragon Boat Festival) or special (such as the Women's Day and the Children's Day) festivals. We provided such employee benefits as care for employees exposed to high-temperature working environment and refreshment stations. We also held summer parent-child activities, the family day and the celebration party to recognize employees at year end, among others, for all employees. These activities enabled us to extend employee care on all fronts in an all-round manner, thus creating a warm, inclusive and harmonious workplace.



Period Supplies for Female Employees



Snack at the Refreshment Station



142 thousand employees



4.8 percentage points increase in employees' sense of happiness

This year, we continued to conduct happiness surveys to listen to employees' voices by means of quantitative online questionnaires and qualitative interviews. Compared to the year of 2021, we newly included 21 equity subsidiaries, covering 142 thousand employees to collect the opinions and suggestions from a wide range of employees. In analyzing the results, we focused on the performance of employee happiness, further analyzed the correlation between employee happiness and dedication and determined core drivers of each position to improve employee experience in a more targeted and efficient way. This year witnessed a year-on-year increase of 4.8 percentage points in employees' sense of happiness



ESG Issues Responded to in this Chapter

- Green Operation and Environmental Impact
- Water Conservation
- Smart City Construction and Ecological Balance
- Waste Management
- Improving Energy Use Efficiency
- Carbon Emissions and Response to Climate Change

SDGs Responded to in this Chapter

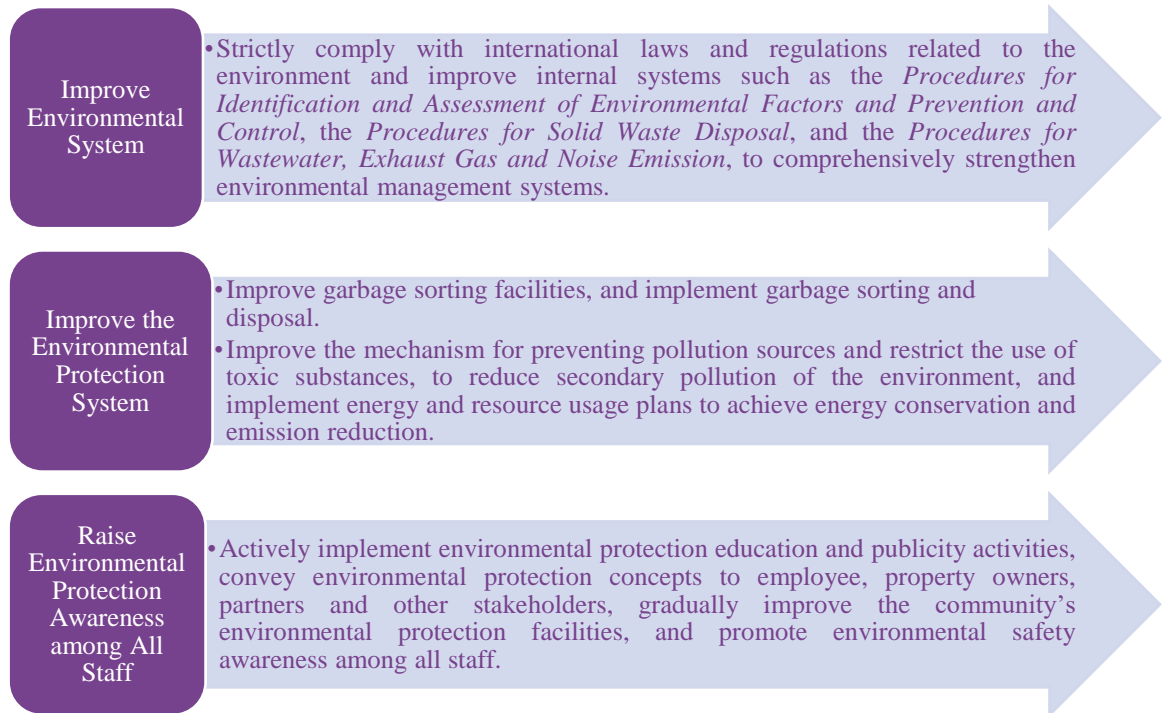


## X. Protecting the Environment with Green and Low-Carbon Practices

Green and low-carbon transition is a path the Group must take to achieve sustainable development. The Group strictly abides by the *Law of the People's Republic of China on Environmental Protection*, the *Law of the People's Republic of China on the Prevention and Control of Water Pollution*, and the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution from Fixed Waste* and other laws and regulations. In response to such calls for actions as the *Responding to Climate Change: China's Policies and Actions*, the Group improves measures for environmental management and stays committed to mitigating the potential impact of business operations on the ecological environment and natural resources. Upholding such green concept, the Group plays an active part in building a green and low-carbon society.

### 1. Green Management System

The Group has passed the ISO 14001:2015/GT/T 24001-2016 environmental management system certification. With an established environmental management system integrating inherent business features, the Group continuously advances the development of environmental systems for environmental protection, thus raising employees' awareness in this regard.



*Environmental Management System*

### 2. Green Development Goals

To strengthen the tracking and control of environmental management performance, the Group has set four development goals of water efficiency, energy efficiency, emission reduction and waste reduction. The Group has actively adopted a raft of measures to achieve the goals, such as water saving, energy

conservation and emission reduction, wider application of new energy, garbage sorting and resource recycling. The Group's green development goals and achievements for this year were as follows.

### Water Efficiency



#### Target Setting

- Lower water consumption intensity in 2023 compared to that of 2022.
- Strengthen the management of water consumption module on energy consumption platform and conduct real-time monitoring of water consumption data in each area to achieve the timeliness and effectiveness of risk assessment on water resource and reduce water consumption risks such as running, spraying, dripping and leaking.
- Comprehensively promote the water pump renovation, applying to water pump rooms in all projects, to reduce the water loss rate and water consumption.
- Reasonably adjust the frequency of water consumption, dedicate water for exclusive use, and investigate abnormal causes for water consumption to promote green office operation and improve water efficiency.

#### Annual Achievements

- This year, the Group upgraded 95 pumps and saved electricity power up to 1,180 kWh.



### Energy Efficiency



#### Target Setting

- Lower energy consumption intensity in 2023 compared to that of 2022.
- Strengthen the use of clean energy, encourage business and managed projects to use nature gas, and lay out charging pile construction and new energy vehicle applications.
- Promote green operation and make energy-saving improvements on most energy-consuming appliances to increase electricity efficiency.
- Promote green travel and online meetings to reduce the frequency of business travel.

#### Annual Achievements

- This year, the Group installed 5,000 charging piles for NEVs, covering over 1,000 projects in Guangzhou, Huizhou, Foshan, Hainan, Shanghai, Tianjin, Beijing, Suzhou and other cities.
- This year, a total of 360 thousand lights at group-wide underground garages were renovated in the efficiency improvement projects, saving 8.49 million kWh power annually.



## Emission Reduction



## Target Setting

- Formulate and implement such internal policies as the *Environmental Factors Identification Assessment and Prevention Control Procedures*.
- Gradually reduce the intensity of greenhouse gas emissions in total, and contribute to limiting the global temperature rise to 1.5°C by the end of the century.

*Note: The Paris Agreement proposes that signatories jointly respond to climate changes through their “intended determined contributions”, aiming to limit the global average temperature rise to well below 2°C above pre-industrial levels by the end of the century, and to aim for 1.5°C. During the Rome Summit, G20 leaders has reached a consensus on climate changes in the communiqué, committing to limiting the global temperature rise below 1.5°C.*

## Annual Achievements

- Continuously strengthen the management of public water resources in communities, lighting in public areas, and air conditioning in offices in summer; adopt energy-efficient equipment to save water and electricity and reduce carbon dioxide emissions; regularly carry out public awareness campaigns on environmental protection to advocate green and low-carbon economy; and enhance property owners' understandings and awareness of climate change to jointly protect the natural environment and guard human health.



## Waste Reduction



## Target Setting

- Formulate and implement the *Procedures for Resource Management* and the *Procedures for Fixed Waste Disposal* to prevent general and major environmental pollution incidents.
- Popularize paperless office, reduce office garbage, and promote waste recycling.

## Annual Achievements

- This year, a total of 15 units and 446 projects of the Group participated in garbage sorting. To encourage property owners to fully implement the government's garbage sorting policy, we introduced a point collection system for garbage sorting, intelligent voice reminders, etc.



### 3. Green Office Practices

Staying committed to green office, the Group implements a long-term management mechanism through actions such as saving energy and paper, and recycling resources. The Group also encourages employees to maintain greener habits in their daily work and reduce unnecessary consumption, thus jointly promoting social sustainability.

**Measures to build green workplaces**

- Sort garbage, and carry out public awareness campaigns on garbage sorting.
- Rent printers, with ink cartridges/toner cartridges recycled by vendors, and print volume managed to promote paperless office.
- Rent office plants for recycling and avoiding waste.
- Set air conditioning at 26°C and turn it off after work, and turn off refrigerators and most elevators on weekends.
- Share idle assets, and use idle assets first prior to purchasing new assets.
- Recycle low-value durable office supplies and electronic equipment from separated employees.
- Widely apply energy-efficient lights, perform daily inspection of lights off, office equipment shutdown, and print paper usage, and put up posters in public areas to promote energy conservation and consumption reduction.
- Give priority to paper products certified by the Forest Stewardship Council (FSC). Currently, the Group adopts FSC-certified paper for annual and interim reports.

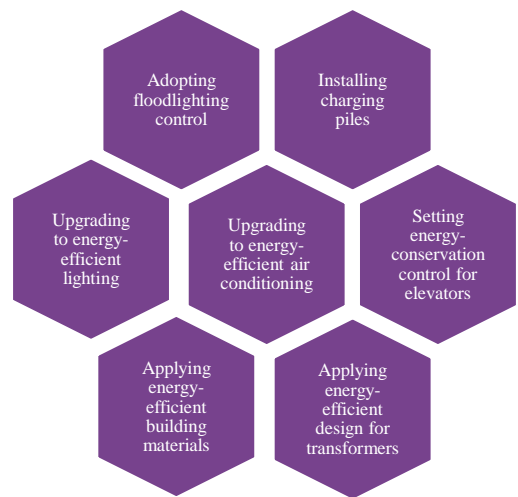
### 4. Green Property Promotion

Strictly abiding by national laws and regulations, the Group has formulated and implemented relevant internal management policies and actively pursued green operation concepts while improving the systems of resource and energy management, to continuously promote energy-saving and emission reduction and explore the transition to low carbon.

#### 1) Energy Management

The Group strictly complies with the *Law of the People's Republic of China on Energy Conservation* and other laws and regulations. Buildings are designed and managed in accordance with green building standards. Energy management measures are taken to promote energy conservation and emission reduction, such as renovating lighting and air-conditioning systems, and establishing platforms to manage energy consumption. In addition, to drive energy conservation and emission reduction, new energy is widely applied through the introduction of unmanned NEVs and the installation of charging piles and solar streetlights.

In addition, the Group actively organizes training on the *Green Energy-Saving of Commercial Office Buildings* to promote and integrate the



*Energy Management Measures*

**RMB940 thousand/year**

*As of December 31, 2022, 98 projects have been applied to the energy consumption system, which saved manpower amounting to 2,352 people and RMB940,00 per year*

concept of energy conservation and emission reduction among tenants into their daily actions.

#### Active application of clean energy in Guangxi

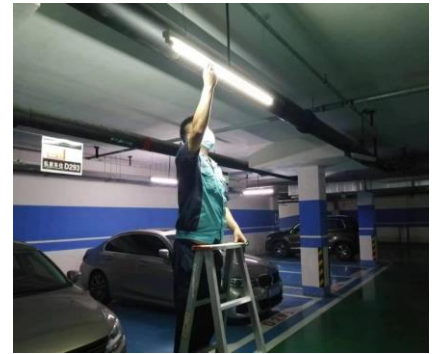
This year, Cenxi Country Garden and Vienna Senlin, two projects of the Group in Guangzhou, had been actively using clean energy by replacing 44 traditional streetlights with solar ones to facilitate low-carbon economy transformation with less consumption of traditional purchased electricity. Statistics indicate that the upgrading can save electricity cost about RMB 9,324 per year. In the future, the Group will continue to use clean energy with more proactive actions such as the construction of photovoltaic rooftops and parking sheds.



*Solar streetlights*

#### Energy-saving renovation of underground car park lighting system

In April 2022, the Group launched an energy-saving renovation project for the lighting system in the underground car park. By installing radar induction control lamps and intelligent identification systems, the project solves the problems of high power, constant brightness, difficult management and high operating costs of lamps, thus achieving the dual guarantee of safety and energy saving, and improving the efficiency of electricity consumption. This year, the project has renovated 360 thousand lamps, saving 8.49 million kWh of electricity consumption and 5.353 million yuan in annual costs.



*Underground car park lighting system renovating site*

### Management measures for green operation at Kunming CBD project

Equipped with intelligent building control systems, the project adopts transformers, lighting, air conditioning and elevators with energy-efficient design, thereby achieving green operation.

- Energy-efficient transformers: Transformers are all operated in an active-backup mode to reduce power loss in operation.
- Lighting control: Standard level lighting, basement lighting, floodlighting, and machine room lighting are replaced with LED lighting. Solar energy equipment is used for peripheral lighting, with the lighting time under control.
- Control of central air-conditioning: Temperature and humidity monitors are installed in the lobby, the periphery and the open-air lobby. The operation time and modes of the central air-conditioning are adjusted according to the temperature in a timely manner, which effectively reduces power consumption.
- Energy-saving control of elevators: The energy-saving operation mode is enabled through group control. Elevators can be automatically adjusted to the sleep mode when not in use for a long time.
- Intelligent building control system: Fresh air systems at each floor adopt intelligent building control system to calculate the air supply volume based on the actual occupancy, and set specific time to supply and exhaust air for each floor. This has helped save as much energy as possible while ensuring user experience.



*Transformers in Active-Backup Mode*



*Interface of the Intelligent Building Control System*

## 2) Water Resource Management

The Group actively implements the water resources management plan. To manage water resources in office buildings and communities, the Group has taken such measures as upgrading of water supply systems and pumps, and variable-frequency control of water supply, which effectively reduces water loss and water consumption and helps achieve water efficiency targets. This year, the water used by the Group was mainly supplied from municipal water and there were no difficulties in obtaining suitable water resources.

Meanwhile, the Group keeps enhancing the management of urban water services and urban waterways, contributing to ecological conservation. The Group has improved the long-term mechanism and taken multiple measures to maintain the environmental hygiene along the river. With these efforts, we have comprehensively improved the quality of water resources and conserved the ecological environment along the river.

## Actions to improve environmental hygiene along Fuhua River, Cao County, Shandong

In October 2022, Country Garden Manguo, a subsidiary of the Group, worked with local authorities in Cao County, Shandong Province to improve the environmental hygiene along the Fuhua River. Plastic garbage, indiscriminate planting, illegal buildings and inappropriate stockpiling in the riverway and on both banks were cleaned up to protect the ecological environment.

- **Managing the riverbank environment:** To keep the principle of “riverbanks green, water clear, environment clean and scenery picturesque”, sanitation workers were assigned to remove plastic garbage, dead tree branches, hangings and garbage piles, ensuring all exposed garbage and stockpiling are removed.
- **Cleaning up and salvaging garbage:** To ensure that there were no floating objects on the river surface and no garbage on the riverbanks, professional sanitation workers with special salvage boats and facilities were engaged to conduct inch-by-inch clean-up of plastic garbage and weeds from the river surface and on both banks. Garbage was delivered to centralized treatment facilities in a timely manner to avoid secondary pollution.



*Riverbank Environment Management*



*Cleaning up Garbage from the River*

### 3) Waste Management

The Group strictly abides by national laws and regulations such as the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*. The Group has formulated and implemented internal policies such as the *Procedures for Fixed Waste Disposal* and the *Procedures for the Treatment of Wastewater, Exhaust and Noise* to ensure waste treatment in compliance with national standards and mitigate potential impacts on the environment.

In response to the government's garbage sorting policy, the Group removes garbage bins and designates sites for garbage drop-off in communities. The Group also provides garbage sorting courses for property owners to enhance their awareness in this regard. Besides, supervisors are appointed to supervise and guide property owners in garbage sorting and drop-off during the peak time, contributing to better communities.

#### Garbage sorting activities

This year, the Group actively carried out garbage sorting activities in Shouyang County, Jinzhong City, Shanxi Province. Over 950 garbage sorting bins in four colors on arterial and sub-arterial roads and side streets in urban areas were replaced and repaired. 46 sets of bulletin boards of garbage sorting were put up and 27 damaged sets were replaced in communities without property management. More than 50 waste mask recycling bins were installed at 20 convenient nucleic acid testing sites and in densely populated places such as schools and supermarkets in urban areas. The Group also worked with local education departments to include garbage sorting into the extra-curriculum activities of primary and secondary schools and kindergartens, and jointly held garbage sorting courses at primary and secondary schools for twice. In doing so, we have fostered a strong social atmosphere that encourages garbage sorting by providing everyone with thorough exposure and comprehensive instruction.



Bulletin Board of Garbage Sorting



Garbage Sorting Courses

#### 4) Emission Management

To reduce environmental emissions from the Group's own and managed projects, the Group has formulated and implemented internal policies such as the *Procedures for Identification and Assessment of Environmental Factors and Prevention and Control* to identify the risk of emission pollution that may result from the Group's operations involving the social environment, operating environment, infrastructure, working environment, engineering and maintenance materials, cleaning supplies and greening materials. Wastewater and exhaust gas emissions have been strictly managed in compliance with emission standards. Subsidiaries and departments of the Group also put measures for environmental prevention and improvement into action, and continue with identification and assessment of environmental factors.

##### *Sewage Discharge*

The Group's commercial projects are in strict compliance with internal management policies such as the *Requirements for Implementation of Good Service Standards*. Sewage outfalls and grease traps are inspected once a month to avoid oil spillage and accumulation and meet relevant standards of sewage discharge.



### *Exhaust Emissions*

The Group strictly controls exhaust emissions of boilers at commercial projects. To meet the *Emission Standard of Air Pollutants for Boilers* and other national requirements, a third party is engaged to conduct tests and issue reports.

## **5) Environmental and Natural Resource Conservation**

The Group has formulated and implemented internal management systems such as the *Procedures for Resource Management* and the *Assessment and Scoring Standards for Landscaping Management and Maintenance* to strengthen the construction of greening and facilitate the environmental and natural resource conservation. We have taken various green actions, such as preventing soil pollution, implementing biological control, protecting trees and strengthening greening. Those are part of our efforts to conserve the environment and natural resources while maintaining biodiversity and a virtuous cycle of the ecological environment.



Regularize the use of pesticides, herbicides, fertilizers and other chemicals, prioritize the use of environmentally friendly drugs and avoid damage to the soil and groundwater environment;



Explore and implement biological control-based pest control techniques (microbial pest control, insect pest control, bird pest control, hormone pest control, etc.) and physical control (bait trapping, light trapping, clearing of disease spots, heat treatment, etc.);



Mark ancient trees in the residential areas managed by the Group with signs and carry out regular maintenance.

At the same time, based on our broad customer base as a property service provider, we organize diversified environmental protection activities such as caring for green plants, reusing recyclable resources, and sorting garbage. We foster the awareness and culture of green and environmental protection among our property owners, employees, and other stakeholders, and are collaborating to build a green ecological home. During the year, the Group's business activities did not have a significant impact on the environment and natural resources.

## 5. Responding to Climate Change

The Group attaches great importance to climate change issues. We are keen to seize opportunities and address risks associated with climate change and are committed to reducing its potential impacts on our business operations. This year, we have applied the proposed framework of Task Force on Climate-related Financial Disclosures (TCFD) again, disclosing our priorities in climate change in terms of governance, strategy, risk management and indicators and goals. Moreover, we persistently strengthen the risk management system and promote the sustainable development of the Group.

### Governance: Climate-related Risks and Opportunities



- The Group's ESG Committee is responsible for formulation and review of relevant policies on climate changes, supervises climate-related risks and opportunities, and includes related physical and transformation risks into the Group's process of risk assessment, while ensuring the effective management of risks on climate change in the Group's operations, so as to mitigate the effects of climate changes on business and strengthen the Group's capability for climate changes. Meanwhile, the ESG Committee reports such matters to the Board of Directors on a regular basis.

### Strategy: Actual and Potential Impacts of Climate-related Risks and Opportunities on the Business, Strategy and Financial Planning of the Group



- In terms of physical risks, the Group may be exposed to risks from extreme weather events such as typhoons, rainstorms, high temperatures, floods, snowstorms and sandstorms. Their potential impacts include slower service response time, increased service difficulties, damage to project equipment and higher operating costs.
- In terms of transition risks, the Group may be exposed to tightening of national and local environmental policies, higher technical requirements for green property management, etc. Such risks may result in higher costs for both renovation of community equipment and R&D of intelligent property technologies.
- Besides, the Group believes that climate change will bring new development opportunities. For example, due to climate change risks, we need to step up efforts in building green property and developing environmentally-friendly services that meet customers' needs, in an effort to explore more market opportunities.
- To respond to climate change risks, the Groups has taken the following actions:
  - ✓ Fully implement the *Emergency System for Disasters*, improve the level of property emergency management and regularly organize emergency drills, while strengthening the reminder and publicity of natural disasters and making solid efforts to hidden danger identification, so as to effectively protect the life and property safety of property owners and employees.
  - ✓ Formulate and implement the *Emergency Management System of Country Garden Services for Natural Disasters such as Typhoons and Flood Control* to make detailed regulations on the prevention and rescue of severe weather, such as inspection of emergency supplies and first-aid kits, check and reinforcement of facilities and equipment in public areas, and proactive measures for cold snap, wind and snow weather.

**Risk Management: The Way to Identify, Assess and Manage Climate-related Risks**

- During business operation, the Group values the opinions and suggestions of internal and external stakeholders, and does its best to identify and understand climate-related risks based on the characteristics of its business and the industry. While assessing risks and implementing projects, the Group includes climate risks to the risk management system, quantifies the influence coefficients and assessment objectives, and puts forward targeted prevention and solutions, promoting the establishment of a risk management system of “prevention before the process, control during the process, and treatment after the process”. At the same time, the Group will pay close attention to changes in environmental policies, actively respond to the national call, and strengthen the compliance construction of environmental management. In doing so, the Group can improve climate change risk management on a sustained basis.

**Indicators and Goals: Indicators and Goals for Assessing and Managing Climate-related Risks and Opportunities**

- The Group has formulated green development goals such as water efficiency, waste reduction, energy efficiency and emission reduction, and has made specific measures to the realization of the goals. At the same time, the Group continues to disclose the data of greenhouse gas emissions (Scope 1 + Scope 2). And the Group constantly enhances the disclosure of environment related information to strengthen the protection of investors' rights and interests, thus promoting the development of green property.



Landscaping protection measures for typhoons of the Xinyi City service project in Maoming City, Guangdong Province

In response to extreme weather such as typhoons and rainstorms, the Group took special actions to manage the landscaping in the Xinyi City Service Project. A Typhoon Emergency Group was set up to raise the awareness of typhoon prevention and resistance at all times. In addition, we created a full-process (pre-typhoon, during typhoon and post-typhoon) management mechanism as preparations.

1) Pre-Typhoon

We pruned trees in windward areas, including those with dense branches, large canopies, under high voltage lines and near transformers and houses. Moreover, we reinforced soil in plant pits to cope with lowland and water logging. We reserved a variety of flood-control materials such as supporting wooden sticks, warning belts, traffic cones, raincoats and rainshoes for emergency rescue at any time.



*Pre-Typhoon Emergency Pruning*

2) During typhoon

We involved all employees in the work, temporarily closed the park and suspended public cleanliness works and urban greening pruning. All members of the Emergency Group were on standby and we comprehensively strengthened safety inspection. Any danger must be reported immediately, with flood-control materials prepared.



*Pre-Typhoon Inspection of Park*

3) Post-Typhoon

We added soil around trees that were tilted and fallen as a result of typhoons, and shored them up with pillars.

## XI. Giving Back to Society with Earnest Public Welfare Engagements

ESG Issues  
Responded to in this  
Chapter

Promoting Community  
Development  
Public Welfare, Charity  
and Social Services

SDGs Responded to  
in this Chapter



Committed to building a harmonious and beautiful social environment and responding to the property owners' diversified demands, the Group deeply implements the social spirit with pursuing public welfares, actively assumes the responsibility from the state and the era, and actively engages in pandemic control and disaster relief, rural revitalization, community development and public charity. While doing so, the Group continues to contribute to facilitate harmonious social development.

### 1. Supporting Pandemic Control and Disaster Relief

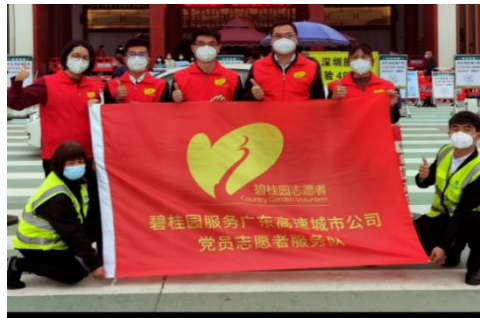
The year 2022 saw sporadic resurgences of COVID-19 with cluster of infections. The Group adhered to the policy of regular pandemic prevention and control, and was keen to cooperate with local governments. We carried out pandemic prevention activities within the community and firmly follow the ten measures for anti-pandemic of Country Garden Services. Besides, we spared no efforts in coordinating multiple resources to replenish supplies for pandemic prevention in a timely manner. We also built a solid defense line for pandemic prevention and control jointly with the community to ensure the safety and health of residents. In addition, the Group played an active part in social pandemic prevention activities. For example, we formed task forces and volunteer service teams to help public departments fight against the pandemic. Furthermore, we provided materials support for frontline personnel, as part of our efforts to help pandemic prevention and control in an all-around way.



Ten Measures for Anti-Pandemic

Anti-Pandemic services in expressway service areas

Giving full play to the role of Party organizations at the primary level in various fields as strong forts and the role of Party members as the vanguard, the Group organized a number of Party members to support the pandemic prevention activities. All expressway service areas of the Group established task forces and volunteer service teams to provide volunteer services with the theme of “Worry-free Travel, Thoughtful Services”. We promoted knowledge of pandemic prevention and control among drivers and passengers, and provided guidance and consulting services. During the activity, our volunteer service teams practiced our original aspiration and mission by providing the most thoughtful services, and demonstrated our spirit of serving with a responsible attitude.



*Volunteer Service in Guangdong Xinfeng-Boluo Expressway Longmen*



*Passenger Consulting Service in Guangdong Chaozhou-Zhangzhou*

Fighting against the pandemic in Shanghai

In April 2022, during a wave of infections in Shanghai, more than 350 local property service teams of the Group made concrete, meticulous, and effective efforts in all pandemic prevention following the human-oriented concept. To ensure our property owners’ quality of life during the lockdown, we offered personalized and diversified services, including delivering medicines to property owners, helping the elderly who had no experience in shopping online purchase daily supplies, printing study materials for students who attended online courses at home and providing in-home pet care services.



*Providing Anti-Pandemic Materials*



*Guiding PCR tests*

In addition, the Group also responded to the disaster emergency actively by dispatching professional team to assist in the disaster-hit area to protect social security with a professional attitude.

#### Fighting against the flood in northern Guangdong

In June 2022, the northern part of Guangdong was hit by continuous heavy rainfall. The Group, together with Country Garden Group, Guoqiang Foundation, its social enterprise Bixiang Company and community volunteers, formed an emergency rescue team and rushed to northern Guangdong to deliver daily necessities urgently needed in the transitional stage of post-disaster resettlement for the disaster-affected people and actively engaged in post-disaster reconstruction with practical actions, giving full play to the “red spirit” to safeguard security.



*Volunteers in the flood relief effort*



*Photo of Flood relief in northern Guangdong*

## 2. Supporting Rural Revitalization

In active response to the national rural revitalization strategy, the Group develops competitive and distinctive industries in accordance with local conditions through an integration of local social resources and the transformation of production and operation. With these efforts, we create more channels for local employment and increase the income of rural residents, comprehensively facilitating rural revitalization through industry revitalization.

Meanwhile, all business lines of the Group cooperate with relevant local organizations, and broaden sales channels of local products by assisting farmers with consumption. Such efforts not only bring in and increase income of local organizations, but also promote the development of local industries.

#### Assisting farmers with consumption - Promoting rural agricultural products

This year, the Group has carried out the consumption activity of “Power of Community” for supporting farmers, together with Bixiang Agricultural Development Co., Ltd., to promote guiqi mangos in Guangxi, jinxiu yellow peaches in Jinggangshan, Jiangxi, honey pomelos in Dabu, Meizhou, Guangdong and passiflora edulis ‘Golden’ in Rongjiang, Guizhou, for fifth consecutive years. In 2022, the total turnover of the campaign exceeded RMB13.33 million, and in the past five years, the total turnover exceeded RMB 39.83 million, achieving sustainable income growth for farmers and effectively promoting agricultural development and rural revitalization.



Promoting Agricultural Products from Guizhou

#### Assisting farmers with consumption - Purchasing brooms from poverty alleviation villages

To promote rural revitalization and increase farmers' income, we purchased special brooms for environmental sanitation from poverty alleviation villages in Shouyang Integrated Environmental Sanitation Project. As at 31 December 2022, we had purchased over 6,900 brooms in total from poverty alleviation villages, which not only opened up channels for both local broom sales and villagers' income, but also increased villagers' income by RMB62,075. Therefore, we propelled the development of agricultural and sideline products with local characteristics.



Purchasing Brooms from Poverty Alleviation Villages

112  
458  
37

As at 31 December 2022, the Group had established 112 new party branches, accumulating 458 party organizations, and had built 37 new centers for party and mass activities

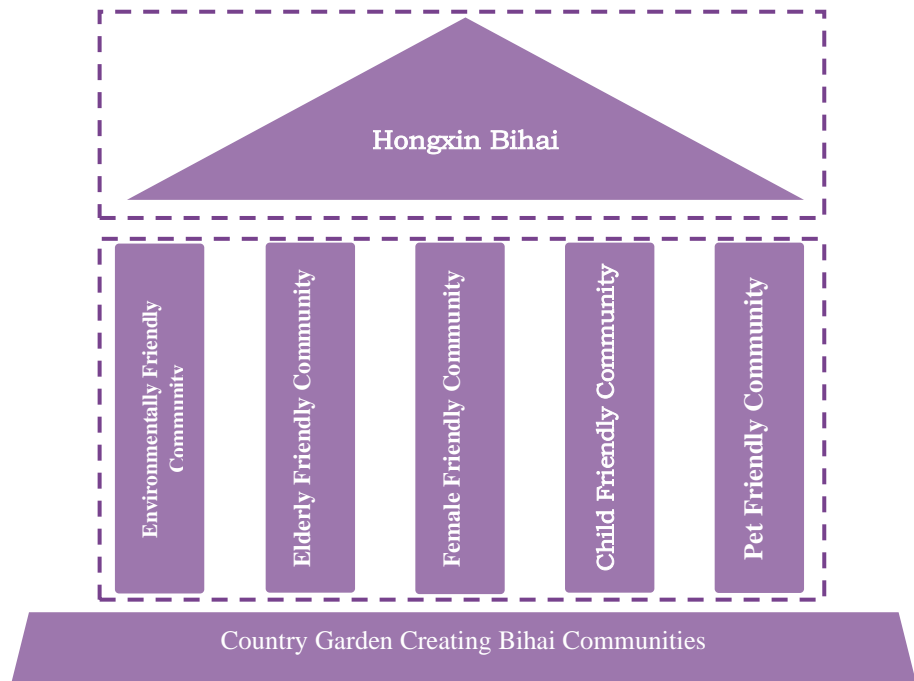
### 3. Promoting Community Development

The Group plays an active part in serving communities. We continue to enrich residents' lives by building the red spirit featured property brand of “Hongxin Bihai Community Service”, organizing diversified cultural activities, providing intimate and convenient services, etc. We march with firm steps toward the goal of building a civilized and harmonious community.

#### 1) Red Spirit Featured Property Management

In accordance with the *Plan for Building an Urban and Rural Community Service System during the 14th Five-Year Plan Period*, the Group insists on improving red spirit featured property services. For this purpose, we have introduced the brand “Hongxin Bihai Community Service” and a property owner self-governance system led by Party building to meet various demands of all kinds of people and create colorful and harmonious communities. We further explore red spirit featured property services in terms of organization and community and make solid efforts in Party building. We are committed to building property management units into a service platform of primary-level party organizations.





*Red Spirit Featured Property Brand of  
“Hongxin Bihai”*

**154**

*As at 31 December 2022, the Group has won a total of 154 honors for excellence in Red Spirit Featured Property Management*

• We explore an effective approach for community governance led by Party building, and adopt a Party building system featuring “Community Party Committee + Property Owner Committee Party Branch + Real Estate Party Branch + Property Management Enterprise Party Branch”. We join hands to advance the construction and governance, comprehensively improving the satisfaction and happiness of the masses.

• We work with various departments, including the police, urban management authorities, traffic police, neighborhood committee and fire safety, and representatives of property owners, to manage common issues within the community. And we solve “critical trivial matters” around the residents through discussions.

**127**  
**31**

*As at 31 December 2022, “Hongxin Bihai” had trained 127 voluntary pioneers, including 31 party-masses information collectors*

At the organizational level



At the community level



*Community Construction under “Red Spirit Featured Properties”*

Meanwhile, the Group injects the red spirit into property management in an active manner, and manages to promote the red spirit by engaging in community renovation projects. The Group endeavors to achieve the organic integration of primary-level governance and services.

The first “Hongxin Bihai” renovation project for building a better community

In 2022, the Group piloted the “Hongxin Bihai” renovation project for building a better community in the Longjiang Country Garden Haoting community. It was mainly engaged in transforming a waste pool, which was susceptible to the “four pests (rats, sparrows, flies and mosquitoes)”, into a clean and comfortable children’s playground. “Hongxin Bihai” volunteer teams under the renovation project collected the pain points of community co-governance through visits and surveys. The property management personnel worked with property owners to determine pool renovation issues and push forward their implementation plans, thus ensuring that the real needs of residents were fully considered in community renovation. In the future, we will continue to explore a co-governance model with residents. Furthermore, we will fully motivate residents to create a better community.



*Opening Ceremony of Children’s Playground*

## 2) Community Public Welfare Services

Community public welfare services act as a beneficial supplement to basic property services provided to property owners. We promote our public welfare vision and social responsibility among property owners and delivers them more warmth and care through numerous convenience activities such as home appliance repair, laundry cleaning and free clinics.

“Thoughtful Service Festival”

This year, to provide warm and intimate services, we organized the “Thoughtful Service Festival” in Diamond Bay and Hualinfu communities. We provided a series of helpful services to residents, including sharpening kitchen knives, repairing small household appliances, cleaning floor mats, window screens and electric vehicles and measuring blood pressure. During the activity, we cleaned 121 floor mats and 45 window screens, sharpened 45 knives and measured blood pressure for 32 people. Such efforts were really helpful to residents’ lives and were well recognized by them.



*Cleaning Floor Mats*



*Measuring Blood Pressure*

### 3) Community Culture Development

Culture is the soul of a harmonious community. Taking the development of diverse community culture as a top priority, we organize a series of themed cultural activities such as holiday celebrations, parent-child garden tours and summer outdoor cinema. These activities allow property owners to experience colorful cultural lives within the community and strengthen communication between neighbors. We work together to build a warm and harmonious community.

#### An outdoor cinema in summer

In July 2022, to further enrich the cultural and leisure lives of property owners, we organized an outdoor cinema activity in Foshan Park, with 200 participants. We offered snacks including watermelon and ice cream and lively props such as glow sticks during the activity. By doing so, we provided an opportunity for property owners to talk with each other, which helped to enhance neighborhood relations and promote community harmony.



*Photo of Outdoor Cinema Activity*



*Handing out Snacks to Property Owners*

#### Mid-Autumn garden tour

In this year's Mid-Autumn Festival, the Group carefully prepared themed decorations and organized a garden tour in Wuhu Park to enrich property owners' lives. The activity focused on promoting traditional culture and recalling childhood memories. To create a strong traditional festive atmosphere, we invited children to wear traditional costumes and advocated merchants to offer nostalgic items, including traditional food made on the spot, DIY cotton candy, provision of traditional popsicles and trinkets with Mid-Autumn Festival characteristics. By doing so, we strived to provide a new experience integrating culture, food and festivities to property owners.



*Mid-Autumn Garden Tour*



*Preparation for Garden Tour*

#### 4. Engaging in Charitable Activities

Charitable activities play an important role in passing love on. The public welfare is also our concern. By building a volunteer platform and organizing volunteer teams, we actively engage in volunteer activities to make our modest contributions to the society.

75

75 young employees formed a volunteer team for “Winter Olympic and Paralympic Games”

##### Volunteering for “Winter Olympic and Paralympic Games”

In 2022, the Group organized a volunteer team for “Winter Olympic and Paralympic Games”, which was composed of young employees and took charge of food ingredients and kitchen support, cleaning, cashiering, service and logistics and other support works during the period. Our volunteer team provided helpful and customized services to athletes, as part of our efforts to ensure the success of the Winter Olympic and Paralympic Games. In addition, we practice the volunteer spirit of “dedication, friendship, mutual help and progress” with practical actions.



Volunteers in the Winter Olympic Games



Volunteer Supporting at Kitchen

##### Emergency blood donation campaign

In July 2022, Dongfei, a subsidiary of the Group, organized 50 employees to participate in summer emergency blood donation campaign themed on “Adding Glory to the Party Flag”. In doing so, we spread the hope of life to society and show the power of love with practical actions.



Blood Donation by Employees



Emergency Blood Donation Campaign

## Appendix I: Index of Key Performance Indicators (KPIs)

### Environment

ESG indicators	Unit	2022 Data <sup>(1)(2)</sup>	2021 Data	2020 Data
<b>Emissions<sup>(3)</sup></b>				
NOx emissions <sup>(4)(5)</sup>	kg	1,854.72	2,041.37	1,902.07
SOx emissions <sup>(5)</sup>	kg	0.05	0.10	0.11
<b>Greenhouse gases</b>				
Total greenhouse gas emissions (Scope 1 + Scope 2, carbon dioxide equivalent emissions)	ton	641,586.51	574,314.08	440,249.41
Scope 1 (CO <sub>2</sub> equivalent emissions) <sup>(6)</sup>	ton	5,157.33	5,782.83	5,442.95
Scope 2 (CO <sub>2</sub> equivalent emissions) <sup>(7)</sup>	ton	636,429.18	568,531.25	434,806.46
<b>Hazardous waste</b>				
Total hazardous waste <sup>(8)</sup>	ton	2.82	0.75	4.79
Weight of wasted batteries	ton	2.82	0.75	4.79
<b>Non-hazardous waste</b>				
Total non-hazardous waste <sup>(9)</sup>	ton	2,078.04	2,712.35	2,028.53
Weight of office waste	ton	503.15	468.92	577.58
Weight of food waste	ton	1,574.89	2,243.43	1,450.95
<b>Energy</b>				
Total energy consumption <sup>(10)</sup>	'000kWh	774,673.79	692,665.51	534,664.20
Total energy intensity <sup>(11)</sup>	'000kWh/m <sup>2</sup>	0.0018	0.0013	0.0012
Non-renewable fuel (direct) consumption <sup>(12)(13)</sup>	'000kWh	25,681.77	28,715.91	26,987.52
Pipeline natural gas consumption	'000kWh	24,923.38	27,322.72	25,402.47
Liquefied petroleum gas ("LPG") consumption	'000kWh	758.39	1,393.18	1,585.05
Energy purchased (indirect) consumption <sup>(14)</sup>	'000kWh	748,992.02	663,949.60	507,676.68
Purchased electricity consumption	'000kWh	748,992.02	663,949.60	507,676.68
<b>Water</b>				
Total water consumption	m <sup>3</sup>	40,580,113.94	29,881,488.74	28,490,751.03
Water consumption intensity <sup>(11)</sup>	m <sup>3</sup> /m <sup>2</sup>	0.097	0.058	0.066

Notes to Environmental KPIs:

1. The data collection scope of environmental KPIs covers the office areas of the Group headquarter, 32 regional/municipal companies, 1466 subordinate project companies, public areas of property management, and all non-outsourced staff canteens.
2. Data conversion methods and coefficients are mainly with reference to the *Appendix II: Reporting Guidance on Environmental KPIs* to the *How to Prepare an ESG Report* released by the HKEX, with several exceptions where the data conversion methods and coefficients are detailed in relevant notes.

3. The data collection scope of environmental KPIs does not involve official cars, therefore, no particulate matter emission data was recorded.
4. NOx emissions are generated from pipeline natural gas and LPG consumption. The natural gas emission factor is selected with reference to the *Methods for Emission Factors and Material Accountancy Applicable to Industries Not Included in Emission Permit Management (Trial)* issued by the Ministry of Ecology and Environment of China in 2017.
5. SOx emissions are generated from LPG consumption. The LPG calorific value coefficient is selected with reference to the *Guidelines for Accounting Methods and Reporting of Greenhouse Gas Emissions from Enterprises Operating Public Buildings (Trial)* issued by the National Development and Reform Commission of China in 2015.
6. The GHG emissions (Scope 1) arise from the combustion of fuels from stationary sources (other than electrical installations) to generate heat or steam, such as the consumption of pipeline natural gas and LPG for non-outsourced employee cafeteria gas stoves, heating boilers, etc. The natural gas calorific value coefficient and emission factor are selected with reference to the *Guidelines for Accounting Methods and Reporting of Greenhouse Gas Emissions from Enterprises Operating Public Buildings (Trial)* issued by the National Development and Reform Commission of China in 2015.
7. The GHG emissions (Scope 2) arise from the purchased electricity consumed within the company. For the GHG emission factor of purchased electricity, refer to the *Baseline Emission Factors of China's Regional Power Grids for Emission Reduction Projects in 2019* issued by the Ministry of Ecology and Environment of the People's Republic of China.
8. Total hazardous waste = Total weight of wasted batteries.
9. Total non-hazardous waste = Weight of office waste + Weight of food waste.
10. Total energy consumption = (Direct) energy consumption of non-renewable fuel + (Indirect) consumption of purchased energy.
11. Intensity values are calculated by dividing the sum of the area under management for all projects within the scope of the current year's environmental key performance indicator data disclosure.
12. The (direct) calorific value coefficient of the non-renewable fuel is selected with reference to the *Guidelines for Accounting Methods and Reporting of Greenhouse Gas Emissions from Enterprises Operating Public Buildings (Trial)* issued by the National Development and Reform Commission of China in 2015.
13. (Direct) energy consumption of non-renewable fuel = Pipeline natural gas consumption + LPG consumption.
14. (Indirect) consumption of purchased energy = Purchased electricity consumption.

## Employment<sup>(15)</sup>

	2022 Data	2021 Data	2020 Data
<b>Total number of employees</b>	<b>227,759</b>	<b>168,860</b>	<b>60,803</b>
<b>Total number of employees by gender</b>			
Male	131,148	97,950	38,805
Female	96,611	70,910	21,998
<b>Total number of employees by job type</b>			
Service	185,558	143,416	49,284
Business	5,278	3,986	2,447
Professional	23,486	14,034	3,818
Management	13,437	7,424	5,254
<b>Total number of employees by age group</b>			
Aged under 30	34,173	24,354	19,959
Aged 31-40	50,560	31,809	19,347
Aged 41-50	44,461	27,884	13,773
Aged 50 above	98,565	84,813	7,724
<b>Total number of employees by employment type</b>			
Full-time	220,171	160,133	60,704
Part-time	7,588	8,727	99
<b>Total number of employees by region</b>			
Chinese Mainland	226,757	167,806	59,870

Hong Kong SAR and Macao SAR	570	529	444
Overseas areas	432	525	489

Notes to Employment KPIs:

15. In 2021, the number of employees of 8 subsidiaries is not included; in 2020, the number of employees of Manguo and Dongfei is not included.

### Turnover Rate <sup>(16)(17)</sup>

	2022 Data	2021 Data	2020 Data
<b>Overall employee turnover rate (%)</b>	<b>28.09</b>	<b>25.87</b>	-
<b>Employee turnover rate by gender</b>			
Male	28.58	27.02	-
Female	27.42	24.21	-
<b>Employee turnover rate by age group</b>			
Aged under 30	37.47	32.03	-
Aged 31-40	26.62	24.51	-
Aged 41-50	23.52	21.85	-
Aged 50 above	27.01	25.68	-
<b>Employee turnover rate by region</b>			
Chinese Mainland	28.05	25.83	-
Hong Kong SAR and Macao SAR	28.71	30.85	-
Overseas areas	44.33	30.19	-

Notes to turnover rate KPIs:

16. In 2021, the number of employees from 8 subsidiaries is not included.
17. Turnover rate = Number of employees in the specified category leaving employment in 2022 / (Number of employees in the specified category at the end of 2022 + Number of employees in the specified category leaving employment in 2022) \* 100.

### Health and Safety

	2022 Data	2021 Data	2020 Data
Number of work-related fatalities (person) <sup>(18)</sup>	2	1	1
Rate of work-related fatalities (%) <sup>(19)</sup>	0.001	0.001	0.002
Lost days due to work injury (day) <sup>(20)</sup>	9,968	6,419	3,664

Notes to Health and Safety KPIs:

18. In 2022, the number of work-related fatalities of Manguo and Dongfei is not included; in 2021 and 2020, the number of work-related fatalities of all the subsidiaries is not included.
19. The rate of work-related fatalities = the number of work-related fatalities / Total number of employees \* 100 (in 2022, Manguo and Dongfei are not included in the number of work-related fatalities and total number of employees, in 2021 and 2020, all the subsidiaries are not included.).
20. Lost days due to work injury = the number of days off due to work-related injuries (in 2022, the number of Manguo and Dongfei is not included; In 2021, the number of 9 subsidiaries were not included; in 2020, the number of Manguo and Dongfei is not included).

### Development and Training <sup>(21)(22)</sup>

	2022 Data
<b>Percentage of total employees trained</b>	<b>86.67</b>
<b>Percentage of employees trained by gender</b>	
Male	87.77

	<b>2022 Data</b>
Female	87.29
<b>Percentage of employees trained by category</b>	
Senior management	87.56
Middle management	68.60
Ordinary employees	96.79
<b>Average hours of training per employee<sup>(23)</sup></b>	<b>63.75</b>
<b>Average hours of training per employee by gender</b>	
Male	64.05
Female	63.30
<b>Average hours of training per employee by category</b>	
Senior management	68.80
Middle management	66.60
Ordinary employees	63.00

Notes to Development and Training KPIs:

21. In 2022, the number of Manguo and Dongfei is not included.
22. Percentage of employees trained by category = Total number of trained employees in that specific category / total number of employees in that specific category\*100.
23. Average hours of training of employees in relevant employee categories = Total training hours of employees in that specific category / total number of employees in that specific category.

## Operation Practices

	<b>2022 Data</b>	<b>2021 Data</b>	<b>2020 Data</b>	
<b>Number of suppliers<sup>(24)</sup></b>	<b>9,081</b>	<b>8,786</b>	<b>11,878</b>	
Chinese Mainland	Eastern China	4,737	3,989	-
	Central China	2,384	2,785	-
	Northeast China	335	429	-
	Western China	1,624	1,582	-
Overseas areas	1	1	-	

Notes to Operation Practices KPIs:

24. In 2022, the data of 3 subsidiaries are not included; In 2021, the data of 6 subsidiaries are not included; in 2020, the data of Manguo and Dongfei are not included.

## Product Responsibility

	<b>2022 Data</b>	<b>2021 Data</b>	<b>2020 Data</b>
Number of complaints received regarding the products and services <sup>(25)</sup>	226,062	117,647	69,938
Response rate of complaints completed (%)	99.49	100	100

Notes to Product Responsibility KPIs:

25. In 2022, the data of Manguo and Dongfei are not included; in 2021, the data of 2 subsidiaries are not included; in 2020, the data of Manguo and Dongfei are not included.



**Anti-Corruption**

	2022 Data	2021 Data	2020 Data
Number of concluded legal cases regarding corruption (case)	0	0	-

**Community<sup>(26)</sup>**

	2022 Data	2021 Data	2020 Data
<b>Philanthropy</b>			
Number of input workforce (person)	2,789	1,725	100
Input time (h)	7,429	1,386	168
Input capital (RMB)	234,566	150,000	275,200
<b>Environmental protection</b>			
Number of input workforce (person)	7,572	211	1,630
Input time (h)	8,883	1,314	2,240
Input capital (RMB)	492,284	72,815	77,271
<b>Culture</b>			
Number of input workforce (person)	50,512	33,356	1,829
Input time (h)	121,603	38,763	14,644
Input capital (RMB)	2,916,526	4,368,874	730,971
<b>Sports</b>			
Number of input workforce (person)	330	3,430	615
Input time (h)	2,725	313	3,691
Input capital (RMB)	531,090	975,000	107,723
<b>Education</b>			
Number of input workforce (person)	9,400	888	345
Input time (h)	3,685	430	976
Input capital (RMB)	130,570	25,186	164,822
<b>Total</b>			
Number of input workforce (person)	70,603	39,610	4,519
Input time (h)	144,325	42,206	21,719
Input capital (RMB)	4,305,036	5,591,875	1,355,987

Notes to Community KPIs:

26. Incomplete statistics on the resources utilized by the Group in the scope of focus.

## Appendix II: List of Policies and Applicable Laws and Regulations

ESG indicator	Internal policies	Compliance with laws and regulations
<b>Aspect A1: Emissions</b>	<i>Procedures for Identification and Assessment of Environmental Factors and Prevention and Control</i>	<i>Law of the People's Republic of China on Environmental Protection</i>
<b>Aspect A2: Use of Resources</b>	<i>Procedures for Resource Management</i>	<i>Law of the People's Republic of China on Environmental Impact Appraisal</i>
<b>Aspect A3: The Environment and Natural Resources</b>	<i>Procedures for the Treatment of Solid Waste</i>	<i>Water Pollution Prevention and Control Law of the People's Republic of China</i>
	<i>Procedures for the Treatment of Wastewater, Exhaust and Noise</i>	<i>Water Law of the People's Republic of China</i>
	<i>Assessment and Scoring Standards for Landscaping Management and Maintenance</i>	<i>Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste</i>
		<i>Law of the People's Republic of China on the Prevention and Control of Environmental Noise Pollution</i>
		<i>Law of the People's Republic of China on the Prevention and Control of Air Pollution</i>
		<i>Law of the People's Republic of China on Coastal Environmental Protection</i>
		<i>Law of the People's Republic of China on Energy Conservation</i>
		<i>Regulations of the People's Republic of China on the Administration of Prevention and Control of Pollution from Land-based Sources and Damage to the Marine Environment</i>
		<i>National Catalogue of Hazardous Wastes</i>
		<i>Administrative Measures for Hazardous Waste Transfer Forms</i>
		<i>Work Program for the Control of Greenhouse Gas Emissions in the 13th Five-Year Plan</i>
		<i>Administrative Measures for Urban Living Garbage</i>
		<i>Provisions on the Administration of Urban Construction Garbage</i>
<b>Aspect B1: Employment</b>	<i>Regulations on the Management of Professional Conduct of Employees of Country Garden Services Group</i>	<i>Labor Law of the People's Republic of China</i>
	<i>Attendance and Leave Management System of Country Garden Services Group</i>	<i>Labor Contract Law of the People's Republic of China</i>
	<i>Regulations on the Administration of Employee Welfare Leave and</i>	<i>Law of the People's Republic of China on Promotion of Employment</i>
		<i>Social Insurance Law of the People's Republic of China</i>

<b>Aspect B2: Health and Safety</b>	<p><i>Regional Allowance for Ethnic Minorities and Remote/High Plateau Areas of Country Garden Services Group</i></p> <p><i>Regulations on the Management of Pay Adjustment for MP Categories of Staff of Country Garden Services Group</i></p> <p><i>Management Measures for Happy Workplace of Country Garden Services (2022)</i></p> <p><i>Salary Calculation Rules and Management System of the Country Garden Services Group</i></p> <p><i>2022 Organizational Performance Assessment Scheme of Country Garden Services Group</i></p> <p><i>Leader Management Measures of Country Garden Services Group</i></p> <p><i>Employee Handbook</i></p> <p><i>Measures for the Management of Incentive Policies of Country Garden Services Group (V3.0)</i></p> <p><i>Guidelines for the Management of Occupational Injuries for Employees of Country Garden Services Group</i></p> <p><i>Discipline of Safety Production and Quality Red Line of Country Garden Services</i></p> <p><i>Procedures for the Management of Operation Safety</i></p> <p><i>Procedures for the Management of Labor Protection Items</i></p> <p><i>Regulations on Occupational Safety and Precautions</i></p> <p><i>Procedures for the Prevention and Control of Hazardous Sources</i></p> <p><i>Procedures for Identification and Assessment of Environmental Factors and Prevention and Control</i></p> <p><i>“Blue, Green, Orange, Yellow and Red” Five-color Risk Management Mechanism</i></p> <p><i>Emergency Response Plan Drill Checklist</i></p> <p><i>Measures for Safety Production - Environment (Version 1.0)</i></p> <p><i>Guidelines on Work Safety Protection Measures for Employees in Important Positions of Country Garden Services during the COVID-19 Pandemic</i></p> <p><i>Notice on Continuing to Implement Pandemic Prevention and Control Measures</i></p>	<p><i>Regulations of the People's Republic of China on Special Protection for Underage Workers</i></p> <p><i>Regulations on Minimum Wage for Enterprises</i></p> <p><i>Regulations on Prohibition of Child Labor</i></p> <p><i>International Labor Organization Constitution</i></p> <p><i>Discrimination (Employment and Occupation) Convention</i></p> <p><i>Abolition of Forced Labor Convention</i></p> <p><i>Labor Law of the People's Republic of China</i></p> <p><i>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</i></p> <p><i>Law of the People's Republic of China on Production Safety</i></p> <p><i>Law of the People's Republic of China on Fire Fighting</i></p> <p><i>Emergency Response Law of the People's Republic of China</i></p> <p><i>Regulations on Safe Management of Hazardous Chemicals</i></p> <p><i>Regulations on the Reporting, Investigation and Disposition of Work Safety Accidents</i></p> <p><i>Interim Provisions on the Investigation and Treatment of Work Safety Accident Hazards</i></p> <p><i>Regulations of the People's Republic of China on Work Injury Insurance</i></p> <p><i>Regulations of the People's Republic of China on Unemployment Insurance</i></p> <p><i>Regulations on Occupational Health Supervision and Administration in the Workplace</i></p> <p><i>Classification and Catalogue of Occupational Diseases</i></p> <p><i>Trial Measures for Maternity Insurance for Enterprise Employees</i></p>
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	<i>Administrative Measures for Fire Safety Responsibilities (2022)</i>	
	<i>Risk Management Measures for Basic Property Management Services (V4.0)</i>	
	<i>Administrative Measures for Pool Safety of Country Garden Services (V1.0)</i>	
	<i>Circular on Implementing the Prevention and Control Requirements of COVID-19</i>	
<b>Aspect B3: Development and Training</b>	<i>Administrative Measures for Training of Laboratory Operations</i>	
	<i>Measures for Internal Tutor Management</i>	
	<i>Implementation Rules for Model Talent Base Management</i>	
	<i>Talent Management Responsibilities and Requirements</i>	
	<i>Administrative Measures for Manager Referral Bonus (2022 Version)</i>	
	<i>Notice on Induction Training for the 2022 Rocket Army Program &amp; Star Youth Program</i>	
	<i>Notice on the Provision of Regular Training for 2022</i>	
	<i>Notice on Releasing the Guidance on Talent Management for Each Business Unit</i>	
<b>Aspect B4: Labor Standards</b>	<i>Management Measures for Cadres of Country Garden Services Group</i>	<i>Labor Law of the People's Republic of China</i>
	<i>2022 Organizational Performance Assessment Scheme of Country Garden Services Group</i>	<i>Labor Contract Law of the People's Republic of China</i>
	<i>2022 Management Measures for Performance Assessment of Core Personnel in the Life Service Section of the Unit Community and Principals of Key Businesses and in Key Cities</i>	<i>Regulations on Prohibition of Child Labor</i>
	<i>2022 Management Measures for Market Expansion Performance Assessment</i>	<i>Law of the People's Republic of China on the Protection of Minors</i>
	<i>Attendance and Leave Management System of Country Garden Services Group</i>	<i>Law of the People's Republic of China on the Protection of the Rights and Interests of Women</i>
	<i>Regulations on the Administration of Employee Welfare Leave and Regional Allowance for Ethnic Minorities and Remote/High Plateau Areas of Country Garden Services Group</i>	
<b>Aspect B5: Supply Chain Management</b>	<i>Risk Management Committee Implementation Rules</i>	<i>Law of the Republic of China on Tendering and Bidding</i>
	<i>Measures for the Management of Self-Purchase of Food Ingredients in the</i>	<i>Interim Measures for the Administration of Tendering and</i>

	<i>Staff Canteens of Property Management Companies</i>	<i>Bidding for Early Stage of Property Management</i>
	<i>Measures for the Development and Management of Suppliers for the Procurement of Materials by Property Management Companies</i>	<i>Measures for the Administration of Tenders and Invitations to Bid in Government Procurement of Goods and Services</i>
	<i>Partner Assessment Approaches</i>	<i>Law of the People's Republic of China on Government Procurement</i>
	<i>Guidelines on Investment Promotion for Regional Strategic Cooperation</i>	<i>Regulations of the People's Republic of China on the Implementation of the Government Procurement Law</i>
	<i>Rules for Operation and Management of Bicai Mall (for Suppliers)</i>	
	<i>Administrative Measures for Access, Withdrawal and Evaluation of Material Suppliers in Bicai Mall</i>	
	<i>Management Measures for Outsourcing Business of Country Garden Property Services (2022)</i>	
	<i>Administrative Measures for Materials of Country Garden Services Group (V2.0)</i>	
	<i>Administrative Measures for Responsibilities and Appointment of Procurement-related Positions at Country Garden Services Group (V2.0)</i>	
	<i>Administrative Measures for Procurement and Suppliers of Bicai Mall Services (V1.0)</i>	
<b>Aspect B6:</b>	<i>Standard Operation Procedures (SOP)</i>	<i>Anti-Unfair Competition Law of the People's Republic of China</i>
<b>Product</b>	<i>Measures for Quality Control of Country Garden Property Services</i>	<i>Anti-Monopoly Law of the People's Republic of China</i>
<b>Responsibility</b>	<i>Standardized Work Manual</i>	<i>Law of the People's Republic of China on the Protection of Consumer Rights and Interests</i>
	<i>Internal Audit Standard for Quality Control</i>	<i>Tort Law of the People's Republic of China</i>
	<i>Quality Inspection Standards</i>	<i>Advertising Law of the People's Republic of China</i>
	<i>Quality Operation and Control Standards</i>	<i>Trademark Law of the People's Republic of China</i>
	<i>Sales Field Service Plan</i>	<i>Patent Law of the People's Republic of China</i>
	<i>Ten Priorities for Butlers</i>	<i>Copyright Law of the People's Republic of China</i>
	<i>Standards for Third Party Satisfaction</i>	<i>Product Quality Law of the People's Republic of China</i>
	<i>Survey Inspections by Surveyed City for Country Garden Group</i>	<i>Regulations on Property Management</i>
	<i>Scheme of Butler and Business</i>	<i>Urban Real Estate Management Law of the People's Republic of China</i>
	<i>Reception Services for Industry-City Properties</i>	<i>Interim Provisions on the Prohibition of Commercial Bribery</i>
	<i>Service Manual for Grade 1</i>	<i>GB 50016-2014 Code for Fire Protection Design of Buildings</i>
	<i>Environmental Services for Industry-City Properties</i>	
	<i>Guidance for Preliminary</i>	
	<i>Intervention of Industry-City Property Projects</i>	
	<i>Guidelines for Complaint Work Order Processing Operations</i>	

<i>Administrative Measures for Claims Assessment</i>	<i>Measures for the Management of Property Services Charges</i>
<i>Operating Procedures for Night Inspection by Property Project (Regular Property) Management Personnel</i>	<i>Property Law of the People's Republic of China</i>
<i>Administrative Measures for Fire Safety Responsibilities of Property Management of Country Garden Services</i>	<i>Law of the People's Republic of China on the Safety of Special Equipment</i>
<i>Administrative Measures for the Use of Mobile Phones by Property Management Personnel at Work</i>	<i>Regulations on the Safety Supervision of Special Equipment</i>
<i>Administrative Measures for Innovation Incentives</i>	<i>Regulations on the Reporting and Investigation of Special Equipment Accidents</i>
<i>Administrative Measures for Official WeChat Account</i>	<i>Guidelines for Emergency Response for Elevators</i>
<i>Administrative Measures for Country Garden Property Owner Clubs and Societies</i>	<i>Regulations on the Internal Security of Enterprises and Institutions</i>
<i>Administrative Measures for Property Information of Country Garden Emergency Response Plan Drill Checklist</i>	<i>Regulations on Security Services</i>
<i>Classification Guidelines for Complaint Work Order Processing</i>	<i>Law of the People's Republic of China on Fire Fighting</i>
<i>Claim Assessment Management</i>	<i>Regulations on the Investigation of Fire Accidents</i>
<i>Security Requirements on Classified Protection 2.0 (Level III)</i>	<i>Measures for the Supervision and Administration of Firefighting in Construction Projects</i>
<i>Administrative Measures for Public Opinion of Country Garden Services</i>	<i>Tort Law of the People's Republic of China</i>
<i>Patent Management Manual</i>	<i>Administrative Measures on Information Security Classified Protection</i>
<i>Management Measures for Joint Acceptance of Country Garden Property Services (2022)</i>	<i>Regulations on the Security Protection of Computer Information Systems</i>
<i>Management Measures for Outsourcing Business of Country Garden Property Services (2022)</i>	<i>GBT 25058-2010 Information Security Technology - Implementation Guide for Classified Protection of Information System</i>
<i>Manual on Full-Cycle Business Operations of Country Garden Services (V1.0)</i>	<i>GBT22080-2008 ISO27001-2005 Information Technology - Security Techniques - Information Security Management Systems - Requirements</i>
<i>Guidelines for Acceptance and Identification (V2.0)</i>	
<i>Supervisory System for Elevator Maintenance and Management (V1.0)</i>	
<i>Safety Risk Management System for Basic Property Management Services (V4.0)</i>	
<i>Administrative Measures for Fire Safety Responsibilities (2022 Version)</i>	
<i>Administrative Measures for Pool Safety of Country Garden Services (V1.0)</i>	
<i>Administrative Measures for Claims Assessment (including Claim</i>	

	<p>Assessment Management and Classification Guidelines for Complaint Work Order Processing)</p> <p><i>Administrative Measures for Phoenix Butler WeCom (2022 Version)</i></p> <p><i>Administrative Measures for Phoenix Butler Work Handover (2022 Version)</i></p>	
<b>Aspect B7: Anti-Corruption</b>	<p><i>Regulations on the Management of Professional Conduct of Employees of Country Garden Services Group</i></p> <p><i>Measures for Investigating the Responsibility for Violations and Discipline of Employees of Country Garden Services Group</i></p> <p><i>Guidelines for Self-Inspection of Supervision Cases</i></p> <p><i>Guidelines for Internal Control Self-Assessment Operations</i></p> <p><i>Code of Conduct for Employee Integrity</i></p> <p><i>Regulations on the Management of Conflict of Interest of Employees</i></p> <p><i>Commitment to Integrity and Self-discipline</i></p> <p><i>Administrative Measures for Handling Complaints and Reporting of Employee Disciplinary Violations</i></p> <p><i>Management Measures for Reporting and Registration of Gifts and Gratuities</i></p> <p><i>Risk Management Committee Implementation Rules</i></p> <p><i>Integrity and Anti-Corruption Guidelines for Public Officials</i></p> <p><i>Measures for Investigating the Responsibility for Violations and Discipline of Employees of Country Garden Services Group</i></p>	<p><i>Company Law of the People's Republic of China</i></p> <p><i>Anti-Money Laundering Law of the People's Republic of China</i></p> <p><i>Anti-Unfair Competition Law of the People's Republic of China</i></p> <p><i>Interim Provisions on the Prohibition of Commercial Bribery</i></p>
<b>Aspect B8: Community Investment</b>		<p><i>Guiding Rules for General Assemblies and Committees of Property Owners</i></p> <p><i>Regulations on Security</i></p> <p><i>Administration of Large-scale Mass Activities</i></p> <p><i>Charity Law of the People's Republic of China</i></p>

## Appendix III: Index of the ESG Reporting Guide

ESG indicator	Disclosure Information	Chapter
<b>Scope: Environment</b>		
<b>A1: Emissions</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Disclosed Protecting the Environment with Green and Low-Carbon Practices
A1.1	The types of emissions and respective emissions data.	Disclosed Protecting the Environment with Green and Low-Carbon Practices Appendix I: Index of Key Performance Indicators (KPIs)
A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Disclosed Protecting the Environment with Green and Low-Carbon Practices Appendix I: Index of Key Performance Indicators (KPIs)
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Disclosed Protecting the Environment with Green and Low-Carbon Practices Appendix I: Index of Key Performance Indicators (KPIs)
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Disclosed Protecting the Environment with Green and Low-Carbon Practices Appendix I: Index of Key Performance Indicators (KPIs)
A1.5	Description of emission target(s) set and steps taken to achieve them.	Disclosed Protecting the Environment with Green and Low-Carbon Practices
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Disclosed Protecting the Environment with Green and Low-Carbon Practices
<b>A2: Use of Resources</b>		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Disclosed Protecting the Environment with Green and Low-Carbon Practices
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Disclosed Protecting the Environment with Green and Low-Carbon Practices Appendix I: Index of Key Performance Indicators (KPIs)
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Disclosed Protecting the Environment with Green and Low-Carbon Practices Appendix I: Index of Key Performance Indicators (KPIs)



	<b>ESG indicator</b>	<b>Disclosure Information</b>	<b>Chapter</b>
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Disclosed	Protecting the Environment with Green and Low-Carbon Practices
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Disclosed	Protecting the Environment with Green and Low-Carbon Practices
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The operation of the Group does not cover the use of packaging materials, therefore, this KPI is not applicable	
<b>A3: The Environment and Natural Resources</b>			
General Disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources.	Disclosed	Protecting the Environment with Green and Low-Carbon Practices
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Disclosed	Protecting the Environment with Green and Low-Carbon Practices
<b>A4: Climate Change</b>			
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted and those which may impact the issuer.	Disclosed	Protecting the Environment with Green and Low-Carbon Practices
A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Disclosed	Protecting the Environment with Green and Low-Carbon Practices
<b>Scope: Society</b>			
<b>B1: Employment</b>			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Disclosed	Attracting and Retaining Talents with Sincerity
B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Disclosed	Attracting and Retaining Talents with Sincerity Appendix I: Index of Key Performance Indicators (KPIs)
B1.2	Employee turnover rate by gender, age group and geographical region.	Disclosed	Attracting and Retaining Talents with Sincerity Appendix I: Index of Key Performance Indicators (KPIs)
<b>B2: Health and Safety</b>			
General Disclosure	Information on: (a) the policies; and	Disclosed	Attracting and Retaining Talents with Sincerity

	ESG indicator	Disclosure Information	Chapter
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.		
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Disclosed	Attracting and Retaining g Talents with Sincerity Appendix I: Index of Key Performance Indicators (KPIs)
B2.2	Lost days due to work injury	Disclosed	Attracting and Retaining Talents with Sincerity Appendix I: Index of Key Performance Indicators (KPIs)
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Disclosed	Attracting and Retaining Talents with Sincerity
<b>B3: Development and Training</b>			
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Disclosed	Attracting and Retaining Talents with Sincerity
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Disclosed	Attracting and Retaining Talents with Sincerity Appendix I: Index of Key Performance Indicators (KPIs)
B3.2	The average training hours completed per employee by gender and employee category.	Disclosed	Attracting and Retaining Talents with Sincerity Appendix I: Index of Key Performance Indicators (KPIs)
<b>B4: Labor Standards</b>			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.	Disclosed	Attracting and Retaining Talents with Sincerity
B4.1	Description of measures to review employment practices to avoid child and forced labor.	Disclosed	Attracting and Retaining Talents with Sincerity
B4.2	Description of steps taken to eliminate such practices when discovered.	Disclosed	Treating and Gathering Outstanding Talents with Sincerity
<b>B5: Supply Chain Management</b>			
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Disclosed	Achieving Multi-win with Trustworthy Partners Achieving Multi-win with Trustworthy Partners
B5.1	Number of suppliers by geographical region.	Disclosed	Appendix I: Index of Key Performance Indicators (KPIs)

	ESG indicator	Disclosure Information	Chapter
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Disclosed	Achieving Multi-win with Trustworthy Partners Appendix I: Index of Key Performance Indicators (KPIs)
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Disclosed	Achieving Multi-win with Trustworthy Partners
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Disclosed	Achieving Multi-win with Trustworthy Partners
<b>B6: Product Responsibility</b>			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Disclosed	Caring for Property Owners with Thoughtful Services
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	The operation of the Group does not involve selling or shipping products, therefore, this KPI is not applicable	
B6.2	Number of products and service related complaints received and how they are dealt with.	Disclosed	Caring for Property Owners with Thoughtful Services Appendix I: Index of Key Performance Indicators (KPIs)
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Disclosed	Caring for Property Owners with Thoughtful Services
B6.4	Description of quality assurance process and recall procedures.	The operation of the Group does not involve selling or shipping products, therefore, this KPI is not applicable	
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Disclosed	Caring for Property Owners with Thoughtful Services
<b>B7: Anti-corruption</b>			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer Relating to bribery, extortion, fraud and money laundering.	Disclosed	Sustainability Management Concept

	ESG indicator	Disclosure Information	Chapter
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases.	Disclosed	Sustainability Management Concept Appendix I: Index of Key Performance Indicators (KPIs)
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Disclosed	Sustainability Management Concept
B7.3	Description of anti-corruption training provided to directors and staff.	Disclosed	Sustainability Management Concept
<b>B8: Community Investment</b>			
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Disclosed	Caring for Property Owners with Thoughtful Services Giving Back to Society with Earnest Public Welfare Engagements
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	Disclosed	Caring for Property Owners with Thoughtful Services Giving Back to Society with Earnest Public Welfare Engagements Appendix I: Index of Key Performance Indicators (KPIs)
B8.2	Resources contributed (e.g. money or time) to the focus area.	Disclosed	Caring for Property Owners with Thoughtful Services Giving Back to Society with Earnest Public Welfare Engagements Appendix I: Index of Key Performance Indicators (KPIs)