

# For Better City

## China Resources Land Sustainability Report





## For Better City

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Amid the morning lights, all things on earth thrive

To celebrate the joyous spring

CR Land

Advances with cities in realizing their dreams

Shaping the outline of cities and bringing warmth to each household

Opening the new chapter for urban development with professional quality

And marching ahead along the path of the times

Faced with new situations, new opportunities and new challenges

Only by creative efforts can we sail afar

Let's start over in 2023

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# CR LAND

## Message from the President

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The journey ahead may be long and arduous, but with sustained actions, we will eventually reach our destination.

2022 has been an extraordinary year, climate change further increased the risks in nature and society on which our survival depends. Another year has passed for realizing the "carbon peak and carbon neutrality" goals of the state. In the meantime, the 20th CPC National Congress set the basic tones for the development of real estate specifying that "houses are primarily for living, not profiting" and the "parallel development of rental and purchase" and proposed to focus on quality under the framework of "increasing livelihood welfare and improving the quality of living". Against the complicated and changing business environment and the constantly improving external expectations, the concept of ESG identifies new basis for and connections to the new visions of human and strengthening ESG management is gradually becoming the strategic direction for more and more enterprises.

Giving play to the pioneering and demonstrative role of state-owned enterprises and being the first to act on sustainable development, we constantly improved our capacities in ESG governance and risk management. Our sustainability report of last year again won the top five-star rating. We were shortlisted in the "Central SOE ESG Pioneer 50 Index" for the second time and led the CSR Development Index for the real estate industry for the ninth consecutive year. We were awarded the Blue-chip Enterprise with Sustainable Values 2022 and the Model CSR Enterprise, and were again selected as a constituent stock of the Hang Seng Corporate Sustainability Index (TOP30). Our MSCI-ESG rating was promoted to Class A, which demonstrated further recognition of the capital market for the investment values and sustainability of CR Land. This is our tenth independent sustainability report, setting out our sustainability intentions, actions, and achievements.

On corporate governance, we issued the ESG strategy, identified six areas for performance and 18 key actions, and further optimized the equity structure and the legal person governance structure to gradually construct the accountability system of governance with clear divisions. We deeply perceived the industrial trends of development, constantly deepened reform and innovation, adhered to strategic investment and innovated the operation of capital. Youtha REIT was officially launched and we successfully issued the 10-year CMBS of Shijiazhuang Mixc to explore the featured development of asset securitization. We built a green financial framework and obtained an annual ESG loan of nearly HKD 16.1 billion, constantly creating more values for stakeholders including our shareholders and investors, and transforming our edges in governance into actual efficacy in high-quality development.

## Embracing changes in the industry and supporting high-quality comprehensive development with the ESG concept



President of CR Land

/ Chairman of CSR Committee

### Li Xin

On ecological environment, we implemented the strategy of the state of CR Group on "carbon peak and carbon neutrality", and On ecological environment, we implemented the strategy of the state of CR Group on "carbon peak and carbon neutrality", and formulated relevant action plans on carbon peak, fully demonstrating the leading role of central enterprises in energy saving and carbon reduction. In 2022, we built the project of Shenzhen International Low Carbon City Exhibition Center into the first building complex of zero energy consumption + nearly zero energy consumption in Shenzhen, the first demonstrative building of venues with zero energy consumption in China and the demonstration center of future advanced application in emission reduction; the pilot of "efficient cooling system" in complex projects yielded significant results and the projects including Nanjing Mixc and Haikou Mixc all realized fully-automatic, efficient and energy-saving operations upon opening; we undertook several pilot works on carbon peak and carbon neutrality in different ongoing or newly built projects; we deployed 260 projects of prefabricated buildings nationwide with a total area of 43.48 million m<sup>2</sup>; 359 projects obtained the green building certification with a total construction area of 54.68 million m<sup>2</sup>. Our basis and conditions for high-quality development were improved in a comprehensive manner.

On social responsibility, we deeply implemented the strategy on regional coordinated development, major regional strategy and the strategy on new urbanization, expanded our investment layout, gave play to diversified business edges and helped construct the new layout for regional economy; focusing on the functional positioning of real estate as an "industry of livelihood", we helped SMEs and individual businesses by reducing rent for 14,000 businesses, with the total reduced amount ranking among the top of the industry; we actively made our contributions to rural

rejuvenation with 11 Hope Towns already constructed and delivered and another 6 under planning and construction; taking the opportunity of the 25th anniversary of Hong Kong's return to the motherland, we accelerated our project development and transformation in Hong Kong, helped promote Hong Kong to be integrated in the grand national development and shouldered more responsibilities in and made more contributions to relevant national works such as promoting the stable and sound development of the economy, ensuring major games and promoting common prosperity.

The sustainable development that we seek is to, based on safeguarding the green mountains and clear waters, provide the city with more changes with our professional services and high-end quality and satisfy the needs of the public for a better life.

The year 2023 marks the beginning of fully implementing the spirit of the 20th CPC National Congress, the 85th anniversary of CR Company, and the 40th anniversary of CR Group. It is also a key period for CR Land to grow against the tide, cope with changes and make new advances. We realize that the industry has entered a brand new stage of development under the requirement of seeking efficient and green economic development. Though marching ahead, we may face risks and opportunities of more uncertainty, we are more confident than ever towards our path of sustainability and the reforms we enacted to that end. Standing at the new historical start, we will continue upholding historical initiative, and study, understand and implement the spirit of the 20th CPC National Congress in a comprehensive manner, deeply implement the "14th Five-Year" strategy of CR Group and with the resolution and confidence in sustainable development, stick to our responsibilities and original aspiration to reshape CR Land to realize comprehensive high-quality development!





# CR LAND

## About this Report

### Reporting Period

This annual report was approved for issuance by the Board of Directors on March 29, 2023.

### Reporting Assurance

CR Land assures that the report contains no false records, misleading statements or material omission, and the Board of the Company is responsible for the authenticity, accuracy, and completeness of this report.

### Reporting Scope

Unless otherwise specified, the report's coverage is consistent with the CR Land's Annual Report 2022. The report covers the period from January 1, 2022 to December 31, 2022 with some extensions. Its organization scope includes CR Land's headquarters and its subsidiary units.

### Reporting Standards

This report is mainly prepared in accordance with the Environmental, Social and Governance Reporting Guide (ESG Reporting Guide) set out in Appendix 27 of the Listing Rules on the Stock Exchange of Hong Kong Limited, the Guidelines on Environmental, Social and Governance Reporting for Chinese Enterprises (CASS-ESG5.0) issued by the Chinese Academy of Social Sciences, the Guide for the Business Action on SDGs, the GRI Sustainability Reporting Standards (GRI Standards) and the CR Social Responsibility Management Measures.

### Preparation Process

In accordance with the standards mentioned above, the report is prepared step by step, namely, peer benchmarking, questionnaire survey, stakeholder interviews, social responsibility survey, information collection and review, report writing, management approval by the Social Responsibility Committee, and report rating, which ensures the completeness, materiality, truthfulness and balance of this report.

### Reporting Principles

This report complies with the materiality, quantitative, balance and consistency principles specified in the requirements of the ESG Reporting Guide. It responds to the materiality principle by conducting material analysis on sustainability issues, and meets the quantitative and consistency principles via quantitative data list.

### Name Explanations

For better expression, "CR Land", "the Company", "we" and "us" mentioned in this report refer to "CR Land headquarters and its subsidiary units" as an entity.

### Data Sources

This report's data and information are mainly from the statistics and related documents of CR Land. Unless otherwise specified, the currency unit of the data listed in this report is RMB.

### Access to the Report



This report is available in both Simplified Chinese and English versions. The electronic version can be downloaded from our website. Website: [www.crland.com.hk](http://www.crland.com.hk)

# CR LAND

## 2022 Key Performance

### Operating Performance

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

Category	Indicator	2022 Performance
Financial Performance	Total assets	RMB 1,081.33 billion
	Owner's equity	RMB 341.71 billion
	Operating income	RMB 207.06 billion
	Total profit	RMB 46.18 billion
	Net profit/profit attributable to shareholders	RMB 28.09 billion
	Return on equity	11.94%
	Rate of return on total assets	4.70%
	Hedge and appreciation rate of state-owned assets	115.39%
Products and services	Technology R&D Investment	RMB 363 million
	Customer satisfaction with residences	88.67%
	Tenant satisfaction with commercial real estate	99.30%
	Customer complaint handling rate (Residential projects)	94.76%
	Customer complaint handling rate (Commercial projects)	99.94%
Information Disclosure	Total number of reports released by headquarters and subordinate units	9
	 中国企业社会责任报告 评级专家委员会 China Expert Committee of CSR Report Rating	1 five-star rating by CASS, 6 five-star ratings and 2 four-and-a-half-star ratings
	SASAC of the State Council	Selected in ESG · Pioneer 50 Index of Central Enterprises
	 恒生可持续发展 企业指数系列	Selected as a constituent stock of the Hang Seng Sustainability Corporate Index (ranking among the top 30); selected as a constituent stock of the Hang Seng ESG 50 Index for the third consecutive year and awarded one of the Top 50 Enterprises with the Best ESG Performance among larger corporations listed in Hong Kong
	 MSCI	Promoted to Class A in 2022
	 Hong Kong Green Awards 2022 presented by Green Council	Chengdu Company, won the silver Environmental, Health and Safety Award; Logic Office Furniture (Zhuhai) Ltd. won the silver Green Management Award (Corporate); and Zhengzhou Co., Ltd. and Nanjing Yanziji Project won the bronze Green Management Award
Credit Rating	S&P	BBB+/ Stable
	Moody's	Baa1/ Stable
	Fitch	BBB+/ Stable

## Social Performance

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

Category	Indicator	2022 Performance
Safeguarding employees' rights and interests	Labor contract signing rate	100%
	Social insurance coverage rate	100%
Employee safety and health	Employee physical examination rate	100%
	Number of deaths in industrial accidents	0
Diversity and inclusion	Total number of employees	55.31thousand
	Proportion of female employees	36.04%
	Percentage of women in management	28.15%
Employee growth	Employee training coverage rate	89.7%
	Per capita training input	RMB 449/person
	Per capita training time	23.2 hours
Job creation	Number of new employees recruited	19.02thousand
	Number of recent graduates recruited	725
Pay taxes according to law	Total tax payment	RMB 37.1 billion
Public charity	Charity donation expenditure	RMB 6.48million
Safe production	Safe production input	RMB 335.10million
	Number of safety drills	12.03thousand times
	Number of general and above industrial accidents	0 times

## Environmental Performance

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

Category	Indicator	2022 Performance
Environmental investment	Total input in environmental protection	RMB 8.94million
	Input in technical transformation of energy saving and emission reduction	RMB 5.42million
Green building	Total green building certified area	1.88million m <sup>2</sup>
Energy conservation and emission reduction	Comprehensive energy consumption	122.05thousand tons of standard coal
	Energy consumption per RMB 10,000 of revenue	0.0065 tons of standard coal/RMB10,000
	Carbon dioxide emissions	476.34thousand tons
	Carbon dioxide emissions per RMB 10,000 of revenue (comparable price)	0.0244ton/RMB 10,000

# CR LAND

About China Resources Land ▶



## Corporate Profile

CR Land Limited (short name: CR Land, stock code: 01109.HK) is a strategic business unit under China Resources Group (CR). It was restructured in 1994, listed on the SEHK in 1996, selected as a constituent stock of the Hong Kong Hang Seng Index in 2010, and selected as a demonstration enterprise for corporate governance of state-owned enterprises by the State-owned Assets Supervision and Administration Commission of the State Council in 2022. The Company is striving to become a leading urban investment and development operator in China.

In 2020, CR Land spun off its commercial operation and property management business to establish CR Mixc Lifestyle Services Limited (short name: CR Mixc Lifestyle, stock code: 01209.HK) which was successfully listed on the Main Board of the Hong Kong Stock Exchange; in 2022, Youtha REIT (fund code: 508077.SH) was listed on the Shanghai Stock Exchange.

Facing the 14th Five-Year Plan period, with the strategic position as an urban investment and development operator, CR Land has established the "3 + 1" business portfolio model, in which the development of three main businesses, namely, developmental sales business, operational real estate business, and asset-light business is organically linked and integrated with the eco-system elementary business to build the urban investment and development eco-system. The Company's business covers areas including residential properties, apartments, shopping malls, office buildings, hotels, commercial operation management, property management, city construction, city operation, long-term apartment, urban renewal, industry and real estate, and healthcare.

In the future, CR Land will further take the diversified business advantages of CR Group, seize the major opportunities of new urbanization, the implementation of China's coordinated regional development strategy, the comprehensive deepening of SOE reform, consumption upgrade, technological innovation, etc., to achieve high-quality development through the combination of industrial layout and competitive strategy. We will take the industrial responsibility and social responsibility conferred to us in the new era, grow and create together with stakeholders, and make greater contributions to the development of cities and a better life.

By the end of 2022,  
the total assets of CR Land were worth  
more than RMB

**1,081.33** billion

its business covered

**85** cities at home  
and abroad

its contract amount reached RMB

**301.33** billion

with the contracted sale ranking

**4<sup>th</sup>** in the industry

its net profits reached RMB

**28.09** billion

with a market value of HKD

**254.93** billion at the  
end of 2022.

## Organizational Structure

It has **18** functional headquarters departments

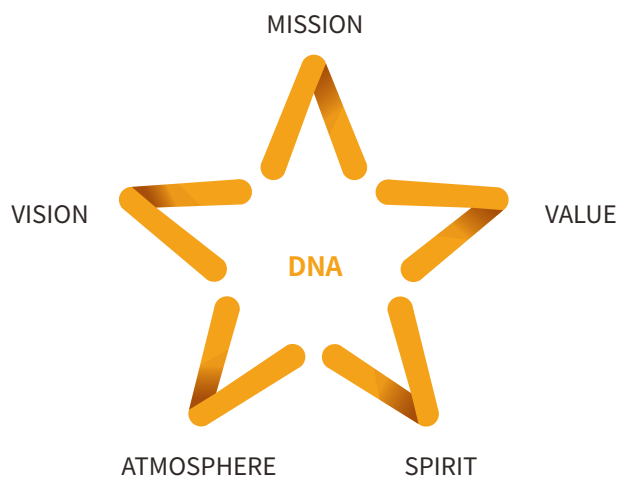
**7** subsidiaries/specialized companies

and **7+1** regions

under which there are **28** district/city companies



## Corporate Culture



### DNA

For the great rejuvenation of the Chinese nation, for people's better life and for national economic prosperity

### Mission

Better Quality Better Life

### Vision

The most influential urban investor, developer and operator

### Value

Integrity first, performance driven, human oriented, win-win collaboration

### Spirit

Pragmatism, Professionalism, Collaboration, Dedication

### Atmosphere

Sincerity, Solidarity, Open-mindedness, Proactivity

### Slogan

Persistent innovation, persistent resolution of difficulties, persistent pursuit of excellence  
Sharing Future with the Country, Sharing Development with the City

# Corporate Governance


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## Standardizing corporate governance

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CR Land follows the Corporate Governance Code as set out in the Appendix 14 to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited to regulate corporate governance. The Company strengthened compliant management and market-oriented operation of listed companies by updating the Articles of Association, Powers of the Executive Committee, Powers of the Remuneration Committee and the Powers of the Nomination Committee, and formulating the Procedural Rules of the Board of Directors, Policy on Whistleblowing, Policy on Anti-Corruption, Nomination Policy of Directors, Remuneration Policy of Directors and the Policy on Shareholder Correspondence, which have effectively promoted the improvement of corporate governance.

Besides, we organized employees of subordinate units to sign the compliant commitment of CR Commercial Behavior Code to comprehensively improve their commercial ethics and practice our commitment on compliance.

 **Performance data:** As of the end of 2022, CR Land has conducted more than **110** training sessions on the popularization of legal knowledge.

## Strengthening risk management

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 **Performance data:** In 2022, the Company conducted **510** legal risk inspections on key businesses, identified **445** risk points and urged the subordinate units to complete **382** major legal risk rectifications.

The Company, by formulating risk management policies and establishing a top-down risk management framework, reviews and monitors the effectiveness of the risk management and internal control systems on a regular basis, and prepares a risk management report annually according to the requirements of CR Group to constantly strengthen risk management.

Besides, we attach great importance to ESG risks. Relevant ESG risks are incorporated into the risk management system, including corporate operations, corruption and instability, occupational health and safety, and climate change. In particular, we have identified risks such as the impact of extreme weather on ourselves and our customers' health and safety, the increase in the costs of daily operation and maintenance of our properties.





## Building an “Integrity Land”



Performance data:  
In 2022,

0 lawsuits involving corruption, bribery, extortion, fraud, or money laundering was lodged against CR Land;

1,856

training and warning sessions on integrity education were conducted with more than

195

thousand participants.



### Anti-corruption

CR Land has formulated the anti-corruption policy covering suppliers and contractors and by warning education, integrity propaganda, anti-corruption training and other methods, improved the awareness of its employees and suppliers on anti-corruption; for managers, key posts at grassroots level and young cadres, conducted different featured propaganda activities at different tiers including the “integrity at home”, “four classes” for integrity education and the “integrity” sports event; and established the “post of integrity” and “demonstration point of integrity” to actually improve the mental and behavioral consciousness of cadres of “not wanting to corrupt”.



### “Overall supervision” system

CR Land has promoted the development of the “overall supervision” system to the grassroots level, built the digital information platform of “overall supervision”, and conducted pilot works on “deeply integrated and grassroots-effective” systems to improve its capacity in troubleshooting and supervision; enhanced the supervision on top executives and the leadership team, and identified relevant list of responsibilities to urge and remind top executives at all level to be aware of and perform their duties; focused on supervision and inspection on the implementation of the central Party leadership’s eight-point decision on improving conduct, regularized the daily supervision on pointless formalities, bureaucratism, hedonism and extravagance and deepened the special rectification on power abuse.



### Complaint and whistleblowing

CR Land has set up reporting and result appealing channels on its website, and open a reporting mailbox and hotline. Suppliers, contractors and other partners can complain and report any offenses committed by CR Land’s employees, subordinate units or departments, such as integrity violations, abuse of power, dereliction and negligence of duty, and violation of business management order.



## Protecting IPRs



Performance data: By the end of 2022, CR Land has obtained

**1,485** domestic registered trademarks and

**54** software copyrights;

**182**

patents, including

**36**

inventions,

**107**

utility models,

and

**39**

designs.

CR Land attaches great importance to the protection of intellectual property rights (IPRs). On one hand, we enhance the protection of IPRs through trademark registration, software copyright registration, patent application, etc., and maintain our legitimate rights and interests through trademark monitoring, litigation and rights protection. On the other hand, we fully respect our partners' IPRs, strictly abide by the scope of licensing, and assist our partners in resisting acts of infringement.



## Disclosure of compliance information



**Performance data:** In 2022, the Company in total sorted out

**16**

obligations on compliance that need to be made public, covering transactions, related transactions, disclosure of insider news, trading of listed securities, compliant performance of directors, improper market behavior, and anti-corruption actions.

CR Land discloses its operating information to shareholders and investors in a timely and accurate manner by the principle of authenticity and reliability, improves the building of a compliant management system and strengthens its compliant management. In 2022, we released the mid-term report and performance report, livestreamed our performance briefing to ensure smooth communication with investors, updated our financial log and analysis on our website, and issued timely notice and announcements to keep investors in the loop of how the Company is doing.



On August 31, 2022, CR Land convened the performance meeting for the first half of 2022.

## Anti-unfair competition

CR Land strictly abides by the Anti-Unfair Competition Law, and the Anti-Monopoly Law and the Code of Business Conduct, and earnestly meets the requirements of fair trade, integrity and compliance. We actively promote the learning of the newly amended Anti-Monopoly Law, carry out trainings on the legal knowledge of anti-unfair competition in the property sale business and strengthen internal control & review as well as staff training, which improves the anti-unfair competition and anti-monopoly awareness of the Company, enhances our judgment on violations, prevents such cases from happening, and builds a solid foundation for fair operation.

# CR LAND

## Feature ▶

### Redbuds Bloom in Hong Kong: Growing with Hong Kong

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The year 2022 marks the 25th anniversary of Hong Kong's return to the motherland. CR Land, by persistent strides, advances with Hong Kong, witnessing and participating in countless important moments of the development of the city.

#### Follow the changes of the times to move ahead in spring

CR has formed a close relationship with Hong Kong since its first start in the real estate business. In 1979, at the key juncture of industrial transformation from commission trading to self-employed trading, CR worked with Li Ka-shing and other property developers in Hong Kong to participate in the development of Tin Shui Wai, and thus started its development in the real estate.

At the key historical period when China accelerated its process in reform and opening-up and the real estate market was transformed, CR Enterprise made an investment in Beijing Huayuan and entered the industry of real estate by financial control; it submitted the IPO application to the SEHK in 1996 and was officially listed by the name "China Resources Beijing Land Development Co., Ltd." with the stock code of 1109.HK. This pioneers the listing of state-owned enterprises in Hong Kong, creates a new path for Chinese real estate companies to get listed in Hong Kong and initiates the formulation of a complete set of legal frameworks for enterprises in Chinese mainland to go public in Hong Kong. In 2002, CR Land Beijing was renamed CR Land Limited. In 2010, CR Land was selected as a constituent stock of the Hong Kong Hang Seng Index, one of earliest indexes in Hong Kong widely recognized by international investors, and became one of the then 43 blue-chip stocks and also one of the only two stocks of real estate at that time, winning high recognitions in the capital market.



Zhu Youlan (fifth from the left), then General Manager of CR Group, and Frank Ning, then Chairman of the Board of Directors of CR Land Beijing (third from the right) and Huang Tieying (second from the right), then Executive Director of CR Land Beijing in 1996 when CR Land was listed on the main board of the SEHK.

## Make overall arrangements to fully serve the renovations of Hong Kong

In April 2016, CR Land set up the Overseas Division to officially start its business layout in Hong Kong. In May of the same year, as per the general arrangement of CR Group and based on the improvement of residential conditions in Hong Kong, CR Land restarted the application for the reconstruction of Cheung Sha Wan Runfa Warehouse. Afterwards, it successively won the bid of the Central Ring Chancery Lane Project and the Shouson Hill Road No.39 Residential Project, and cooperated with CR Cement to reconstruct Yau Tong of Kowloon. It took active party in the urban construction of Hong Kong and by excellent quality and strong capacities, gradually grew its social influence in the city. In 2019, CR Land worked with Poly Property to obtain Plot No. 6553, New Kowloon Section, 4C1, Track Area of Kai Tak Airport to officially participate in the urban update and development plan of Hong Kong and witness the growth of the city in the times of change. With the surging growth of businesses, CR Mixc Lifestyle aiming at building the service platform for living, shopping and working was successfully listed on the main board of SEHK on December 9, 2020, which signifies a big step in entering the international capital market.



In May 2017, CR Land won the bid of the Central Ring Chancery Lane Project and aimed to build the Project into its name card in Hong Kong.



In 2020, CR Land spun off its commercial operation and property management business to establish the CR Mixc Lifestyle which was successfully listed on the main board of SEHK on December 9.

## Marching ahead for integrated win-win with Hong Kong

In September 2021, upon the starting year of the “14th Five-Year Plan”, CR Land reorganized its Overseas Division and established the Hong Kong Platform Company; adhering to the positioning of “for the development of Hong Kong and Chinese mainland”, it consolidated its work platforms and development teams, implemented the ongoing projects and in the meantime, gradually expanded its investment in Hong Kong, endeavoring to obtain middle-end residential projects or the ones with rigid demands in various ways.

In 2022, taking the opportunity of the 25th anniversary of Hong Kong’s return to the motherland, CR Land reshaped its strategy in Hong Kong, signed strategic cooperation agreements with top 4 property enterprises of Hong Kong, applied to join the “Hong Kong (International) Realty Association” to improve its brand influence in the property industry of Hong Kong, accelerated its project development and transformation in Hong Kong, and helped with the stability and prosperity of Hong Kong.

The future ahead is bright and promising. Taking advantage of the national “14th Five-Year Plan” and the construction of the Guangdong-Hong Kong-Macao Greater Bay Area, Hong Kong will be better integrated into the grand national development. CR Land will actively explore new thoughts, new patterns and new opportunities in serving the construction of Hong Kong and jointly embrace a brighter tomorrow with the “Oriental Pearl” .

# Building More Sustainable Ecology



Upholding the respect for natural ecology and life safety, CR Land integrates the concept of green development into each link of corporate operation, highly values the safety and health of employees at workplaces, actively participates in coping with global climate change, preserving biological diversity and other frontier topics and helps the country in realizing the carbon peak and carbon neutrality goals.

## Sustainable development issues involved in this chapter

Green building design and promotion / Discharge of wastewater and pollutants / Waste management / Reduce greenhouse gas emissions / Improve energy efficiency and adopt renewable energy / Saving water resources / Tackling risks and challenges from climate changes / Green operation and office / Conservation of biological diversity / Green/sustainable finance / "Double Carbon" Strategy

## HKEX ESG Index

A1.1/A1.2/A1.3/A1.4/A1.5/A1.6/A2.1/A2.2/A2.3/A2.4/A2.5/A3.1/A4.1/B2.1/B2.2/B2.3/B5.3/B5.4

## SDGs issues involved in this chapter



## CASS-ESG5.0 indicators involved in this chapter

E1.1/E1.2/E1.3/E1.4/E1.6/E1.7/E1.8/E1.9/E2.1/E2.2/E2.3/E2.4/E2.5/E2.6/E2.7/E2.9/E2.10/E2.12/E2.14/E2.15/E3.1/E3.3/E3.5/E3.6/E3.7/E3.8/E3.9/E3.10/E4.1/E4.2/E4.3/E5.1/E5.2/E5.3/E5.4/S3.1/S3.2/S3.3/S3.4/S3.5/S3.6/S3.7/S3.8/S3.9/S3.10/S3.11/S3.12/V4.1/V4.2/V4.3/V4.4/V4.5

## Goal setting

- No environmental pollution incidents at or above the general level
- No environmental protection related public opinion events at or above the Yellow level
- No work safety accidents at or above the general level with responsibilities on our side; and work safety accidents at or above the general level with responsibilities on other related parties reducing by 25% compared with 2021
- No occupational disease incidents

## Progress review

- No environmental pollution incidents at or above the general level occurred in 2022
- No environmental protection related public opinion events at or above the Yellow level occurred in 2022
- No work safety accidents at or above the general level with responsibilities on our side occurred in 2022; and work safety accidents at or above the general level with responsibilities on other related parties reduced by 43% compared with that in 2021
- No occupational disease incidents occurred in 2022.



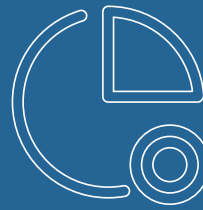
Investment in environmental protection reached RMB

8.94 million



Investment in the technological transformation of energy saving and emission reduction reached RMB

5.42 million



ESG loans of HKD

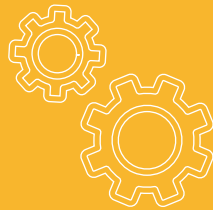
16.1 billion

Emission of carbon dioxide of

476.34 thousand tons

Energy consumption per RMB 10,000 of revenue was

0.0065 tons of standard coal



As of the end of 2022,

359 projects obtained the green building certification

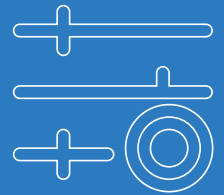
The area obtained green building certification reached

54.68 million m<sup>2</sup>

Investment in work safety reached RMB

335.10 million

0 accident of work injury at or above the general level occurred

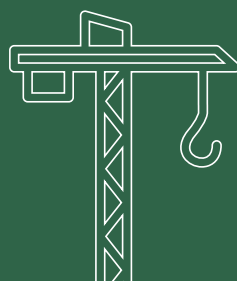


As of the end of 2022,

260 projects of prefabricated building were deployed

The area of prefabricated building projects reached

43.48 million m<sup>2</sup>



Safety emergency drills conducted

12,025 times

Coverage of safety training reached

100 %

# Respect Nature and Protect the Ecology

## Environmental Management



Performance data: In 2022, CR Land invested RMB

**8.94** million in environmental protection during the operation and RMB

**5.42**

million in energy-saving, emission reduction and rectification;

**20**

As of the end of 2022, units of CR Land have won the certification of ISO 14001.

CR Land strives to reduce the environmental impact of its business operations. We strictly abide by the Law of the People's Republic of China on Environmental Protection and other relevant laws and regulations. In addition, we have formulated the Management Regulations on Energy Saving and Emission Reduction, Management Guidelines on Dust and Noise Pollution of Development Projects, and other internal policies. We also established a natural disaster early warning and emergency mechanism. We undertook compliant check on environmental protection and include environmental check in daily regulation to strengthen accountability on environmental management.

### Case / CR Land won four awards at the Hong Kong Green Awards

In the selection of Hong Kong Green Awards 2022 held by the Green Council, CR Land won 2 silver and 2 bronze awards: Chengdu Company won the silver Environmental, Health and Safety Award; Logic Office Furniture (Zhuhai) Ltd. won the silver Green Management Award (Company); and Zhengzhou Co., Ltd. and Nanjing Yanziji Project won the bronze Green Management Award.







## Green building



Performance data: In 2022,

**12**

CR Land projects covering a total construction area of

**1.88**

million m<sup>2</sup> obtained the green building certification,

of which

**9**

projects were marked with design and pre-evaluation and

**3**

completed;

As of 2022,

**359**

CR Land projects in total covering a total construction area of

**54.68**

million m<sup>2</sup> have obtained the green building certification.

With the official implementation of the new national standard, the Assessment Standard for Green Building GB50378-2019, CR Land timely aligned itself with this new standard and reformulated its internal rules on green building management including the Management Rules of CR Land on Sales Property Green Buildings, Reference Guide of CR Land on Operations (at the stage of design) of Residential Green Buildings and the Technical Standard of CR Land on Design of Residential Construction Drawing - Special Chapter on Green Buildings. In the future, we will strive to increase green buildings with higher ratings.

Note: as the standard for green building certification has upgraded from the design stage (national standard of 2014) to the completion stage (national standard of 2019), many ongoing projects are to be certified upon completion.

## Prefabricated building



Performance data: By the end of December 2022, CR Land has deployed

260

prefabricated building projects across the country with a total area of

43.48

million m<sup>2</sup>.

CR Land develops prefabricated construction projects to steadily facilitate the green transformation. We jointly conducted research programs on industrial building technologies with Tsinghua University and China Academy of Building Research, completing the formulation of six technical standards in CR Land, including the High-Quality Standard for Prefabricated Building Engineering, and guidelines such as the Construction Guidelines for the Jointing and Gluing of Prefabricated Exterior Walls.

## Green R&D



CR Land attaches great importance to the R&D and innovation of green environmental technologies, undertakes in-depth researches in the areas of industrial construction system, green building and ecological environment, and promotes the sustainable development of the living environment by innovative concepts and results. We worked with CR Cement and CR Chem-Mat to focus on key technology and application development of green environmental construction materials, jointly built the "innovation union of green environmental construction materials" and have jointly conducted the scientific research projects of "PET-based cement compound green low-carbon construction material" and "polymer/cement stuffing green construction material"; taking advantage of the industrial ecological circle of CR to form industrial linkage between upstream and downstream enterprises, we improved the efficiency from R&D to production and the success rate of the transformation of results.



## Green Construction



Performance data: In 2022, the qualification rate of environmental assessment of engineering projects of CR Land and its subordinate units reached

100

%, with no major adverse incident on the environment and natural resources.

CR Land strives to reduce the environmental impact of its business operations, strictly abides by relevant laws and regulations including the Law of the People's Republic of China on Environmental Protection, conducts environmental evaluation throughout the entire life cycle of project and implements energy saving and emission reduction during construction.

## Waste management



Performance data: In 2022, Logjc Office  
Furniture recycled waste papers/packages of

240.05 thousand kg.

CR Land sorts and transports construction waste and domestic waste separately, and gives centralized treatment. Professional third-party services are engaged to dispose of hazardous waste such as lamps and batteries. A closed garbage pool is set up at construction sites for centralized collection, sorting and transporting construction waste. The construction wastes such as muck and waste mortar that can be used as backfill are recycled and reused.

## Waste gas management



Performance data: In 2022, CR  
Land discharged sulfur dioxide of

0.0415 tons,

ammonia nitrogen of 0.0125 tons, COD of 1.2829 tons, and nitric oxide of 0.0812 tons.

We took concrete measures to control unorganized discharge of volatile organic chemicals (VOCs) and newly built relevant facilities for collection and treatment of waste gas discharged by hazardous waste warehouse; upgraded and modified the processing technique of UV photolysis + adsorption of activated carbon for the waste gas from the coloring and drying room of the wood factory, eliminated and replaced UV photolysis and other techniques with low efficiency to improve the processing efficiency of waste gas.

## Dust control

We have revised our Management Guidelines on Dust and Noise Pollutions of Development Projects, and clearly defined responsibilities of all EHS supervision and security departments. Following the principle of "Prevention First & Comprehensive Treatment", we adopt treatment measures including dust suppression equipment, truck washer, water spraying by full-time personnel, and road hardening, to help minimize the impact of construction dust on the local environment.

## Noise control

We have revised the Guidelines for the Selection of Dust and Noise Pollution Control Measures for Engineering Business Projects of Construction Business Unit and set strict construction time requirements. We employ engineering and supervision measures to reduce noise, monitor the noise level, and introduce the smart construction site system to monitor on-site noise in real time; honking is prohibited at the construction site and the noise in the night is also regulated.

## Sewage treatment

We apply and obtain the sewage discharge license according to the requirements of local governments and dispose of construction sewage in a compliant manner. We set up truck washing stations, sewage drains and three-stage wastewater treatment tanks at construction sites to ensure construction sewage meets relevant standards before being discharged into municipal sewage pipes. Sedimentation tanks, oil separation tanks, and septic tanks are set up in the temporary living area. Domestic sewage is only allowed to be discharged after the pre-treatment meets relevant standards. We use a mud-water separator to increase water recycling and use the treated water for irrigation, dust control and equipment washing.

## Utilization of Energy Resources

### Saving energy resources



CR Land has strengthened the management of energy and resource consumption targets, set medium- and long-term energy efficiency targets, and steadily promoted the implementation of energy efficiency plans. CR Land saves energy resources by adopting LED lights and energy-saving lamps at the construction site and using solar power panel for electricity supply for the street lamps within the site; setting timed switch inside the switch box of large lamps including the tower crane and turning off relevant lights in a timely manner; using NEV for water spraying to reduce consumption of diesel and gasoline; utilizing land and natural resources in a reasonable manner and encouraging recycling of wasted materials for the construction project and within the community.



Reusing the water in the sewage treatment tank to wash muds off vehicles



NEV fog cannon sprinker

### Water resource management



CR Land attaches importance to water resource management and has formulated targeted management measures for the waste of water resources in different projects. In order to achieve the annual water-efficiency target, water-saving measures are laid out based on the water-saving plan and the analysis of actual water usage of operation projects, and rectifications are performed to put water resource into efficient use.

### Energy saving and consumption reduction



Performance data: In 2022, CR Land consumed

**122.05**

thousand tons of standard coal in general, with the comprehensive energy consumption per RMB 10,000 of revenue reaching

**0.0065**

tons of standard coal.

CR Land purchases electricity, natural gas, gasoline, diesel oil, and heat as its major energy sources. We take practical steps to bring down energy consumption and carbon emission by setting energy-saving targets, strengthening energy statistics, establishing an energy management & monitoring platform, implementing energy-saving projects, and using clean energy.

## Case / Explore the low-carbon practice of efficient cooling system in large commercial project

The air-conditioning and cooling system of large commercial project consumes larger portion of the energy and is one of the key places for the low-carbon construction and management of CR Land's operating property business. Through full-process management, CR Land has improved the general annual operation efficiency of the cooling system in commercial projects newly opened in recent years to above the industrial average. On such basis, CR Land began constructing the efficient cooling system since 2019. CR Land first adopted the design of cooling system using medium warm water in large commercial project in China, and integrated new technologies in system design and construction including intelligent group control technology and variable flow cooling water system control technology.

The new design concept and the application of new technology, plus the full-process management, improve the operation efficiency of the cooling system in the new projects to a new level. As of the end of 2022, several newly built large commercial projects upon opening have reached the industrial excellent level of above 5.0 regarding their cooling systems, of which Nanjing Mixc, upon third-party test, reached 6.12 for its operation efficiency and obtained the pre-certified certificate for the industry's highest Level I energy efficiency.



Cooling room of Nanjing Mixc

## Development and utilization of new energy



CR Land increases the pilot applications of distributed PV power generation system and formulates the objectives for renewable energy in newly constructed complex projects.

- As of the end of 2022, 11 operating business projects including Yantai Mixc, Wenzhou Mixc and Ningbo Mixc have built the distributed PV power generation system on their roofs with the total generating capacity reaching 1.13 million kWh;
- CR Land will further promote the application of PV technology in qualified ongoing and operating business projects to realize large-scale growth of PV generating capacity to exceed 8 million kWh in 2025.



PV power generation system of Ningbo Mixc



PV power generation system of Wenzhou Mixc

## Green Operation

### Green finance



Performance data: In 2022, CR Land accumulatively obtained ESG loans of HKD

**16.1**

billion, and effectively expanded the financing channel and reduced the costs in this regard.

In 2022, CR Land formulated and issued the financial framework on sustainable development which won the recognition from a professional third-party certification organization, Hong Kong Quality Assurance Agency (HKQAA). Under such framework, CR Land successfully funded its first green club loan of HKD 7.5 billion and used the loan for its sustainable development.

### Green purchase



Performance data: **30** cooperating group purchase suppliers of CR Land HQ have national Green Factory certification,

**44**

types of products have the green construction material certification and

**22**

have the green product certification.

According to the requirements of the Guides for Group Purchase and Bidding of CR Land HQ, we would analyze the green and low-carbon development of an industry during category research and supplier searching in bidding investigation, and for industries with rather mature low-carbon development, include the green and low-carbon requirements in pre-qualification and establish corresponding requirements in bidding documents.

### Green supply chain



We supplemented and upgraded relevant requirements on green and low-carbon management in our supply chain management rules in 2022. We included the green and low-carbon concept in the early stages of supply chain management process including category research, supplier searching, pre-qualification and bidding & calibration, supplemented and upgraded the Guides for Group Purchase and Bidding of CR Land HQ, and improved relevant requirements on green and low-carbon management.

### Green lease



To better develop and utilize high-performance buildings, we actively explore the pattern of green lease. In some projects, through intelligent energy consumption systems including the BIM intelligent operation management system and intelligent lighting system, we get to know the energy consumption of different equipment of different tenants at different stages, propose relevant suggestions for improvement regarding energy consumption and in the meantime, improve training on the awareness of tenants on energy saving, controlling energy consumption from the source. In the future, we will also explore the method of including the guide for sustainable development in the lease contract, and encourage tenants to sign the commitment letter on environmental protection.

## Green office



We emphasize electricity saving, water saving, paper saving and green transportation in daily office works to create the low-carbon, environmental and green atmosphere of office.

- We universally use energy-efficient lighting, and adjust the air-conditioning levels according to the seasons and temperatures;
- We strictly monitor water usage in workplaces, and conduct regular water pipe inspections and maintenance to reduce wastes;
- We promote paperless offices to support zero net deforestation;
- We also develop the OA system and video conferencing system, reduce staff travels, and encourage employees to use new energy vehicles.

## Environmental protection and public welfare



We have organized voluntary services on environmental protection such as the Earth Hour, Earth Day and the Tree Planting Day, calling employees, tenants and other relevant parties to pay attention to global climate change. While helping promote the concept of environmental development, we integrate the green concept into the city's routine life through popularization, promoting more people to pay attention to the relation between human, city and nature and deeply integrating the ecological concept in every aspects of the city.



Voluntary tree planting in South China

## Waste sorting



We strictly standardize the disposal of waste, store construction wastes and domestic wastes by category and transfer out construction dregs under legal and compliant conditions.

- We provide guidance in waste sorting for office building and residential projects;
- We work with local government department to guide clients in waste sorting;



Propaganda on waste sorting.

## Biodiversity Conservation

CR Land identifies and manages the potential negative impacts of its business activities on biodiversity and ecosystems based on the Chinese Programme for Natural Protection and other documents. No incidents with negative impact on biodiversity happened in 2022.

We use low-impact development technologies such as green roofs and vertical greening to increase urban green space, and provide habitats for birds, insects, and other urban creatures, utilizing and protecting local plants within the construction area. In accordance with our Landscaping Engineering Materials Specifications, we fully consider the safety of animals and plants when using herbicides; when spotting animals under second-class national protection during construction, we reset our route to avoid and protect them; we adopt targeted designs for lights to use soft lighting in near-city area to ensure functional and landscape lighting and use low-pillar lamps with infrared sensing in near-natural area to avoid light impact and pollution for the deep mountains, and reduce lighting in near-arbor area to avoid interference on ecological environment and the living of relevant animals and plants.



Longgang River Main Stream Greenway Demonstration Segment

### Case / Build the ecological landscape lake with "harmony between human and waters"

The landscape lake of CR Land Square in Shunde, Foshan occupies an area of approximately 8,000m<sup>2</sup>, with the restoration area of water ecology of approximately 5,441m<sup>2</sup>. Focusing on "water quality, water view, water ecology and water line", the project improves the water quality to Class III through the ecological system of water plants (including base improvement works, construction of submerged plant community, construction of zooplankton community, construction of fish community, construction of benthonic animal community, water quality regulation works, and fish control-insecticide-snail control works); the reconstructed ecology enjoys excellent water quality and better views.





# Climate Change Response

## Carbon-reduction strategy



CR Land is committed to effectively managing and responding to climate change risks during the whole operation process. We take the initiative to adopt multiple measures to mitigate climate change and develop strategies accordingly.

- Employed consultants on "carbon peak and carbon neutrality" to conduct in-depth research and application of low-carbon technology and identified the technical framework for different businesses;
- Conducted pilot works on "carbon peak and carbon neutrality" in 8 newly built and operating projects;
- By the successful implementation of the pilot efficient cooling system, 8 newly built commercial projects in total have realized the goal of efficient operation of cooling system in 2022, saving more than 33% of energy in general compared with the average efficiency of the industry, or 8.29 million degrees of electricity per year; carbon dioxide emissions were reduced by over 4,600 tons; the effects in carbon reduction were significant;
- We conducted carbon verification and analysis of carbon emission data for all operating projects of shopping center, office building, hotel, long-term apartment and healthcare, and conducted pilot practices on "carbon peak and carbon neutrality" in newly built and renovated projects.

### Case / Chengdu Mixc and Mumian Hotel projects won the certification of "carbon neutrality"

In 2022, Chengdu Mixc and Mumian Hotel projects won the certification of "carbon neutrality" by Sichuan United Environment Exchange (SUEE) and obtained relevant honorary certificates. Under the support of SUEE and the coordination of Chengdu CR Gas, the two projects successfully achieved "carbon neutrality" by the offsetting of Chengdu Carbon Emission Reduction (CDCER), realizing low-carbon operation to the maximum extent. The two projects accumulatively consumed the carbon emission of 1.42million, and made remarkable achievements in sustainable development. Besides, they both won the certification for low-carbon scenarios by and the honorary title of contributing units to the "Carbon Benefits Tianfu" mechanism.



Certificate of Carbon Neutrality of Chengdu Mixc



Certificate of Carbon Neutrality of Chengdu Dong'an Lake Mumian Hotel

## Disclosure of climate-related financial information



Since 2021, CR Land has continued to improve its analysis and management of climate risks and opportunities based on the four pillars of the TCFD, namely, "Governance, Strategy, Risk Management, Indicators and Targets". We have built a top-down sustainable development and governance structure, established a Corporate Social Responsibility Committee in the Board of Directors to report on climate change-related issues to the Board, and are progressively preparing for mandatory climate-related disclosure in line with TCFD's recommendations by 2025.

We take into account extreme weather events (such as typhoons, heavy rains, floods, landslides, cold waves, heat waves, etc.) that may occur in the project area and prepare in advance for the physical risks that may arise from extreme weather events before obtaining the project and at the beginning of planning and design. In response to the transformation risk brought by climate change, we started the preparation of the "carbon peak and carbon neutrality" target path in 2021, continuously strengthened the R&D and application of green technologies, completed the comprehensive carbon verification of self-owned properties, successfully implemented the pilot of high-efficiency refrigeration system for commercial complexes, and continued to steadily reduce the carbon emission intensity per area of operating real estate projects and the carbon emission intensity per RMB 10,000 of revenue.

We will also continue to improve our climate change governance mechanism. A more in-depth climate risk assessment is planned to be conducted in 2023, benchmarking ourselves against excellent corporate practices in the industry, and continuing to improve our climate change response capabilities.

Governance	Strategy	Risk management	Indicator and objective
Management measures for climate-related risks and opportunities	The actual and potential impacts of climate-related risks and opportunities on the business, strategy and financial development of CR Land	How to identify and manage climate-related risks	Indicator and objective used for evaluation and management of climate-related risks and opportunities impacting CR Land
<ul style="list-style-type: none"> <li>Establish the carbon peak and carbon neutrality leading team and office</li> <li>Include ESG risks in relevant risk management</li> <li>Evaluate the importance of climate change on relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Dedicate to designing buildings able to resist extreme weather and better cope with climate change, including green building and zero carbon or low carbon building</li> <li>Participate in the major project of the Research on the Path to Carbon peak and carbon neutrality for State-owned Enterprises; plan to cooperate with universities and scientific research institutions on researching the topics on climate change</li> <li>Take advantage of the industrial opportunity created by climate change, and motivate innovations on business development to help with the transformation of low-carbon economy</li> </ul>	<ul style="list-style-type: none"> <li>Divide the risks of climate change into substantial risks and transformation risks as per the suggestions of TCFD</li> <li>Plan to undertake deeper evaluation of climate risks, including at the asset level and property operation level, and included the evaluation on risks related to climate change for newly purchased projects to ensure compliance of the proposed purchase with the rules of sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>Compile the "carbon peak and carbon neutrality" goals and action plans</li> <li>Achieve carbon peak in 2030</li> </ul>

## Case / Build Zhuhai CRBC into a net-zero carbon building project

To implement the strategy on "carbon peak and carbon neutrality", Zhuhai CRBC HQ building project constructed by CR Land is designed to achieve super-low energy consumption and low carbon. The office construction area of the project is 45thousand m<sup>2</sup>. We adopt passive measures including high-performance fencing structure and sun-shading to reduce energy consumption, and use active technologies to improve system efficiency including the efficient cooling station, efficient equipment, intelligent lighting and intelligent group control technology; we also utilize BIPV and other renewable energy technology in large scale to improve the utilization of renewable energy, adjust the energy structure, reduce carbon emission during operation, promote low-carbon development and improve the sense of comfort and happiness for users.



Design Sketch of Zhuhai CRBC Project



Extended reading: Make the earth "greener"

# Implement Accountability to Ensure Safety

## Work Safety Management

Performance data: In 2022, CR Land invested RMB **335.10** million in work safety; As of the end of 2022, **21** units of CR Land won the certification of ISO45001;

Relevant safety responsibility and assessment rules for production posts were identified and **2,289** employees in total have signed the letter of responsibility, with the signing rate reaching **100** %.

CR Land attaches great significance to employees' safety and health at the workplace and establishes the general system covering EHS elements of CR and the business system including development business, light asset business and element business; we formulate relevant manuals for project safety management including the List of Legal Safety Responsibility of Project Company, Management List of Safety Construction Measure Expenses and Safety Supervision List of Related Parties, actively conduct third-party EHS unannounced inspection and promote grassroots units to undertake certification of health and safety management system to consolidate the safety basis.

## Emergency Safety Management

Performance data: In 2022, **12,025** emergency drills were organized and participated by **298,970** people.

We formulated the Overall Contingency Plan for Workplace Accidents, established the emergency management organization and identified the responsibilities of relevant HQ functional departments in emergency disposal and the work requirements on emergency response; we also actively organized emergency drills covering fire, falling accident, electric shock, foundation pit collapse, extreme weather and special period.

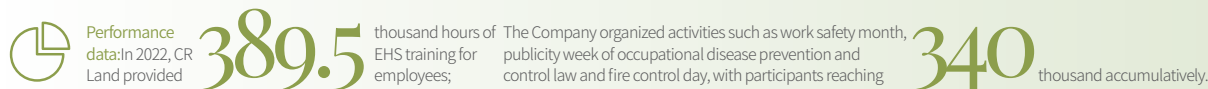
## Safety Risk Control

Performance data: In 2022, the Company spotted **60,146** potential hazards during safety checks and rectified them all.

We further strengthened the key works including supervision over the accountability of management team, unannounced safety check for grassroots projects, management of three major/extended/old, new and tough projects and commercial fire control management. Besides, we also carried out special rectifications on large equipment/high-place operation, gas safety, comprehensive check and rectification of potential safety hazards, centralized disposal of hazardous chemicals, prevention and resolution of major risks and building and structures.



## EHS Training



CR Land attaches great importance to EHS-related training and adopts multiple measures to build and improve EHS training system. We use multiple information management tools including CRUer and CR EHS Reporting System to build the EHS training platform with the functions of sharing of class resources, class learning and tests; undertake education and training for primary personnel in charge on the new Production Safety Law of the PRC, legal awareness, risk awareness and lessons from accidents; conduct integrated training on work safety for key posts; carry out safety training at "night schools" for safety management personnel; and adopt multiple forms including VR technology, experience hall and site teaching to conduct practical training for frontier posts and operation workers.

## Intelligent Safety Control

CR Land strengthens intelligent construction in work safety and through the construction of information system, we promote the piloting of the smart construction sites platform and the centralized fire control platform. We have built a CR Land smart construction site safety management platform with 18 functional modules in 6 categories and deployed it in 117 projects, realizing the "HQ-region-city-project" four-tier smart management and control model; we have promoted the development of the centralized fire control platform in three phases, namely, platform building at the headquarters, access to pilot project, and comprehensive promotion and application, and developed four major functions: fire alarm system, video alarm confirmation, fire water system, and data analysis.



CCTV News reports the construction of smart construction site platform and EHS management of The Times City project of CR Land

## Enhancing EHS Management of Related Parties



CR Land sticks to the driving role of construction unit, makes overall arrangements to promote related parties to implement safety accountability, carries out the CR Safety Management Rules for Contractors and implements the "three comprehensive requirements" and "three management lists" to further strengthen safety management of related parties.

- Based on the management requirements to "cover all purchase contracts, safety management and accountability", we select Hangzhou, Wuhan and Xi'an companies for piloting and specify the management standards and requirements for related parties;
- We compile the List of Legal Safety Responsibility of Project Company, Management List of Safety Construction Measure Expenses and Safety Supervision List of Related Parties to consolidate safety management of projects.

# CR LAND

## CSR Case ▶

### Build China's first venue building with zero energy consumption to help realize the carbon peak and carbon neutrality goals

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The China Business Executives Academy, Dalian, a subordinate body of the SASAC released the results for the selection of 2022 Typical Cases in Carbon Peak and Carbon Neutrality Action, and the Shenzhen International Low Carbon City Exhibition Center Project of CR Land won the second prize.

Shenzhen International Low Carbon City is one of the eight national major pilot projects on low carbon, aiming at providing practical experiences for new national urbanization and low-carbon development, and exerting the role of guidance and demonstration. From 2021 to 2022, under the guidance of CR Environmental Health and Safety Department, CR Land joined hands with the Longgang Government to construct and operate Shenzhen International Low Carbon City Exhibition Center under the pattern of "government guidance and corporate participation".



Field picture of Shenzhen International Low Carbon City Exhibition Center

### Implement full life circle management and apply green and low-carbon technology through multiple measures

During design, the project team of CR Land actively coordinated with CR Power, took the initiative to connect top enterprises of the industry such as Huawei, Gree and TELD, undertook wide discussions with industrial experts in the organizations including the Technology and Industrialization Development Center at the Ministry of Housing and Urban-Rural Development and the UN Steering Committee on Carbon Neutrality, and summarized 120 green and low-carbon technical measures including the efficient PV power generation system, power storage system and maglev air conditioning.

During operation, the project pioneered the use of the internationally leading and domestically originated technology of microalgae oxygen bar and carbon reduction, which utilizes the biological reaction from the photosynthesis of microalgae to absorb carbon dioxide and produce oxygen and negative oxygen ions to reduce the full life circle carbon emission of buildings. The project team also established a leading group for near-zero carbon pilot building, and compiled the planning for near-zero carbon development to realize carbon reduction throughout the entire industrial chain and covering all scenarios.



## Focus on carbon peak and carbon neutrality goals to give play to the industrial alliance in leading green development

By the excellent practices in "carbon peak and carbon neutrality", Shenzhen International Low Carbon City Exhibition Center was successfully selected among the first batch of pilot projects of near-zero carbon emission area; Hall A and Hall B won the certificate of "Zero Energy Building (Design)" and Hall C of "Nearly Zero Energy Building (Design)", issued by China Association of Building Energy Efficiency.

From December 12 to 14, 2022, the "2022 Carbon Peak and Carbon Neutrality Forum and Shenzhen International Low Carbon City Forum" was held in Shenzhen International Low Carbon City Exhibition Center; the "Carbon peak and carbon neutrality Industrial Alliance of Shenzhen International Low Carbon City" jointly established by CR Land Urban Operation and Management (Shenzhen) Co., Ltd. and several national high-tech enterprises was officially launched; in the future, the Alliance will provide enterprises and talents with scenarios for product application and market resources to help "green and low-carbon" enterprises expand their channels and brand influence.

### Performance review

In the future, we will further sort out and standardize the statistics on carbon emission, improve the effects of dust and noise governance in ongoing projects and reduce environmental protection related public opinion events; we will continue strengthening safety education for employees, constantly improve the management mechanism for related parties, pay more attention to employees' safety and health and further promote different units to publicize and undertake public welfare activities on environmental protection, in a bid to build a more sustainable ecology.

# Shaping a Better Life



Seizing the major opportunities such as the national and regional coordinated development strategy, consumption upgrading, and technological innovations, CR Land adheres to the long-termism, respects the land value, connects the upstream and downstream of the industrial chain with diversified business development, and creates the product identity combining quality, health, wisdom, and service to serve the high-quality development of a city in depth, respond to the expectations for a better life, and achieve a more sustainable and better future.

## Sustainable development issues involved in this chapter

Innovation and digital products / Boost urban renewal/urban construction and development/affordable housing construction / Attach importance to tenant participation / Improve service quality / Quality supervision and evaluation / Protect the rights and interests of customers / Customer information and privacy protection / Customer satisfaction

## HKEX ESG indicators involved in this chapter

B6.2/B6.4/B6.5

## SDGs issues involved in this chapter



## CASS-ESG5.0 indicators involved in this chapter

S4.1/S4.2/S4.3/S4.4/S4.5/S4.6/S4.7/S4.8

V1.1/V1.2/V1.3/V1.4/V2.1/V2.2/V2.3/V2.4/V2.8

## Goal setting

- The principle of “customer orientation” should be followed to promote comprehensive and high-quality development, and realize the rapid development of sales property, and the scheduled opening of the property held to become the leading urban investment and development operator in the industry.
- Also needed are to complete new and optimized projects in the fields of operation, marketing, production and functions to quickly shore up weak links of operation digitization and facilitate the refined implementation of production and operation.

## Progress review

- Efforts were made to promote digitalization of investment and operation, digitalization of marketing and customer service, digitalization of production intelligence and data application, as well as further optimize product systems such as smart communities, smart construction, smart case sites and smart hotels on the basis of mature standardized product systems of smart malls, smart office buildings and smart venues
- In 2022, 13 new commercial asset-light expansion projects were signed, all of which were located in first- and second-tier cities
- More than 140 projects were delivered throughout the year, and the company was successfully selected into the whitelist of the first batch of housing enterprises with stable delivery in 2022





RMB

**363** million invested in technological research and development

**542**

research and development employees

**100** %

coverage rate of ISO9001 quality system certification



RMB

**301.33** billion contracted sales of properties

**88.67** %

residential customer satisfaction

RMB

**19.3** billion rental income

**99.30** %

commercial real estate tenant satisfaction



**64.78**

million m<sup>2</sup> land reserve area at the end of the period



**94.76** %

closure rate of complaints from customers of residential projects



**99.94** %

resolution rate of complaints from customers of commercial projects

# City Regeneration Inspires Further Development

## Empowering Cities for Regeneration

### Renewal of urban texture



Performance data: In 2022, CR Land acquired

**10.95**

million m<sup>2</sup> of new lands, with an area equity ratio of

**72**

% and a

**90**

% share of new cargo value in first- and second-tier cities.

Focusing on the overall urban development objectives and planning, CR Land actively promotes the evolution of urban development and does a good job in preserving the traditional culture in the process of urban regeneration. In 2022, we became the early-stage service providers of Shenzhen Huafu Project and Jingbei-Huangbei Project. We also successfully launched Shenzhen Guangming Track Line 13 Project, won the "Contribution Award for Urban Renovation and Construction" of the Economic Integration and Innovation Forum and the "Leading Enterprise in Comprehensive Strength of Urban Renovation" of CRIC Urban Regeneration Research Center.

### Case / Xidan Regeneration Yard Won Best Practice Project of Beijing Urban Regeneration

On July 12, 2022, the first Beijing Urban Regeneration Forum and the launching ceremony of Beijing Urban Regeneration Alliance were held in Beijing Shougang Park. The upgrading and renovation project of Xidan Cultural Plaza built by CR Land, Xidan Regeneration Yard, won the "Best Practice in Beijing Urban Regeneration" Award. The 7-year transformation of the project upgraded the original low-end commercial reduction with a total construction area of 43 thousand m<sup>2</sup> to a compound functional complex combining green space and commerce, providing 11.2 thousand m<sup>2</sup> urban forest green space and 6 thousand m<sup>2</sup> high-quality trendy commerce, which, realizes the multi-dimensional value reconstruction of urban value, leisure value and human value, and further upgraded the overall urban interface renewal along the Xidan business circle and Chang'an Avenue.



#### Extended reading

Xidan Culture Plaza Upgrading and Renovation Project  
— Xidan Regeneration Yard



## Boost business upgrade



Performance data: By the end of 2022, CR Land had

**66** shopping malls in operation.

The retail sales of CR Land's shopping malls grew steadily with industry-leading returns. In 2022, the retail sale of shopping malls reached RMB 113.7 billion, up by 6.2% year on year, 13 new shopping malls were open throughout the year, with an average occupancy rate of 91.8%.

### Case / Nanjing MIXC World Creates New Landmark of City Spiritual and Cultural Trend

On September 30, 2022, CR Land Nanjing MIXC World opened. As CR Land's third nationwide shopping center and the first MIXC World product line shopping center in East China, Nanjing MIXC World is aiming at creating a trendy place where urban spiritual culture can be integrated. With 256 brands and numerous first-time settled and customized concept stores, Nanjing's commercial array has been refreshed. The five international art masters in the shopping mall have meticulously customized the first public art season "X Super-body City" around Yunzhang Office, which has become a new flow place for Nanjing to experience the senses of new Nanjing citizens with surprise and sincerity.





## Build a Better Life



Performance data: In 2022, CR Land completed its

6

long-term rental apartment projects, with

160

thousand m<sup>2</sup> of newly commenced affordable housing and

320

thousand m<sup>2</sup> of completed housing.

CR Land has, adhering to "Housing Without Speculation", accelerated the development of long-term rental business including affordable rental housing, and formed various product lines such as large-scale rental communities, high-end serviced apartments and youth apartments to meet the rental needs of new citizens and young people. Youtha International Apt Community Headquarters Base Shop was named as "2022 High-quality Affordable Rental Housing Project" by CNR. Youtha Shanghai Sijing Project and Youtha Eastern Economic Development Zone Project, Beijing Baotai, Beijing Yinghai, and Tianjin Eye and other projects were among the first affordable rental housing projects to be evaluated locally.



On December 9, 2022, the first public offering of affordable rental housing operated by market-oriented institutions in the industry, REIT "China Asset Management China Resources Youtha Rental Housing Closed-end Infrastructure Securities Investment Fund" was officially marketed.



[Extended reading: dream for Youth and Youtha for life | continuous efforts to affordable rental housing.](#)



# Insisting on Innovation and Guidance

## Improve the innovation system



Performance data:  
In 2022, CR Land invested RMB

363

million in research and development, with a total of

542

research and development employees.

In 2022, CR Land participated in

5

research projects, including

1

national projects, declared

2

awards, won

1

industry professional award, and led the preparation of

4

industry standards.

CR Land has set up a scientific innovation management platform and a control mechanism, which are guided by the demands of business development, based on the scientific research ability of higher research institutions, and combined with strategic objectives to open up an implementation path for joint research and development of scientific and technological projects, and will further realize the three-in-one scientific innovation management system of CR Land in combination with scientific innovation fund management.

We have set up a special team for research and development investment management, formed a core technology map based on the "four modernizations" of the CR Land Technology Strategy, and issued two management systems based on the requirements of the Group's Scientific Innovation, reshaping the real estate technology innovation atmosphere through the Scientific Innovation Contest and supporting technology activities.

## Digitalization and intellectualization



CR Land has pushed forward the digitization of investment and operation, marketing and customer service, production intellectualized digitalization and data application. Based on the mature standardized product systems such as smart shopping malls, smart office buildings and smart venues, CR Land has further optimized the product systems such as smart communities, smart construction, smart case venues and smart hotels, and comprehensively explored the city intellectualization. In January 2022, iCost Target Cost Measurement System was awarded the "Target Cost Control System and Method" invention patent certificate issued by China National Intellectual Property Administration. In October 2022, the intelligent engineering platform was awarded the software copyright certificate.

### Accelerating the digital transformation



#### Digitalization of investment and operation

CR Land has constructed multiple systems such as general evaluation of building projects, physical examination of urban companies and management of operational real estate, realized in-depth application of project life cycle and plan management systems, and performed online management of project O&M and company operation;



#### Digitalization of marketing and customer service

CR Land has built an all-channel operation platform, offered customer service function of xiaorunxuanfang APP, and upgraded the customer service management, to realize full-process online management and service for customers;



#### Production intellectualized digitalization

CR Land focuses on building a "smart construction platform" to optimize systems such as cost cloud and design management, and improve the efficiency and quality of production links;



#### Data application

CR Land has built an E-control platform and a customer big data platform, realized real-time display, analysis, prediction and early warning of the Company's operating data, completed the planning of CR Land big data center, and finally indicated the direction for long-term data asset accumulation and data value display.

## Fully exploring the city intellectualization



### Smart formats

Smart shopping malls, office buildings, venues, communities, constructions, project sites, hotels and other product systems are formed, smart solutions are tailored according to business needs and project grades, and standardized product lines are formed to promote the application of products to the 80+ projects. Fire control platforms are promoted in 39 projects in total, and "carbon peak and carbon neutrality" management and other functions are added to the energy management platform, which are promoted in 100+ projects in total;



### Smart City

CR Land has built a smart city operation management platform-"Smart City /City Power" to provide a unified development framework, an integrated portal and an efficient application capability for smart city project. It has completed Houhai and CR City as two CIM projects, integrated the launch of six BIM-level smart spaces and the launch of two future community model projects, such as the IOC of the future community of Jiaxing Yangjiamen CR Land Center and the IOC of the future community of Hangzhou Asian Games Village Technical Officials Village, to extend business operation from property management to community operation management, and enhance the product power of smart communities.



CR Land Wins "Excellence Index 2022 Digital Development Excellence".



Jiaxing Future City, Happiness is people-oriented. Based on the needs of consumers, it applies wisdom to all kinds of life scenes in the future.

# Creating Original Quality

## Strictly control quality management



Performance data: CR Land has a **100** % coverage rate of ISO9001 quality system certification.

Since 2016, CR Land has established a comprehensive quality management system and formulated and issued over 100 internal product quality management policies, including the Regulations on the Establishment of CR Land Quality Management System<sup>®</sup>. It actively carries out the ISO9001 quality system certification that has been fully completed in all operation regions of CR Land, and reported and reviewed annually, to ensure the continuous effectiveness. We will improve the management mechanism for potential safety hazards, provide quality control and safety training for our employees, and conduct regular investigation of potential safety hazards. If any potential safety hazard is found in our products, we will recall them immediately and strive to provide our customers with safe and high-quality products.

## Conduct assessment and inspection



### Residential project



Performance data: In 2022, CR Land's residential project delivered a total of **150** quality evaluations, with a comprehensive score of **79.27** points, up by **1.05** points year-on-year;

The **4** sub-standard bid sections have all been qualified after online review; The bottom-line risk involved **114** risk points in **15** categories,

with a total of **105** risk closures, with a risk closure rate of **100** %;

### Public construction project

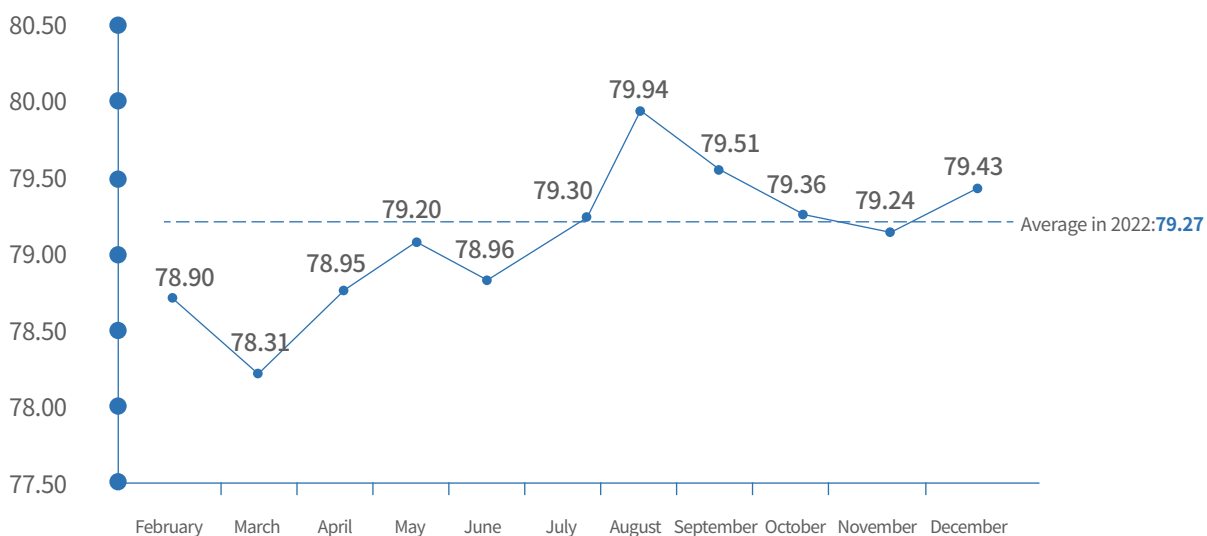


Performance data: The Company completed a total of **83** process stage inspections, **214** professional inspections, and **24** opening/delivery inspections, with a **100** % pass rate of process inspections.

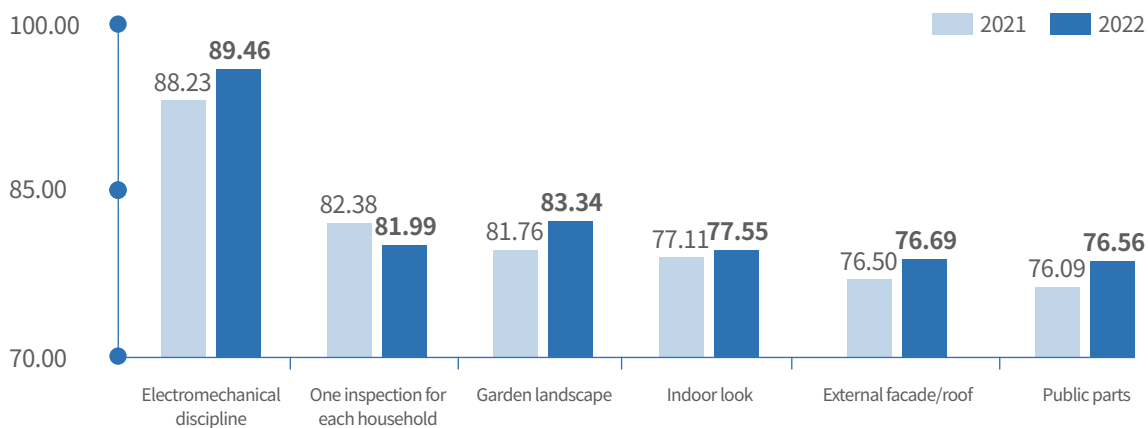
CR Land has strengthened its quality supervision and introduced a third-party professional evaluation agency to evaluate the electromechanical projects, one inspection for each household, landscape, indoor look, external facade/roof, public parts and other aspects of residential projects under construction and delivered. The bottom-line risk problem has been effectively closed; special quality assessment has been conducted for the civil engineering, electromechanical, hardcover, curtain wall and landscape discipline processes and delivery of public construction projects. Additionally, pre-inspection of opening/delivery are added, with a focus on the risk of process bottom line and the quality of opening presentation, so as to continuously improve the quality.



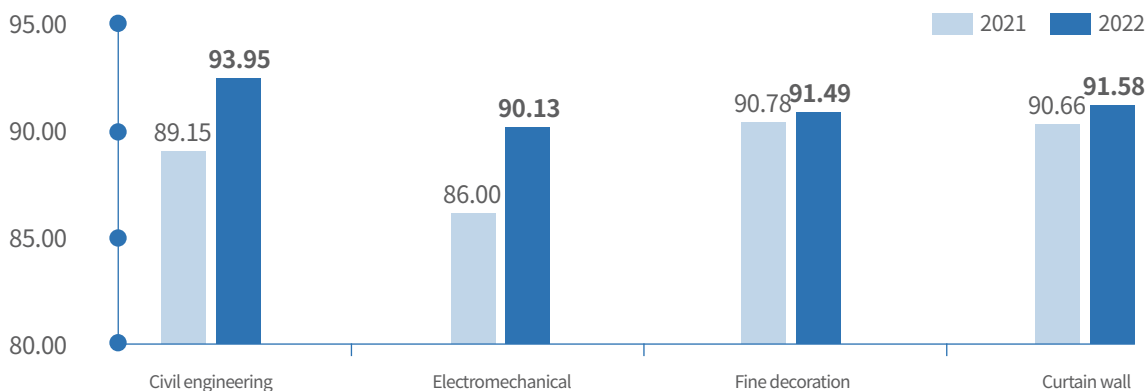
### Evaluation score of residential projects delivered by CR Land in 2022



### Average value of residential projects delivered by CR Land in 2022 by dimensions



### Trend of Performance Evaluation of CR Land Public Construction Projects by Discipline Processes in 2022



# Sincere Services Bring Desired Outcome

## Protecting Basic Rights and Interests

### Fair trading

Adhering to the principle of equality, voluntariness, and equal value exchange, and according to the Management Regulations on Sales Price (Discount), Signing and Payment of Commercial Housing in CR Land, Publicity Documents on Sales Sites and the local government's record price policy, CR Land has made specific requirements for the sales price and price discount, and publicized them on the sales sites. Further, all unfavorable factors of the project are explicitly publicized on the sales sites, striving for a fair, open and justice business environment.

### Privacy protection

CR Land attaches great importance to the protection of customer information throughout its life cycle, strictly implements the normative and mandatory requirements such as the Management Standard for CRM Customer Information Extraction of CR Land and the Confidentiality Regulation in the Staff Handbook of CR Land, and enhances staff's awareness of confidentiality through publicity, education and other means. In 2022, we did not have any complaints (including complaints from third parties or regulators) arising from the violation of consumer information and privacy protection regulations.

### Responsible marketing

CR Land complies with various regulations such as the Notice on Regulating the Marketing and Publicity Strategy of CR Land Sales Property and the Provisions on the Administration of Sales Price (Discount), Signing and Payment of Commercial Houses of CR Land, and implements the red line requirements such as price. Overcommitment is strictly prohibited. Following the CR Land Brand Management Guide and the Advertising Law of the People's Republic of China, publicity brochures are printed and publicity activities are carried out to provide customers with true information such as prices, taxes, delivery costs, etc. We popularized green building and environmental protection products to consumers and the positive impact of services on society and the environment, to lead consumers to purchase environmental protection products. We have clarified five detail items of sales risk control, rectified the non-compliance marketing behaviors in a timely manner and circulate a notice of criticism; we also launched the warning education for all marketing staff, and jointly conducted the special training on "self-cultivation and clean practice" to standardize the sales behavior.



## Insisting on High-quality Delivery

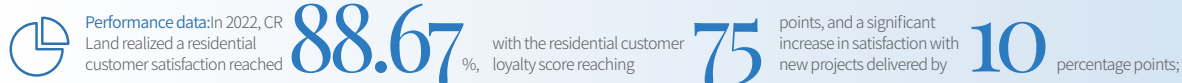
With the mission of "ensuring people's livelihood, ensuring stability and ensuring delivery", CR Land has fully implemented the "Better Home" delivery service to make the home warmer. It has launched the "Cloud Delivery" system and the "Run Service" applet to realize independent reservation of delivery time, prior contract conclusion and advance payment, mobile house inspection, online submission of house inspection issues, real-time understanding of the rectification progress, etc. and greatly improved the customer delivery experience.

In 2022, CR Land delivered more than 140 projects, all of which were delivered on schedule, and even some of which were delivered ahead of schedule. CR Land was successfully selected in the white list of the first batch of steady delivery housing enterprises in 2022, ranking third in the TOP 10 delivery capacity of China real estate enterprises released by CRIC.



## Improving Customer Experience

### Improve service quality



CR Land has improved its customer service experience and continuously improved customer satisfaction through the establishment of full-cycle customer relationship and the improvement of all-round service contacts.

- In terms of basic property services, CR Land revised the business format, pre-referral services and daily operation standards of residential office buildings, formulated the SOP manual for residential posts, the working guidelines for four new business formats, revised 112 business system documents, obtained five management system certification certificates, started the property benchmarking projects, carried out rejuvenation activities, and consolidated standardized, efficient and highly satisfactory basic property services.
- In terms of commercial services, the Standard for CR MIXC LIFESTYLE Commercial Member Center Service was issued, the "star customer service" system was implemented, and the Care by MIXC featured service system and each featured member center were created. 10 business types have been formed, namely the SOP for Private Customer Service in Stores of CR MIXC LIFESTYLE in Business Project, and established a basic operation management system for private customer service for tenants. We have prepared the Operation Management Manual of MIXC Cinema" and the Management Guide of Benchmarking Cinema Stores of the Cinema Management Department" to improve the customer's consumption experience by various measures.



## Active after-sales service



CR Land has deepened the service system for the whole journey. After the occupancy by owners, the front-end service butler will be transformed into a home butler, who will continue to help solve the trifles of life, and will take the initiative to provide basic services such as owners' letters, holiday wishes, house maintenance, community renewal and other value-added services such as rental, decoration, occupancy, butler and space operation. The property management service brand "MIXC Service" will take community operation as the contact point and community space as the carrier to provide owners with more warm and emotional care services, and will build a VIP system jointly to realize credit integration, gradually enrich the rights and interests of customers, and create a unique life experience for owners.

### Case / Happiness in "Happy Lane"

In order to make every owner live in a comfortable and relieved manner, Customer Relations Department of Happy Lane in Hohhot took the initiative to find the owner's representative and asked everyone about their living feedback and actual needs. With the support of the Northeast Region Division and Hohhot Branch, all-round rectification was carried out on the 15 issues that the owners of Happy Lane phase-I residential quarter had collectively raised, such as greening, basement signs, elevator noise, and safety maintenance, so as to further enhance the owners' sense of experience. The customer relations team of the project also meticulously organized various community activities such as celebrating the Spring Festival, Spider-Man wiping outdoor glass, house-wide cleaning service, the first neighborhood festival, romantic Qixi, moon cakes for the Mid-Autumn Festival, Mid-Autumn Festival gala, and grain and oil for the anniversary of their stay, which bridged the owners and the CR Land, and became a "catalyst" for the harmonious neighborhood relationship and the rich cultural atmosphere.



Hohhot Happiness Lane launches the Mid-Autumn Festival fete for owners

## Response to customer complaints



**Performance data:** In 2022, CR Land's nationwide residential projects received a total of

**26,515** complaints from customers, and **94.76** % of the complaints reached closure.

Keeping customer-oriented, CR Land establishes a hierarchical handling mechanism for customer complaints in accordance with the Business Process Specification for Operation of CR Land Real Estate, Operational Guidelines for Complaints from Customers of CR MIXC LIFESTYLE Residence and Operational Guidelines for Handling Complaints from Customers of CR MIXC LIFESTYLE Office Project, and sets up multiple channels for customer complaints, such as telephone, on-site and online, to actively respond to customer demands and ensure timely and effective handling of customer problems.

- On-line complaint channels: 4001099888 customer service hotline and the "Run Service" system client applet are fully promoted, to support customers to report matters/consult at any time, broaden the channels for complaints, and realize on-line tracking of the reporting and repair process.
- Agile response to complaints: respond to customers within 30 minutes after receiving complaints, reply for the first time and communicate solutions with customers within 48 hours.
- Specialization of complaint handling: set up a dedicated customer service team to accept and handle the customer complaints, follow up the handling of complaints through return visits to customer, satisfaction surveys, daily spot checks and other forms, improve the handling efficiency of customer complaints by the customer service team, establish a special follow-up mechanism for major customer complaints, and actively promote problem resolution.

### Case / Actively deal with customer complaints and optimize member service experience

We put customers at the center, attach importance to the acceptance and feedback of customer complaints. Through the efficient standard processing process of the receipt of customer complaints, response processing, result feedback and customer evaluation, we achieve cross-department collaboration, joint trace the existing problems and shortcomings in management and service, promote management improvement, process optimization and service enhancement.

#### Compliant content:

Several customers told the service desk that the parking payment function in "E-MIXC" APP could not be bound to the rights and interests of members, so they could not enjoy the rights and interests of deducting parking fees by points.

#### Processing:

Customer service staff patiently guided the on-site complaints of customers step by step operation, and verified the specific situation. It has been confirmed that there are two parking and payment accesses at the APP terminal for the convenience of customers' operation, but at present, there is indeed a situation that the member's rights and interests cannot be transferred at one of them. After verifying the reason, customer service staff patiently guided customers to use another page that can call members' rights and interests for operation, to ensure that members can successfully use their rights and interests to deduct parking fees, and carefully recorded the problems, and made feedback to the IT department as soon as possible. The customer service staff patiently explained the follow-up customers with the same feedback, and guided the members.

#### Follow-up improvement:

After receiving feedback from customer service staff, the IT department arranged special personnel to deal with relevant work and give feedback. After confirming specific reasons at the system, the corresponding functions were adjusted and optimized quickly to ensure that members' parking rights and interests can be used conveniently and smoothly. Meanwhile, other APP systems were tested and adjusted to avoid similar problems affecting members' service experience again.

# CR LAND

## CSR Case ▶

### Making customers happy with warm-hearted service

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The definition and appearance of shopping centers have been continuously enriched. CR Land has been exploring and making steady progress as a practitioner. Its shopping malls are close to life from a multi-dimensional perspective, deducing life, sharing life with others, and making life full of happiness through warm services.



Mama care service system



MIXC star customer service

### Special service system with humanistic care

CR MIXC LIFESTYLE of CR Land has taken the lead in creating what is considered to be the industry's first nationally standardized feature service system - "Care by Mixc" - which classifies new services such as kids care, lady care, pets care, papa care and senior care, and has been settled in 39 MIXC shopping centers across the country. Among them, the mama care service system started with mother-to-child customer base as the initial group, precipitating more than 100 requirements for facility construction and service quality, and showing a warm and caring service attitude throughout.

It is worth mentioning that CR MIXC LIFESTYLE, by referring to the commercial customer service certification system, selects "MIXC Star Customer Service" every year, with more than 80 certified star customer services in MIXONE distributed in various projects. MIXONE has also set up service stations such as "consumer rights protection station" and "consumer rights protection service contact station" to enable each project to solve customer problems more efficiently and accurately.



## Value-based membership management

MIXONE will extend its operation beyond the shopping scene. For the first time, Kunshan MIXC Hui will connect the interface between E-MIXC and Kunshan Citizen APP, so that the points can be charged to the citizen's card wallet at one click, to realize bus and subway ride, no-fee parking, and group buying. . . In the process of membership accumulation and incremental transformation, MIXONE pays more attention to the output of emotional value. Beijing Qinghe MIXONE has established a "2-hour" fast response mechanism for phone calls, inquiries, and complaints, while Shenyang Tiexi MIXONE has established a companion mechanism. The 12-hour on-call "one-button call" was launched immediately after the outbreak to help more than 2,000 members solve problems online. Additionally, FM930 Cloud Radio has been created to maintain emotional connection with members.

From life and to life. MIXONE will continue to create a sense of belonging and achievement in life for different customer groups with more tender services to enhance their sense of happiness in life.

## Performance review

In the future, we will continue to implement the strategy of technology empowerment and innovation leadership, effectively address the customer demand in an all-round way, devote ourselves to providing customers with full value chain services, provide full-cycle guarantee for customers' interests, and cultivate the customer awareness, bottom line awareness and plan awareness all staff. We will establish an innovation platform, improve the innovation mechanism and scientific and technological development, realize product promotion, development and efficiency improvement, realize the informatization of management business, digitalization of information platform and intellectualization of production and operation, and thus create a better future for a better city.

# Becoming Closer Partners

Upholding the value concept of co-construction and sharing and working jointly with stakeholders, CR Land bravely undertakes the mission of educating people in the new era with the great sense of responsibility, acts as a "industry pioneer" with the role of a leader; it works with employees and partners for shared growth, gathers consensus and strength, creates a positive, healthy and sustainable ecological circle, and shape a new situation of high-quality development in the industry.

## Sustainable development issues involved in this chapter

Occupational health and safety / Remuneration and Benefits / Training and career development / Compliance employment / Responsible supply chain management / Industrial development

## HKEX ESG indicators involved in this chapter

B1.1/B1.2/B3.1/B3.2/B4.1/B4.2/B5.1/B5.2/B5.3/B5.4

## SDGs issues involved in this chapter



## CASS-ESG5.0 indicators involved in this chapter

S1.1/S1.2/S1.3/S1.4/S1.5/S1.6/S1.7/S1.8/S1.9/S1.10/S1.11/S2.1/S2.2/S2.3/S2.4/S5.1/S5.2/S5.3/S5.4/S5.5/S5.6/S5.7  
V2.5/V2.6/V2.7

## Goal setting

- No occupational disease incident occurs; the BMI of the employees remained normal and increased by 2% year on year from 2021.
- By the end of the strategic period, we will achieve the goals of industry leading in the remuneration and benefits of grass-roots staff and significant growth in staff satisfaction and happiness index.
- We will implement the whole-process management of "screening, selecting, cultivating, retaining and eliminating" suppliers, strengthen the performance tracking and management of suppliers, establish a regular and in-depth communication mechanism with suppliers, and strengthen the professional and organizational capabilities of production management, so as to form a double-satisfaction supply chain cooperation result and reach the industry benchmark level.

## Progress review

- 100% employee labor contract signing rate and 100% social insurance coverage; we have formulated a sound compensation and welfare system.
- In 2022, the proportion of good suppliers increased by 2.4 percentage points, the proportion of suppliers with high performance increased by 8 percentage points, and the satisfaction of cooperative suppliers increased by 0.9 points.
- In 2022, the Company actively carried out "head-to-head" communication with long-term cooperative suppliers, established a three-level communication mechanism, promoted the discussion of solutions to the remaining disputes, resolved the cooperation issues of projects under construction in a timely manner, reduced contract claims in all aspects, and achieved good results in "settling outstanding claims and controlling new ones".





Total

55,311 employees

19,022

new employees

28.15 %

female managers



89.7 %

staff training coverage

RMB

449 /person investment in training

23.2

hours training per capita

100 %

employment contract signing rate



100 %

economic contract performance rate

100 %

social security coverage



100 %

staff physical examination rate



15,436

suppliers totally

0 death toll from work-related accidents



The percentage of suppliers that have passed the quality, environment and occupational health and safety management system certification is

100 %

# Humanistic Care Boosts Growth

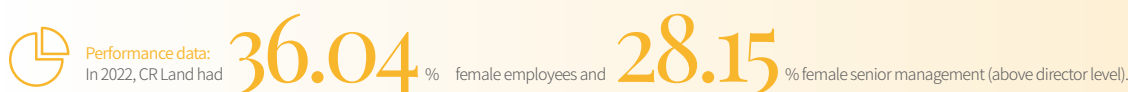
## Protect the Rights and Interests of Employees

### Compliant employment



Strictly abiding by laws and regulations including the Labor Law of the People's Republic of China and the Labor Contract Law of the People's Republic of China, CR Land has formulated various internal policies such as the Provisions on Administrating the Recruitment of CR Land and the employee Handbook of CR Land, and signs written employment contracts with employee on the basis of the "equality, voluntariness and consensus through consultation", to fully protect the legitimate rights and interests of employees in recruitment, promotion, resignation, working hours, remuneration and benefits, etc. In 2022, there was no discrimination, child labor or forced labor in all aspects of employment.

### Diversity of talents



The Company is committed to building a diversified workplace with equal opportunities. It actively recruits female employees, ethnic minority employees, etc. to increase the diversity of the team, provides equal employment opportunities for all employees, oppose any form of discrimination, and ensures that each employee can give full play to his/her own personal characteristics and values without being affected by factors such as ethnic group, race, nationality, gender, religion, age, sexual orientation, political affiliation, marital status, etc.

### Remuneration and benefits



CR Land has established a comprehensive compensation and benefits system in line with the principles of "agile, efficient, capable and dynamic" organization management.



#### Remuneration mechanism

CR Land adopts various incentive modes, such as short-term incentive and medium-term and long-term incentive, adjusts the salary structure, highlights the post value and strengthens the timeliness of incentive. CR Land adheres to the double standard of performance and salary, follows gender pay equality, implements the policy of "raising low" income of grass-roots staff, and allocates bonus to talents who have made contributions and take key frontline positions with hard and dirty working content.



#### Welfare system

In combination with relevant laws and regulations and staff needs, a comprehensive welfare system is formulated, including basic statutory benefits such as five social insurance and one housing fund, statutory holidays and statutory annual leave. CR Land provides welfare annual leave, holiday allowance, off-site welfare, commercial insurance, enterprise annuity, union sympathy, staff physical examination, psychological care of "Runxinfang" and other internal benefits.

## Privacy management



During the recruitment, assessment and remuneration process, the Company specially assigned personnel to manage the employees' personal resume, family information, salary information and health information, and strictly keep them confidential to protect the employees' right to privacy. The annual comprehensive evaluation is conducted in the form of performance meeting, talent meeting and other forms. All kinds of evaluation results are presented as collective outcome, and employees' personal responses are strictly kept confidential.

## Democratic communication



The Company attaches great importance to democratic communication. It optimizes and improves the internal management regulations such as the Implementation Opinions on Strengthening Letters and Visits, establishing a "top-down, bottom-up" two-way communication mechanism to help the Company's management and employees establish multiple communication channels through trade union organizations, staff symposiums, questionnaires and other forms. We will set up an internal reporting and complaint mechanism, provide various channels for reporting complaints, such as letters and visits, mails and telephone calls, to ensure that employees are not restricted by geographical location, economic ability, physical conditions and other situations. We will provide timely feedback on problems and propose solutions.

## Democratic protection



CR Land strictly abides by international standards such as the International Convention on Human Rights and the Universal Declaration of Human Rights, integrates the United Nations Sustainable Development Goals (SDGs) into the company's labor standards, responsibility objectives and daily operation and management, protects the equal and legal rights of female employees, and protects the rights and interests of vulnerable groups such as the disabled.

Since 2002, CR Land has established a labor union and made it accessible unconditionally to all employees, realizing full coverage of the labor union organization. Through the trade union organization, the civil rights of the employees are protected, the employees' freedom of speech is actively safeguarded, the supervision by the employees is strengthened, and the employees' rights and interests are prevented from being damaged.

## Creation of jobs



Performance data: By the end of 2022, CR Land had a total of

**55,311** employees nationwide, of which **54,955** were full-time.

In 2022, the Company actively implemented the decision of the CPC Central Committee, the State Council and China Resources Group on guaranteeing the employment of university graduates. It increased summer campus recruitment, strengthened employment assistance for university graduates from designated aid and counterpart support counties and Tibet, Qinghai and Xinjiang, and further strengthened the recruitment of migrant workers, veterans, and the disabled, with a steady increase in staff size and recruitment.

## Assist Employee Growth

### Staff training



CR Land has implemented the strategy of strengthening the enterprise with talent. According to CR Group's requirements for the construction of the "3+1" talent teams, it has made precise implementation of the strategy by combining with the actual situation of the Company, to strengthen the "compound managerial and administrative talents, outstanding engineer talents, scientific and technological innovation talents, and Hong Kong talents", train top leaders at level-4, reserve talent echelons, and on-campus recruitment, and continuously improve the high-quality staff education and training system.

- Referring to the Company's business and organizational change promotion work, CR Land focuses on business pain points and carries out action learning to drive the implementation of key management themes and the resolution of difficult issues;
- CR Land perfects the personnel training system, optimizes the management of courses and teachers, and continuously improve the course library and lecturer library, and develop 906 internal courses on-line iteratively.
- CR intensifies the exchange of talents by job rotations to accelerate the growth of reserve talent echelons, and continues to promote the ability enhancement for employees at different levels through the "Phoenix Plan" (a leadership development project of the level-4 top leaders), the "Sword Plan" for the overall certification and training of reserve projects, the series of special plans for skilled talents such as "Excellent Craftsman", the three-year training program for on-campus enrollment and the "Leading Man" program around key groups.

### Case / The Second Session of CR Land Marketing Speech Contest Completed Successfully

In order to cope with the development and changes of the industry, CR Land has been pursuing excellence, with its exquisite efforts company-wide and strengthening its strength. In April 2022, CR Land launched the Second Session of CR Land Marketing Speech Contest. The competition actively innovated the form, introduced innovations in the arrangement of contestant lineup and tournament system. The participants included the general manager and planning manager of projects rather than the first-line sales personnel of the marketing system. The event advocated the project management team to participate in the operation from the customer's perspective, fully consider and refine the project product power and marketing power, and go deeper into the first-line for self-empowerment, thus promoting and improving the capacity building and overall level of the CR Land project teams.





2022 "Future Star" New Staff Training Camp, Camp 6, Central China



Convalescence Division Carries out Staff Training

## Career development



The Company has, by optimized the job rank system and improving the management sequence and professional sequence as the "two channels", defined the career development path of employees, and optimized the career development mechanism of employees through policies and measures such as "Leading Man Program", "Three-year Training Program for On-campus Enrollment", job rotation exchange mechanism, competition mechanism for key positions, talent informatization and talent pool construction, and key talent training projects, etc., to support employees to become excellent managerial talents and skilled talents.



Extended reading: Power of office lady | Grow in the sun and bloom gracefully.



# Care for Employees' Lives

## Care physical and mental health



Performance data: In 2022, CR Land had a

**100**

% coverage rate of staff physical examination and a

**100**

% coverage rate of occupational safety and health records.



As of 2022, CR Land has established

**158**

sports and cultural associations, which organized over

**1,240**

events with

**29.01**

thousand employees participating throughout the year.

Advocating the concept of "Happy Work and Healthy Life", CR Land actively promotes the construction of staff health management system, establishes occupational health records for staff with potential occupational risks, and regularly monitors staff health index. It also organizes and carries out health education activities such as occupational disease prevention and mental health lectures to improve the health awareness of all staff. It facilitates the establishment of a number of staff interest clubs such as football, choir and photography association, and provides financial support to enrich the spare time life for its staff. Staff activities such as work-break exercises, healthy running and "Heli Cup" basketball match, as well as group activities such as the birthday party of the same-year-old staff in CR Land and the "Cohesion" project line are carried out to promote staff's physical and mental health in an all-round way.



Worker Health Examination in Xi'an Area of West China Region



Fujian Area of South China Region holds a full-staff integration activity



The Long-term Rental Apartment Division holds the autumn theme painting activities



CR MIXC LIFESTYLE holds Staff Games



## Support employees in difficulty



The Company continues to improve the staff assistance system and set up a grass-roots staff care fund to provide timely assistance and support to staff affected by family difficulties and natural disasters. Relying on the "Runxinfang", the Company gives full play to the role of the staff care service station and effectively solves the difficulties and confusion faced by the staff, continuously improving the staff's sense of achievement, sense of happiness and sense of belonging.



The Northeast Region takes the lead in launching the opening ceremony of the "Runxinfang" Liaoning Regional Staff Care Service Station

# Work Together to Achieve Win-win Results

## Comprehensively Deepen Cooperation

### Enterprise-enterprise cooperation



CR Land attaches great importance to the establishment of partnership and cooperation and exchange. In 2022, CR Land signed strategic cooperation agreements with Huawei, China Merchants Bank, Shenzhen Metro Group Co., Ltd., and other leading enterprises, to further promote resource sharing and achieve mutual benefit and win-win results.

#### Case / CR Land and China Merchants Bank signed a RMB 23 billion M&A financing strategic cooperation agreement

On January 25, 2022, CR Land and CR MIXC LIFESTYLE respectively signed the Strategic Cooperation Agreement on M&A Financing with China Merchants Bank in Shenzhen. According to the cooperation agreement, China Merchants Bank will grant CR Land RMB 20 billion and CR MIXC LIFESTYLE RMB 3 billion respectively, for exclusive use for the M&A business of CR Land and CR MIXC LIFESTYLE. The signing of this cooperation agreement effectively supports CR Land to seize market opportunities and participate in mergers and acquisitions of real estate projects, which is conducive to giving play to the positive role of mergers and acquisitions in preventing and resolving industry risks and promoting the healthy development and virtuous circle of the industry; Additionally, this cooperation will drive CR MIXC LIFESTYLE' medium and long-term business development needs, and provide financial support for CR MIXC LIFESTYLE's business development in property, commerce and digitalization.







## Government-enterprise cooperation



CR Land actively engages in exchanges and cooperation with the local governments, gives full play to its professional and resource advantages, explores a new model of government-enterprise cooperation, and acts as the government's pusher, supporter and assistant to boost the high-quality development of the local economy through "smart city construction" and other projects.

## Industry-university-research cooperation



CR Land pays close attention to innovation and development and transformation of scientific and technological achievements. It supports cutting-edge technology and applied research related to architecture, actively introduces new technologies and management experiences through industry-university-research cooperation, thus reaching in-depth cooperation with well-known research institutions and institution of higher education, and continuously exploring innovative business models. In 2022, CR Land reached a strategic cooperation agreement with Shenzhen Hezhong Clean Energy Research Institute, Shenzhen Institutes of Advanced Technology (SIAT) of the Chinese Academy of Science (CAS), and Shenzhen Institute of Aerospace Science and Technology Innovation, to further expand the joint research and cooperation channels for scientific and technological innovation; CR Land worked with Huawei to build a laboratory and lay out a new track for smart families; Establish the CR Land-Tsinghua Joint Research Institute, and reserve a total of 6 technological projects based on the strategic "four modernizations"; Work with Chinese Academy of Sciences to build an achievement transformation center and establish a technology incubation path.

## Boost Industrial Progress

### Industry exchange



CR Land attaches great importance to the development trend of the industry while building and expanding a communication platform by making full use of its influence and appeal in the value chain and industry, which promotes information exchange, resource sharing and complementary advantages among industries, enhances cooperation within the industry, and drives the healthy and sustainable development of the industry.



**Extended reading: Co-organize the 2022 Carbon Peak and Carbon Neutrality Forum and Shenzhen International Low Carbon City Forum**

### Standard development



CR Land actively innovates and promotes industry technologies, pushes the formulation and implementation of industry policies, and leads the healthy and sustainable development of the industry. In 2022, it participated in the preparation of industry standards such as "Digital Home Evaluation Standard", "Smart Home Livable Index", "Carbon Neutrality of Real Estate Enterprises", and "Carbon Emission of Full Decoration Project".

## Create a Responsible Supply Chain

### Adhere to good faith management



CR Land is committed to building a clean supply chain ecosystem. It requires all parties to the contract to sign the Integrity Agreement and Sunshine Declaration; It will strengthen the supervision of key links in key areas and actively carry out integrity warning education for partners; It will continuously make performance evaluation, downgrade the dishonest supplier level D with restricted cooperation/withdrawal, to create a standardized, efficient, open and transparent business environment.

## Strengthen supply chain management



Performance data: In 2022, CR Land had a

100%

performance rate on its economic contracts and

100%

of its suppliers have passed the quality, environment, and occupational health and safety management system certification.

In 2022, there were

15,436

suppliers in various categories,

116

of which were listed as level D/unqualified.

CR Land has continuously improved its supplier management methods, strictly carried out supplier pre-qualification and planned procurement plans in terms of supplier "screening" and "selecting"; In terms of supplier "cultivating" and "retaining", suppliers are helped to improve their performance ability, improve their management level, build an excellent supplier team and achieve mutually beneficial and win-win development, through measures such as supplier performance evaluation, support and reward.

- **Carry out supplier performance evaluation:** CR Land classifies and manages suppliers according to the principle of non-overlapping category classification, rewarding superior and punishing inferior, and carries out dynamic supervision from four aspects of "quality, EHS, dispute resolution and performance cooperation" to manage and evaluate supplier behavior. Based on the dynamic performance score, we rate suppliers into "A, B, C and D" or "excellent, good, qualified and unqualified" categories every year.
- **Setting up a reward and punishment system:** Suppliers that fall into the A/B or excellent/good levels will be rewarded with a performance bonus or other incentive measures. Whereas D-level/unqualified suppliers will be subject to a second review and the exit mechanism. This system has contributed to the continuous improvement of our supplier resources.

## Promote the development of supply chain



Performance data: In 2022,

77%

of CR Land suppliers were rated as excellent.

CR Land maintains good communication and cooperation with upstream and downstream enterprises for a long time, and unifies the objectives of both parties by implementing the management "head-to-head" as the communication mechanism. Developing the "Peer Partner" curriculum system, it is to train the "China Resources" project manager on a regular basis. It clarifies the management requirements of CR Land suppliers and synchronize the supply chain ecological construction objectives by convening supplier meetings; It strictly abides by and implement the Safety Management System for Contractors of CR Group, and make clear requirements for the selection of contractors, safety management before project implementation, management of contractor operation, management of contractor evaluation, etc. With EHS training and quality training for key positions against relevant parties, CR Land publicizes and implements EHS management system, standards, management of safety and civilized production, assessment and evaluation, etc. It supervises and manages the contractors from the aspects of risk management, supervision and inspection, accident and incident management, and actively promotes the improvement of EHS management of suppliers/contractors.

In particular, to effectively protect the rights and interests of the workers engaged by suppliers and contractors, we strictly abide by relevant national and local regulations on the wage of migrant workers and require partners to sign the Letter of Guarantee against Wage Arrears for Migrant Workers to reduce the labor risks in the supply chain.



North China Region launches the publicity of supplier sustainable development



North China Region supplier conference

# CR LAND

## CSR Case ▶

### Cooperation between government and enterprise to open up the everlasting future of the city

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With the deep integration of emerging technology and governance system, as well as the enrichment of its practical application scenarios and the deepening of theoretical exploration, China is stepping into a new era of intelligent governance. The smart city construction of CR Land will bring together multiple forces, which will also benefit more people and make the city better.

#### Build smart city and shape "Nanshan Model"

As the pioneer of "Dual-Area Construction" in Shenzhen, Nanshan District, within 3.5millionm<sup>2</sup> of the Houhai Central District, is promoting the construction of a smart city, and is committed to creating a model window for Shenzhen's socialist pilot demonstration zone with high governance efficiency, multiple functions and rich industry varieties.

On December 31, 2022, CR Land successfully won the bid for the "Smart City Construction and Operation Service Project in Houhai Central District" and will, under the guidance of the Nanshan District government, carry out a life-cycle urban operation in the Houhai Central District. In terms of the smart operation, we can get through the end demand of grass-roots governance through smart means, and serve enterprises, businesses and citizens well in the city. In terms of business circle development, we will give full play to the leading edge of commercial operation and gain considerable fame for the business card of "Houhai Business Circle". In terms of industrial services, we will cooperate with the government to build a communication channel for Houhai industry through the end-to-end industrial services. In terms of the guiding role in "3060", CR Land cooperates with the government to create a model of Houhai low-carbon district, with a focus on buildings, districts and lifestyles. In terms of cultural operation, a series of influential city IP activities are held by virtue of city-level cultural landmarks such as Shenzhen Bay Cultural Plaza to demonstrate Shenzhen culture and the spirit of Nanshan.





## "Multi-point booming" innovation model of urban governance

As a pioneer of urban construction and operation mode, CR Land has been working with the government in urban practice to continuously explore innovative modes of urban governance and build a more diversified, dynamic, intelligent and more innovative-based urban ecosystem, which will enlighten the modernization of urban governance. By the end of 2022, more than ten benchmark projects have been launched in Houhai Smart City, Smart CR City, Xi'an Olympic Sports Center, and Jiaxing Future Community, and more than 200 monomer systems of smart energy, smart construction site and smart fire protection have been landed, with a total construction area of 1 million m<sup>2</sup>, covering more than 40 cities across the country.

In the future, CR Land will continue to stand from the perspective of urban areas, as the government's pusher, grasp and helper, to fully integrate dwelling, commerce, industry, culture, ecology, public services and other factors, and jointly promote the value enhancement of urban areas and grow together with cities.



### Performance review

In the future, we will continue to improve relevant management mechanisms, pay more attention to the safety and health of employees, and incorporate the reduction of employee turnover rate into the long-term human resources management direction to continuously optimize the human resources management system. Additionally, we will strengthen the supervision of supply chain security risks, and form closed-loop management through risk identification, risk assessment, risk response and risk supervision, to ensure the high-quality performance of suppliers.

# Striving for a Better Future

Adhering to the people-centered development thought and advocating the service spirit of "participation, mutual assistance, dedication and progress" and the concept of "devoting to public welfare diligently", CR Land actively participates in public welfare undertakings and rural revitalization to form a distinctive public welfare model of CR Land, and work with all parties to write a new chapter for a better life.

## Sustainable development issues involved in this chapter

Public charity / Promote regional development / Rural revitalization

## HKEX ESG indicators involved in this chapter

B8.1/B8.2

## SDGs issues involved in this chapter



## CASS-ESG5.0 indicators involved in this chapter

V3.1/V3.3/V3.4/V3.5/V3.6/V3.7

## Goal setting

Position the relationship between ourselves and the local community as a corporate citizen with a high sense of social responsibility, strictly follow regulations of the government and the community, make positive contributions to the local community, give back to the society, benefit the people's livelihood and pursue harmonious symbiosis according to the needs of the community and the ability of CR.

## Progress review

- In 2022, over 200 Party member Vanguards and Youth Commandos were dispatched, and over 3,000 volunteers participated in the local community's anti-epidemic work. The CR Land Youth League Committee was awarded the "May 4th Red Flag Youth League Committee" (special project of fighting against epidemic).
- In 2022, with rapid transformation of Shenzhen Wenjindukou, Huanggang Port and Shenzhen Bay Port, the stable supply of "vegetable baskets" for Hong Kong citizens during the epidemic was effectively guaranteed;
- In 2022, charitable donations amounted to RMB 6.48million.



The total tax payment was RMB

**37.10** billion



The number of volunteering employees exceeds

**10** thousand



Nearly

**40** government public facilities were built by China Resources Land as the deputy construction company

Drive government investment to exceed RMB

**30.7** billion

RMB

**2.55** billion of rents were reduced or exempted



Charity donation was RMB

**6.48** million



A total of

**11** Hope Towns of China Resources were completed and delivered with the Company's participation

# Warm Peers and Shared Development

## Promote Community Development

Being committed to boosting community development and creating a high-quality campus and livable life, CR Land is constantly improving urban supporting services, enriching citizens' cultural and sports life and enhancing the urban heritage.

### Campus construction



CR Land actively contributes to the development of education with the strength of architecture and the sense of responsibility. The campus construction of CR Land runs through the whole age from kindergarten to university. We are intended to create a high-quality campus and empower the development of high-quality education with consideration from many aspects such as educational concept, natural ecology and scientific and technological innovation.

#### Case / Wenling Road Kindergarten in Jiangnan District of Nanning City was unveiled and opened

On October 20, 2022, Wenling Road Kindergarten in Jiangnan District of Nanning City, which was built by CR Land as the deputy construction company, was unveiled. Wenling Road Kindergarten in Jiangnan District is a public kindergarten supporting the construction of CR Land Jiangnan Central Community, covering an area of 6,132 square meters and a floor area of 5,401.76 square meters, with 15 teaching classes available. With a reasonable layout and well-established equipment, the park provides high-quality educational facilities for the region according to the standards of model kindergartens in the autonomous region to meet the needs of school-age children.



#### Extended Reading

School season | Go deep into the campus built by CR Land together





## Livable life



Performance data:  
In 2022, nearly

**40**

new government public facilities were built by CR Land, driving government investment to exceed RMB

**30.7**

billion.

CR Land undertakes infrastructure construction in many cities, actively builds urban supporting services, improves urban functions and empowers urban ecological circle.

### Case / Build Liuzhou Jinglan Mountain Lake Park as the deputy construction company, and start a beautiful life by the lake

Jinglan Lake was originally a swamp wetland formed by abandoned fish ponds and vegetable fields and local low-lying long-term rain and sewage accumulation, surrounded by construction waste and domestic garbage dumps, with unoptimistic ecological environment. Shouldering the responsibility of improving the living environment, CR Land actively communicated with the government about the agent construction of Jinglan Mountain Lake Park. Finally, under unremitting efforts of all parties, construction of 40 thousand m<sup>2</sup> ecological artificial lake only took 50 days after the plan was passed. With Jinglan area gradually improved and urban ecological landscape reshaped, it brought a better life to the living in Jinglan area.



## Case / CR Land participated in the renovation project of Hengda Road in Hunnan District of Shenyang City

In 2022, CR Land participated in the renovation project of Hengda Road in Hunnan District of Shenyang City. The renovation project started from Changqing South Street in the east and reached Fumin South Street in the west, with a total length of 2.4 kilometers. Based on the concept of "two priorities, two separations and two connections" and the theme of "youth-friendly block", the project is upgraded from four dimensions: traffic function, urban landscape, architectural style and municipal facilities, with a view to making street space bear more public needs.



## Promote the development of culture and sports



Performance data: In 2022, CR Land became the stadium operating unit of

# 184

schools in five administrative regions of Shenzhen.

CR Land continued to provide support for major events such as sports events and cultural and artistic performances, and planned cultural and sports activities such as marathon and book corner to enrich citizens' cultural and sports life and enhance the cultural heritage of the community.



CR Land undertakes Shenzhen Nanshan Half Marathon

### Case / CR Land Culture and Sports Company boosted Shenzhen school sports ground to open to the outside world

The one-click reservation platform of Shenzhen "I Shenzhen" gymnasium was officially launched on June 18, 2022. To further improve the operation efficiency of the school gymnasium, CR Land Culture and Sports Company as a trial operation party cooperated with Vientiane Life to set up a special class for the operation of the school gymnasium composed of 230 people and a special customer service center for coordinating and arranging the work of the school's on-site management personnel, rules and regulations establishment, personnel training, customer service, etc., thus meeting people's physical exercise needs, alleviating problems such as insufficient supply of gymnasium resources and further boosting urban sports construction.



Campus



CPR training

## Devote to Public Charity

Through actively implementing activities such as caring assistance, community public welfare and epidemic prevention and control, CR Land solved various social problems and injected warmth into communities and cities.

### Love and help



Performance data: In 2022, charitable donations from CR Land amounted to RMB

6.48

million and the number of volunteering employees exceeded

10

thousand

With an open and transparent public charity management mechanism established, by relying on the public welfare brand of "Runzhihui", CR Land actively organized employees to conduct public welfare volunteer service and vigorously carried forward the spirit of volunteers, and established five public welfare service modules, namely "Runxin" Helping Agriculture, "Runxin" Helping Students, "Runxin" Respecting the Elderly, "Runxin" Promoting Culture and "Runxin" Mutual Assistance, and actively carried out all charitable activities such as blood donation and material donation, with a view to taking practical actions to fulfill social responsibilities of enterprises.



Voluntary blood donation by staff of MIXC Liuzhou

## Fight the epidemic



Performance data: In 2022, CR Land reduced or exempted rents of RMB

2.55

billion for eligible tenements and dispatched over

200

youth commandos.

Over 3,000

volunteers participated in the local epidemic prevention.

CR Land fully implemented the decision-making and deployment of the central, provincial and municipal epidemic prevention and control, carried out joint prevention and control, and comprehensively improved the actual abilities such as comprehensive epidemic coordination and emergency linkage in the new stage of normalized epidemic prevention and control to effectively safeguard people's lives, health and safety and support community epidemic prevention and control.

- Issued the Proposal on Setting up Commandos to Support the First-line Anti-epidemic, and called on all units to set up Party Member Vanguard and Youth Commandos to participate in the local government or company's internal anti-epidemic;
- Undertook the security work of mobile cabin hospitals of Shanghai Jing'an Sports Center and Xi'an International Convention and Exhibition Center, built about 2,000 mobile cabin beds and treated over 5,000 confirmed COVID-19 patients;
- Runtang Yinghai Store in Youchao International Apartment Community actively cooperated with many districts in Beijing to implement work related to anti-epidemic. Since May 1, the space was used as a house for quarantine of domestic close contact and overseas direct flights, receiving and serving about 30,000 domestic close contact personnel and inbound foreigners.



CR Land builds the mobile cabin hospital of Shanghai Jing'an Sports Center



Volunteer Team for Epidemic Prevention and Control of Foshan Company in South China Region



### Extended reading

They guarded the Spring when the city slowed down

# Countryside Revitalization for a Better Future



Performance data: By the end of December 2022, CR Land had built and delivered

11

Hope Towns of CR and

6

towns were being planned.

It is now at a critical stage for the comprehensive promotion of rural revitalization in China. In 2023, the No.1 document of the central government titled Opinions of the Central Committee of the Communist Party of China and the State Council on Comprehensively Promoting Rural Revitalization in 2023 indicated that it is needed to "solidly promote rural development, rural construction, rural governance and other key tasks, accelerate the construction of an agricultural power, and build a livable and beautiful countryside."

CR Land deeply implemented the decision-making and deployment made by the Central Committee of the Communist Party of China and the State Council on consolidating and expanding the poverty alleviation and difficulty tackling achievements and effectively linking them with rural revitalization and actively fulfilled its social responsibilities. With the goal of "environmental transformation, industrial assistance, organizational restructuring and spiritual remodeling", CR Land explored a new model of rural revitalization through governance innovation, consumption assistance, employment assistance and new atmosphere establishment.



## Governance innovation

Adhere to the guidance of Party building, deeply integrate Party building with property management business and mass service, build a platform for government, owners and property service personnel to jointly build, manage and share and grow, and constantly explore new social governance models led by Party building.



## Consumption assistance

Improve the channels of consumption assistance for rural revitalization through combining offline and online sales methods, build a bridge for the production and sales of agricultural and sideline products in the aided areas, and improve the sustainability of rural revitalization.



## Employment assistance

Help solve employment problems in the local area through absorbing local villagers' employment and carrying out vocational skills training. Five "Red Housekeeper" projects in CR Hope Town solved the employment of 35 local villagers, with the post of chief "Red Housekeeper" held by an outstanding local party member villager.

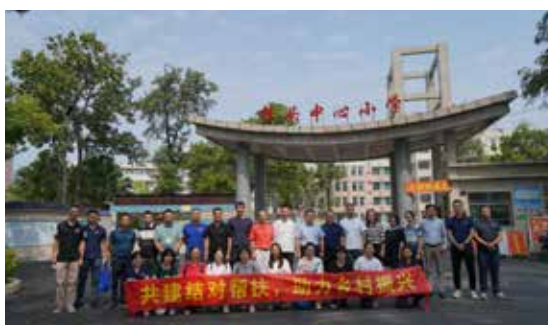


## New atmosphere establishment

Vigorously promote the construction of spiritual civilization in rural areas, implement the spiritual care about villagers, pay attention to publicizing national policies, popularize rural rules and regulations, advocate social ethics, and help create a production and living atmosphere of filial piety, love for the elderly, pragmatism, diligence, harmony and mutual assistance.

## Case / "Red Housekeeper" opened a new chapter of rural governance

To boost construction of CR Hope Town and innovate the form of rural assistance, CR Land and its subsidiary CR Mix Lifestyle incorporated the "Red Housekeeper" into CR Hope Town according to their own property management resources and urban community service experience. With "Red Housekeeper" mode initiated, under the grid management of the village committee, villagers of Party members were mobilized to take the lead and participate in the governance and daily management of the village appearance. With the "1+1+N" property management structure and the "three-link and five-joint" operation mechanism, the purpose was to improve the governance capacity of the town environment and public security, help villagers to find jobs, enrich their spiritual life, improve the overall style of the town and promote its long-term development.



Guangzhou Company of South China Region determines pairing assistance objects to boost rural revitalization.



The West China Region holds the activity of "Entering Haiyuan" to help students realize their dreams.



Ganzhou MIXC sells Gannan navel oranges to boost rural revitalization.



Yan'an CR Hope Town "Red Housekeeper" holds Mid-Autumn Festival activities.

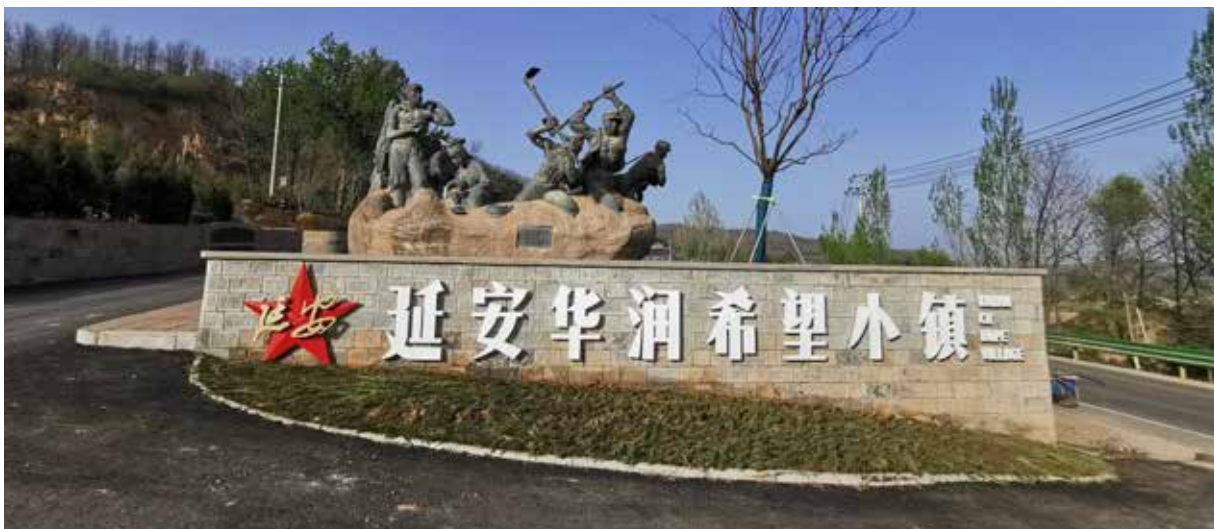
# CR LAND

## CSR Case ▶

### "Nanniwan You&Me" sold agricultural products for charity to help villagers increase their income

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Yan'an CR Hope Town in Mafang Village, Nanniwan Town is the eleventh hope town of which CR Land participated in the construction. The town covers an area of about 270 mu, with 30 newly-built houses and 104 renovated houses, directly benefiting 167 households and 563 villagers, and covering nearly 10,000 villagers in Nanniwan Town. By relying on the public welfare power of CR Group and CR Land, the town was upgraded from previous Mafang Village to an "idyllic complex" with a strong northern Shaanxi style.



Yan'an CR Hope Town



To further promote the development of Yan'an CR Hope Town, on November 28, 2022, East China Region of CR Land cooperated with Yan'an CR Hope Town to launch the public welfare action to help agriculture themed with "Nanniwan You&Me for Hope". East China Region of CR Land selected local honey, and opened up new sales channels for local agricultural and sideline products through Nanniwan honey-seeking gift box and offline flash sale, for the purpose of helping the villagers in the town increase their income and improve their quality of life. Moreover, East China Region of CR Land set up the sweet energy station of "Nanniwan You&Me in the Sales Office of the project and the commercial site of MIXC. Proceeds from the activity were used to purchase caring materials, help local children improve life and grow up healthily and happily.



"Nanniwan You&Me" public welfare action to help agriculture

East China Region will cooperate with a hope town to launch a special public welfare activity in November each year. The practice has lasted for four years now. With "for hope", it was intended to call on more people to pay attention to CR Hope Town and join in town construction and industrial assistance, thus gathering more sincerity and strength for rural revitalization and protecting the hope and future of the countryside.

## Performance review

In the future, bearing needs of the community, expectations of citizens and abilities of CR Land in mind, we will continue to make efforts in aspects of common prosperity, community building, emergency rescue and disaster relief, charity and so on, integrate internal and external resources, and build a harmonious community relationship.

# CR LAND

## Sustainability Management

### Sustainable development vision

CR Land always regards sustainable development as an important part of the enterprise development strategy. We have formulated the overall strategic goal and action plan for 2030 to manage impact of the Company on the environment, society and economy and create a better life with stakeholders.

#### ESG strategic model of CR Land

1 strategic vision

Led by 4 values

6 dimensional responsibility field

4 safeguard measures



ESG strategic vision  
the industry-leading urban investment and development operator



## 6-dimensional responsibility field



1

### Corporate governance

Make endeavors with shareholders to integrate ESG concept into business management, strengthen risk opportunity identification and management, enhance the transparency of business operations, disclose climate-related financial information according to TCFD recommendations, and expand the influence of the capital market.

2

### Staff development

Make endeavors with employees to improve the occupational health and safety management system, create a fair and diverse employment environment and a safe and healthy working environment, strengthen training and empowerment, and enhance employees' sense of occupational safety, acquisition and happiness.

3

### Products and services

Make endeavors with customers, improve quality management, take "product innovation" and "product standardization" as high-quality guarantee, and upgrade community products comprehensively; Improve the quality and perception of products and services, promote the construction of affordable housing, and rejuvenate and empower urban good life.

4

### Win-win partnership

Make endeavors with partners to deepen cooperation with tenants and jointly improve environmental and social benefits; Extend the ESG concept to the upstream and downstream links of the supply chain, enhance the awareness and effectiveness of suppliers' responsibility, and promote the symbiosis, win-win and common growth of ecological partners in various fields.

5

### Environmental benefit

Take environment into consideration, integrate the concept of green development into all aspects of enterprise operation, improve the environmental management system, and promote the development of green buildings; Actively respond to global climate change and boost realization of the national "3060" carbon peak and carbon neutrality goals.

6

### Community contribution

Make endeavors with the community to strengthen the effective connection between poverty alleviation and rural revitalization, actively implement charitable activities, and form branded projects; Actively build the vitality of the community in the project location, maintain local characteristics, create long-term value, and promote benign interaction with society.

## 18 key actions



Strengthen Risk Management	Strengthen the Supervision of The Board of Directors	Improve the ESG Organizational System	Improve ESG Information Disclosure Level
Make Shared Development with Employees	Protect Occupational Health And Safety	Strengthen Training and Empowerment	Boost Urban Regeneration
Guarantee Quality Service	Create Smart Products	Create a Sustainable Supply Chain	Jointly Promote Industrial Development
Attach Importance to Tenant Participation	Respond to Climate Change	Develop Green Buildings	Improve Energy Efficiency
Carry Out Brand Activities	Promote Community Communication and Participation		

## ESG strategy promotion path



### Stage 1 (2023) / comprehensive introduction and foundation strengthening

Improve the ESG governance structure and supporting work system, formulate the ESG special action plan, and establish the dynamic management mechanism of ESG core objectives, lay a foundation for CR Land to deepen the ESG understanding of enterprises.

### Stage 2 (2024-2025) / system promotion and quality upgrading

Strengthen ESG governance mechanism, ESG risk management and performance monitoring, rely on the supervision and support of Corporate Social Responsibility Committee for all responsibility-fulfilling actions, form a standard and sound promotion paradigm, deepen ESG concept into business operation practice management, and strengthen ESG performance.

### Stage 3 (2026-2030) / Strengthening the leading role and setting an excellent benchmark

Comprehensively communicate with all stakeholders, and deeply integrated ESG into land management, business processes and corporate culture of CR Land, make ESG work rank among work of the first-class enterprises in China, form an ESG brand with extensive influence and build ESG leadership.

## Sustainability development governance

CR Land established a sustainable development governance structure with three levels of management: decision-making level, management level and executive level. The decision-making level is the Corporate Social Responsibility Committee, and the management level is composed of heads of ESG key performance departments such as Headquarters Office, Complex Design and Management Department, Product Management Department, Safety Management Department, Operation Management Department, Engineering Management Department and Human Resources Department, and is responsible for ESG risk determination, establishment of ESG target management system and management indicator system, etc. The executive level is composed of ESG indicator contacts of all departments and subordinate units, and is responsible for daily data statistics and work execution.

CR Land formulated ESG strategic objectives to further clarify the strategic direction, specific objectives and key work of promoting ESG work in key areas, promote ESG work to be truly integrated into operation and management, and help CR Land to strengthen its sustainable development ability.

## Leadership and supervision of ESG affairs by the Board of Directors



The Board of Directors of CR Land takes charge of strengthening the long-term value of the Company, guiding the overall operation and business development strategy of the Company, monitoring the corporate governance practices of all businesses, and establishing and improving the internal control and risk management system. To improve the participation of the Board of Directors in sustainable development, members of Board of Directors regularly receive training related to sustainable development, enhance their understanding of sustainable development/ESG, and link executive compensation with safe production to establish an effective and normal sustainable development management system.

## Diversified composition of the Board of Directors



CR Land adopted the diversification policy of the Board of Directors, and comprehensively considered all factors such as gender, age, educational background, professional experience, skills and industry experience to realize diversification of Board of Directors. See contents related to corporate governance in 2022 annual report for details about the professional background of directors of Board of Directors.

## ESG management structure and management system



To further promote the governance of sustainable development, CR Land established a sound governance framework of sustainable development from top to bottom on the basis of the Corporate Social Responsibility Committee. In 2022, we strictly implemented the Management Manual on Environment, Society and Governance, and carried out normalized management of ESG work.

## Stakeholder communication

Category of stakeholders	Appeal and expectation	Communication and response
Government and regulatory authorities	<ul style="list-style-type: none"> <li>· Legal and compliant compliance</li> <li>· Support regional development</li> <li>· Carry out national policies</li> </ul>	<ul style="list-style-type: none"> <li>· Continue to strengthen enterprise compliance management</li> <li>· Participate in city-related meetings and cooperation</li> <li>· Respond to relevant national policies</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>· Create market value</li> <li>· Strengthen information disclosure</li> </ul>	<ul style="list-style-type: none"> <li>· Continue to create business performance</li> <li>· Improve corporate governance and risk management level</li> <li>· Regularly issue reports and timely disclose information</li> <li>· Hold shareholders' meeting to strengthen the management of investor relations</li> </ul>
Owners and customers	<ul style="list-style-type: none"> <li>· Quality of products and services</li> <li>· Safeguard legal rights and interests</li> </ul>	<ul style="list-style-type: none"> <li>· Implement customer satisfaction survey</li> <li>· Establish and improve the customer service system</li> <li>· Improve customer feedback and complaint handling mechanism</li> </ul>
Employees	<ul style="list-style-type: none"> <li>· Protect staff interests</li> <li>· Promote employee development</li> <li>· Care for employees' health</li> <li>· Implement democratic Management</li> </ul>	<ul style="list-style-type: none"> <li>· Formulate a competitive salary system and welfare guarantee mechanism</li> <li>· Organize staff training, improve the promotion mechanism and build a development platform.</li> <li>· Improve working conditions and care for employees in difficulty</li> <li>· Carry out employee activities and strengthen employee communication</li> </ul>
Suppliers and partners	<ul style="list-style-type: none"> <li>· Promote industry development</li> <li>· Cooperation, mutual benefit and win-win</li> </ul>	<ul style="list-style-type: none"> <li>· Implement honest procurement and build a responsible supply chain</li> <li>· Hold regular tendering and bidding meetings and supplier meetings</li> <li>· Participate in industry organizations and promote industry development</li> </ul>
Scientific research institutes Industry organization Media and social groups	<ul style="list-style-type: none"> <li>· Comply with industry norms</li> <li>· Promote industrial innovation</li> <li>· Information transparency and publicity</li> </ul>	<ul style="list-style-type: none"> <li>· Strengthen external exchange and cooperation and participate in industrial innovation research</li> <li>· Participate in industry evaluation and give opinions on industry norms</li> <li>· Improve the information disclosure system and optimize the public opinion feedback mechanism</li> </ul>
Community	<ul style="list-style-type: none"> <li>· Support community public welfare</li> <li>· Offer job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>· Actively participate in charitable donations and participate in social welfare activities</li> <li>· Campus recruitment and social recruitment</li> </ul>
Environment	<ul style="list-style-type: none"> <li>· Reasonable use of resources</li> <li>· Protect the ecological environment</li> </ul>	<ul style="list-style-type: none"> <li>· Implement green construction, build green buildings and build green communities</li> <li>· Improve the efficiency of energy and resource use, and implement energy conservation and emission reduction</li> <li>· Strengthen environmental information disclosure and manage environmental-related risk</li> </ul>

## Determination of major issues

The steps for determining the major issues of sustainable development of CR Land are as follows



### Issue identification

Identify important issues in the industry through peer benchmarking, and form an issue base



### Issue ranking

re-evaluate the importance of each issue to the Company and stakeholders based on the results of the questionnaire survey in 2023, and obtain the importance ranking of issues.



### Issue review

The management of the Company reviews the important issues and their ranking, and external experts review and make suggestions on the important issues and their ranking.



### Issue report

make targeted disclosure in the report according to the judgment results of important issues.

Materiality	SN	Issue Name	Corresponding Category	Disclosure Location
High materiality	1	Corporate governance and compliant and steady operation	Governance	Corporate governance
	2	Sustainable business model	Governance	Corporate governance
	3	Risk management and internal control	Governance	Corporate governance
	4	Struggle against corruption and bribery	Governance	Corporate governance
	5	Intellectual property right protection	Governance	Corporate governance
	6	Stakeholder communication and participation	Governance	Sustainable management
	7	ESG strategic management	Governance	Sustainable management
	8	Green building design and promotion	Environment	Build a more sustainable ecology
	9	Discharge of wastewater and pollutants	Environment	Build a more sustainable ecology

Materiality	SN	Issue Name	Corresponding Category	Disclosure Location
Medium materiality	10	Waste management	Environment	Build a more sustainable ecology
	11	Reduce greenhouse gas emissions	Environment	Build a more sustainable ecology
	12	Improve energy efficiency and adopt renewable energy	Environment	Build a more sustainable ecology
	13	Saving water resources	Environment	Build a more sustainable ecology
	14	Tackling risks and challenges from climate changes	Environment	Build a more sustainable ecology
	15	Green operation and office	Environment	Build a more sustainable ecology
	16	Conservation of biological diversity	Environment	Build a more sustainable ecology
	17	Green/sustainable finance	Environment	Build a more sustainable ecology
	18	"Double Carbon" Strategy	Environment	Build a more sustainable ecology
	19	Innovation and digital products	Society	Create a better life
	20	Boost urban regeneration/urban construction and development/affordable housing construction	Society	Create a better life
	21	Attach importance to tenant participation	Society	Create a better life
	22	Improve service quality	Society	Create a better life
	23	Quality supervision and evaluation	Society	Create a better life
	24	Protect the rights and interests of customers	Society	Create a better life
	25	Customer information and privacy	Society	Create a better life
	26	Customer satisfaction	Society	Create a better life
	27	Occupational health and safety	Society	Become closer partners
	28	Remuneration and Benefits	Society	Become closer partners
	29	Training and career development	Society	Become closer partners
	30	Compliance employment	Society	Become closer partners
	31	Responsible supply chain management	Society	Become closer partners
	32	Industrial development	Society	Become closer partners
	33	Public charity	Society	Strive for a better future
	34	Promote regional development	Society	Strive for a better future
	35	Rural revitalization	Society	Strive for a better future

## Improve responsibility-fulfilling ability

CR Land comprehensively sorted out the existing system, and established a social responsibility indicator system covering business performance, social performance and environmental performance in accordance with the Management Measures for Social Responsibility Work of CR Group and ESG Work Management Manual. Besides, through participating in meetings related to social responsibility, organizing training and job evaluation, it was intended to improve employees' ability to perform their duties and promote sustainable development of enterprises.

# CR LAND

## Outlook in 2023 ▶

In 2023, we will continue to focus on six major responsible sectors, adhere to the principle of "common destiny with the country and common development with the city", and strive to achieve a better future with more grade, imagination and sustainability.



### Economic responsibility

With honesty as the foundation of career and performance as the guide, we will continue to deepen organizational change and strengthen the organizational capacity of the whole value chain; Insist on promoting the three management themes of "reducing costs, improving quality and increasing efficiency", "tackling inventory problems" and "ROIC special promotion"; Firmly achieve the performance target in 2023, maintain steady growth in operating income and profits, and resolutely undertake the mission of "ballast stone" and "voltage stabilizer" for performance of the Group.



### Environmental responsibility

We will always practice the ecological civilization concept of "respecting nature, conforming to nature and protecting nature" and build the ideal relationship between nature, humanity and urban space. Deeply promote the development of green and low-carbon buildings, improve the energy-saving level of green buildings, strengthen the management and control of energy saving and consumption reduction in commercial operation projects, and explore the application of new energy and renewable energy; Deeply participate in the construction of new urban ecological environment, and inject ecological kinetic energy and green background for urban development



### Customer responsibility

Centering upon customers and being guided by "high-quality strategy", we will promote iterative updating of products, enhance our own competitiveness, strictly control project quality, and create product strength integrating quality, health, wisdom and service; Continuously expand the business value-added service system, improve service capabilities, meet diversified needs of customers, and strive to reach the advanced level of customer satisfaction in the industry.





### Partner responsibility

We will advocate a healthy, fair and win-win partnership, strictly implement responsible procurement, and create a clean and honest business environment; Strengthen supply chain management, promote supply chain responsibility, and create a responsible supply chain ecology; Deepen cooperation among partners, promote industry exchanges and promote sustained and healthy development of the industry.



### Employees responsibility

We will insist on the organizational principle of "sincerity, unity, openness and enterprising", fully respect and protect employees' basic rights and interests, care about employees' work and life, respond to employees' diversified multi-level and multi-faceted needs promptly, and create a caring, harmonious and positive atmosphere; Attach importance to the cultivation of talents, build a broad development platform for employees, fully enhance the value of each employee, and enable employees and enterprises to grow and progress together.



### Public responsibility

Being committed to becoming a builder of better life, we will actively respond to the call of the country for "common prosperity" and carry out the rural revitalization work; Actively integrate into community construction, participate in public welfare volunteer activities, feed back the society with heart, and make joint efforts to build a beautiful, harmonious and shared society.

# Appendix

## ESG policy list

ESG indicator	Name of internal policies in 2022	Name of laws and regulations to be followed in 2022
<b>A1</b> <b>Emissions</b>	<p>Regulations on Management of Replacement of Office Equipment in CR Land</p> <p>EHS Management Practice Case of CR Land</p> <p>Guidelines on Selection of Dust Noise Pollution Control Methods for Engineering Business Projects of Construction Division</p> <p>Guidelines on Management for Dust Noise Pollution of CR Land Development Project</p>	<p>Environmental Protection Law of the People's Republic of China</p> <p>Law of the People's Republic of China on the Prevention and Control of Ambient Noise Pollution</p> <p>Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution</p> <p>Law of the People's Republic of China on Prevention and Control of Water Pollution</p> <p>Marine Environment Protection Law of the People's Republic of China</p> <p>Regulations of the People's Republic of China on Administration of Prevention and Control of Pollution Damage to Marine Environment by Land-based Pollutants</p> <p>Solid Waste Pollution Prevention and Control Law of the People's Republic of China</p> <p>National Catalogue of Hazardous Wastes</p> <p>Work Plan for Controlling Greenhouse Gas Emissions of the "Thirteenth Five-Year Plan"</p> <p>Regulations on Energy Efficiency of Civil Buildings</p> <p>Energy Conservation Law of the People's Republic of China</p>
<b>A2</b> <b>Use of resources</b>	<p>Management Specification for Energy Conservation and Emission Reduction of CR Land</p> <p>Guidelines on Design and Implementation of Energy Consumption and Energy Efficiency Management Platform for Commercial Complex of CR Land</p> <p>Guidelines on Construction of Energy Consumption and Energy Efficiency Platform for Existing Commercial Complex of CR Land</p> <p>Energy Saving Manual for Property Management of CR Land</p> <p>Guidelines on Setting Hotel Energy Consumption Metering Device of CR Land</p> <p>EHS Management Behavior and Status Requirements for Development Project of CR Land</p>	
<b>A3</b> <b>Environment and natural resources</b>	<p>Regulations on Management of Green Buildings of Property Sold by CR Land</p> <p>Technical Standard for Construction Drawing Design of Residence of CR Land -Special Part on Green Building</p> <p>Reference Guidelines on Green and Healthy Building Operation of Residence of CR Land (Design Stage)</p>	
<b>A4</b> <b>Climate Change</b>		<p>Measures for Administration of Ecological Environment Standards</p> <p>Measures for Administration of Carbon Emission Permit Trading (Trial)</p> <p>Guiding Opinions on Coordinating and Strengthening the Work Related to Tackling Climate Change and Ecological Environment Protection</p>
<b>B1</b> <b>Employment</b>	<p>Staff Manual of CR Land</p> <p>Regulations on Management of Recruitment of CR Land</p> <p>Regulations on Management of Posts and Ranks of CR Land</p> <p>Regulations on Management of Vacation of CR Land</p> <p>Detailed Rules for Implementation of Performance Management System for All Staff of CR Land Headquarters</p> <p>Detailed Rules for Implementation of Caring Fund for Primary-Level Employees of CR Land</p> <p>Regulations on Management of Compensation and Welfare of CR Land</p> <p>Detailed Rules for Performance Management of All Staff of Regional Development and Commercial Operation System of CR Land</p> <p>Detailed Rules for Management of Professional Sequences of CR Land</p>	<p>Labor Law of the People's Republic of China</p> <p>Labor Contract Law of the People's Republic of China</p> <p>Law of the People's Republic of China on Promotion of Employment</p> <p>Social Insurance Law of the People's Republic of China</p> <p>Law of the People's Republic of China on Mediation and Arbitration of Labor Disputes</p> <p>Trade Union Law of the People's Republic of China</p> <p>Regulations on Administration of Online Recruitment Services</p> <p>Minimum Wage Regulations</p>

ESG indicator	Name of internal policies in 2022	Name of laws and regulations to be followed in 2022
<b>B2</b> <b>Health and safety</b>	<p>Guidelines on Management of Occupational Health of CR Land</p> <p>Guidelines on Management of EHS Accidents and Events in CR Land</p> <p>Detailed Rules for Implementation of Annual Assessment of EHS Management of CR Land</p> <p>Guidelines on Management for Dust Noise Pollution of CR Land Development Project</p> <p>Guidelines on EHS Culture Construction of CR Land</p> <p>Detailed Rules for Investigation and Management of Hidden Accidents in CR Land</p> <p>Guidelines on Management of EHS Hazard Source of CR Land</p> <p>Regulations on Safety Management of CR Land</p> <p>Guidelines on Safe Production Education and Training of CR Land</p> <p>Guidelines on Use of Labor Protection Articles in CR Land</p> <p>Guidelines on EHS Management of Hotels Operated by CR Land</p> <p>Management Specification for Safe Production Objectives and Responsibilities of CR Land</p> <p>Detailed Rules for Management of EHS Information Reporting and Transmission of CR Land</p> <p>Guidelines on Gas Safety Management of Commercial Project of CR Land</p> <p>Guidelines on Compliance Management of EHS Laws and Regulations of CR Land</p> <p>Detailed Rules for Management of EHS Files of CR Land</p> <p>Detailed Rules for Safety Management of Development Project of CR Land</p> <p>Guidelines on Emergency Management of Natural Disasters in CR Land</p> <p>Guidelines on Regional Safety Inspection and Evaluation of CR Land</p> <p>Guidelines on Management of Elevator Operation and Maintenance Risk of CR Land</p> <p>Guidelines on Safety Management of CR Land Development Project</p> <p>Specification for Fire Safety Management of Property Project of CR Land</p> <p>Guidelines on Special Fire-Fighting Inspection and Testing of Commercial Property of CR Land</p> <p>Guidelines on Fire-Fighting Risk Management of CR Land</p> <p>Guidelines on Management of Secondary Renovation Risks for Tenants of CR Land</p> <p>Guidelines on Risk Management of Large-scale Mass Activities of CR Land</p> <p>Guidelines on Fire-Fighting Safety Management of Building Construction of CR Land</p> <p>Guidelines on Occupational Health Management of Projects under Management of CR Land</p> <p>Guidelines on Occupational Health Management of Camp Project of CR Land</p> <p>Guidelines on Occupational Health Management of Family Property Business of CR Land</p> <p>Guidelines on Occupational Health Management of Projects under Construction of CR Land</p> <p>Guidelines on Gas Safety Inspection of CR Land</p> <p>Guidelines on Gas Safety Management of CR Land</p> <p>Guidelines on Supervision and Administration of Safe Production of CR Land</p> <p>Regulations on Construction of EHS Management System of CR Land</p> <p>Guidelines on Maintenance of EHS Management System of CR Land</p> <p>Specification for Construction of Safe Production Management Organization of CR Land</p> <p>Guidelines on Preparing Regional EHS Management System Documents of CR Land</p> <p>Comprehensive Emergency Rescue Plan for Safe Production Accidents of CR Land</p> <p>Guidelines on Emergency Handling of Gas Emergencies of CR Land</p> <p>Regulations on Investigation of Responsibility for EHS Accidents of CR Land</p> <p>EHS Responsibility System of Posts of CR Land</p> <p>Management Specification for Energy Conservation and Emission Reduction of CR Land</p> <p>Guidelines on EHS Management of Development Project of CR Land</p> <p>Guidelines on EHS Expert Management of CR Land</p>	<p>Labor Law of the People's Republic of China</p> <p>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</p> <p>Work Safety Law of the People's Republic of China</p> <p>Fire Protection Law of the People's Republic of China</p> <p>Emergency Response Law of the People's Republic of China</p> <p>Regulations on Safety Management of Hazardous Chemicals</p> <p>Regulations on Reporting, Investigation and Handling of Production Safety Accidents</p> <p>Interim Provisions on Investigation and Management of Hidden Dangers in Production Safety Accidents</p> <p>Regulations of the People's Republic of China on Industrial Injury Insurance Classification and Catalogue of Occupational Diseases</p>

## ESG policy list

ESG indicator	Name of internal policies in 2022	Name of laws and regulations to be followed in 2022
<b>B3</b> <b>Development and training</b>	<p>Staff Manual of CR Land</p> <p>Regulations on Training Management of CR Land</p> <p>Detailed Rules for Management of Internal Lecturers of CR Land</p>	
<b>B4</b> <b>Labor guidelines</b>	<p>Staff Manual of CR Land</p> <p>Regulations on Management of Recruitment of CR Land</p>	<p>Labor Law of the People's Republic of China</p> <p>Provisions on Prohibition of Child Labour</p> <p>Law of the People's Republic of China on the Protection of Minors</p> <p>Special Provisions on Labor Protection of Female Workers</p> <p>Regulations on Protection of Wage Payment for Migrant Workers</p>
<b>B5</b> <b>Supply chain management</b>	<p>Regulations on Procurement Management of CR Land</p> <p>Regulations on Supplier Management of CR Land</p> <p>Detailed Rules for Management of Engineering Category of CR Land</p> <p>Detailed Rules for Certification of Project Suppliers of CR Land</p> <p>Detailed Rules for Performance Evaluation of Project Suppliers of CR Land</p> <p>Detailed Rules for Classification Management of Project Suppliers of CR Land</p> <p>Detailed Rules for Management of the List of Project Suppliers of CR Land</p>	<p>Building Law of the People's Republic of China (Revised in 2019)</p> <p>Law of the People's Republic of China on Tenders and Bids</p> <p>Regulations on Implementation of the Law of the People's Republic of China on Tenders and Bids (Revised in 2019)</p> <p>Government Procurement Law of the People's Republic of China</p> <p>Catalogue and Standards for Centralized Government Procurement of Central Budget Units (2020 Edition)</p>
<b>B6</b> <b>Product responsibility</b>	<p>High Quality Standard of Project of CR Land</p> <p>Guidelines on Management of Project Disclosure of CR Land</p> <p>Detailed Rules for Management of Materials Provided by CR Land</p> <p>Standard for Drawing Review of Construction Drawing Project of CR Land</p> <p>Detailed Rules for Annual Assessment Management of Quality Accidents of CR Land</p> <p>Detailed Rules for Implementation of Key Process Check Point of Residential Engineering of CR Land</p> <p>Detailed Rules for Management Behavior of CR Land</p> <p>Detailed Rules for Visual Management of Development Project of CR Land</p> <p>Guidelines on Key Quality Points of Commercial Property Engineering Held by CR Land</p> <p>Guidelines on Management of Construction Process in Key Areas of Commercial Property Held by CR Land</p> <p>Guidelines on Application of Industrial Construction System of CR Land</p> <p>Design Quality Control Plan of CR Land</p> <p>27 technical standards including Guidelines on Keyway Formwork Support and Reinforcement Process of CR Land</p> <p>On-site Management System of CR Land</p> <p>Specification for Management of Residential Customer Complaint Handling of CR Land</p> <p>Specification for Management of CRM Customer Information Retrieval of CR Land</p> <p>Specification for Management of Customer Satisfaction Investigation of CR Land</p> <p>Guidelines on Property Complaint Reporting Operation of CR Land</p> <p>Regulations on Intellectual Property Management of CR Land</p> <p>Detailed Rules on Security Implementation of CR Land</p> <p>Regulations on Management of Commercial Housing Sales Price (Discount), Signing and Payment of CR Land</p>	<p>Product Quality Law of the People's Republic of China</p> <p>Law of the People's Republic of China on Protection of Consumer Rights and Interests</p> <p>The Advertisement Law of PRC</p> <p>Chinese Trademark Law</p> <p>Law of the People's Republic of China on the Administration of the Urban Real Estate</p> <p>Regulations on Construction Project Quality Management</p> <p>Regulations on Management of Urban Real Estate Development</p> <p>Code for Fire Protection Design of Building GB50016-2014</p> <p>Residential Building Code GB5368-2005</p> <p>Guideline of the General Office of the State Council on Vigorously Developing Prefabricated Buildings</p> <p>Standard for Assessment of Prefabricated Building GB/T1129-2017</p> <p>Regulations on Realty Management</p> <p>Code for Acceptance of Construction Quality of Steel Structures GB50205-2001</p>

ESG indicator	Name of internal policies in 2022	Name of laws and regulations to be followed in 2022
<b>B6</b> <b>Product responsibility</b>	<p>Guidelines on Commercial Housing Sales Compliance of CR Land</p> <p>On-site Management System of CR Land</p> <p>Specification for Management of Residential Customer Complaint Handling of CR Land</p> <p>Specification for Management of CRM Customer Information Retrieval of CR Land</p> <p>Specification for Management of Customer Satisfaction Investigation of CR Land</p> <p>Regulations on Management of Commercial Housing Sales Price (Discount), Signing and Payment of CR Land</p> <p>Guidelines on Commercial Housing Sales Compliance of CR Land</p>	<p>Code for Design of Store Buildings JGJ48-2014</p> <p>Code of Urban Residential Areas Planning &amp; Design GB50180-93 (2016)</p> <p>Notice of the State Council on Further Deepening the Reform of the Urban Housing System and Accelerating Housing Construction</p> <p>Notice of the State Council on Promoting the Sustainable and Healthy Development of the Real Estate Market</p> <p>Several Opinions of the Central Committee of the CPC and the State Council on Further Strengthening the Management of Urban Planning and Construction</p> <p>Opinions of the General Office of the State Council on Promoting the Sustainable and Healthy Development of the Construction Industry</p>
<b>B7</b> <b>Anti-corruption</b>	<p>Honest Declaration of CR Land</p> <p>Integrity Cooperation Agreement of CR Land</p> <p>Ten Commandments of CR Land</p> <p>Criteria for Integrity Practice of CR Land</p> <p>Guidelines on Integrity Talk Work of CR Land</p> <p>Detailed Rules for Implementation of "Triple-important and one-large" Decision-making System of CR Land</p> <p>Opinions on Implementing the Main Responsibility of the Party Committee and the Supervision Responsibility of the Discipline Inspection Commission in the Construction of Party Conduct and Clean Government</p> <p>Detailed Rules for Implementation of Declaration and Management of Potential Conflicts of Interest for Employees of CR Land</p> <p>Detailed Rules for Management of Discipline Inspection Expert Database of CR Land</p> <p>Guidelines on Joint Investigation and Review by Discipline Inspection Department and Audit Department of CR Land</p> <p>Measures for Handling Violations of Discipline and Regulations of CR Land</p> <p>Detailed Rules for Management of Cadres Integrity File of CR Land</p> <p>Guidelines on the Handling, Supervision and Enforcement of Letters and Visits by Discipline Inspection Authorities of CR Land Co., Ltd.</p>	<p>Company Law of the People's Republic of China</p> <p>Law of the People's Republic of China on Anti-money Laundering</p> <p>Anti-unfair Competition Law of the People's Republic of China</p> <p>Interim Provisions on the Prohibition of Commercial Bribery</p> <p>Anti Monopoly Law of the People's Republic of China</p> <p>Bidding Law of the People's Republic of China</p>
<b>B8</b> <b>Community investment</b>	<p>Measures for Social Responsibility Management of CR Group</p> <p>Guidelines on Corporate Citizenship Construction of CR Group</p> <p>Detailed Rules for Volunteer Management of CR Land</p>	<p>Charity Law of the People's Republic of China</p>

## Honor list

Prizes in 2022	Prize-winning organizations/projects
<b>Engineering quality type</b>	
Excellent Residential District Gold Award of Tien-yow Jeme Civil Engineering Prize in 2022	Wuxi Yuefu Beijing Shahe MI Hybrid Residence
The 15th China Steel Structure Gold Award	Dong'an Lake Library Jinan Huaquan MIXC Tiandi Lot A1 Phase I (Tower T1)
China Construction Engineering Luban Prize in 2022-2023	Universiade Sports Park Chengdu Dong'an Lake Kapok Hotel
The 10th Guangxia Prize (2021-2022)	CR Pure Coast Shenyang CR Happy Lane Runfu Shenyang Changbai MIXONE Changchun Land Ecological Plaza Harbin Ziyun Mansion Hohhot CR Happy Lane CR Tower Guangxi Haikou CR Center Phase II Dongyue Mansion Chengdu MIXC Phase II Guangzhou Park Shangcheng Project
Silver Prize for Park and Open Space Landscape of US MUSE Design Prize in 2022	Agency Construction Park of Shunde CR Land Plaza
Platinum Award of US MUSE Design Awards in 2022	Liuzhou Jinglan Bay Aesthetics Museum
The 3rd Pro+Award in 2022	Liuzhou Jinglan Bay Aesthetics Museum
Top 15 China best real estate design of global design in 2022	Liuzhou Jinglan Bay Aesthetics Museum
<b>Environmental protection and safety type</b>	
National safety culture construction demonstration enterprise	Nanning Mixc of CR Mixc Lifestyle
National 119 Advanced Fire Protection Collective	Tiayuan Mixc of CR Mixc Lifestyle
Shanghai Green Shopping Mall Unit	Shanghai Mixc of CR Mixc Lifestyle
First Prize for Excellent Paper on Enterprise Safety Culture of the Emergency Management Department	North China Region of CR Land
Second Prize for Excellent Paper on Enterprise Safety Culture of the Emergency Management Department	Beijing Company, North China Region of CR Land
Best practice cases of enterprise safety culture of the Emergency Management Department	Beijing Company, North China Region of CR Land

Prizes in 2022	Prize-winning organizations/projects
Construction safety standardization project for national construction projects	Taiyuan Ziyun Mansion Project
Construction safety standardization project for national construction projects	Lingshanwan No.1 Phase III Qingjian Bid Section of CR Land
Construction safety standardization project for national construction projects	Rizhao CR Center of CR Land
Construction safety standardization project for national construction projects	Yantai MIXONE of CR Land
Construction safety standardization project for national construction projects	Liuzhou MIXC Residence Qianyuan of CR Land
Construction safety standardization project for national construction projects	Haikou Shiguangli Project of CR Land
Construction safety standardization project for national construction projects	Changsha Kaixuanmen Project of CR Land
Construction safety standardization project for national construction projects	Shenyang Santaizi Commercial Project of CR Land
Construction safety standardization project for national construction projects	Wenxuan Technology Innovation Park Project of Harbin Institute of Technology (Phase I) (to be constructed)
Construction safety standardization project for national construction projects	Xi'an Wanxiangli Project Lot II, Section I of CR Land
Construction safety standardization project for national construction projects	Nanjing MIXC World Commercial Project of CR Land
Construction safety standardization project for national construction projects	Phase II of Chengbei Sub Center in Hangzhou Area of CR Land
Construction safety standardization project for national construction projects	Chongqing Park Jiuli Project of CR Land
Hong Kong Green Awards in 2022 - Superior Environmental Management Award (Enterprise) - Silver Award	LOGIC
Hong Kong Green Awards in 2022 - Superior Environmental Management Award (Project Management) - Copper Award	Yanziji Project in Nanjing Area of CR Land
Hong Kong Green Awards in 2022 - Superior Environmental Management Award (Enterprise) - Copper Award	Zhengzhou Company, Central China Region of CR Land
Hong Kong Green Awards in 2022- Excellent Environmental Protection, Safety and Health Award - Silver Award	Chengdu Company, West China Region of CR Land
Zhejiang Construction Safety, Civilization and Standardization Site Observation Meeting and Smart Construction Exchange Meeting in 2022	Phase II of Chengbei Sub Center in Hangzhou Area of CR Land
Cloud Observation Construction Site in Hebei Province	Chongqing Park Jiuli Project of CR Land
"Cloud Observation" construction site in the first half of 2022 in Jiangsu Province	Huai'an Chengnan Commercial Plaza Project of CR Land

## Honor list

Prizes in 2022	Prize-winning organizations/projects
Jiangsu Green Shopping Mall Unit	Wujiang MIXONE of CR MIXC Lifestyle
Jiangsu Green Shopping Mall Unit	Taizhou MIXC of CR MIXC Lifestyle
Jiangsu Green Shopping Mall Unit	Xiaoshan MIXONE of CR MIXC Lifestyle
Zhejiang Green Shopping Mall Unit	Yuyao HI5 of CR MIXC Lifestyle
"Sunshine Catering" Block	Hangzhou East Railway Station MIXC of CR MIXC Lifestyle
Shanghai Worker "Pioneer"	Shanghai MIXC of CR MIXC Lifestyle
Hotel Energy Saving Golden Key Award of Yangtze River Delta in 2021	Hangzhou Park Hyatt Hotel
Zhejiang Provincial Hotel Energy Management Demonstration Enterprise in 2021	Hangzhou Park Hyatt Hotel
Excellent team in key projects practical meritorious competition in Shanghai	Shanghai Long Term Apartment Business Department of CR Land



## Summary of green building certification projects in 2022

Region	SN	City	Basic information of the project				Green building sign in China		Other green building signs	
			Name of project stage	Building area (10,000m <sup>2</sup> )	Certificate date	Product type	Sign type	Star rating of green building	Sign type	Level of green building
North China	1	Qingdao	Qingdao Runfu	8.27	2022/10/25	Residence	Pre-evaluation of new bid	Three-star		
	2	Nanjing	Buildings A-1 and A-2 in the West Area of Nanjing Yanziji MIXC Real Estate Commercial Plaza (Lot NO2017G32-A)	19.59	2022/4/24	Business and office	Old standard design mark	Two-Star		
East China	3	Nanjing	Nanjing MIXC (Nanjing Zhongshan Tesco Lot NO.2008G18-1)	13.74	2022/4/24	Business	Old standard design mark	Two-Star		
	4	Nanjing	Buildings B1-B4 and B6-B12 of Nanjing Purun Garden (Plot No.2014G39 - Lot B)	23.50	2022/6/1	Business, office, apartment	Old standard design mark	Two-Star		
	5	Nanjing	Buildings A1-A7 of Nanjing Purun Garden (Lot No.2014G39-Lot A)	26.47	2022/6/28	Business and office	Old standard design mark	Two-Star		
	6	Xuzhou	Buildings 1-3, 5-13, 15-17, 19-23, 25-37, Lanxing Banshan Yuejing Community, Xuzhou	15.71	2022/7/12	Residence	Pre-evaluation of new bid	Three-star		
	7	Wuxi	Buildings 1-13, Zone 3, Bairun Jiuli Yayuan, Wuxi	16.10	2022/11/24	Residence	Pre-evaluation of new bid	One-Star		
	8	Wuxi	Buildings 1-17, Zone 4, Bairun Jiuli Yayuan, Wuxi	21.02	2022/11/24	Residence	Pre-evaluation of new bid	One-Star		
West China	9	Chongqing	CR • Lanshanwang Phase III (plot G28-1/03) (2-1# residential building and 2-2# residential building)	7.48	2022/3/23	Residence	New standard completion mark	One-Star		
	10	Chongqing	CR • Lanshanwang Phase III (plot G28-1/03) (2-1# commercial building, 2-3# building to 2-5# building, 2# sentry box)	1.79	2022/3/24	Business	New standard completion mark	One-Star		
	11	Xi'an	Time City DK7 Project	19.30	2022/4/1	Residence	Pre-evaluation of new bid	One-Star		
Central China	12	Wuhan	Wuhan CR Land Building T1T2	15.5	2022/8	office			LEED formal certification	Gold grade
Total				188.48						

# Data list

## Appendix ESG Data list

ESG index		Unit	2020	2021	2022
<b>A. Environment</b>					
<b>A1. Emissions</b>					
A1.2	Greenhouse gas emission and density				
	Carbon dioxide emissions	Ton	749,372.00	798,230.38	476,338.83
	Carbon dioxide emissions per RMB 10,000 of revenue	Ton/RMB 10,000	0.0608	0.0434	0.0244
A1.3	Total amount and density of hazardous wastes generated				
	Waste fluorescent tube	Pcs	61,907	50,019	33,970
A1.4	Total amount and density of harmless waste generated				
	Earthwork waste	Cubic meter	6,819,200	15,594,073	9,833,722
	Steel bar waste	Ton	70,421	48,646	40,094.3
A1.6	Measure taken to reduce harmless waste generation and outcome				
	Number of recycled waste paper/wrapping paper covers	Kg	208,048	232,560	240,050
<b>A2. Use of Resources</b>					
	Concrete consumption	Cubic meter	17,649,575	11,875,553	9,853,160.7
	Steel bar consumption	Ton	3,472,549	1,788,128	1,525,502.629
A2.1	Energy consumption and density				
	Comprehensive energy consumption	Ten thousand tce	10.3894	11.9558	12.2047
	Electricity consumption	Ten thousand kwh	73,389	81,703	84,510
	Gasoline consumption	Ton	227.7209	265.4145	246
	Diesel oil consumption	Ton	431.0676	123.0799	121
	Natural gas consumption	Ten thousand standard cubic meters	922.0412	1,381.8980	1,326
	Other energy consumption	tce	321.6798	195.0142	10.5
	Comprehensive energy consumption involved with operating income of RMB ten thousand	tce/RMB 10,000	0.0084	0.0065	0.0065
A2.2	Water consumption and density				
	Total water consumption and density	Ten thousand cubic meters	1,851.8703	1,580.2729	1,718
	Water consumption involved with operating income of RMB ten thousand	Ton/RMB 10,000	1.84	0.86	0.92
A2.5	Total packaging material used for finished products and with reference to per unit produced				
	Total use of packaging cartons	Kg	1,194,000.00	1,239,000.00	1,195,240.00
	Packaging box consumption/10,000(RMB)	kg/RMB 10,000	16.47	14.57	13.10

ESG index		Unit	2020	2021	2022
<b>B. Society</b>					
<b>B1. Employment</b>					
<b>B1.1 Total number of employees: by gender, employment type, age group and region</b>					
	Number of all employees	Person	48,414	49,478	55,311
Gender	Male	Person	31,469	31,771	35,376
	Female	Person	16,945	17,707	19,935
Employment type	Full-time	Person	47,993	49,217	54,955
	Part-time	Person	421	261	356
Rank	High-level	Person	395	410	408
	Middle-level	Person	5,388	6,054	6,578
	Primary-level	Person	42,631	43,014	48,325
Academic degree	Postgraduate and above	Person	5,202	5,247	5,192
	Undergraduate	Person	16,230	16,975	18,108
	Junior college	Person	10,555	10,936	12,481
	High school and below	Person	16,427	16,320	19,530
Age	Under 30 years old	Person	17,360	16,520	16,877
	30-50 years old	Person	28,493	30,245	34,508
	Over 50 years old	Person	2,561	2,713	3,926
Region	Headquarters	Person	807	807	844
	North China	Person	2,644	1,788	1,273
	East China	Person	2,040	2,021	1,731
	South China	Person	2,994	1,502	973
	West China	Person	1,695	1,818	1,110
	Northeast	Person	1,202	1,148	864
	Central China	Person	990	1,004	835
	Shenzhen	Person	-	1,666	1,681
	Business Department	Person	36,042	37,724	46,000
<b>B1.2 Employee turnover number and rate</b>					
	Comprehensive turnover rate	%	Main project 18.3	Development system 18.3 Business system 28.4 Property system 45.2	Development system 19.3 Business system 26.1 Property system 34.9

## Data list

### Appendix ESG Data list

ESG index		Unit	2020	2021	2022
B2.1	Number and rate of deaths due to work				
	Number of deaths	Person	0	0	0
	Mortality rate per thousand people	%	0	0	0
B2.2	Lost days due to work injury				
	Days of ordinary work-related injury	Hour	0	0	0
	LTIR/ million man-hour work loss severity rate		0	0	0
B3.1	Proportion of trained employees: by gender				
	Total number of employees trained	Person	42,550	43,837	49,660
	Male	%	65	64	67
	Female	%	35	36	33
B3.2	Average hours of trained employees: by gender				
	Male	Hour	16.8	24.7	23.2
	Female	Hour	16.8	24.7	23.2
B5.1	Average hours of trained employees: by region				
	Total number of suppliers	PC	44,832	29,125	15,436
	North China	PC	9,452	3,423	2,352
	East China	PC	11,527	4,635	3,613
	South China	PC	10,776	3,924	2,307
	West China	PC	4,525	1,970	1,745
	Northeast	PC	3,977	1,361	1,524
	Central China	PC	4,059	2,123	1,611
	Shenzhen	PC	-	2,860	1,756
	Headquarters	PC	516	611	528
B6.2	Number of complaints about products and services				
	Number of complaints	Pcs	35,270	29,773	26,515
B7.1	Number of litigation cases involving corruption				
	Litigation cases involving corruption, bribery, extortion, fraud and money laundering	Pcs	0	0	0

ESG index		Unit	2020	2021	2022
B8.2	Resources contributed to the focus area				
	Value of charity donations	RMB 10,000	1,810.79	4,598.73	648.16
	Number of volunteering employees	person	>4,000	>3,800	>10,000

Note:

Unless otherwise noted, the coverage of this report is consistent with the CR Land 2022 Annual Financial Report.

The scope of greenhouse gas emissions and density includes: (1) Carbon emission from development and sales business, operational real estate business, eco-system element business and light-asset management business 1&2; (2) Projects opened in the year of the statistical year. If the relevant data are not included in the carbon emission data statistics because the operation period is less than one year, the data will be included from the next year following the opening.

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

The statistical scope of earthwork waste is limited to projects under construction.

The statistical scope of steel bar waste is limited to projects under construction.

The statistical scope of number of recycled waste paper/wrapping paper covers is limited to Logic Office Furniture.

The statistical scope of concrete consumption is limited to projects under construction.

The statistical scope of steel consumption is limited to projects under construction.

The statistical scope of water consumption is limited to office, hotel and commercial projects.

The statistical scope of total packaging material used for finished products and with reference to per unit produced is limited to Logic Office Furniture.

The statistical scope of number of lost days due to work injury is limited to the number of work-related holidays within the company.

## Data list

### Annex CASS-ESG5.0 Indicator Data List

Key performance indicators	Unit	2020	2021	2022
<b>Shareholder responsibility</b>				
Total assets	RMB 100 million	8,960.4	9,498.0	10,813.32
Net asset	RMB 100 million	2,562.4	2,920.8	3,417.07
Owner's equity	RMB 100 million	2,562.4	2,920.8	3,417.07
Operating income	RMB 100 million	1,796	2,121.1	2,070.61
Total profit	RMB 100 million	472	511.7	461.83
Net profit/profit attributable to shareholders	RMB 100 million	298	324	280.92
Net profit attributable to owners of parent company	RMB 100 million	298	324	280.92
Asset-liability ratio	%	59.7	69.2	68.4
Return on equity	%	15.7	15.07	11.94
Rate of return on total assets	%	5.9	5.76	4.70
Hedge and appreciation rate of state-owned assets	%	115.14	117.1	115.39
Industry ranking	Place	9	8	4
Signed area of sales property	Ten thousand square meters	1,418.0	1,664.9	1,425.46
Contract-signing amount of sales property	RMB 100 million	2,850.0	3,157.6	3,013.25
Turnover of investment property	HK\$100million	128	174.3	170.2
Land reserve area at the end of the period	Ten thousand square meters	6,809.0	6,873.0	6,478
Incidence rate of corruption incidents	%	0	0	0
<b>Customer responsibility</b>				
Total customer satisfaction	%	Not applicable	Not applicable	Not applicable
Customer satisfaction with residences	%	86.23	85.46	88.67
Customer loyalty to residences	Point	77	70	75
Tenant satisfaction with commercial real estate	%	98.70	98.90	99.30
Customer complaint closing rate-commercial project	%	99.94	100	99.94
Customer complaint closing rate-residential project	%	99.32	99.39	94.76
Total R&D input	RMB 100 million	0.378	2.3	3.63
Number of R&D personnel	Person	176	178	542

Key performance indicators	Unit	2020	2021	2022
<b>Employees responsibility</b>				
Total number of full-time employees	Person	47,993	49,217	54,955
Employment contract signing rate of employees	%	100	100	100
Social insurance coverage rate of employees	%	100	100	100
Collective contract-signing rate	%	100	100	100
Physical examination coverage rate of employees	%	100	100	100
Coverage rate of occupational safety and health records	%	100	100	100
Employee turnover rate	%	18.3 (Development and business system) 33.8 (Property system)	18.3 (Development system) 28.4 (Business system) 45.2 (Property system)	19.3 (Development system) 26.1 (Business system) 34.9 (Property system)
Average age of employees	Year old	33.8	34.4	35.1
Proportion of female employees	%	35	35.76	36.04
Percentage of women in management	%	26.6	28.1	28.15
Annual per capita paid vacation days	Day	>6	>6	>6
Employee training coverage rate	%	87.9	86.5	89.7
Total input in employee training	RMB 10,000	3,969	4,158	2,230
Per capita training input	RMB/person	819.8	844.9	449
Per capita training time	Hour	16.8	24.7	23.2
<b>Partner responsibility</b>				
Rate of suppliers passing quality, environment and EHS system certification	%	100	100	100
Performance rate of economic contract	%	99.96	100	100
Number of potential suppliers rejected due to non-compliance of social responsibility	PC	0	0	0
Number of suppliers reviewed during the reporting period	PC	44,832	29,125	15,436
Number of suppliers whose cooperation was suspended due to non-compliance of social responsibility	PC	0	0	0

## Data list

### Annex CASS-ESG5.0 Indicator Data List

Key performance indicators	Unit	2020	2021	2022
<b>Government responsibility</b>				
Number of new employees recruited	Person	12,323	16,537	19,022
Number of recent graduates recruited	Person	649	326	725
Total tax payment	RMB 100 million	307	341	371
<b>Community responsibility</b>				
Charity donation expenditure	RMB 10,000	1,810.79	4,598.73	648.16
Number of volunteering employees	Person	>4,000	>3,800	>10,000
Number of general and above industrial accidents	Time	0	0	0
Number of deaths in industrial accidents	Person	0	0	0
Mortality rate per thousand people	‰	0	0	0
Serious injury rate per thousand people	‰	0	0	0
Injury rate per thousand people (accident frequency)	‰	0	0	0
Fire death rate per thousand people	‰	0	0	0
Economic loss rate per thousand people	‰	0.03	0.02	0
Economic loss rate involved with million turnover	%	0	0	0
Mortality rate involved with million turnover	%	0	0	0
Mortality rate of million square meters of houses and buildings	%	0	0	0
Events occurring in the business premises causing trampling and serious injuries to personnel	Item	0	0	0
Large-scale power failure events caused by power supply system failure in office buildings, hotels and shopping malls	Item	0	0	0
Safety production events that have a significant negative impact on the company's market image and social image.	Item	0	0	0
Safe production input	RMB 10,000	14,673.71	32,000.42	33,509.92
Number of safety emergency drills	Time	6,786	8,897	12,025
Number of employee safety training	Person · hour	425,015	670,366	389,536
Number of safety training for interested parties	Person · hour	560,694.0	584,085.0	561,888
Coverage rate of employee safety training	%	100	100	100
Number of full-time safety management personnel	Person	837	665	649



Key performance indicators	Unit	2020	2021	2022
Number of registered safety engineers	Person	434	303	294
<b>Green management</b>				
Average green rate of sales projects in that year	%	≥ 30	≥ 30	≥ 30
Total input in environmental protection	RMB 10,000	1,935.18	1,292.07	893.67 <sup>1</sup>
Input in technical transformation of energy saving and emission reduction	RMB 10,000	903.63	919.64	542.0 <sup>2</sup>
<b>Green production</b>				
Carbon intensity	Tons/RMB 10,000	0.0608	0.0434	0.0244
Non-fossil energy proportion	%	96.9	84	84.55
Comprehensive energy consumption	Ten thousand tce	10.3894	11.9558	12.2047
Electricity consumption	Ten thousand kwh	73,389	81,703	84,510
Gasoline consumption	Ton	227.7209	265.4145	246
Diesel oil consumption	Ton	431.0676	123.0799	121
Natural gas consumption	Ten thousand standard cubic meters	922.0412	1,381.90	1,326
Other energy consumption	tce	321.6798	195.0142	10.5
Annual fresh water consumption	Ten thousand cubic meters	1,851.8703	1,580.2729	1,718
Fresh water consumption per unit industrial added value	Ten thousand cubic meters	Not applicable	Not applicable	Not applicable
Carbon dioxide emissions	Ton	749,372.00	798,230.38	476,338.826
Sulfur dioxide emission	Ton	-	-	0.0415 <sup>3</sup>
Ammonia nitrogen emission	Ton	-	-	0.0125 <sup>4</sup>
COD emission	Ton	-	-	1.2829 <sup>5</sup>
Nitrogen oxide emission	Ton	-	-	0.0812 <sup>6</sup>
Coal consumption rate of power supply in power business	Gram standard coal/kWh	Not applicable	Not applicable	Not applicable
Comprehensive energy consumption involved with operating income of RMB ten thousand (comparable price)	tce/RMB 10,000	0.0084	0.0065	0.0065
Comprehensive energy consumption involved with added-value of RMB ten thousand (comparable price)	tce/RMB 10,000	0.0205	0.0141	0.0154
Energy saving of products	Ten thousand tce	0	0	0

## Data list

### Annex CASS-ESG5.0 Indicator Data List

Key performance indicators	Unit	2020	2021	2022
Green building certification area	Ten thousand square meters	1,300.67	944.06	188.48
<b>Diversity of Board of Directors</b>				
Male	Person	15	14	12
Female	Person	0	1	1
Under 40 years old	Person	0	0	0
40-50 years old	Person	6	3	0
Over 50 years old	Person	9	12	13
<b>Investor relationship management</b>				
Officer meeting	Time	-	1	1
Investor forum	Piece	-	22	24
Participating institutions	Piece	-	About 500	About 750
Investor project inspection	Piece	-	30	32
Performance conference	Piece	-	2	2
Roadshow workday	Day	-	11	8
Roadshow officers	Person	-	13	13
Investment institutions involved with roadshows	PC	-	407	321
Investor 1-1 meeting	Piece	-	92	102

1. Input during operation.
2. Input during operation.
3. Mainly from LOGIC.
4. Mainly from LOGIC.
5. Mainly from LOGIC.
6. Mainly from LOGIC.

## Indicator Guide

### HKEX ESG indicator index

Environmental, social and governance areas and general disclosure and key performance indicators (KPI)			Respond
<b>Environment</b>			
<b>A1: Emissions</b>	General disclosure		Chapter I and Appendix 1
	A1.1	Types of emissions and respective emissions data	Chapter I and Appendix 4
	A1.2	Greenhouse gas emissions (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility) of energy	Chapter I and Appendix 4
	A1.3	Total amount and density of hazardous wastes generated	Chapter I and Appendix 4
	A1.4	Total amount and density of harmless waste generated	Chapter I and Appendix 4
	A1.5	Describe emission goals set and the steps taken to achieve these goals	Chapter I and Appendix 4
	A1.6	Description of how hazardous and non-hazardous wastes are handled, the waste reduction goals set and the steps taken to achieve these goals	Chapter I and Appendix 4
<b>A2: Use of resources</b>	General disclosure		Chapter I and Appendix 1
	A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (in 1,000 kWh) and intensity (e.g. per unit of production volume, per facility)	Chapter I and Appendix 4
	A2.2	Total water consumption and density	Chapter I and Appendix 4
	A2.3	Description of energy use efficiency goals and steps taken to achieve these goals	Chapter I and Appendix 4
	A2.4	Description of issues (if any) in sourcing water that is fit for purpose, water use efficiency goals and steps taken to achieve these goals	Chapter I and Appendix 4
	A2.5	Total packaging material used for finished products and with reference to per unit produced	Chapter I and Appendix 4
<b>A3: Environment and natural resources</b>	General disclosure		Chapter I and Appendix 1
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	Chapter I and Appendix 4
<b>A4: Climate change</b>	General disclosure		Chapter I and Appendix 1
	A4.1	Description of the significant climate issues that have and may affect the issuer, and actions taken to address them	Chapter I and Appendix 4
<b>Society</b>			
<b>B1: Employment</b>	General disclosure		Chapter III and Appendix 1
	B1.1	Total number of employees by gender, employment type, age group and region	Chapter III and Appendix 4
	B1.2	Employee turnover rate by gender, age group and region	Chapter III and Appendix 4
<b>B2: Health and safety</b>	General disclosure		Chapter I and Appendix 1
	B2.1	Number and rate of work-related fatalities in the past three years (including the reporting year)	Chapter I and Appendix 4
	B2.2	Lost days due to work injury	Chapter I and Appendix 4
	B2.3	Description of occupational health and safety measures adopted, related implementation and monitoring methods	Chapter I and Appendix 4

## Indicator Guide

### HKEX ESG indicator index

Environmental, social and governance areas and general disclosure and key performance indicators (KPI)			Respond
<b>B3: Development and training</b>	General disclosure		Chapter III and Appendix 1
	B3.1	The percentage of employees trained by gender and employee category	Chapter III and Appendix 4
	B3.2	The average training hours completed per employee by gender and employee category	Chapter III and Appendix 4
<b>B4: Labor guidelines</b>	General disclosure		Chapter III and Appendix 1
	B4.1	Description of measures to review employment practices to avoid child and forced labor	Chapter III
	B4.2	Description of steps taken to eliminate such practices when violations are discovered	Chapter III
<b>B5: Supply chain management</b>	General disclosure		Chapter III and Appendix 1
	B5.1	Number of suppliers by region	Chapter III and Appendix 4
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, related implementation and monitoring methods	Chapter III
	B5.3	Description of practices relating to identifying environmental and social risks at each link of the supply chain, related implementation and monitoring methods	Chapter I and Chapter III
	B5.4	Description of management promoting the use of environmental products and services in selecting selection, related implementation and monitoring methods	Chapter I and Chapter III
<b>B6: Product responsibility</b>	General disclosure		Chapter II and Appendix 1
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	Not applicable
	B6.2	Number of products and service-related complaints received and how they are dealt with	Chapter II and Appendix 4
	B6.3	Description of practices relating to observing and protecting intellectual property rights	About CR Land
	B6.4	Description of quality assurance process and product recall procedures	Chapter II
	B6.5	Description of consumer data protection and privacy policies, implementation and monitoring methods	Chapter II
<b>B7: Anti-corruption</b>	General disclosure		About CR Land and Appendix 1
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases	About CR Land and Appendix 4
	B7.2	Description of preventive measures and whistle-blowing procedures, related implementation and monitoring methods	About CR Land
	B7.3	Description of the anti-corruption training provided for directors and staff	About CR Land
<b>B8: Community investment</b>	General disclosure		Chapter IV and Appendix 1
	B8.1	Focus on contribution category	Chapter IV
	B8.2	Resources contributed to the focus area	Chapter IV and Appendix 4

## Indicator Guide

### Hang Seng Sustainable Development Enterprise Index Issue Index

Category	KPI	Respond
<b>A Corporate governance</b>	Integration of sustainable development into enterprise strategy	See Sustainable Development Management-Sustainable Development Vision for details
	Enhance the awareness of sustainable development	See Sustainability Development Management for details
	Comply with laws and regulations related to social responsibility	See CR Land-Corporate Governance-Standardizing Corporate Governance for details
	Sustainability development governance structure	See Sustainable Development Management - Sustainable Development Governance for details
	Risk and crisis management mechanism	See CR Land-Corporate Governance-Strengthening Risk Management and Sustainable Development Management for details
	Stakeholder communication mechanism	See Sustainable Development Management-Stakeholder Communication and Determination of Major Issues for details
<b>B Human rights</b>	Complaint mechanism	See 3.1.1 Safeguarding Employees' Rights and Interests for details of dealing with employee's complaints, and 2.2.3 Enhancing Customer Experience for details of dealing with customer complaints See 3.2.3 Building a Responsible Supply Chain for details of dealing with partner's complaints
	Antidiscrimination	See 3.1.1 Safeguarding Employees' Rights and Interests
	Safeguard human rights and fundamental rights	See 3.1 Pay High Attention to Boost Growth and 1.2 Implement Responsibility to Ensure Safety for details
	Challenges, dilemmas and risks related to coping with human rights	See 3.1 Pay High Attention to Boost Growth and 1.2 Implement Responsibility to Ensure Safety for details
	Respect for civil and political rights	See 3.1.1 Safeguarding Employees' Rights and Interests
<b>C Labor practice</b>	Promote employment	See 3.1.1 Safeguarding Employees' Rights and Interests
	Supply chain labor-capital relationship management	See 3.2.3 Building a Responsible Supply chain for details.
	Decent work and social security	See 3.1.1 Safeguarding Employees' Rights and Interests
	Occupational health and safety management	See 1.2 Implement Responsibility to Ensure Safety and 3.1.3 Care for Employees' Life for details
	Talent development and training	See 3.1.2 Boost Growth of Employees for details
	Encourage communication and dialogue	See 3.1.1 Safeguarding Employees' Rights and Interests
<b>D Environment</b>	Prevent pollution and reduce waste	See 1.1.2 Green Construction, 1.1.3 Energy Resource Use and 1.1.4 Green Operation for details
	Promote the sustainable utilization of resources	See 1.1.2 Green Construction, 1.1.3 Energy Resource Use and 1.1.4 Green Operation for details
	Adapt to climate change and reduce its impact	See 1.1.6 Addressing Climate Change for details
<b>E Fair operation practice</b>	Anti-corruption	See CR Land-Corporate Governance-Building Clean Land for details
	Promote the responsibility of the value chain	See 3.2.3 Building a Responsible Supply chain for details.
	Protect property rights	See CR Land-Corporate Governance-Intellectual Property Right Protection for details
	Avoid anti-competitive behavior	See CR Land-Corporate Governance-Anti-unfair Competition for details

## Indicator Guide

### Hang Seng Sustainable Development Enterprise Index Issue Index

Category	KPI	Respond
<b>F Consumer issues</b>	Fair marketing	See 2.2.1 Safeguarding Basic Rights and Interests for details
	Promote sustainable production or consumption	See 1.1.2 Green Construction and 1.1.4 Green Operation for details
	Consumer consultation and complaint handling	See 2.2.3 Enhancing Customer Experience for details
	Consumer privacy protection	See 2.2.1 Safeguarding Basic Rights and Interests for details
	Responsible marketing promotion	See 1.1.2 Green Construction, 1.1.4 Green Operation and 2.2.1 Safeguarding Basic Rights and Interests for details
<b>G Community participation and development</b>	Community communication	See Sustainable Development Management-Stakeholder Communication for details
	Promoting culture, education and human rights	See 4.1 Warm peers and jointly make progress and 4.2 Countryside revitalization for a better future for details
	Creating employment opportunities and improving employment skills	See 4.1 Warm peers and jointly make progress and 4.2 Countryside revitalization for a better future for details
	Promote wealth creation and distribution in communities	See 4.1 Warm peers and jointly make progress and 4.2 Countryside revitalization for a better future for details
	Promote public health	See 4.1 Warm peers and jointly make progress and 4.2 Countryside revitalization for a better future for details
	Promote technology development and acquisition	See 2.1 Building a New City to Identify the Future for details

## Report Rating

# Rating Report of Sustainability Report 2023 of China Resources Land Limited

Upon the request of China Resources Land Limited, the Chinese Expert Committee on CSR Report Rating invited experts to form a rating team to rate the Sustainability Report 2023 of China Resources Land Limited ("the Report" for short).

### I. Rating Criteria

Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR 4.0) of the Chinese Academy of Social Sciences and the Rating Criteria of CSR Reporting in China (2020) of the Chinese Expert Committee on CSR Report Rating.

### II. Rating Process

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

### III. Rating Conclusion

#### Process (★★★★★)

The Company has set up a corporate social responsibility committee, and the chairman of the board of directors serves as the chairman of the CSR committee to control the overall direction and key contents. The administrative office takes the lead in setting up the report preparation group to coordinate the specific work, and the board of directors is responsible for the final review of the report. The report is positioned as an important tool to disclose responsibility information, improve social responsibility management, strengthen stakeholder communication and enhance the influence of responsibility, showing a clear functional value orientation. Substantive issues are identified based on industry benchmarking analysis, company development planning, expert advice, stakeholder surveys, etc. The Company actively promotes all subordinate regions and listed companies to independently compile and issue sustainable development reports, and build a "1+N" reporting system

#### Materiality (★★★★★)

The Report systematically discloses key issues in the industry, such as implementing macro policies, ensuring housing quality, law-based demolition and protection of old urban areas, protecting the rights and interests of migrant workers, avoiding unused land, noise pollution control, waste recycling, green building, etc., with full details and excellent substantive performance.

#### Integrity (★★★★★)

The main content of the Report systematically discloses 93.38% of the industry's core indicators from "building more sustainable ecology", "create a better life", "become closer partners" and "strive for a better future" and other perspectives, showing excellent integrity performance.

#### Balance (★★★★★)

The Report discloses negative data such as "number of complaints about products and services", "employee turnover rate", "death toll from work-related accidents", "events occurring in the business premises causing trampling and serious injuries to personnel", "incidence rate of corruption incidents", "litigation cases involving corruption, bribery, extortion, fraud and money laundering", and briefly describes the handling of customer complaints and improvement measures, showing an excellent performance of balance.

#### Comparability (★★★★★)

The Report discloses three consecutive years of comparative data on 137 key indicators, including "total assets", "Contract-signing amount of sales property", "charity donation expenditure", "comprehensive energy consumption", and "green building certification area" and made a horizontal comparison by "ranking fourth in the industry in terms of contract sales", showing excellent comparability.

#### Readability (★★★★★)

With the theme of "For a Better City", the Report covers four aspects: ecology, life, partnership and the future. It fully presents the concept, management and practice of enterprises in key issues, with a clear framework and prominent key issues. Presenting the narrative introduction in the form of poetry enhances the readability of the Report. By embedding the QR codes in many places, excellent corporate responsibility management practices are displayed, which strengthens the communication and communication power of the Report; figures and tables match each other, and the case performance is rich and detailed, showing excellent readability.

#### Innovation (★★★★★)

The Report sets up a feature of "Redbuds Bloom in Hong Kong: Growing with Hong Kong", focusing on the 25th anniversary of Hong Kong's return to the motherland, showing the practice of corporate responsibility, highlighting the leadership of corporate responsibility and the sense of the Times of the report content. At the end of the chapter, a "CRS Case" is set up to present the enterprise's responsibility practice and effectiveness on key issues, which improves the depth and breadth of the report. The Environmental, Social and Governance (ESG) Management Manual of CR Land has been continuously revised to improve the standardization of information disclosure. The Company established ESG strategic system, further defined the strategic direction, specific goals and key tasks of ESG work, and improved the top-level structure of ESG work, showing good performance in innovation

#### Overall Rating (★★★★★+)

According to the rating team's assessment, the Sustainability Report 2023 of China Resources Land Limited has reached the five-star level and the five-star+ level in terms of process, materiality, integrity, balance, comparability, readability and innovation as well as overall rating, and is a model of corporate social responsibility reports.



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Chinese Expert Committee on CSR Report Rating

CR Land Sustainability Report has received the five-star rating for the fourth consecutive year and the five-star+ rating for the fourth consecutive year.

### IV. Improvement Suggestions

Increase the disclosure of core industry indicators to improve the integrity of the report.

黄群慧 钟宏武 魏香丽

Vice Chairman of Chinese Expert Committee on CSR Report Rating

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Scan the QR code to see CR Land's rating files

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