

Stock Code:00081



2024 Environmental, Social & Governance Report

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COGO Embracing Strategie Steady Navigation	S,
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Compliant Operation	40
Integrated ESG risk indicators into the digital risk management system	

Achieved 100% rectification completion rate for internal control non-compliances

Ensured 100% coverage

of employee-signed Statement of Integrity Commitment and winning supplier-signed Integrity Agreement

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COGO Inspired Residences, **Quality Leadership** Quality with Ingenuity 55 The Integrity and Honesty 62 Culture of COGO Whole-Hearted Customer 64 Service

Third party quality test score was 89.5 points

Customer satisfaction score was 90.9 points

Quality trainings cover 100% of employees

## COGO Adjacent Green Havens, Nature in Harmony

Environmental Management	69	Rights and I Employees
Green Building	71	
Green Operation	83	Occupation Safety
Green Leasing	91	Training Dev
Green Advocacy	92	Employee C
Biodiversity Conservation	93	
Environment Response to Climate Change	94	As of 31 De <b>2 4 2 9</b>

employed, with female employees accounting for 43.2%

100% of new projects meeting the national green building design standards

Proportion of the number of projects that had met green building standards reached 95%

The proportion of new projects applying renewable energy reached 100%

Since the disclosure of health and safety information in 2017, the Group has maintained zero work-related injury and fatality

# 101 COGO Shared Journeys, Collective Ambitions

## Rights and Interests of 103 Occupational Health and 111 Training Development 122 Employee Communication 128

## As of 31 December 2024.

2,429 employees were

# 129

## COGO Converged Consensus, Benefits for All

Supply Chain Management	131
Social Contributions	136

The coverage rate of the publicity of the policies on announcement of prices and integrity of suppliers reached 100%

Conducted 23 carbon inventory training sessions for suppliers and contractors

The total investment in public welfare was RMB 2,437,966

## 中国海外宏洋集團有限公司 CHINA OVERSEAS GRAND OCEANS GROUP LTD.

# About this Report

This report is the tenth Environmental, Social and Governance Report ("the Report") issued by China Overseas Grand Oceans Group Limited (Stock Code: 00081.HK). The report provides detailed disclosure of the governance, strategy, objectives, practices and performance of the Group in the environmental, social and other sustainable development fields in 2024 based on the principles of materiality, quantification, balance and consistency.

## Abbreviation

"China Overseas Grand Oceans Group Limited" "COGO" "the Group" or "We" Refers to China Overseas Grand Oceans Group Limited and its subsidiaries

"the Company" Refers to China Overseas Grand Oceans Group Ltd.

"COGO Lowcarbon Technology" Refers to China Overseas Grand Oceans Lowcarbon Technology Company Limited, an indirect wholly-owned subsidiary of the Company

"CSCEC" Refers to China State Construction Engineering Corporation

## **Reporting Standards**

This report has been prepared in compliance with the requirements set out in Appendix C2 — Environmental, Social and Governance Reporting Code (the "Code") to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("SEHK") and by reference to the United Nations Sustainable Development Goals (SDGs) Compass. The report continues to improve the disclosure transparency of ESG reports and responds to the information needs of stakeholders.

The report's Appendix: SEHK ESG Index details the main areas, level, general disclosure and key performance indicators (KPIs) index of the Guide for guick reference.

## **Reporting Boundary**

The report is an annual report covering the period from 1 January 2024 to 31 December 2024 ("the reporting period"). In order to enhance the comparability and completeness of the content of the report, some of the content is extended forward and backward as appropriate.

The scope of the general disclosures, financial KPIs and social KPIs in the report is consistent with the Company's 2024 Annual Report, covering the Group's Property investment and development, property leasing and investment holding, including all entities of the Company and its subsidiaries. The environmental KPIs cover the Company's headquarters and 12 regional companies, 40 city companies and 3 professional companies (COGO Commercial Company, COGO Lowcarbon Technology and Zhonghong Haichuang Engineering Management Company) operating in Chinese Mainland and Hong Kong, including self-constructed self-used and leased office buildings, self-owned employee canteens, self-operated project sites, commercial project public area and other areas and means of transport such as official vehicles that are under operational control and incurring the relevant expenses, and excluding the Group's leased out office buildings, outsourced employee canteens and construction site areas. If the scope of coverage of some of the information is otherwise stated in the report, the statement shall prevail.

Unless otherwise stated, the report is denominated in RMB.

## **Reporting Principles**

The report follows the reporting principles of the Guide, including:

Materiality	The report focuses on disclosing relevant mathematical stakeholders with inputs from the materialit
Quantitative	The report provides quantitative information methods, assumptions and calculation tools to assess and verify the performance of the
Balance	This report is based on objective facts and c Group, so as to avoid the expressions or pre the reader's decision or judgment.
Consistency	Unless otherwise stated, the disclosure and with previous years to ensure comparability

## Data Sources

All sources of data and materials in the report include internal official documents, statistical reports and the results of third-party questionnaires. The Board of Directors of the Company undertakes to supervise the contents of the report and to ensure that it is free from any false representations, misleading statements or material omissions, and is responsible for the truthfulness, accuracy and completeness of the contents.

The report was approved for issue by the Board of Directors of the Group on March 26, 2025.

## Access to the Report

The electronic version of the report can be viewed and downloaded from the website of SEHK (www.hkexnews.hk) or the website of the Company (https://www.cogogl.com.hk/esg/report/). The report is available in both Chinese and English. If there is any inconsistency between the Chinese and English versions of the report, please refer to the Chinese version. If you have any question or suggestion on the report, you may contact us in the following ways:

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natters that may have a significant impact on the ity assessment.

on on key performance indicators and the standards, ls used, together with explanations, to enable the reader Group's ESG policies and management system.

comprehensively discloses the ESG performance of the esentation formats that may inappropriately influence

statistical methods used in the report are consistent y of information.

# Message from the Chairman



Chairman and executive director Zhuang Yong

## United in purpose, together we march toward distant dreams.

In 2024, the global landscape continues to evolve, economic powerhouses shift rapidly, technological revolutions reshape the world, global governance undergoes transformative changes, and cultural diversity shines brighter than ever. While these developments bring multifaceted challenges, they also nurture opportunities and hope. At this critical historical juncture marked by profound internal and external adjustments, China upholds its vision of strategizing for grand trends, championing righteousness, and pursuing a noble path. It proudly raises the banner of peaceful development, steadfastly building a global community with a shared future and contributing to world peace and progress. Aligned with the nation's stride and attuned to the pulse of our times, we embrace a more open, innovative, and collaborative global perspective. We rapidly adapt to domestic economic restructuring, transitioning from traditional high-speed growth to a high-guality development model. Committed to an ecology-first, green, and low-carbon development path, we leverage carbon neutrality as an opportunity to fully integrate sustainable principles into our strategic planning, value innovation, and cultural development. We aspire to pioneer low-carbon building practices and drive transformative change across the entire real estate value chain. With unwavering conviction, unity, and collaborative effort, we actively address challenges posed by this century's sweeping transformations while seizing opportunities for sustainable development. Together, we strive to contribute to the realization of the Chinese Dream—the great rejuvenation of the Chinese nation.

## Rooted in integrity and righteousness as fertile soil, we nurture the evergreen tree of steady growth.

We actively refine our ESG management system, establish a digital management platform, and precisely address stakeholder demands. Through proactive organizational restructuring, we consolidate regional subsidiaries, implement dynamic risk monitoring models, and enhance management efficiency and risk control capabilities. Guided by principles of integrity and compliance, we cultivate a culture of integrity internally while strictly adhering to business ethics externally, vigorously safeguarding fair competition and market order. In 2024, we have maintained "investment grade" ratings assigned by three major international credit rating agencies, as well as the highest "AAA" credit rating assigned by China Chengxin International Credit Rating Company Limited ("CCXI"), a domestic credit rating agency. As for the "Three Red Lines" assessment, we maintain a "Green" status. In ESG performance, we achieved remarkable milestones: MSCI ESG rating upgraded from BBB to A, Wind ESG rating reaching AA, and GRESB sustaining a four-star rating—all underscoring our unwavering commitment to sustainable development.

Powered by precision engineering and quality as our engine, we propel the wheels of vigorous development. Attentively listening to customer feedback, we strengthen the foundation of full-process quality control. By applying new processes and technologies, we drive the intelligent, green, and digital transformation of our products and services through innovation, creating "Quality Homes" that integrate safety, comfort, sustainability, and smart technology-opening the door to an era of quality living for our customers. During the year, we continued to implement the three-year action plan of "Technological COGO". It is encouraging to us that we got a delivery satisfaction score of 94.3 and a customer satisfaction score of 90.9 by virtue of our outstanding product quality and full-cycle guality services. We fulfill customers' aspirations for a better life by ensuring guality-driven project delivery.

## Guided by ecological harmony as our compass, we chart expansive frontiers in green, low-carbon development.

Amid the challenges of climate change, we seek opportunities by leveraging our technological and operational expertise to set carbon reduction targets and map a "dual-carbon" pathway. Focusing on cutting-edge green building technologies, we implement sustainable principles in projects like Hohhot Glorioushire, Hefei Jewel Manor, and Beijing China Overseas International Centre, transforming green concepts into tangible benchmarks for the industry. Through relentless innovation, we independently developed our "4+3" digital energy and carbon management toolsincluding "Intelligent Carbon Management Platform for Commercial Buildings", "Intelligent Carbon Management Platform for Residential", and "Smart Carbon Space" —empowering both our operations and society's low-carbon transition. We actively cultivate a green supply chain, assisting suppliers in carbon footprint verification and green product certification, while facilitating the zero-carbon transformation of the construction industry with green finance. Simultaneously, we promote the "Smart Carbon Planet" carbon-inclusion platform, engaging employees, residents, tenants, and communities in collective green practices. By radiating sustainable development values across society, we collaborate with all stakeholders to build a shared, sustainable future.

## Guided by a people-centric philosophy as nourishing spring breeze, we cultivate a thriving workplace ecosystem.

We establish clear career development pathways and design fair, competitive compensation and incentive systems, ensuring employees' efforts align with rewards to fully ignite collective drive. We build robust training programs, encouraging continuous learning and growth to empower employees in achieving personal and organizational progress in unison. Care and welfare are our commitment to staff we continuously refine occupational health and safety management systems, provide diversified benefits, and support work-life balance. In 2024, our employee satisfaction score reached 91.3 points, with employee engagement soaring to 93.6 points. We firmly believe that each individual's incremental growth converges into the company's transformative strides. Only by advancing together can we forge a solid foundation for the enterprise's sustainable future.

## Guided by public well-being as our compass, we bear witness to the boundless sea of compassion and benevolence.

Upholding the principles of "Striving Higher, Doing Good," we actively fulfill our social responsibilities by engaging in and organizing diverse public welfare initiatives. We align with China's rural revitalization strategy, focusing on key areas such as industrial assistance, educational enhancement, and livelihood improvement. Collaborating with partners across the industrial chain, we develop localized specialty agriculture based on regional conditions, expand sales channels for agricultural products, and empower farmers to increase incomes. Through donating educational supplies and conducting teacher training programs, we inject vitality into rural education. In social welfare, we consistently carry out community care initiatives, delivering warmth to underprivileged groups such as the elderly living alone and people with disabilities. Moreover, we encourage employees to actively participate in volunteer activities, aiming to spark a ripple effect that transforms individual acts of kindness into an ocean of collective compassion. Together, we strive to amplify the impact of goodwill and co-create a sustainable future rooted in shared humanity.

Looking back on 2024, we felt the pulse of the nation's rapid development through vivid strokes of modernization, while echoing our relentless drive amid the industry's steady revival. Looking ahead to 2025, we will deepen reforms, unlock potential, and consolidate strengths to meet the concluding phase of China's 14th Five-Year Plan with unwavering resolve. By fostering innovation-driven growth, we aim to cultivate new guality productive forces and create fresh growth opportunities, delivering excellence in execution to meet people's aspirations for a better life. Though dreams may seem distant, pursuit makes them attainable; though goals may appear arduous, perseverance brings them within reach. With soaring aspirations, we embark on our journey across mountains and seas, steadfastly syncing with the rhythm of our times. Like a serpent surging a thousand miles, we set sail anew, riding the tides of progress to forge an even brighter tomorrow.

# **About Us** Company Profile

China Overseas Holdings Limited is a flagship subsidiary of China State Construction Engineering Corporation which ranked 14th out of Global 500 in 2024. China Overseas Grand Oceans Group Limited, one of the five listed platforms of China Overseas Holdings Limited in Hong Kong, is a building and real estate development enterprise focusing on the development of mid- to high-end residences. China Overseas Grand Oceans Group Limited was formerly known as Shell Electric Manufacturing (Holdings) Company Limited which was incorporated in 1970 and was listed on The Stock Exchange of Hong Kong in 1984. In March 2010, China Overseas Land & Investment Limited (00688.HK) completed the acquisition of Shell Electric Manufacturing (Holdings) Company Limited which was renamed China Overseas Grand Oceans Group Limited which was renamed China Overseas Grand Oceans Group Limited (00081.HK) (hereinafter referred to as "COGO").

Focusing on the properties for sale and extending to the properties held and the innovative properties, COGO has its business system and characteristic operation "focusing on the housing real estate development and holding core commercial properties for long terms". COGO has held and operated 5 hotel resorts, 8 office buildings, 8 shopping centres and commercial blocks and 1 residential property for lease. Our business operated and to be developed covers a total area of more than 1.5 million m<sup>2</sup>.

COGO is committed to the development of zero carbon technology and has made many advances and technological innovations in the field of ultra-low energy consumption, leading the green transformation and sustainable development of the construction environment and the real estate industry with concrete actions. The Group is steadily promoting the development of ultra-low energy buildings and zero-energy buildings, "dual-carbon" planning and consultation, research and development and production of green building materials equipment, energy consumption, carbon monitoring and active management platform, and other businesses and practices. At the same time, we also enhance the service capacity of the low-carbon whole industry chain, develop and land-to-land ultra-low energy consumption projects in an orderly manner, and provide products for the implementation of the national "dual-carbon" strategy. We provide product, technical and data support for the implementation of the national "dual carbon" strategy, provide high-quality comprehensive solutions to enhance customers' "zero carbon" building development capabilities, and establish the Group's benchmark image in the field of low-carbon buildings.

COGO has been included in the list of eligible securities for Southbound Trading, and has been included in several authoritative indexes such as the Hang Seng Composite Index series of the Stock Exchange of Hong Kong, the Morgan Stanley Capital International (MSCI) Index, the S&P 500 Index, the FTSE indices, etc. In 2024, the Standard & Poor's, Fitch and other major international credit rating agencies assigned "investment grade" ratings to us, while China Chengxin International Credit Rating Company Limited ("CCXI"), a domestic credit rating agency, assigned to us the highest "AAA" credit quality.

CCXI, a domestic rating agency, assigned to us the highest "AAA" credit quality



# **Organisation Structure**



# Corporate Culture



Adhering to the "Four-Virtue" enterprise principle: Good Products | Good Services | Good Benefits | Good Citizens Adhering to the product design philosophy of Enjoyable Space | Intelligent Internet of Things | Green Technologies | Healthy Life plus

Adhering to the business strategy of Main Cities | Mainstream Locations | Popular Products with High-Quality Adhering to the quality concept of Achieving Superb Quality in Each Process | Making Each Property of Superb Quality Adhering to the service philosophy of Customer-Orientation | Taking Prudent Measures with Perseverance Adhering to the "12345"system concept for Good Products

We Manage Happiness

# 2024 Key Performances

Financial Performance	

Revenue

RMB 45.9 billion

## Environmental performance

Green building	
Accumulated construction projects that have been certified as green buildings	216
Accumulated gross floor area certified for green buildings	44.516 million square metres
Proportion of the number of projects that meet green building standards	100%
Green supply chain	
Number of suppliers involved in the Green Supply Chain Construction Initiative of the "Qingliu Plan"	132
Carbon inventory training sessions for contractors and suppliers	23
Utilisation of renewable energy	
Percentage of new projects using renewable energy	100%
Green leasing	
Green agreement signing rate for active tenants has been achieved	92%

# Social performanceProduct quality and safetyCustomer satisfaction score90.9Delivery satisfaction score94.3Housing quality satisfaction score91.6Diversity and equality43.2%

## Social performance

## Occupational health and safety

Number of work-related fatalities of employees

Number of work-related fatalities of contractors

## Employee satisfaction

Employee satisfaction score

Employee engagement score

Social welfare and voluntary service

Total charitable contributions

Total number of employee volunteering

Total number of hours the employee took to volunteer

## Governance performance

## **Clean construction**

Completion rate of rectification and correction of internal contro meeting standards

The coverage rate of the employees who signed the *Statement Commitment* and the new bid-winning suppliers that signed the *Agreement* reached

The activities for clean culture construction this year

Number of participants in the clean culture construction activitie

# 2024 ESG Honours

- The MSCI rating was upgraded from BBB to A
- The GRESB rating scored a score of 95 (out of 100) and earned 4 stars
   Asia Corporate Social Responsibility Award – Green Leadership Award
- Wind ESG rating maintaining AA, ranked third in the industry
   Environmental, Social and Governance (ESG) Achievement Grand Award – Listed Companies ESG Governance Excellence Platinum Award
- United Nations Sustainable Development Goals (SDGs)
   Hong Kong Achievement Awards
- Chinese Corporate Carbon Neutrality Performance List –
   Energy Conservation and Carbon Reduction
   Achievement Award
   China International Green and Low-Carbon Industry
   Expo Sustainable Development Pioneer Award

0
0
91.3
93.6
RMB 2,437,966
8,508
8,136 hours

ol points not	100%
<i>of Integrity</i> e <i>Integrity</i>	100%
	212
ies	15,624

- 2024 Cai Lian Chuo Yuan Award ESG Pioneer Award
- China Energy Conservation Association Innovation Award – Energy Conservation and Emission Reduction Science and Technology Progress Award

# Our Sustainable Development Strategy

COGO resolutely implements sustainable development strategy, guided by the philosophy of green, harmonious, and shared prosperity. Sustainability is fully integrated into the Group's strategic planning, value innovation, and cultural development. Leveraging a robust governance framework, COGO proactively undertakes social responsibilities and collaborates with stakeholders to co-create a sustainable future.

# Statements of the Board of Directors

The Board of COGO proactively deepens its sustainability management, relying on a four-tiered ESG governance structure to build an ESG management system that covers the entire process and enhances the level of ESG governance in various aspects such as decision-making, communication, execution, reporting and assessment, etc., and continuously optimises the practice of ESG management. As the highest decision-making body for the Group's sustainability matters, the Board of Directors has overall responsibility for ESG work. The Board has authorised the Executive Committee to co-ordinate sustainability-related matters and set up an ESG Leading Group and an ESG Working Group under it to ensure the effective implementation of the sustainability strategy. We have cascaded ESG targets and metrics into the performance evaluations of Executive Committee members and senior management, aligned with ESG issues, and linked to their final compensation.



Entity of Duty	Role	Composition	Responsibilities
The Board of Directors	Decision- making bodies	Members of the Board of Directors	<ul> <li>Set and oversee the Group's ESG direction and strategy;</li> <li>Understand the potential impact of ESG-related issues on the Group's business model and the associated risks;</li> </ul>
			<ul> <li>Ensure that the Group's ESG performance is aligned with the expectations and requirements of investors and regulators;</li> </ul>
			<ul> <li>Ensure that the ESG policy is accurate and consistently in place by being briefed on materiality assessments;</li> </ul>
			<ul> <li>Promote a top-down culture to ensure that ESG considerations are embedded in the business decision-making process;</li> </ul>
			<ul> <li>Review and approve the disclosures in the Group's ESG report and other ESG-related policy regimes;</li> </ul>
			<ul> <li>Conduct regular assessments of climate change and other ESG factors to identify potential risks and opportunities, while reviewing progress updates on climate-related transition plans and other ESG initiatives.</li> </ul>

Entity of Duty	Role	Composition	Responsibilities
Executive Committee	Regulatory agency	Executive directors	<ul> <li>Evaluate the management</li> <li>Develop the framework,</li> <li>Regularly resolute po and other E</li> <li>Make recomplete the management</li> </ul>
ESG Leading Group	Executing agency	Chairman of the Board of Directors, Chief Executive Officer, leaders in charge of each business and the responsible person of COGO's ESG matters	<ul> <li>Integrate su</li> <li>Complete the</li> <li>Develop the</li> <li>Ongoing me and materia</li> <li>Conduct restopics;</li> <li>Organise the</li> <li>Oversee the</li> <li>Annually restores the</li> <li>Develop ESC transition stoperformance information</li> <li>Report and</li> <li>Notify the Epotentially of</li> </ul>
ESG Working Group	Executing agency	Chief Executive Officer and responsible persons of departments in the headquarters	<ul> <li>Integrate ES management transition pl</li> <li>In the cours Group's requirement</li> </ul>

## COGO ESG Governance Structure and Responsibilities

The Group has strictly complied with the requirements of the *Code* of the Stock Exchange in setting key ESG objectives such as greenhouse gas emissions, waste management, resource consumption, etc. During the reporting period, the Board of Directors of the Group has reviewed and discussed the progress of the achievement of the relevant objectives, conducted in-depth discussions on ESG management policies and strategies, including the assessment and prioritisation of ESG-related matters and associated risks and opportunities, as well as an evaluation of the Group's governance practices in these areas.

## es

- ne Group's ESG related risks and opportunities;
- e appropriateness and effectiveness of the Group's ESG risk ent and internal control systems;
- ne Group's ESG vision, management approach, strategy, x, principles, policies, thematic priorities and objectives;
- eview the Group's performance against ESG related targets;
- nd oversee the Group's climate targets; identify and otential risks and opportunities related to climate change ESG factors;
- mmendations to the Board on the above matters.
- ustainability objectives and set annual breakdown targets;
- the ESG work master budget and annual budget;
- e annual ESG work plan and action programme;
- nonitor of the Group's overall sustainability performance iality risk;
- esearch, discussion and decision making on specific ESG
- he preparation of ESG reports;
- e ESG performance of lower level organisations;
- eview its working mechanisms and terms of reference;
- SG-specific initiatives and action plans, including climate strategies, continuously monitor ESG management ice, and coordinate targeted disclosure of climate-related n:
- advise the Executive Committee on the above matters;
- Executive Committee of any significant cases that may contravene ESG related laws and regulations.
- SG-related matters into project execution and routine ent, and implement action measures under climate plans;
- rse of daily business activities, pay full attention to the quirements related to sustainable development and t them.



# Sustainable Development Strategy

COGO has deeply embedded the concept of sustainability into our business operations and organizational culture. Guided by five core dimensions, we formulated and implemented the "GO.ESG" strategic framework to holistically advance the Group's sustainable development, driving long-term value creation through a multi-faceted and multitiered approach.

## **G** : Governance

The ESG philosophy is infused into the top-level design. COGO improves the management system of corporate governance and sustainable development to ensure that the management and operation conform to the requirements of laws and regulations and business ethics.

## O: Opus

The complete implementation of the sustainable development concept is realized in business practice. COGO, a master in engineering, builds the good product system of "12345" with ingenuity. The supervision of product quality is strengthened, and products and services are constantly updated to maintain excellent product competitiveness and industry leadership.

## **E** : Environment

Environmental management is integrated into the overall development of the enterprise. COGO develops the "carbon peaking and carbon neutrality strategy", promotes green construction and green operation, and vigorously pushes the research and development and application of ultra-low energy consumption building technology, leading the zerocarbon development of the building and real estate industry.

## S : Support

Employees' rights and interests are protected, and career development is promoted. A diverse and harmonious work culture is advocated, and a comprehensive training system is implemented to create a fair, just and open environment for career development.

## G: Group

The concept of sustainable development is promoted to the society, industry and supply chain partners. The Company is enthusiastic about social welfare, promoting rural revitalization, and continuously improving the supply chain management system. We are dedicated to building the responsible supply chain, actively support and promote the green transformation of the construction industry, to build an industry ecology of win-win cooperation.



Sustainable Development Strategy of "GO.ESG"

Through the five-dimensional ESG strategic planning, our "GO.ESG" responds to all 26 ESG material topics and 17 UN SDGs.

Strategic Dime	nsion	SDGs-related topics responded	SDGs responded
	Governance	Corporate governance and compliance, Business ethics and anti-corruption	8 ECCAT INDEX AND ECONOMIC CONTROL AND STRIDG AND STRID
Opus Conesce C	Opus	Product quality and safety, Quality service and customer satisfaction, Responsible marketing, Privacy protection and information security, Technological innovation and industry development	3 600 HALIN AND WELLENG         9 INCOM HONORR INFO WELTERCHE           Internet         Internet           Internet         Internet           Internet         Internet           Internet         Internet           Internet         Internet
	Environment	Green and sustainable buildings, Energy use, Water resources management, Material use, management of pollutant emission, Waste management, Greenhouse gas emission reduction, Climate change response, Rational development and protection of biodiversity	6 allowation and solutions       7 streamed and claim Nation       11 streamed and solutions         7 streamed and claim Nation       11 streamed and solutions       11 streamed and solutions         13 streamed cover       14 streamed cover       15 streamed solutions
	Support	Compliance employment, Employee compensation and benefits, Diversity and equal opportunities, Occupational health and safety, Employee training and development, Employee engagement and satisfaction	3 CONTRACTOR 3 CONTRACTOR 3 CONTRACTOR 4 CONTRACTOR 5
	Group	Social charity, Community communication and common prosperity and development, Responsible supply chain management	1 Motern MARINE 10 Mexem C MARINE 10 Mexem C MARINE 10 Mexem C MARINE C MARINE





# **Stakeholder Participation**

COGO places high priority on communication and collaboration with stakeholders, recognizing these as pivotal to jointly advancing sustainable development across economic, social, and environmental dimensions. We have established diversified and robust two-way communication channels and grievance mechanisms, including a Group-wide *Reporting Policy* applicable to all internal and external stakeholders. Dedicated hotlines, email addresses, and mailing addresses are provided, with designated departments and personnel responsible for collecting and evaluating stakeholder feedback to gain in-depth insights into their expectations and recommendations. Through enhanced internal and external engagement, we actively elevate stakeholder participation and continuously refine the Group's sustainability strategies and initiatives based on such feedback. Furthermore, we systematically document lessons learned from stakeholder engagements and compile exemplary practices. These insights are disseminated through multiple channels, such as the corporate intranet and roadshows to local operating units, to foster cross-unit knowledge exchange. By leveraging both positive and adverse stakeholder engagement experiences through internal communication protocols, we drive continuous learning and improvement to enhance the quality and effectiveness of stakeholder involvement.

eholders	Engagements The Group strives to create a safe, fair, trustworthy and development environment for all employees. We firmly believe that all employees, regardless of age, gender, family status, disability, race, ethnic background, or nationality, should be treated with respect and granted equal opportunities for development. As of 31 December 2024, the percentage of female employees in the Group was 43.2%. Based on the fact that our main business is real estate	Communication <ul> <li>Employee satisfaction</li> </ul>
	development, it is one of the industries with the highest proportion of male employees. However, we fully recognise the importance of diversity of thought at the decision-making level and actively promote gender balance in the workplace. Throughout talent recruitment, promotion, and compensation structuring, we adhere to merit-based selection principles and uphold inclusive and open core values. All decisions are grounded in competence, performance, and qualifications, free from gender-based bias or differential treatment, thereby continuously enhancing the Group's diversity landscape. We attach great importance to building communication bridges with employees, fully safeguarding employees' right to know, express, participate and supervise, conducting satisfaction surveys, employee seminars, sharing meetings, and other activities on a regular basis, and setting up special mailboxes for employee communication to understand employees' opinions and suggestions on the operation and management of the Group. We further leverage digital tools and interactive learning platforms to curate online training programs, augmented with live-streamed sessions and Q&A forums, enabling real-time tracking and analysis of employees' learning progress and development needs.	<ul> <li>survey</li> <li>Employee seminars</li> <li>Employee sharing meetings</li> <li>Special mailboxes for employee communication</li> <li>Care programs and recreational activities for employee</li> <li>Union group activities</li> <li>Democratic live activities</li> </ul>
Shareholders and investors	The Group has established the <i>Shareholder Communication Policy</i> to ensure, through standardized procedures, that all shareholders and investors receive complete and easily comprehensible corporate information via thorough, equitable, and timely channels. Clear communication and redress channels are defined, including a dedicated investor relations email, to guarantee prompt responses to daily investor inquiries. The Group holds periodic results announcement press conference and general meeting to report the Group's operating results, financial position and strategic development trends to shareholders and investor, and answer their questions; organises investor briefings, local and international investor roadshows	<ul> <li>Investor relations mailbox</li> <li>Results announcement press conference</li> <li>General meeting of shareholders</li> <li>Investor briefings</li> <li>Investor roadshows</li> <li>Investor promotion</li> </ul>
	and investor promotion activities to facilitate communication between the Company and its shareholders and investors; conducts investor questionnaire survey at the end of each year to understand the suggestions and opinions from the capital market on the communication with stakeholders, and develops annual plans to improve the work.	activities Industry-themed forum Investor relations interface SEHK website
Customers	The Group is committed to building long-term, close relationships with clients while proactively assuming our responsibilities as a developer to meet the public's growing expectations for products and services. We implement rigorous quality control across the entire project lifecycle – encompassing planning, construction, inspection, sales, and post-sales services – to enhance customer experience, build trust, and safeguard corporate reputation. We have also drawn up the <i>Guidelines for Customer Return Visit</i> and the <i>Management Measures for Customer Reporting and Disbursement</i> , enabling real-time reception, tracking, and resolution of customer inquiries, complaints, and maintenance requests through digital platforms. We regularly conducted customer satisfaction surveys, organised home visits and owner party events, and received follow-up and feedback to customers using the online system. Complaints and maintenance needs are obtained through various channels to continuously improve the quality of service.	<ul> <li>Unified reporting platform</li> <li>Customer satisfaction survey</li> <li>Owners'home visits</li> <li>Owners' evening parties</li> <li>"Face-to-face" communication with GM</li> <li>Customer care programs</li> <li>Customer imagery and customer needs research</li> </ul>

Stakeholders

Suppliers and

other business

partners

Engagements

partnership enhancement.

## Communication

In conducting transactions with suppliers and partners, the Group adheres to the principles of fairness and impartiality, adheres to the most stringent ethical and professional conduct, and promotes the timely signing of the Integrity Agreement by suppliers and conducts training on business ethics of suppliers to ensure project compliance, integrity and orderly conduct. As of the end of the reporting period, the Group had kept cooperation with a total of 6,991 suppliers and contractors, covering the cities of its projects. We actively empower suppliers and contractors to transform green and launch a green supply chain project on carbon labelling of products upstream and downstream of the supply chain and continue to explore new ways of green transformation of the supply chain. We also conduct exchange activities with suppliers while promoting the concept of sustainable development and collect suggestions from suppliers and business partners about their satisfaction with the cooperation process and

mely report project preparation schedule nsure that the operation complies with n-site inspections by government entities redback on project planning, construction, eworks and reinforce sustainable corporate

alliance, participates in industry ale promotion of ultra-low, near-zero o energy consumption and zero carbon ngs, and discusses the improvement and ology together with outstanding peers to n industry. We have also participated in andards, including the Technical nission Detection Platform, the Technical ntial Construction, and the Technical tiful China, to help the industry develop

t by organizing press conferences, ures to address media inquiries regarding f public interest. This ensures transparent, ostering mutual understanding between

communities in a sincere and open vite residents of the residential areas to nions on the project construction. "China ous care activities, such as on-site r-conditioning facilities for owners. We are f win-win relationship with tenants and dditionally, we encourage employees to ding health and education services to local ck-ups and sponsoring local Hope Primary e initiatives, and the procurement of welfare causes, support rural revitalization, y residents with our utmost efforts.

- Supplier training
- Supplier communication activities
- Concept popularization of sustainable development
- Questionnaires
- Progress report
- On-site inspection
- Industry Associations and alliance
- Industry communication
   meeting
- Promotion and research of industry technologies
- Industry sharing and exchanges
- Formulation of industry standards
- Media conferences
- Media interviews
- WeChat official accounts
- Official website news
- Project surveys
- Care programs
- Health and education services
- Social charity

# Materiality Assessment

COGO attaches high importance to the identification, evaluation, and management of sustainability issues, conducting an annual materiality assessment to prioritise ESG-related risks and opportunities. In 2024, based on the materiality assessment results from the previous year, we conducted engagement sessions with management and employees, and organised workshops with external sustainability experts to systematically evaluate the impact levels of ESG matters on stakeholders and the Group. This structured approach enables targeted follow-up actions in managing sustainability initiatives and ensures prioritised disclosure of key issues in our ESG reporting.

The steps of our determination of material topics are presented as follows:



External assessment (impact on stakeholders)	Important       2         1       10         5       3         18       12         4       4         15       14         22       20       19       6         23       20       19       16       13         26       24       23       23       24         Relevant       20       10       10       10
	Internal assessment (impact on business)

2024 COGO's ESG Materiality Matrix

2024 COGO's List of Material ESG Topics			
Materiality	S/N	Category	Торіс
Crucial	1	Governance	Corporate governance and compliance
	2	Social	Product quality and safety
	3	Environmental	Green and sustainable building
	4	Social	Quality service and customer satisfaction
	5	Governance	Business ethics and anti-corruption
	6	Social	Occupational health and safety
Important	7	Environmental	Use of energy
	8	Social	Employee training and development
	9	Governance	Privacy protection and information security
	10	Environmental	Reduction of greenhouse gas emissions
	11	Environmental	Response to climate change
	12	Social	Compliant employment
	13	Environmental	Waste management
	14	Social	Employee compensation and benefits
	15	Environmental	Pollutant discharge management
	16	Social	Community communication and common prosperity and development
	17	Social	Management of the responsible supply chain
	18	Environmental	Water resources management
	19	Social	Diversity and equal opportunities
	20	Environmental	Rational development and conservation of biodiversity
	21	Social	Technological innovation and industry development
	22	Governance	Protection of intellectual property
	23	Social	Responsible marketing
	24	Environmental	Use of materials
Relevant	25	Social	Employee engagement and satisfaction
	26	Social	Social charity

## **Special Topic**

# Harnessing the Wind of Opportunity, Navigating the Waves Toward a Greener Future

As global attention to climate change continues to intensify, low-carbon development has become an international consensus. With numerous countries establishing carbon neutrality targets, the global carbon neutrality process is accelerating from goal-setting phase to substantive implementation. Aligning with this global green transformation trend, China has been proactively advancing its Dual Carbon Strategy. Through systematic measures in critical areas such as energy structure optimization and industrial green transition, the nation has introduced a series of policies to promote comprehensive green transformation of economy and society, striving to achieve high-quality economic development while maximizing pollution reduction and carbon mitigation.

Keeping pace with the times, COGO has implemented a forward-looking and systematic approach to execute the Dual Carbon Strategy. Guided by carbon neutrality objectives and driven by innovation, we have steadily advanced practical initiatives. Our digital transformation enables precise energy consumption management through optimised energy systems. Focusing on technological innovation, we have increased R&D investments to develop green solutions that fundamentally enhance energy efficiency. Beyond operational improvements, we actively fulfill social responsibilities by building green supply chains and organizing environmental initiatives, disseminating sustainable concepts across industries, and contributing to sectorwide green transformation and sustainable social development.

## Steering Low-Carbon Progress: Incremental Steps, Transformative Miles

Guided by China's Dual Carbon strategy, COGO has anchored its roadmap in top-level design, defining phased objectives to ensure systematic execution. We prioritise R&D in low-carbon digital solutions to unlock novel pathways for energy efficiency. Through pioneering zero-carbon building prototypes, we implement holistic controls across construction cycles to enforce sustainability standards. Simultaneously, we explore innovative low-carbon financing mechanisms to diversify green funding channels. By synergizing strategic planning, technological innovation, operational rigor, and financial agility, we advance steadfastly on our green transformation journey—proving that every deliberate step propels monumental progress.

## Dual Carbon Strategy

In strict compliance with ISO 14064 and GB/T 51366 standards, COGO has established a Dual Carbon target tailored to the Group's operational realities and growth trajectory, based on a comprehensive audit and analytical assessment of our greenhouse gas emissions profile. As an industry pioneer, we have released the sector's first White Paper on Carbon Neutrality among scaled real estate enterprises, charting a definitive course for the Group's low-carbon transition while setting an exemplar for green leadership across the industry.

## COGO's "Carbon Peak and Carbon Neutral" goals:

By 2029, COGO will achieve carbon peaking within the operational boundaries, realise comprehensive electrification, and stop using fossil fuels; and

By 2049, COGO will fully secure 100% renewable energy utilisation, and achieve carbon neutrality within the operational boundaries, with a 50% implementation ratio of ultra-low energy buildings, near-zero energy buildings, and zero energy buildings, as well as a 60% reduction in carbon emission intensity compared with the base year.





COGO White Paper On Carbon Neutrality

To effectively realise the "dual carbon" goals, we follow the action principles of "responsibility, orderly, innovative, transparent, cooperative and win-win". We have developed an action plan for carbon neutrality based on the development direction and built COGO's "3+10+5" carbon neutrality action system.



## Low Carbon Digital Products

COGO prioritises low-carbon product innovation and R&D, achieving deep convergence and systematic integration of cutting-edge technologies including IoT, artificial intelligence (AI), and digital twins. Through real-time collection, precise analysis, and intelligent processing of massive data, we have established a highly integrated and robust digital twin-based energy and carbon management platform.

China Overseas Grand Oceans Lowcarbon Technology Company Limited ("COGO Lowcarbon Technology"), a subsidiary of COGO, has independently developed a suite of proprietary systems, including "Smart Carbon Space", ESG and Carbon Assets SaaS Quantification Platform, "Intelligent Construction Site" (a smart construction assistant platform), "Intelligent Carbon Management Platform for Residential" & "Intelligent Carbon Management Platform for Residential" & "Intelligent Carbon Management Platform for Commercial Buildings" (digital twinning-based energy and carbon operation and maintenance platforms), "Smart Home Explorer" (a smart home management platform) and "Smart Carbon Planet" (a carbon inclusion platform).



COGO's "3+10+5" Carbon Neutrality Action System



## "4+3" digital energy and carbon management tools

"Smart Carbon Space"	The ESG and Carbon Assets SaaS Quantification Platform delivers precise measurement and scientifically managed solutions for corporate environmental, social, governance performance and carbon assets. Currently deployed in developing the Fuzhou Mawei District Urban-Rural Carbon Emissions Platform and the China Building Materials Industry Association ESG Platform, it has also facilitated carbon emission audits and offset accounting for landmark events including CSCEC's inaugural carbon neutrality conference.
"Intelligent Carbon Management Platform for Commercial Buildings" "Intelligent Carbon Management Platform for Residential"	The Digital Twin IoT Operations Platform constructs virtual replicas for both building facilities and household environments, enabling real-time equipment monitoring, precision energy consumption control, and maintenance strategy optimization. Currently operational in flagship demonstration projects such as COGO Hohhot Glorioushire, CSCEC Yipin Hanxin Mansion and Beijing China Overseas International Centre, it drives data-informed decision-making across infrastructure lifecycle management.
"Smart Carbon Planet"	It drives public engagement in low-carbon practices through inclusive carbon awareness campaigns. Currently, the program has been fully implemented internally and launched community-focused activities like the "Green and Beautiful Houhai, Low-Carbon Future" initiative—a low-carbon running event. Future phases will scale impact across commercial projects and societal ecosystems through public-private partnerships.
"Intelligent Construction Site"	It is a smart construction assistant platform, delivering holistic oversight and precision management of building construction processes, enhancing operational efficiency and quality assurance. Currently it applied to multiple cities including Yinchuan, Hohhot, Hefei, Weifang, and Zibo.
"Smart Home Explorer"	The smart home integrated management platform delivers centralized intelligent management of in-space residential appliances, creating convenient and energy- efficient smart living environments for users. This system has been deployed in physical demonstration showrooms across Hefei, Yinchuan, and Anqing.
"Carbon Computation"	It serves as a predictive building carbon accounting platform, enabling automated design-phase carbon computation to drive low-carbon construction innovation.

These ecosystems have been operationalized across industrial applications, undergoing iterative refinement through project implementations to establish a comprehensive digital product matrix. This system strategically encompasses dual-carbon consulting, low-carbon building lifecycle orchestration, and ESG-carbon asset governance, catalyzing the construction sector's green-digital metamorphosis while ushering in a new developmental paradigm. In 2024, COGO's revenue from low-carbon technical services amounted to approximately RMB 50 million.



COGO "4+3" Digital Product Matrix





## **Building Ultra-Low Energy Consumption Archetypes**

Deeply engaged in ultra-low energy consumption buildings, COGO is exploring the emission reduction throughout the lifecycle of buildings. We have created ultra-low energy consumption building projects across various climate regions such as Hohhot Glorioushire, Hefei Jewel Manor, Tangshan Maple Palace and Nantong Hills Scenery. By integrating cutting-edge technologies and adaptive management frameworks, these projects stand as sectoral benchmarks for ultra-low-energy performance, offering the industry a replicable model of "COGO samples" to accelerate green transition in real estate.



## Hohhot Glorioushire Ultra-Low Energy Building Project has entered a new phase.

2024 marks COGO Hohhot Glorioushire Project's entry into a new phase, with the official launch of the Three-Star Green Building Certification evaluation. It has now successfully completed one year of post-occupancy data monitoring, and the relevant achievements have been submitted to the Ministry of Housing and Urban-Rural Development for evaluation .

The project boasts a total construction area of 165 thousand square meters, of which 132 thousand square meters are ultra-low-energy buildings. Upon the testing of the National Inspection and Testing Centre for Building Energy Efficiency and the acceptance of the departmental supervisor, the project has been successfully delivered, recognised for its low-carbon benefits and exceptional quality.

Adopting a "dual-driven model of demand-side energy conservation and supply-side carbon reduction", the project enhances thermal insulation through high-performance building envelopes, thermal bridge-free design, and high airtightness technology on the energy conservation front. On the carbon reduction side, it employs heat-recovery ventilation units, electric heating films, photovoltaic power generation, and a carbon emission management platform to minimize active energy supply.

Since its implementation, the project has delivered significant outcomes. Residents' heating costs decreased by 40%, with annual carbon dioxide equivalent reductions reaching 556 metric tons and standard coal savings of 201 metric tons. Additionally, it has been selected as a "Quality Housing" exemplary case by the Ministry of Housing and Urban-Rural Development and has received multiple domestic and international sustainability awards, gaining widespread recognition across the industry.



Hohhot Glorioushire Project at the China International Building Technology Expo



## **Exploring Low Carbon Financing**

Our exploration of low-carbon financing continues to advance comprehensively. Leveraging robust corporate operational fundamentals and outstanding brand influence in the market, supported by a high-quality underlying asset pool accumulated from past low-carbon and ultra-low-energy building projects, we have demonstrated strong innovation capabilities in capital markets. We successfully issued the industry's first Carbon Neutral Green Corporate Bond with a scale of RMB 500 million and a coupon rate of 3.05% on the Shanghai Stock Exchange, and completed the structural conversion of a three-year HKD 570 million sustainability-linked loan. In 2024, driven by our exemplary ESG practices, COGO entered into partnerships with Bank of China (Hong Kong) and CMB Wing Lung Bank. Based on scientifically defined and rigorously fulfilled key ESG performance targets—such as carbon emissions and water usage—we secured five sustainability-linked loans totalling RMB 3.589 billion, injecting substantial financial momentum into the advancement of our green projects and the implementation of our sustainability strategy.







Furthermore, we actively align with the green financial policy framework, conducting cutting-edge research and in-depth practices in green finance. While promoting energy efficiency retrofits and green star-rated construction projects, we closely integrate local policies and regulations, utilizing professional assessment models and quantitative analysis tools to evaluate alignment with green finance standards. We scientifically plan project implementation pathways in compliance with requirements, exploring innovative business paradigms that organically integrate energy-saving technologies with green fundraising and allocation mechanisms. From selecting cutting-edge energy-saving technologies to optimizing green capital mobilization, we comprehensively expand green financing channels, optimise financing costs, and reinforce our leadership in green finance practices within the real estate sector.

## Low-Carbon Momentum, Collective Progress Toward **Sustainability**

We steadfastly uphold a profound sense of mission and responsibility, guided by the principles of green development as our strategic compass. We engage in comprehensive and in-depth collaboration with partners across sectors, sharing successful practices, leveraging complementary strengths, and optimizing resource allocation and sharing. Through diverse initiatives, including high-level industry seminars, thematic forums, and Specialised technical exchange programs, we vigorously promote knowledge dissemination, experience sharing, and technological cooperation within the sector. We actively share our practical achievements and innovative expertise in low-carbon development, uniting stakeholders such as upstream/downstream enterprises, research institutions, industry associations, and the public. Together, we advance the translation of green innovation solutions from theoretical concepts to real-world applications, continuously infusing fresh momentum into the thriving green ecosystem.

## Enabling Green and Sustainable Supply Chains

In the realm of green supply chain development, we continue to advance the green supply chain campaign named "Qingliu Plan". Leveraging our strong industry influence and supply chain integration capabilities, we have attracted active participation from numerous bulk procurement suppliers. By establishing stringent product screening criteria and standards, we promote the adoption of high-quality, safe, and reliable products that meet low-carbon and environmental requirements. This initiative has enabled us to build a comprehensive green and low-carbon management system, spanning the entire lifecycle of supplier engagement-from onboarding and collaboration to evaluation and exit.



Suppliers are required to

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Planning for Green Supply Chain

suppliers.

carbon management o1

building of the green supply chain

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## In the futu.

establish a green supply chain database to collect and analyse suppliers' carbon data and conduct follow-up management based on their carbon reduction practices to promote green transition of upstream and downstream partners of the industry chain.



This year, we have further set goals to expand the coverage of green certification for suppliers and implemented a green supplier evaluation mechanism to guide suppliers in enhancing resource and energy efficiency while improving environmental performance. To support qualified green suppliers with strong carbon reduction commitments and potential, we have partnered with suppliers in Yinchuan, Hefei, Ganzhou, and other regions to sign energy-saving retrofit projects, boosting their environmental benefits and sustainable competitiveness. Additionally, we continue to conduct carbon footprint auditing training for contractors and suppliers, facilitating knowledge transfer in carbon management. This empowers them to clarify their carbon emissions data, providing data-driven support for decarbonization actions across the supply chain.

This year, we have launched a green certification program for suppliers, clarifying certification methods, scope, and targets. We are driving a pilot carbon labelling program for upstream and downstream products, with plans to achieve carbon footprint tracking and green certification for all supplier products by 2026. These efforts will steadily advance the development of a green supply chain and lead the green transformation of our value chain.

Furthermore, we have established a carbon footprint management system for suppliers, enabling precise quantification of carbon emissions data throughout their production processes. This provides a foundation for scientifically-driven carbon reduction across the supply chain. Building on this framework, we have deepened collaboration with Jinhong'an Fireproof Door Supplier, officially signing a carbon footprint measurement and management agreement. The agreement covers full-process carbon emission accounting for product manufacturing, energy-saving and emission reduction target setting, and periodic evaluation mechanisms. By partnering with suppliers on the path to green development, we are committed to reducing Scope 3 Carbon Emissions, jointly exploring low-carbon pathways, and contributing to the green transformation of the construction industry.

For more details on our purchase of green supply chain initiative, please refer to the Report "COGO Converged Consensus, Benefits for All".



Supply Chain Production Process Carbon Measurement



Green Supply Chain Product Carbon Footprint Certificate

## Supporting Partners' Carbon Management Capacity Enhancement

Guided by our commitment to driving low-carbon transformation across industries, COGO is harnessing technological innovation and increasing investments in the research and development of digital platforms. These tools empower ecosystem-wide low-carbon practices. Aligned with international standard ISO 14064-1:2018 and national standard GB/T 51366-2019, we have independently developed and continuously upgraded the "Smart Carbon Space", a carbon management platform. Starting with foundational functionalities, the platform has undergone multiple rounds of optimization. It now enables enterprises to accurately collect data, manage key performance indicators, and enhance carbon emission data management efficiency through intelligent computing and comprehensive analytics. By providing industry partners with a more professional and efficient digital carbon management tool, we are leading the industry toward new heights in low-carbon governance and setting benchmarks for sustainable transformation.

By the end of the reporting period, "Smart Carbon Space" had been put into use by local governments, associations, engineering bureaus, design institutes, professional companies and other organisations and enterprises. The platform has been applied to about 5,000 projects in nearly 300 cities across five climate zones, covering various urban scenarios such as lifestyle, public buildings, office, medical care, sea and land transportation, electric transmission, real estate development, operation services and urban planning, thus promoting the process of low-carbon digital transformation in various industries.



### "Smart Carbon Space" Facilitates the Construction of a "Carbon-Neutral Campus" at Wenjiahe Primary School

In April 2024, relying on "Smart Carbon Space", COGO Lowcarbon Technology conducted a feasibility study to address the heavy electricity cost burden at Wenjiahe Primary School caused by winter electric floor heating, high electricity usage in multifunctional rooms, and dormitories. Based on the ISO 14064-1 international standard, COGO Lowcarbon Technology used "Smart Carbon Space" to accurately verify the school's greenhouse gas emissions. On one hand, "Intelligent Carbon Management Platform for Commercial Buildings" collected data on the school's solar panel power generation, cafeteria electricity and gas usage, daily teaching-related water and electricity consumption, and other metrics. Through intelligent computation and comprehensive analysis, this provided data support for formulating energy-saving and emission-reduction strategies. Simultaneously, based on the analysis results from "Smart Carbon Space", we promoted the implementation of energy-saving measures such as electrification upgrades in the school cafeteria and the installation of high-efficiency water-saving fixtures. On the other hand, the carbon verification results provided by COGO Lowcarbon Technology assisted Wenjiahe Primary School in purchasing Certified Emission Reductions (CERs) issued under the United Nations CDM, successfully offsetting 24.96 tons of CO<sub>2</sub> equivalent in greenhouse gas emissions during the first half of 2024. Ultimately, this helped Wenjiahe Primary School pass rigorous audits and obtain carbon neutrality certification.



Interface of "Smart Carbon Space"



"Intelligent Carbon Management Platform for Commercial Buildings" Monitors Energy Consumption at Wenjiahe Primary School



Carbon Neutrality Certification of Wenjiahe Primary School

## Enabling Low-carbon Transformation of the Construction Industry

Rooted in a pioneering spirit, we continue to deepen our expertise in core business areas while closely tracking and analyzing low-carbon development trends across industries. Leveraging our industry-leading carbon management platform technology and extensive practical experience, we have selected projects such as Shantou Rivera City project as pilot initiatives. Through over 5,000 practical cases, we have progressively built Specialised capabilities in carbon inventory and verification for the construction sector.

Building on the Group's carbon neutrality roadmap and the ongoing enhancements to the "Smart Carbon Space" system, we have established a comprehensive dual-carbon consulting service system. This framework encompasses core areas such as carbon emission inventory and verification, carbon peaking and neutrality planning, and carbon neutrality certification. We are committed to providing professional, efficient carbon asset management services for government agencies, enterprises, and other organizations.

In 2024, our profound expertise in green low-carbon practices and ESG leadership has enabled us to secure contracts for key projects, including Shaanxi Construction Group's Smart Building Initiative, Zhoushan Shipyard's Green Low-Carbon Demonstration Project, and Foshan Qiandeng Lake Carbon Neutrality Certification. These achievements reflect strong recognition from partners across and beyond the industry for our low-carbon efforts. By combining our rich experience and technical strengths, we aim to empower the ecosystem with actionable solutions, collaborating with partners to elevate the precision of industry-wide carbon management and jointly build a foundation for green, low-carbon development.





## Promoting Low Carbon Development in all Sectors of the Community

We actively promote cross-sector exchanges and partnerships in the low-carbon field. By participating in industry standard development, organizing or attending industry seminars, and collaborating with universities and enterprises to conduct knowledge-sharing sessions on low-carbon practices, we drive the cross-boundary flow of low-carbon technologies and expertise. Through fostering a co-created, shared model, we unite stakeholders across sectors to inject green momentum into high-quality societal development, accelerating collective progress toward a sustainable and resilient future. As of the end of the reporting period, COGO has obtained 5 patents for self-developed inventions, 12 patents for utility models, 13 software copyrights, and published 11 journal articles in the field of green and low-carbon industries, thus adding bricks and mortar to the construction of the industry's low-carbon innovation think tank.





Authorized Patents

Authorized Patents for Utility



Authorized Software Copyrights

## Participate in Industry Exchanges

COGO has joined leading green building and energy efficiency associations and alliances in the industry, actively engaging in 15 events focused on the large-scale promotion of ultra-low and near-zero energy consumption buildings, as well as research and knowledge-sharing on zero-energy and zero-carbon buildings. Notably, COGO was invited to participate in the Themed Side Events at COP29, "Green Transition of Chinese State-Owned Enterprises", collaborating with industry leaders to explore upgraded processes and technologies that accelerate the green transformation of the construction sector. By proactively sharing cutting-edge industry insights and best practices with partners and experts, we foster collaborative dialogues on green and low-carbon solutions, working hand in hand to advance sustainable practices and drive the real estate industry's transition toward a greener, low-carbon future.

## Formulating Green Evaluation Standards

We have actively spearheaded the development of 21 national, industry, and association standards, including the Technical Specification for Measurement of Construction Carbon Emission Detection Platform, the Technical Procedure for Ultra Low Energy Consumption Residential Construction, the Assessment Standard for Healthy Building (Revised) and the Assessment Standard for Carbon-Neutral Building. By contributing expertise to these critical frameworks, we advance high-guality, standardized, and regulated development across the sector, ensuring alignment with global climate goals while fostering innovation in green building practices.

## Conducting Extensive Cooperation

We have established partnerships with government, professional organisations, enterprises and universities in the field of sustainable development, incubated green transformation programs in the industry ecosystem. and jointly promoted the application of green and low-carbon research achievements.

Cooperation with Governments and Institutions	We established partnership with the Depard Development of Inner Mongolia Autonom Construction Corps, Gannan Tibetan Autor Security Centre of Nanshan District, China Institute of Metrology of China. We provid research support to these government dep building of low-carbon cities and the imple policy.	
Cross- industry Cooperation	We are working with Tencent, Huawei, Car Construction Engineering Corporation (CSC China Construction Science & Technology COGO Low Carbon Plan to various industri capability and share the transformation ac	
Cooperation with Universities	We cooperate with many universities inclu Tsinghua University, Chongqing University sessions, we aim to achieve the compleme enterprises and the scientific research reso innovative green solutions.	

artment of Housing and Urban-Rural nous Region, Xinjiang Production and nomous Region of Gansu Province, Housing Academy of Building Research and National de the low-carbon technology and scientific partments and institutions, assisting in the lementation of the national "Dual-Carbon"

rbon Think Tank Alliance of China State SCEC), China State Construction Development, Group and other enterprises to share the ries. We also seek to build the "dual carbon" chievements with our business partners.

uding Hong Kong Polytechnic University, y. Through training, lectures and sharing entarity between the practical experience of ources of universities to jointly develop







## The List of Industry Associations and Alliances, and Industry Exchanges That COGO Has Joined

## Industry Associations:

- Special Committee of the National Carbon Peaking and Carbon Neutralization Measurement Technical Committee.
- Passive Ultra-Low Energy Building Branch of China Association of Building Energy Efficiency Association.
- Carbon Neutral Professional Committee of China Energy Conservation Association.
- Green Construction and Energy Conservation Professional Committee of the China Society for Urban Studies
- Low Carbon Healthy Real Estate Professional Committee of China Association of Building Energy Efficiency Association
- Chinese Society for Urban Studies (CSUS)
- Institute of Environmental, Social, and Governance • Benchmarks (IESGB)
- China Association for Engineering Construction Standardization (CECS)
- Low-Carbon Smart Building Industry Technology Innovation Strategic Alliance

## Industry Alliances:

- CSCEC Carbon Peaking and Carbon Neutrality Industry Alliance
- CSCEC PEDF Industry Alliance, CPIA



## Industry Sharing and Exchanges:

- Clean Energy Expo China 2024
- International Green Building and Building Energy Efficiency Conference and New Technologies & Products Expo 2024
- BEYOND International Technology Innovation Expo Macao 2024
- International Zero-Carbon Cities & Villages and Zero-Carbon Building Conference and Technology & Equipment Expo 2024
- Shanghai International Carbon Neutral Technology, Products & Achievements Expo (2nd Edition)
- The 16th Existing Building Retrofit Conference
- National Carbon Peaking & Neutrality Metrology Technical Committee - Building Carbon Metrology Subcommittee (1st Session)
- World Artificial Intelligence Conference 2024
- China International Green and Low-Carbon Industry Expo 2024
- The 21st China International Housing Industry & Building Industrialization Products & Equipment Expo
- China Hi-Tech Fair 2024
- · The 24th China International Fair for Investment and Trade



## Thailand's SCG Group and Switzerland's IMD Institute Visit COGO Lowcarbon Technology

On June 27, 2024, a joint delegation comprising Siam Cement Group (SCG)—Thailand and ASEAN's largest conglomerate—and IMD Business School (IMD)—a globally top-ranked management institute based in Switzerland—visited COGO Lowcarbon Technology for cross-border exchanges and discussions on innovative low-carbon business collaboration.

During the meeting, both parties held in-depth dialogues on global trends in the construction sector, green and low-carbon digital transformation, eco-friendly and green building technologies, and innovation ecosystem development, while exploring collaboration opportunities in talent exchange, technology transfer, business partnerships, and corporate growth strategies to jointly unlock potential for technological innovation and inclusive growth.



Photo with the Joint Delegation



Introduction on the Energy Consumption Management Platform and Application Scenarios of COGO Lowcarbon Technology

## Invited to participate in COP29 and, representing the SASAC Central Enterprises Delegation, to negotiate related projects with the Azerbaijan State-owned Assets Group

From 11 to 22, November 2024, COGO Lowcarbon Technology, a subsidiary of COGO, was invited to attend the COP29 conference in Baku, Azerbaijan. As a member of the SASAC Central Enterprises Delegation, the subsidiary representative presented China Construction Group's Area 60 Solar Power Project in Azerbaijan. Developed in collaboration with Dongfang Electric Corporation and local enterprises, the project generates 500 million kWh of electricity annually, reduces carbon emissions by 200,000 tons, supplies clean energy to local communities, and has created substantial employment opportunities, significantly contributing to local livelihood improvements. The delegates also showcased COGO Lowcarbon Technology's expertise in Dual Carbon consulting, ESG advisory services, and digitalized low-carbon park development, which gained recognition from the Azerbaijan State Investment Group. Both parties explored cooperation opportunities in offshore wind power, solar energy, and other projects, aiming to pioneer innovative hybrid industrial decarbonization models and provide cutting-edge solutions for global green transition.

COGO remains committed to sustainability principles aligned with COP29's vision, actively advancing green development in Belt and Road partner countries, and contributing to building a global sustainable development community with the strength of the Group.



Conference

Moving forward, we plan to expand the application of the carbon-inclusive platform "Smart Carbon Planet" among property owners and tenants, creating diverse carbon reduction scenarios through attractive incentives and interactive engagement activities. This initiative aims to effectively communicate low-carbon values to end-users, encourage green behaviors such as low-carbon consumption and sustainable mobility, foster public participation in climate action, and holistically support China's dual-carbon goals.

For more information on our low-carbon products and services and our efforts to promote low-carbon transformation in the industry, please refer to the report "Adjacent Green Havens, Nature in Harmony".

Delegates of COGO Lowcarbon Technology Spoke at COP29

# Embracing Strateg Steady Navigation

Adhering to the governance philosophy of "Operating with Integrity", COGO steadfastly implements ethical, compliant, and principled business practices. By rigorously upholding commercial ethics, refining risk management frameworks, and elevating governance excellence, we solidify the foundation for the Group's sustainable, high-quality growth while advancing equitable and robust business ecosystems.

## SDGs-related topics responded in this chapter:



ESG-related material topics responded in this chapter:

Corporate governance and compliance, business ethics and anti-corruption, protection of intellectual property, privacy protection and information security

## Performance Highlights:

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- Integrated ESG risk indicators into the digital risk management system;
- Achieved 100% rectification completion rate for internal control non-compliances;
- Ensured 100% coverage of employee-signed Statement of Integrity Commitment and supplier-signed Integrity Agreement,
- In 2024, **212** integrity culture initiatives conducted with total participation exceeding **15,000** persontimes.



COGO Inspired Residences Quality Leadership

COGO Adjacent Green Havens Nature in Harmony

# **Governance Structure**

A robust governance system is the solid foundation for corporate value creation. The Group strictly abides by laws and regulations such as the Company Law of the People's Republic of China, continue to strengthen our corporate governance capability, and, under the leadership of the Board of Directors, we promote the implementation of the Group's strategy in an orderly manner to improve the modern corporate governance of state-owned enterprises with Chinese characteristics, strengthening the institutional foundation for sustainable development.



We continue to promote the development of a scientific, rational and efficient Board of Directors, and to enhance the level of scientific and standardised decision-making of the Board. The Board of Directors is the highest decisionmaking and management body of the Group. The Board of Directors is responsible for leading and overseeing the Group's strategic direction, operation management and business performance, and performs the following corporate governance functions:

- Planning the overall development strategy of the Group;
- Setting long-term performance and management objectives;
- Formulating policies and monitor the implementation;
- Ensuring that the Company acts in accordance with the laws and regulations and ethical standards of business;
- Overseeing the effective operation of the risk management system. •

In order to further promote the diversification of the membership of the Board of Directors, the Group has formulated the Nomination Policy and the Diversity Policy for Members of the Board of Directors. The Nomination Committee is responsible for promoting and overseeing the implementation of the diversity objectives of the Board of Directors. The Diversity Policy for Members of the Board of Directors is reviewed annually, and recommendations are made to optimise the management of the Board of Directors. We have implemented the principle of "merit in the use of employee", and we have taken into account a variety of factors in the selection and appointment of board members, including gender, age, culture, educational background and professional experience.

By the end of the reporting period, we had a total of eight directors, including three executive directors, two nonexecutive directors and three independent non-executive directors, with a percentage of female directors of 12.5%. In 2024, we replaced one non-executive director and appointed one new female director, further elevating board diversity. These actions injected multidisciplinary perspectives into strategic decision-making while advancing gender parity initiatives.

# **Compliant Operation**

COGO strictly abides by relevant national and industrial laws and regulations, and continuously improves the Group's risk management and internal control system. We adhere to the principles of integrity-driven and compliance-centric operations, rigorously protecting intellectual property rights and information security through robust governance frameworks. By safeguarding the lawful interests of all stakeholders, we collaborate with industries to foster a regulated and resilient business ecosystem that drives long-term value creation and systemic trust.



COGO Shared Journeys, Collective Ambitions

COGO Converged Consensus **Benefits** for All

• The coverage rate of the employees who signed the *Statement of Integrity Commitment* and the bid-winning units that signed the *Integrity Agreement* reached

• As of the end of the reporting period, the completion rate of rectification and correction of internal control points not meeting standards reached **100%**;

• This year, **212** clean culture construction activities were carried out, with more than

**15,000** participants, covering all directors and employees of the Group and



# **Risk Management**

## Compliance and Risk Management System

The Group has continuously advanced its compliance and risk management system, developing and refining a comprehensive suite of internal policies applicable to both headquarters and subsidiaries, such as the Compliance Management Measures, the Rules for Implementing the Responsibilities of Principal Officials, the Compliance Review Management Procedures, the Key Position Compliance Responsibility Checklist, the Risk Management Measures, the Legal & Compliance Risk Catalog and Identification Guidelines for Real Estate Development Projects, and the Directive on Enhancing Administrative Penalty Risk Mitigation and Regulatory Compliance. We clearly standardise the responsibilities of compliance management bodies at all levels of the Group and incorporate risk criteria into the entire process of development of products and services. We have strengthened the assessment of risk managementrelated indicators of our subsidiaries, and have pursued accountability for the occurrence of hidden risks due to dereliction of duty in operation and management, late reporting, omission or concealment of major risk events, and untimely response to risk events, which have resulted in undesirable consequences, so as to maximise the effective prevention and mitigation of major risks.

The Board of Directors of the Group assumes full responsibility for compliance and risk management. The Chairman oversees and audits operational level risk management performance, with all five non-executive directors possessing expertise in risk governance. The Audit Committee reviews semi-annual and annual risk management reports and conducts Special assessments of the Group's critical operational risks. We have established a Compliance and Risk Management Committee, supported by two dedicated task forces: the Legal & Compliance Task Force and the Risk Task Force, implementing the "Three Lines of Defence" model to ensure robust risk management and internal controls. Additionally, an Executive Director serves as the General Counsel and Chief Compliance Officer, tasked with supervising, advising, and assisting the Committee in evaluating, addressing, and managing legal, compliance, and risk matters. This role bears specific operational risk management responsibilities and reports directly to the Chairman. In 2024, we convened two Compliance and Risk Management Committee meetings and a risk governance deployment session, significantly enhancing institutional capabilities in compliance oversight and risk mitigation.

The Board of Directors	Fulfilling core functions of strategic formulation, decision-making, and risk prevention, including the review and approval of annual material risk assessment reports and other risk management responsibilities mandated by laws, regulations, and institutional requirements. Such authority may be delegated to designated entities for operational execution.		
	The Audit Committee comprises all Independent Non-executive Directors.		
The Audit Committee	<ul> <li>Review with the Group's management, external auditor and internal auditor, the adequacy of the Group's policies and procedures regarding internal controls and risk management;</li> </ul>		
Committee	<ul> <li>Review the risk management and monitor the scope, effectiveness and results of internal audit function.</li> </ul>		
	The committee is composed of Executive Directors, Vice Presidents, Assistant Presidents, and the heads of the Audit Department and Finance & Capital Department.		
Compliance and	<ul> <li>Implement strategic and annual priorities in compliance and risk management;</li> </ul>		
Risk Management Committee	<ul> <li>Coordinate and advance the development of legal frameworks, compliance systems, and risk control mechanisms;</li> </ul>		
	Review major compliance and risk-related issues, along with corresponding mitigation plans.		
	The Group is led by the General Counsel and Chief Compliance Officer.		
	Implement strategic and annual key work plans;		
Rule of Law and	Review legal system development, compliance management policies, and operational reports;		
Compliance Working Group	Conduct compliance reviews for major decisions, regulations, and contracts;		
trenking Group	Coordinate compliance risk identification, early warning, and response management;		
	organise compliance management inspections and evaluate compliance system effectiveness;		

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Rule of Law and Compliance Working Group (continued)	<ul> <li>Facilitate compliance training programs</li> <li>Assess major strategic proposals and ir</li> <li>Oversee daily compliance coordination</li> </ul>
Risk Working Group	<ul> <li>The Group is led by the General Counsel an</li> <li>Implement strategic and annual key wo</li> <li>Coordinate annual critical risk assessme and track and supervise risk mitigation</li> <li>Establish and maintain a risk monitorin reports;</li> <li>Collect and report major risk incidents;</li> <li>Coordinate risk management efforts ac</li> <li>Inspect, guide, and evaluate risk manage organise risk management training pro</li> <li>Handle daily risk management duties as</li> </ul>
The Third Line of Defence (Monitoring and Audit Department)	<ul> <li>Audit oversight of accountability for co and subsidiaries), ensuring statutory du</li> <li>Monitor compliance program impleme deficiencies;</li> <li>Investigate and resolve escalated policy</li> <li>Assess risk governance accountability a subsidiaries);</li> <li>Evaluate risk framework robustness thr testing;</li> <li>Direct corrective actions for risk-related</li> <li>Submit periodic Risk Management and management, the Audit Committee, an</li> </ul>
The Second Line of Defence (Headquarters Departments)	<ul> <li>Identify and assess department-specific protocols, compile risk registers, report reviews;</li> <li>Execute cross-subsidiary compliance ov coordinating group-wide compliance re Implement risk lifecycle management – risks, refine risk governance framework</li> <li>Develop risk assessment methodologie</li> <li>Collaborate on risk metric architecture, standardized risk monitoring reports.</li> </ul>
The First Line of Defence (Regional Companies)	<ul> <li>Implement headquarters' compliance p governance units while operating unde</li> <li>Identify, assess compliance risks, and ex realities;</li> <li>Conduct compliance reviews and repor metrics to headquarters through standation Establish risk-tiered project governance for critical initiatives.</li> </ul>

Compliance and Risk Management Structure

COGO Shared Journeys, Collective Amhitions

COGO Converged Consensus **Benefits** for All

ns and advance compliance management digitalization; initiatives involving significant legal/compliance risks; n for the Compliance and Risk Management Committee.

and Chief Compliance Officer.

ork plans;

- nents, prepare and publish annual risk assessment reports, n progress;
- ng indicator system; prepare and submit risk monitoring
- s; track and supervise response efforts for critical risks;
- cross departments;
- agement practices of subsidiaries;
- ograms;
- or the Compliance and Risk Management Committee, and mandated by laws, regulations, and policies.
- ompliance governance entities (designated departments luty fulfillment;
- entation, issue formal remediation advisories for systemic
- cy violations through cross-functional forensic procedures; across mandated units (i.e., relevant departments and
- rough maturity assessments and control effectiveness
- ed deficiencies and track remediation progress;
- d Internal Control Evaluation Reports to senior nd the Board of Directors.
- fic compliance risks, enhance compliance management rt on compliance risk governance, and conduct compliance
- oversight by auditing subsidiary departments' operations, responses;
- identify, evaluate, monitor, and mitigate departmental ks, and maintain dynamic risk inventories;
- ies, design and operationalize mitigation strategies;
- e, conduct real-time risk surveillance, and produce
- policies and resolutions, adhering to directives from central ler their oversight framework;
- execute risk mitigation protocols aligned with operational
- ort risk exposures, compliance status, and governance dardized channels;
- ce, developing comprehensive risk management systems



We have formulated the Measures for the Management of External Lawyers to standardise the Group's recruitment, use and evaluation of external lawyers, making full use of external resources to provide strong legal support for the Group's compliance operation. In order to strengthen the normativity of case process management, we have prepared the Material Case Handling Control List, the Document Filing List Template and the Notice on Further Strengthening the Process Control of Cases to provide a standardised template for the Group to identify and manage legal risks, improve the level of legal risk management, and promote the Group's legal compliance operation.

We integrate compliance with the Code of Conduct and risk management criteria into employee performance assessments, with outcomes directly linked to compensation, career advancement, rewards, and other incentives. Meanwhile, we have set up a monitoring committee and operated a confidential reporting channel to address alleged violations. Investigations result in strict disciplinary measures for breaches, ranging from employment termination, position revocation, rank demotion, and salary penalties to formal reprimands or corrective dialogues, underscoring our zero-tolerance policy toward unethical behavior. In addition, we encourage our employees to proactively identify and report potential risks to the Group through our whistleblower hotline, and we engage our employees in a structured feedback process to continuously improve our risk management practices. In 2024, the Group's Human Resources and Administration Department and Monitoring and Audit Department initiated a Work Conduct Improvement Campaign, implementing the Comprehensive Measures to Enhance Professional Ethics framework. This initiative drives enterprise-wide adherence to behavioral standards and fortifies compliance governance.

We deliver mandatory compliance and risk management training to all board members (including non-executive directors), management, and employees on a recurring basis. Leveraging expertise from both internal and external specialists, these sessions combine structured learning with interactive discussions to embed compliance accountability across leadership, equip employees with actionable risk mitigation skills, and systematically elevate enterprise-wide governance and risk resilience. In 2024, we compiled the 14th edition of COGO Operational Risk Tips, organised the Group-wide awareness training, announced the recent compliance and risk cases at the Company's business meetings on a quarterly basis and conducted six alert general education sessions. In addition, we have set up a new audit section on the Group intra-net and published three risk columns, promoting compliance and risk awareness among the Group's units and employees at all levels.



Page of Audit Column

## **Risk Identification and Countermeasures**

The Group continues to optimise the identification, assessment and response of risks. We have incorporated the risk indicators into the information-based risk management system to achieve full-process risk management and control of the project through risk identification management, risk dynamics monitoring, risk elimination follow-up and risk data precipitation and analysis. We annually update the risk criteria library in the information-based risk management system based on internal control review outcomes, previous year's risk assessment results, and annual ESG materiality assessment findings. This process incorporates identified material ESG topics - including Corporate Governance and Compliance risks under "Corporate Governance & Compliance Operations", Engineering Quality risks under "Product Quality & Safety", Customer Service risks under "Service Quality & Customer Satisfaction", Construction Safety risks under "Occupational Health & Safety", Information Security risks under "Data Privacy & Cybersecurity", and Climate Change risks under "Climate Action" - into our annual significant risk assessment framework. Our assessment evaluates risks across all business units through dual dimensions of impact severity and vulnerability, covering legal, operational, audit, and ESG perspectives. We systematically identify and assess emerging social and environmental risks that may affect the Group's long-term development, implementing effective mitigation measures throughout operations.

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We have fully utilised our risk management system to promote risk assessment and response on a layer-by-layer basis. Risk assessment work is reported to the Audit Committee twice a year, and the Monitoring and Audit Department takes the lead in mobilising various departments to take targeted response measures based on the results of the assessment to prevent and control the risks. We also hold semi-annual business seminars to discuss uncertain market factors in the future and regularly review the Company's risk exposure to ensure that the overall risk is controlled at an acceptable level for the Company's production and operation.



### **Risk Assessment Procedures**

We conduct annual risk management process audits through the integration of routine economic responsibility audits and targeted audits focusing on specific risk categories. In 2024, we executed a comprehensive internal control audit and evaluation across the Group's headquarters and all subsidiaries, covering 10 primary processes, 369 subprocesses, and 369 control activities. By combining internal control self-assessments with audit oversight, we identified issues in internal process controls and urged relevant departments to implement continuous corrective actions. In 2024, the Group's internal control had a total of 3 substandard points, which were mainly internal control implementation defects in general defects, and there were no significant deficiencies or material weaknesses. By 31 December 2024, the completion rate of rectification of internal control substandard points was 100%.

In addition, we set up an emergency working group according to our internal policy the Emergency Management Measures, headed by the Group Chief Executive, to review and handle all types of contingencies, and prepare special contingency plans to improve prevention and response of risks related to emergencies such as violations of the law and regulation, construction safety, product guality and extreme weather, so as to minimise the negative impact that unexpected risk may have on the Group, and to maintain the brand image of the Group.

COGO Shared Journeys, Collective Amhitions

COGO Converged Consensus **Benefits** for All

Regional risk officers (covering city/project companies) coordinate initial risk assessments

Headquarters risk officers consolidate risk items submitted by regional functional lines, facilitate cross-departmental deliberations to finalize HQ-level preliminary risk evaluations

Enterprise risk team aggregates assessment outcomes, identifies Top 20 material risks enterprise-wide, and orchestrates secondary assessment workshops with HQ units for risk

Annual risk governance report compiling evaluation results is formulated for the



# **Business Ethics**

## Anti-corruption and Integrity Management System

The Group has established a comprehensive business ethics and anti-corruption institutional framework, strictly adhering to operational jurisdiction laws and regulations including the Anti-Money Laundering Law of the People's Republic of China, the Anti-Monopoly Law of the People's Republic of China, and the Anti-Unfair Competition Law of the People's Republic of China. We have established a comprehensive business ethics and anti-corruption system and formulated the Anti-Corruption Policy, the Discipline Inspection and Inspection Work System, the Audit and Management System, the Management Measures for Integrity Conversations, the Management Measures for the Reception of Gifts by Employees, the Reporting of Individual Conflicts of Interests by Employees and the Management of Integrity Files, and the Tendering Management Methods. These documents define detailed protocols for anticorruption efforts, supervision and adjudication, compliant procurement, and disciplinary actions, explicitly prohibiting unethical practices including extortion, bribery, and embezzlement. As of the reporting period end, no corruptionrelated litigation cases against the Group or its employees have been filed, and zero non-compliant incidents involving corruption, bribery, conflicts of interest, unfair competition, money laundering, or insider trading were identified.

The Group's Board of Directors oversees business ethics-related matters and bears ultimate responsibility for addressing commercial ethics and corruption issues. The Accountability Committee is tasked with managing, overseeing, and enforcing accountability, with its Chair held by the Board Chairman and Vice-Chair by the Group's Chief Executive Officer. Standing members include heads of the Monitoring and Audit Department and the Human Resources and Administration Department. The Committee convenes one annual meeting per year, with ad hoc meetings organised as needed to address specific accountability matters. The Monitoring and Audit Department is responsible for executing and implementing day-to-day business ethics initiatives, ensuring alignment with governance principles and regulatory requirements.

In order to effectively prevent and control the risk of corruption and create a clean and honest atmosphere, we organise all employees to sign the Statement of Integrity Commitment every year, taking the lead and making example to implement the principle of honesty and integrity. We sign the Integrity Agreement with the bid-winning units, requiring all suppliers to formulate anti-corruption policies and regularly review their performance on site to safeguard their effectiveness.

In addition to integrity compliance and anti-corruption inspections covered by routine audits, the Group conducts comprehensive evaluations of its business ethics standards, anti-corruption policies, and implementation effectiveness across all operations at least every three years. We further solicit feedback on the Group's integrity environment by distributing integrity assessment questionnaires to key suppliers, inviting them to evaluate our ethical performance. Insights from these surveys inform targeted improvement measures to continuously refine the anti-corruption and integrity management system. In 2024, the audit evaluation confirmed that the Group's policies, standards, and mechanisms related to business ethics and anti-corruption exhibit no deficiencies in policy design or implementation, underscoring the robustness of our governance framework and operational discipline.

## **Reporting Handling Mechanism**

To further promote the effective implementation of the Group's clean management mechanism, we have formulated the Reporting Policy to standardise the process of receiving, registering, reviewing, making decisions and disposing of information. We continue to improve the management structure for handling reports, set up the Accountability Committee, with the chairman of the Board of Directors as the director, the chief executive as the deputy director, and the head of the Monitoring and Audit Department and the Human Resources and Administration Department as the permanent members to centrally handle the complaints and reports and are also responsible for consistently improving the reporting handling mechanism. The Monitoring and Audit Department is responsible for the follow-up, investigation and handling of complaints and reporting leads. We accept anonymous reports, provide various open and transparent reporting channels such as the official website, independent reporting hotline, email and letter box and ensure that the reporting methods are publicised and that the reporting channels are open to receive reporting information from employees, suppliers, customers and other third parties.



**Reporting Handling Process** 

We uphold the basic principle that there are channels for reporting and procedures for receiving reports. We are committed to treating all reported information in a responsible manner, proactively enhancing integrity management, and adopting a "zero tolerance" attitude towards corruption, malpractice and other irregularities. In 2024, we continued to strengthen the investigation and handling of reports and to improve the handling efficiency, and further improve the protection mechanism for whistleblowers. We have signed confidentiality agreements with relevant informants and strictly keep confidential the name, work unit, home address and other relevant information of the whistleblower, protecting the basic rights and interests of the whistle-blower from being infringed, and preventing any form of retaliation. Once found, the one who retaliates shall be dealt with seriously according to the requirements of the law.

# Anti-corruption and Integrity Culture Construction

We have implemented the integrity concept of "compliance, honesty, self-discipline and integrity" and continued to strengthen the building of clean culture in the new era. We have continued to advance anti-corruption training and ethics education by conducting centralized institutional training for all employees, aimed at promoting the effective implementation of policies, standards, and mechanisms related to business ethics and anti-corruption. We have continued to advance anti-corruption training and ethics education by conducting centralised institutional training through cautionary education sessions for all employees, covering all regional companies, aimed at promoting the effective implementation of policies, standards, and mechanisms related to business ethics and anti-corruption. Annually, we organise mandatory integrity-building and anti-corruption conferences, engineering management meetings, quarterly briefings, and regional integrity awareness training for all staff. These programs cover policies and regulations on ethical conduct, disciplinary violation case studies, and current risk alerts. For all suppliers and contractors, we implement business ethics training during the onboarding phase, addressing integrity requirements, anti-corruption principles, and anti-bribery protocols to strengthen integrity across the supply chain.



Cautionary Education Session for Regional Companies



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## "Integrity Leads the Tide, Integrity Drives COGO" – Special Training Program at Hong Kong ICAC

In March 2024, the Group's senior management team travelled to Hong Kong to participate in a Special training program organised by the Independent Commission Against Corruption (ICAC). The program focused on deepening their understanding of integrity governance systems and strengthening awareness of anti-corruption compliance. During the training, the management team visited the ICAC Exhibition Hall, gaining a comprehensive overview of the historical evolution of Hong Kong's anti-corruption efforts. They also attended sessions on the operational mechanisms of the ICAC, Hong Kong's anti-corruption history, and the *Prevention of* Bribery Ordinance. Through systematic learning, the team further enhanced their knowledge of anti-corruption mechanisms, compliance management, and integrity risk prevention. This experience not only improved their ability to perform duties with integrity but also provided valuable insights for refining the company's internal control mechanisms and fortifying its safeguards against integrity risks.



Special Training Program at Hong Kong ICAC

In addition, we organise diverse integrity-building activities to continuously strengthen all employees' awareness of ethical conduct and reinforce safeguards against integrity risks. We actively promote integrity education during holidays and consistently develop our "Integrity in COGO" brand. In strict alignment with the "Three Ons and Three Intos" initiatives, we intensify integrity advocacy in high-priority zones such as office buildings, construction sites, and sales centres. Regional subsidiaries are encouraged to leverage local integrity-related cultural resources and conduct tailored awareness campaigns. In 2024, we participated in the group-wide "I Speak for Clean COHL" video campaign and published three integrity risk alerts on the internal audit column of the corporate intranet: "Integrity Alert: These Dinners to Avoid", "Know the Rules, Stay Compliant: Explaining the Ban on Employees' Business Ventures", "Integrity Alert: Unacceptable Travel Practices". We also conducted company-wide screenings of employees' external business engagements to ensure adherence to compliance standards. These efforts effectively embed integrity into corporate culture, enhance ethical and compliance awareness across all levels, and foster an environment of transparency and accountability.



Integrity Advocacy of "Three Ons and Three Intos"

## Video-shooting Activity of "I Speak for Clean COHL"

In 2024, four subsidiaries organised by China Overseas Holdings Limited took part in the fourth "I Speak for Clean COHL" video-shooting activity. The video campaign garnered enthusiastic participation from employees across all levels, with two second-place awards and two third-place awards presented. This innovative initiative has further strengthened all employees' awareness of ethical conduct while demonstrating to the public our unwavering commitment and proactive measures in anti-corruption and integrity-building efforts. It continues to advance a culture of integrity, injecting robust "Integrity-Driven Momentum" into the Group's sustainable, high-quality development.



### Huizhou Prison Warning Education Programme

In May 2024, Huizhou Company collaborated with Jinbei Sub-district authorities to organise an integrity-themed warning education programme at Huizhou Prison for senior management, the disciplinary inspection and supervision team, relevant departments, and employee representatives. Guided and briefed by prison staff, participants toured the intake education zone, production workshops, and maximum-security zone, gaining first-hand insights into inmates' admission procedures, daily drills, code-of-conduct recitations, and vocational training programmes. By confronting the harsh realities of life without liberty, the experience underscored the severe consequences of legal and disciplinary violations. Participants further recognised the critical importance of ethical professional conduct for individuals, families, and the enterprise. This initiative strengthened employees' self-discipline and integrity awareness, contributing to fostering a workplace environment rooted in integrity and accountability.

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Awarded Video-shooting of "I Speak for Clean COHL"



Integrity-Themed Warning Education Program at Huizhou Prison



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# **Protection of Intellectual Property Rights**

The Group fully implements the Trademark Law of the People's Republic of China, the Patent Law of the People's Republic of China, the Copyright Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China and other laws and regulations and has stipulated regulations such as the Guidelines on the Control of Advertising Risk in COGO. Subsidiaries' legal affairs and external lawyers are required to strengthen the audit of various promotional materials and strictly abide by the scope of using intellectual property rights of others. We insist on using genuine software and respecting the intellectual property rights of others. At the same time, we also strengthen the protection of our intellectual property rights through means as scrutinising the registration of intellectual property rights and strengthening the management of patent applications to protect our legal rights and interests while fully respect the intellectual property rights of others, creating a fair and healthy competition environment, and stimulating the development and innovation of the industry.



# Information Security and Privacy Protection

The Group attaches great importance to information security and privacy protection. We strictly abide by the Personal Information Protection Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Consumers' Rights and Interests, the Cybersecurity Law of the People's Republic of China and other laws and regulations and have formulated the Information Management Measures, which applicable for all members, guiding the Group's network and information security management, and constantly optimising the details of the protection management on the privacy of employees and customers. We have established clear reporting procedures and robust mechanisms for handling whistleblower reports in accordance with the Reporting Policy. Employees can report suspected information security issues through multiple channels, including a dedicated hotline, email, and mailing address. Additionally, the Employee Handbook mandates the inclusion of information security compliance metrics in performance evaluations to reinforce the management of information security.

The Chairman of the Board is the person with the highest responsibility for information security in the Group. We have set up an information security organisation structure comprising the Board of Directors, the Working Group on Informatisation and the Digital Technology Centre, which are responsible for promoting the information system construction and privacy protection related work, including the preparation of information security and privacy protection plans, management systems and processes, the implementation of grade protection work and training and rectification of related incidents.

We have improved the Internet and information security risk management and evaluation system according to national secondary standards, and clearly established information security boundaries, technical specifications, management processes and corresponding emergency preventive measures. This year, our information security systems have achieved 100% certification at the third level of national classified protection. Simultaneously, we have continuously strengthened cybersecurity defences through multifaceted measures to ensure information security across all dimensions, effectively mitigating risks of internal threats and data breaches. These efforts have elevated the overall security of our information assets.



COGO Shared Journeys, Collective Amhitions

COGO Convergeo Consensus **Benefits** for All



## 中国海外宏洋集團有限公司 CHINA OVERSEAS GRAND OCEANS GROUP LTD.

₽ C	We install encryption software on our office computers, use automatic document encryption policies to prevent unauthorised access and disclosure.
۲ŵ٦ و و و	We record key actions such as decryption and transmission in the background. The screenshots will also keep a watermark of employee account numbers for traceability.
	We purchase network security defence equipment through deploying firewalls and online behaviour managers, installing network monitoring, intrusion monitoring and vulnerability scanning.
∕&∖ B_¢	We actively conduct emergency security drills, including network attack and prevention drills, disaster recovery tests.
	We assess and review information security systems twice a year to identify risks and formulate countermeasures.
aining with emp rivacy protectio rivacy protectio onduct biannua ybersecurity thre rotection, and in /eek, which inclu	loyees' awareness of information security, we sign confidentiality agreements and conduct induction ployees when they enter into employment to inform new employees about information security and n requirements, and to help them understand their responsibilities for information security and n, including those of themselves, other employees, the Company and customers. In addition, we I information security and privacy protection training for all employees, covering topics such as eat response, information security risk mitigation, company policies on data security and privacy ndustry best practices. Annually, we hold an Information Security and Privacy Protection Awareness udes knowledge-sharing sessions, Special workshops, and role-specific exams for critical positions to ees' competencies in safeguarding data and privacy. In daily operations, we leverage digital screens

to loop educational videos on cybersecurity, continuously promoting awareness of information security management, anti-fraud practices, personal privacy protection, and cybersecurity regulations. These initiatives ensure the principles

of information security are deeply ingrained in daily operations, fostering a culture of vigilance and compliance.

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# **Customer Privacy Protection**

Protecting the privacy of customers and the legitimate rights and interests of organisations is a fundamental obligation of a business. We strictly abide by the laws and regulations related to privacy protection such as the Cybersecurity Law of the People's Republic of China and the Data Security Law of the People's Republic of China. We have formulated and implemented internal systems such as the Information Management Measures, the Employees' Code of Conducts and the Employee Handbook, and standardised the collection and management of customer information.

We are committed to respecting the privacy of our customers, making every effort to safeguard our customers' privacy information and data, and to prevent from privacy leakage. As of the end of the reporting period, no breaches related to information security and customer privacy data have occurred.

We establish a sound information security management system. By regularly reviewing the software and hardware management of information security and formulating a complete plan for responding to and handling cyber-security incidents, we protect the privacy and security of our customers from multiple perspectives.

We minimise the collection of customer data in a lawful and compliant manner, subject to the customer's informed consent.

We protect customer data with encryption within our information system and set strict system permissions.

We deployed virtual dialling function in our CRM system to fully protect the privacy of our customers' contact information.

We regularly review the effectiveness of customer privacy management and continuously improve the privacy protection management mechanism.

Information Security and Privacy Protection for Customers

COGO Shared Journeys, Collective Ambitions

COGO Converged Consensus Benefits for All



# Inspired Residen Quality Leadersh

COGO is committed to co-creating a better life. Through meticulous oversight of the entire real estate development process, we deliver excellence with a philosophy rooted in craftsmanship, uphold rigorous delivery standards, leverage robust operational expertise, and implement considerate service practices—all to provide customers with the peace of mind and quality living experiences they expect.

Ces

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## SDGs-related topics responded in this chapter:



ESG-related material topics responded in this chapter:

Product quality and safety, quality service and customer satisfaction, privacy protection and information security, responsible marketing, protection of intellectual property, technology innovation and industry development

## Performance Highlights:

- Housing quality satisfaction score was **91.6** points (**95th** percentile of the industry).
- Customer satisfaction score was 90.9 points.

- Delivery satisfaction score was 94.3 points (95th percentile of the industry).
- Quality trainings cover 100% of employees.



# Quality with Ingenuity

Since the concept of "peace of mind" was first put forward in 2020, COGO has made every piece of land, and every building treated with care for many years of experience in product research and urban habitat operation. With its "brand security, guality comfort and service warmth", COGO enables every homeowner to choose, buy and live with peace of mind. By these, COGO enables every homeowner to choose, buy and live comfortably, to ensure all the beautiful desires of people about their homes.



We have developed the "12345 Good Product System" with the customer at the core. Guided by our philosophy of building "Good Houses", we continuously explore the functional and emotional needs of residents in the new era, creating innovative living scenarios and fostering upgraded lifestyles to achieve high-guality, sustainable development aligned with contemporary demands.



[12345] Good Product System

COGO Embracing Strategies, Steady Navigation

COGO Inspired Residences Quality Leadership

COGO Adjacent Green Havens Nature in Harmony

Based on the product demand of China Overseas Grand Ocean "Good House", we continue to improve the standardized construction of product system and carry out research and practice on product system standardization. In 2024, we will focus on the lean product goal of "high guality, fast delivery", led by the product system standardization leadership team, the product system standardization work group and the Jianyan fine decoration delivery team, integrate professional resources, comprehensively combine functions, effects and other goals, comprehensively sort out the product system standardization situation, and continue to improve through summarizing experience, innovative research and development and other methods.

## Research and practice on product system standardization in 2024

## Formulation of "COGO HUI/HU II Product Standards and Benchmark Scale Version 2.0"

- Clarify the classification principles, establish a benchmark scale for products in three zones and two zones, and determine standards separately based on factors such as customer needs, climate zoning, and earthquake resistance levels in various places
- Clarify scale reference control quantitative indicators, parameters and formulation basis, and clarify product design principles, key parameters, reference configurations and other module standards

## Research and develop standardized building types and research standard room modules and component systems

- Research and develop standardized building types and research standard room modules and component systems
- Carry out research on standardized room modules and household parts system, fully deconstruct, sort out, and intensively study a total of 42 standard room modules in 10 categories, and a total of 25 main household parts in 3 categories
- Integrated collaboration between regional companies and headquarters to develop local building types

## Investigate customer needs and improve product quality

- Conducted overhead floor demand research and standard functional module design. Through in-depth interviews with 42 groups of customers and questionnaire surveys with 400 groups of customers, we sorted out product suggestions for 3 major modules and 4 major themes, and developed the first batch of three standard functional modules: table tennis, sports fitness, and chess and card leisure modules
- Carry out research on parking space classification and value-added of basement economic strategies, conduct in-depth interviews with 14 groups of customers, survey 418 groups of customers with questionnaires, and formulate basement design and control points from aspects such as streamlining basement area, reasonable setting of non-standard parking spaces, optimizing parking space layout principles, etc.
- Research new materials and process optimization, focus on customer pain points, and achieve detailed quality improvement. Some results have been successfully applied in multiple projects
- Through the research method of "interview-design-demonstration-redesign-feedback-redesign", ensure the usability of the final results and continuously update and iterate

## Carry out research on indoor fine decoration bidding to achieve "high quality and price ratio"

Carefully study customer needs, deepen product research and development, complete 11 special studies, and solve fine decoration pain points

COGO Shared Journeys, Collective Amhitions

COGO Converged Consensus **Benefits** for All



In 2024, we participated in the national "14th Five-Year Plan" key research project Research and Demonstration of Key Technologies for Health Community Environmental Monitoring, Evaluation and Guarantee. For the 8 demonstration projects in this project, we carried out air pollutant detection, sound insulation detection, etc., and continuously monitored the health building indicators.



The National "14th Five-Year Plan" Key R & D Program Demonstration Project Workshop

## Nanning One Sino Residences Demonstration Project

For Nanning One Sino Residences, a demonstration project among the key R&D projects of the National 14th Five-Year Plan, we selected two model houses to conduct comparative research experiments on formaldehyde pollution in the fine decoration of ENF and E0-level building materials, and to conduct special research on pollutant prevention and control. At the same time, we applied new material photocatalysts to conduct pilot treatment of air pollutants in Nanning One Sino Residences and studied formaldehyde exceeding the standard treatment plan. After treatment, the air mass met the concentration limit requirement of DALYS reduction rate of 30%.



All Gold HiH Health Label (Residential)



Nanning Evening News published the "Good House" seminar of One Sino Residences

# **Quality Management System**

We have established sound quality management system, complied with laws and regulations of the place of operation such as the Product Quality Law of the People's Republic of China, Regulations on Construction Project Quality Management, and other relevant laws. We have formulated policies such as the Measures for Project Quality Management, Property Handover Inspection Standards and others. And we defined the planning stage to all projects of the Group's technical requirements, guality and safety standards and work processes for the acceptance phase.

COGO Embracing Strategies, Steady Navigation

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We have set up a robust organisational structure for guality management, with a structural team at the Group's headquarters. The Engineering Department of the Group is equipped with guality and technical professionals responsible for the overall control of quality matters, and the technical person in charge of the project is equipped to supervise and manage the quality of the project. In order to strengthen the responsibility for quality management, we have formulated matching incentive and punishment mechanism. We have incorporated quality-related indicators into the performance evaluation system of "COGO Star". Through guality-specific real-time rewards and penalties, we have clearly linked performance appraisal, rewards, and penalties of relevant employees and management to quality indicators.

We have established a robust internal product quality inspection and certification mechanism—the "Red-Yellow-Green Light" system—covering all projects. Based on standardised inspections, projects are categorised as high-risk (Red), medium-risk (Yellow), or low-risk (Green). For Red and Yellow projects, we intensify inspections and mandate corrective actions, while Green-certified projects undergo reduced inspection frequency. In 2024, 72% of projects were internally certified as low-risk (Green).

We strictly require suppliers, including contractors, to fulfil their product quality responsibilities. We stress our quality standards and safety requirements to them throughout the cooperation process to ensure that product delivery meets our quality and safety standards. We also conduct annual supplier training on quality assurance, explain the construction of the engineering quality system, share our experience in quality management. And we communicate to contractors the quality requirements and standards of COGO, thereby helping the contractors to improve their quality standards. At the same time, we require contractors to establish quality management systems in compliance with ISO 9001 certification standards for product quality and safety, obtain the certification, and improve the quality of deliverables. In 2024, our quality training covered all active suppliers (including contractors), mandating post-training sign-offs on compliance commitments and archival of documentation. The sign-off rate reached 100%.

## Value Process Assessments

We have established quality management objectives and quality safety bottom line. We have focused on each major engineering node, made pre-planning, mid-term review, post-assessment to ensure projects perfect and standard. In 2024, 100% of our engineering projects have met the internally developed product safety and quality standard.



COGO Shared Journeys, Collective Amhitions

COGO Converged Consensus Benefits for All

Before the construction unit enters the site, technical briefings are organised for each project to clarify product quality standards, and ensure that all contractors are clear

Before large-scale construction starts, material samples shall be confirmed; Sample trainings are organised for contractors in each project to ensure that the

During the construction process and before delivery, we regularly engage third parties

Meanwhile, in response to the quality problems and enhancement points identified, we



We regularly carry out guality inspections, including guarterly inspections of projects, inspections of key nodes before its delivery, and occasional inspections at construction sites, to fully guarantee quality and safety. Furthermore, we conduct ongoing targeted guality inspections, including Special assessments for foundation pits and rigorous inspections of large-scale equipment. We urge relevant responsible parties to rectify the improvement points identified in the quality inspection in a timely manner to ensure product quality and safety.

We continue to raise employees' awareness of the quality and safety and conduct annual training on quality control standards for employees. In addition to regular trainings, we conducted the "master craftsmen operation", inviting experienced engineers to exchange technology with new engineers. Through on-site inspections and professional trainings, "master craftsmen operation" shares experience, transfers knowledge, and improves the quality of the project. In 2024, we conducted 12 training sessions at the Group, covering 100% of employees.

In 2024, we actively enhanced quality management through digital empowerment technology. We achieved standardised inspection process and mechanisms through the Engineering Quality Inspection APP, and carried out comprehensive construction material control and construction process control. The engineering quality inspection system has more than 15 main categories and 84 subcategories for process acceptance. It also contains over 3,000 onsite inspection classifications, more than 80 "actual measurement" inspection items, and over 2,000 material files. Through these, we achieve intelligent analysis of inspection data information, visual display of quality inspection results, and empower quality management. Through the system, we keep abreast of our partners' quality management, identify quality issues and risks, and efficiently carry out performance assessment management.

In order to strengthen public supervision and participation, we organise site opening activities every year, and jointly with the local government, take the initiative to show the project progress to others. In 2024, we carried out open construction site activities for 18 projects across 13 cities.

# Strict Control of Materials

We strictly control the guality of contractors' performance and set clear guality, environmental and health standards for the materials used by contractors. We carry out regular inspections and evaluations of these materials. Daily quality inspection of materials is carried out by project supervisors, while the Group headquarters conducts unannounced quality inspection to ensure that the materials meet our standards. For more information on green building materials, see the Report "COGO Adjacent Green Havens, Nature in Harmony".

We also pay more attention to the quality assurance of other suppliers. We conduct supplier reviews on a regular basis and regularly review and supervise the facilities and guality management processes of Tier 1 suppliers. For Tier 2 suppliers (subcontracted suppliers), we inspect the material supply processing plants and labour teams according to the access inspection checklist, covering product quality, technical level, production qualification, labour resources and supply ability, etc. The regional company checks the inspection results from the professional perspectives of bidding and procurement, engineering, project and design. The Group headquarters conducts quarterly flight inspections and reviews the quality of materials used by Tier 2 suppliers. For more information on supplier management, please refer to the Report "Converged Consensus, Benefits for All".

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## Tier 3 Supplier - Inspection on Raw Materials:

- Testing methods: factory material testing (covering bidding and contract performance) and project site material testing (covering supplier performance)
- and annual according to the quantity of supply and the importance of materials. For the unqualified materials, we organise the corresponding material suppliers to interview. For suppliers who fail to pass into the blacklist.

In 2024, we engaged third-party professional material testing agency to conduct unannounced inspections of materials. Using laboratory instruments, the agency tested a total of 548 batches of materials throughout the year, achieving a pass rate that ranked in the top 5% of the industry.

COGO prioritises quality, improving quality satisfaction through process evaluation and strict inspection of building materials. The Group enhances the quality of occupancy delivery with perfect deliveries and fine repairs. In 2024, an authoritative institution of third-party evaluation and consulting for construction projects, drove up our quality test score to 89.53 points. And our roughcast house delivery quality score, decorated house delivery quality score, and total score were among the top of real estate enterprises in the mainland. We also procured a number of provincial and municipal certifications and awards for quality.

Projects	Award title	Grade
Huizhou Zhonghai Tangquan	Guangsha Award	National level
Clear Lake Garden	Guangsha Award	National level
Hohhot Zhenru Mansion	Inner Mongolia Autonomous Region Guangsha Award	Provincial level
Hohhot Rivers and Mountains View	Inner Mongolia Autonomous Region Guangsha Award	Provincial level
Hohhot Yuejiang Mansion	Observation on standardization of quality and safety of construction projects in Inner Mongolia Autonomous Region	Provincial level
Weinan College	Weinan City Building Construction Quality and Safety Standardization Observation	Municipal
Weifang Tianzuan	Weifang City Smart Construction Site Application Observation Meeting	Municipal
	2024 Quality Award-winning Projects (partial)	

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 Testing content: The frequency of sampling testing is divided into weekly, monthly, guarterly, semi-annual repeated tests, we will re-evaluate their supply qualifications, and those who are unqualified will be pulled



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# **Product Innovation**

While strictly controlling product quality, COGO actively promotes product innovation. The Group continues to carry out in-depth research on refinement, enriching the conception of living scenarios, upgrading the beautiful living experience, and providing customers with a healthy and green living environment. We are customer-centric and adhere to the "good house" concept. We've built a "12345" guality product system to explore residents' functional and spiritual needs in the new era. We strive to create new living scenarios, build a better life, and achieve high-quality development in this era.

We set the product standard of the "Feeling-shared House 9+1 Assessment". We create high quality innovative products that meet the customers' needs with scientific style, rational dynamic design and fine decoration quality, to enhance the customer's living experience. In the course of the project design, we also sufficiently considered the health and well-being of the residents, took into consideration various health factors, such as sound insulation and noise reduction, natural lighting, natural ventilation, and comfortable temperature and humidity, and provided every customer with a safe, healthy, comfortable and excellent product. We also sufficiently quided every owner and tenant after the project completion and tracked and assessed the health and safety performance of the building in the form of a satisfaction survey. For more information on healthy building technologies, please refer to the Report "COGO Adjacent Green Havens, Nature in Harmony" .

In 2024, to further consolidate our achievements in guality development, we launched the "Technological COGO Deepening Action". Driven by technological innovation and aimed at enhancing core competitiveness, we continue to conduct applied research initiatives, striving to provide systematic solutions for building "Good Houses" and creating "High-Quality Residential Communities."

We pursue excellence through continuous product upgrades, implementing multiple improvement plans based on customer feedback and needs. Throughout the year, we undertook 20 research initiatives to refine construction techniques, including: non-unloading, non-sealing leak-proof flue technology, innovative material applications for ceiling corner strips in finishing works, and infrared thermographic inspection for exterior wall guality assessment. Additionally, we executed 281 quality enhancement projects with an investment of RMB11.46 million, developed standardized processes through practical research, and facilitated cross-regional knowledge-sharing among subsidiaries. These efforts collectively drive the creation of premium "Good Houses" that exemplify refined craftsmanship and innovation.

The company innovatively carried out the publicity and promotion of "Engineering Newsletter", set up the "COGO Engineering Classroom" WeChat public account, and published 38 articles in 2024. It also compiled the "Engineering Annual" and conducted thorough research on the excellent practices of the industry and regional companies to strengthen the exchange and application of new materials and excellent processes in various regions.



# Hefei Company and Mengning Company Innovatively Developed the "Concealed Exhaust System Integrated Solution"

Hefei Company and Mengning Company have innovatively developed the "Concealed Exhaust System Integrated Solution" to address potential defects in traditional exposed exhaust outlets, such as leakage risks caused by improper waterproofing treatment at joints and vulnerability to external damage that compromises roof aesthetics. By preembedding vertical pipes during wall construction phase and utilizing dedicated connectors for secure integration with horizontal exhaust ducts, this new approach achieves technological advancement. The innovative process effectively reduces leakage risks while enhancing the overall aesthetic quality of roof surfaces.

### E Shantou Company Enhances Basement Quality with BIM Tools

In 2024, Shantou Company deepened its application of Building Information Modeling (BIM), achieving cross-disciplinary collaborative design. By elevating modeling precision to the LOD400 standard, highaccuracy models enabled precise positioning of critical components such as valves, pipe fittings, and supports/hangers, significantly reducing construction errors. For the extensive sprinkler branch pipe systems in basements, BIM technology was leveraged to optimise piping layouts, innovatively adopting a beam-penetrating installation technique. This method rationally Utilised structural space, streamlined piping routes, and improved space utilization, achieving a balance between functionality and aesthetics. Through meticulous management and technological innovation, Shantou Company realized comprehensive enhancements in basement engineering quality.

# The Integrity and Honesty **Culture of COGO**

COGO adheres to the principle of integrity, practices corporate responsibility with practical actions, adheres to the customer first, and ensures the implementation of commitments. With efficient and stable project delivery system, complete customer privacy protection measures, and strict responsible marketing strategy, we actively respond to the challenges of industry change, and create a more secure and comfortable service experience for our customers. As a result, we have won the trust and recognition of our clients.

2233 Key Performances

Delivery satisfaction score was 94.3 points (95th percentile of the industry)

# Stable Delivery Guarantee

Amidst the fluctuations of the industry cycle, COGO always treats each project delivery with prudence, striving to exceed expectations as its goal. The Group fulfils the product strength with responsibility and creates high quality with craftsmanship, writing a new chapter in project delivery. We establish a perfect delivery system to achieve customer satisfaction and industry-leading high-quality on-time delivery. Before project delivery, COGO conducts multiple thirdparty quality inspections and self-inspections, constantly pursuing excellence. The delivery adopts a "inspect first, then accept" model, demonstrating quality confidence through an open and transparent process.

In 2024, COGO delivered a total area of 6.25 million square meters, and 22 batches were delivered in advance. The advance delivery area totalled 1.83 million square meters. All projects are delivered on time, and the property right certificates are completed upon project delivery. The satisfaction score provided by the special customers for the delivery services of COGO was 94.3, ranking top in the industry.



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## Delivering quality to fulfill the promise of a better life



COGO Inspired Residences, Quality Leadership COGO Adjacent Green Havens, Nature in Harmony

# **Responsible Marketing**

COGO believes that responsible marketing is the key to shaping customer trust. COGO strictly abided by the *Advertising Law of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of Consumers' Rights and Interests*, and other relevant laws and regulations. We have formulated the Administrative Measures of COGO for Marketing, standardised the content standards of marketing and promotional materials, clarified the review process for external publicity and display materials, and implemented responsible marketing.

We have established a standardised approval process for marketing materials. Local companies strictly control the content of publicity materials, and the marketing materials must be approved by the responsible person of the regional company before they can be used. When promoting sales, we make public the unfavourable factors and the five certificates at the sales site of the project. We inform consumers of possible product differences, ensure that product information is open and transparent, and fully protect consumers' right to know. In 2024, we strictly adhered to internal audit procedures to review marketing and logistics activities.

In addition, we implement a systematic audit and control procedures on responsible marketing. We comply with and the *Guidelines for Compliance Inspection of Marketing*, the *Stopping Point Inspection System*, and compile *Sales Site Publicity and Advertising Inspection List* to conduct responsible marketing compliance audit of all projects. After the project is awarded and before its opening and presentation, we conduct joint inspections with multiple departments to ensure consistency between the actual situation and various marketing and publicity materials.

## Multi-departmental Joint Inspections Ensure Responsible Marketing

In 2024, COGO's Marketing Management Department collaborated with the Engineering Department, Customer Service Department, and other units to form a cross-departmental task force. Through data collection, on-site inspections, and stakeholder interviews, the team conducted research and internal audits on the implementation of marketing policies and internal regulations. The audit covered areas such as property inspection records, service language assessments, and timeliness of promotional data updates. When issues were identified, we formulated issue rectification lists, assigned responsibilities to individuals, and set deadlines for resolution to continuously enhance responsible marketing practices.

We further strengthened employees' sense of responsibility by conducting mandatory responsible marketing training for all staff. Employees from multiple departments actively participated in the training, which covered all personnel in sales and marketing-related roles. In 2024, we proactively conducted responsible trainings, providing special trainings to employees on the laws and regulations of the real estate industry and various internal system requirements, sales risks and responses and corresponding measures, reinforcing the responsible marketing awareness and ensuring compliance with the daily marketing activities. During the reporting period, we conducted a total of 174 training sessions on responsible marketing, covering more than 5,600 employees.



Responsible Marketing Training

# Whole-Hearted Customer Service

COGO is committed to providing warm, high-quality service to customers. We have established a comprehensive service quality assurance system, improved customer communication mechanism, enhanced customer satisfaction, and built harmonious and good customer relations.

# Service Quality Assurance System

Through a comprehensive service quality assurance system, COGO systematically promotes customer service work, and continues to carry out the "peace of mind in COGO" program, upholding the concept of "peaceful brands, comfortable quality and warm service", and continuously upgrading the service experience. We have formulated internal systems such as the Customer Service Management System to standardise customer service work standards and ensure efficient response to customer service needs and quality requirements. In 2024, to further understand customer needs, we implemented a multi-dimensional research approach, including online questionnaire distribution, in-depth face-to-face interviews, and telephone surveys. This initiative covered diverse customer groups across various regions, enabling us to gain profound insights into client requirements and enhance the quality of customer service.

In the area of maintenance services, we implement standardised management of repair centres, formulate standardised maintenance procedures and service actions, unify maintenance personnel' clothing, and carry out quality maintenance services. Through the annual customer satisfaction survey, we collect feedback from customers and continuously improve the quality of maintenance services.

Furthermore, we actively foster community integration by ensuring barrier-free home access systems are implemented across all projects to meet the elderly-friendly needs of residents. Within the landscaped elevated ground floors of our communities, we design dedicated elderly fitness and wellness modules, creating accessible and inclusive health-focused spaces tailored for aging populations.

## Hefei Yuefu Palace Project: A Thoughtfully Integrated Community Design

Hefei Yuefu Palace Project prioritises community integration through meticulous design. During the planning phase, the project incorporated antislip materials for walkways, barrier-free pathways, and a green corner park. Within the park, multiple shaded seating areas and scenic pavilions provide elderly residents with sheltered spaces to rest and socialize. Additionally, the park features a "Fitness Loop", seamlessly connected to all functional zones via barrier-free access, encouraging interaction among residents of all ages. At the heart of the community lies a central lawn area designed to host cultural and community events, attracting diverse age groups and strengthening neighborhood cohesion. This space fosters intergenerational engagement, reflecting the project's commitment to creating inclusive, vibrant, and socially connected living environments.

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A Thoughtfully Integrated Community Design



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# **Customer Complaint Management**

COGO attaches importance to customer suggestions and feedback, maintains smooth communication channels with customers, and listens to customer needs. In 2024, we continued the mechanism of customer survey "listening to the original, visiting the real person, and going to the scene", listening more than 25,000 and visiting more than 1,500. The regional general manager set up "Peace in Mind Day" to go to the front line of the project to communicate and communicate face-to-face with the owners and customers, listen to the real voice of the customers, collect the real thoughts of the customers, and follow up on the customers.

In order to actively respond to customer complaints and standardise complaint management, we have formulated such systems as the Customer Complaint and Claims Management Methods, the Customer Return Visit Work Guideline and the Whole-process Customer Risk Control Guideline to properly handle customer complaints and opinions, and conduct full-process management. In the area of risk management, we actively carry out risk monitoring and prevention, regularly collate relevant risk points of customer management, conduct public opinion monitoring and management, and handle customer opinions in advance, so as to avoid escalating customer opinions to complaint. We have established diversified channels and a comprehensive process for handling customer complaints in the areas of receiving and handling complaints. Customers can complain about relevant matters through the unified reporting platform hotline. The system based on the content of the complaint, the complaint will be dispatched to the corresponding responsible person, the responsible person in a timely manner to respond to, analyse and deal with customer complaints, to ensure that the complaint is resolved efficiently.

In addition, we continuously review the effectiveness and reasonableness of customer complaint management, and check the handling of complaints from time to time. We conduct satisfaction follow-up surveys after complaint closure to ensure genuine and effective resolution of customer grievances. Feedback from these surveys drives continuous improvement in our complaint-handling processes. In 2024, we implemented compliance audits for our Customer Relationship Management (CRM) system, strengthening the standardization of complaint resolution. Monthly compliance reports and weekly tracking mechanisms ensure regional subsidiaries adhere to established protocols.

In the entire process of handling complaints, we use information-based tools to track and record the entire process, including the content of the complaint, the processing status, and the satisfaction of follow-up visits. The digital customer relationship management system is able to generate quantitative indicators for handling complaints such as real-time response rate and real-time response time, effectively assisting us in analysing the efficiency of customer complaint handling and improving customer service level.

# Management of Customer Satisfaction

Customer satisfaction is a direct reflection of the customer service achievements of COGO. We conduct customer satisfaction surveys every year, and regard customer satisfaction as an important evaluation criterion for the measurement of products and services. We have formulated the Customer Satisfaction Work Guideline to continuously improve the dimensions of customer satisfaction research, and strive to obtain comprehensive feedback and understand the expectations of customers.

We are committed to providing customers with "100%" satisfactory service. In 2024, we invited a third-party research organisation to conduct a satisfaction survey for a sample of all property owners. The research question bank contains 5 systems and 10 dimensions, which comprehensively cover all the details of our service with customers. We categorise our customers according to different service stages. The third-party research organisation selects customer-applicable questions from a pool of research questions, collects customer satisfaction, and conducts interviews and research as appropriate. Through these measures, we gain a comprehensive understanding of customer's evaluation and ideas, laying the research foundation for improving customer satisfaction.

In order to improve customer service satisfaction, we are actively engaged in customer relationship management. In accordance with the Guidelines for Customer Care (China Overseas Club), we organise diverse customer care activities for owners and potential customers, and strengthen contact and communication with customers. We regularly carry out customer service activities such as the "Four-season Action" and the "Convenient Repair Service Day", provide community service, care for the elderly in the community, and provide free maintenance, house check-up, heating inspection, and other services.

In 2024, our customer service festival brand, "COGO Neighbourhood Festival", underwent a comprehensive upgrade. Centered around the brand ethos of " good products, good service, good neighbourhood", we curated a heartwarming and dynamic community celebration. The "COGO Neighbourhood Festival" series included seasonal events such as Spring Festival Family Portraits, Yingge Dance Performances during Lantern Festival, Dragon Boat Festival Zongzi Giveaways, Golden Autumn Neighborhood Banguets, and Winter Solstice Blessing Ceremonies. Tailored activities for different age groups were also organised, including Junior Homeowner Experience Camps, College Entrance Exam Support Initiatives, Women's Beauty Day Celebrations, Father's Day Tributes, and Chongyang Festival Elderly Care Programs. In 2024, the "COGO Neighbourhood Festival" reached 228 communities, engaging over 300 thousand homeowner families. It garnered extensive media coverage with 26 mentions in national-level outlets and nearly 100 mentions in provincial and municipal media. The festival catalyzed neighborly bonds, fostered a warm community atmosphere, and advanced harmonious neighborhood development.



mances during Lantern Festiva



"Shared Childhood Dreams" Experiential Camp

## The First-ever "Product Experience Ambassador" Initiative

In June 2024, the "Standardized Public Area R&D Model Creative Demonstration Space" developed by COGO at Jiujiang Lushan Xihai officially opened. We invited homeowners to visit and experience the space, while launching the first-ever "Product Experience Ambassador" initiative. Participants were encouraged to share their product feedback and insights based on personal needs. During the event, we showcased our customercentric design philosophy and livability-focused service innovations, including dedicated research on kitchen functionality, bathroom ergonomics, visual aesthetics, storage solutions, lighting systems, and smart technology integration. The meticulous attention to detail, artisan craftsmanship, and rigorous material selection standards earned overwhelming approval from homeowners.

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Theatre Festival Activity



Homeowner Sharing and Exchang



Product Experience Ambassador

# Adjacent Green Havens, Nature in Harmony

As practitioners and pioneers of the low-carbon green development philosophy, COGO continuously refines environmental management system, rigorously implement eco-protection requirements from strategic planning to operational execution, and persistently innovate to explore decarbonization solutions. We actively uphold our responsibility for environmental governance, painting a modern urban vision that harmonizes with nature.

SDGs-related topics responded in this chapter:



ESG-related material topics responded in this chapter:

Climate change response, green and sustainable buildings, greenhouse gas emission reduction, energy use, waste management, management of pollutant emission, material use, water resources management, and rational development and protection of biodiversity

Performance Highlights:

- 100% of new projects meeting the national green building design standards;
- 216 projects that had met green building standards, with the area of reaching 44,516 thousand square meters;
- Proportion of the number of projects that had met green building standards reached 95%;
- Proportion of the number of new projects that had met the One-star Green Building Standards or above reached 64%:
- The proportion of new projects applying renewable energy reached 100%.
- Achieved 92% signing rate for tenants in operation and 100% signing rate for new tenants per the China Overseas Grand Oceans Commercial Green Environment Convention and the China Overseas Grand Oceans Business Office Green Environment Convention.




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# **Environmental Management**

COGO establishes a robust environmental management system, continuously monitor the implementation of regulatory measures, and ensure its scientific rigor and effectiveness through closed-loop management. We set welldefined environmental management objectives, constantly refine the system based on actual progress, strengthen enforcement efforts to guarantee smooth goal attainment, and steadfastly fulfill our commitments to environmental protection and low-carbon development.

# **Environmental Management Goals**

In order to promote the effective implementation of the Group's environmental management system and efforts to save energy and reduce emissions, we have set environmental management targets in terms of greenhouse gas emissions and waste disposal, and energy and resource management. We have also regularly reviewed the progress made in achieving these targets, and optimised the plan in a closed-loop fashion accordingly.

Indicator(s)	Target	Progress in 2024
Energy consumption	<ul> <li>With 2022 as the base year:</li> <li>By 2025, consumption per unit of contract volume will decrease by 15%.</li> <li>By 2030, consumption per unit of contract volume will decrease by 35%.</li> </ul>	<ul> <li>Cumulatively completed 17 projects under the energy efficiency retrofit programme.</li> <li>The proportion of new projects applying renewable energy reaches 100%.</li> </ul>
Water resources consumption	<ul> <li>With 2022 as the base year:</li> <li>By 2025, consumption per unit of contract volume will decrease by 17%.</li> <li>By 2030, consumption per unit of contract volume will decrease by 35%.</li> </ul>	<ul> <li>To further promote the application of the digital platform in the management of water resources in their own office areas and commercial project operation areas.</li> <li>Retrofit existing commercial projects with water-efficient fixtures; require new projects to feature dedicated water- saving designs.</li> </ul>
Carbon emissions	<ul> <li>With 2021 as the base year:</li> <li>By 2029, the Company will achieve carbon peaking within the operational boundaries, realise comprehensive electrification, and stop using fossil fuels.</li> <li>By 2049, the Company will fully secure 100% renewable energy utilisation, and achieve carbon neutrality within the operational boundaries, reducing carbon emission intensity by 60% compared to the base year (2021).</li> </ul>	<ul> <li>Continuously promoting the construction of green building certification projects, with 100% of new projects meeting the national green building design standards in 2024.</li> <li>Conduct supplier carbon footprint audits and integrate Scope 3 emissions into daily management.</li> <li>Promoted "Smart Carbon Planet" (a carbon inclusion platform), and organised "Green and Beautiful Houhai, Low-Carbon Future" initiative (a low-carbon running event) which was recognised as one of Shenzhen's first carbon-neutral pilot projects for large-scale events with carbon neutrality subsidy.</li> <li>To continuously promote "Let's embrace low carbon" Campaign.</li> </ul>
Waste treatment	<ul> <li>With 2022 as the base year:</li> <li>By 2025, reclaim rate of renewable resources will reach 20%, recycling treatment rate of kitchen waste will reach 30%, and the harmless disposal rate of hazardous waste will reach 30%.</li> <li>By 2030, reclaim rate of renewable resources will reach 30%, recycling treatment rate of kitchen waste will reach 50%, and the harmless disposal rate of hazardous waste will reach 50%.</li> </ul>	<ul> <li>To formulate and implement on a trial basis the Operational Guidelines</li> <li>for Ecological Protection at Construction Sites to lay the institutional foundation for promoting the realisation of the objectives.</li> <li>To conduct daily waste management training.</li> <li>COGO's 6 commercial projects launched the "Carbon Loop Sustainable Living Festival" series. The Beijing China Overseas International Center project was named a model business building for household waste classification in Beijing.</li> </ul>

**Environmental Management Goals** 

# **Environmental Management System**

We pay continuous attention to national policies related to environmental protection and industry trends, and adhere to relevant laws and regulations such as the Environmental Protection Law of the People's Republic of China. In addition, we have formulated internal policies such as the Environmental Policy, which clearly defines the requirements for environmental management in terms of climate change response, resource and waste management, ecological protection, sustainable buildings and green procurement, and lays a solid institutional foundation for improving the environmental performance of the Group's entire business chain.

We establish a dual-track governance structure to ensure holistic management of ecological and environmental protection matters. We have set up an ecological and environmental protection leading group at the headquarters level, with the Chief Executive Officer as the group's leader, and all the relevant working groups under the jurisdiction of each region to be responsible for implementing and promoting environmental protection. Moreover, we have set up the safety and environmental protection management centre under the Engineering Management Department of the Headquarters to guide the regional environmental management personnel to implement the ecological and environmental protection management.



We regularly conduct environmental compliance inspections to review the implementation of environmental management requirements, and formulate emergency plans for environmental accidents to improve climate risk response capabilities and minimise losses caused by extreme weather. We also provide environmental protection related training for all employees and suppliers to raise their environmental awareness and increase the effectiveness of the Group's environmental management.



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# Green Building

Led by the concept of green development, COGO integrates the concept of green buildings into the whole process of projects from design and planning to production and construction according to the Green Building Evaluation Standards GB/T 50378-2019, developing products that comply with the green building standards, and commit to green buildings. In this way, we strive to lead the industry in green and low-carbon development.



Key **Performances:**  As of the end of the reporting period:

- 100% of new projects meeting the star design standards for green buildings;
- **216** projects that had met green building standards, with the area of reaching **44,516** thousand square meters;
- Proportion of the number of projects that had met green building standards reached 95%;

- **105** types of materials we procured have obtained green building materials, green products or carbon footprint assessment certifications;
- Since the commencement of the green materials procurement campaign in early 2022, the cumulative amount of green materials procured by the Group amounted to approximately RMB
  - **2.73** billion as of the end of the reporting period.

# Green Building Goals and Certification



### COGO commits that 100% of new projects and projects under construction are implemented in full compliance with green building design standards, and are encouraged to obtain higher level certifications (e.g., the national Two-star or Three-star Standards for Green Buildings, U.S. LEED, WELL), and promotes all projects to obtain national green building certification;

• In some of self-operated property projects, the Group plans to renovate

existing buildings according to green building standards and obtain the appropriate certifications;

- To achieve a **100%** retrofit ratio of self-owned commercial green buildings between 2024 and 2026;
- By 2049, the proportion of ultra-lowenergy buildings, near-zero-energy buildings and zero-energy buildings

will reach 50% in total.

In 2024, 100% of our new projects met star design standards for green buildings, with several projects designed in line with the national three-star standards for green buildings. Furthermore, we are actively conducting green energyefficient retrofits on existing self-owned properties and pursuing retrofit-oriented green building certifications upon completion. This year, COGO Weifang Da Guan Tian Xia commercial plot project has initiated LEED Gold certification procedures.

This year, 11 new green building projects have been added, with newly certified green building areas reaching 1.226 million square meters. By the end of the reporting period, a total of 216 building projects with a total area of 44.516 million square metres had been certified as green buildings, among which the number of green buildings certified from COGO Commercial Company was 19, with a total area of approximately 670 thousand square metres (including the underground).

City	Project	Property type	Total Gross Floor Area (GFA) (10,000 sq.m.)	Level of China Green Building certification
Hefei	Genius Garden International	Office Building	36,827	Three-Star
Hefei	Upper East	Lease Residential	23,000	Three-Star
Hefei	Central Park Around the World	Integrated Business	21,369	Two-Star
Hefei	Binhu Around the World	Integrated Business	38,599	Two-Star
Hefei	Universal Building	Office Building	39,903	Two-Star
Hefei	Halo Park	Lease Residential	6,600	Two-Star
Huizhou	Around the World	Integrated Business	34,380	Two-Star
Huizhou	China Overseas Plaza	Office Building	48,871	Two-Star
Huizhou	Hilton	Hotel	48,451	Two-Star
Huaian	Around the World	Integrated Business	36,823	Two-Star
Weifang	Around the World	Integrated Business	65,738	Two-Star
Weifang	Hilton	Hotel	53,472	Two-Star
Yinchuan	Live Hub	Integrated Business	24,361	One-Star
Anqing	Around the World	Integrated Business	40,792	One-Star
Hefei	Royal Villa A	Lease Residential	8,572	One-Star
Hefei	Royal Villa B	Lease Residential	9,600	One-Star
Hefei	Halo Park	Lease Residential	28,600	One-Star
Jilin	International Community – Around the World	Integrated Business	24,082	One-Star
Jilin	Universal City	Integrated Business	80,687	One-Star
Total	/	/	670,727	/

List of Certified Green Building Projects of COGO

COGO Shared Journeys, Collective Amhitions



COGO Inspired Residences Quality Leadership

COGO Adjacent Green Havens Nature in Harmon

Located south of Huaihai West Road and west of Hanshan Road in Xuzhou's Ouanshan District. Xuzhou Jewel Manor Project spans a site area of 21,547.6 square meters, with a total floor area of 58,411 square meters and 254 residential units. This Project is constructed in compliance with China's 2-Star Green Building Certification, aiming to create a highquality, sustainable green community.

This project holistically integrates green concepts and advanced technologies across multiple dimensions:

- Energy-Efficient Materials: Exterior doors and windows Utilise triple-glazed, dual-chamber thermally broken aluminum alloy frames, significantly reducing thermal conductivity compared to standard designs. This minimizes indoor-outdoor heat transfer, stabilizes indoor temperatures, lowers HVAC energy consumption, and enhances resident comfort while reducing energy waste.
- Energy-Saving Techniques: The exterior walls employ a cast-in-place external insulation system with large-formwork integration, where insulation layers are poured simultaneously with structural walls. This ensures seamless bonding, eliminates thermal bridging, improves structural safety and durability, and achieves 75% energy efficiency.

By adopting eco-friendly, low-VOC building materials and embedding energy-saving practices throughout construction and operations, the project delivers a green, healthy, and comfortable living environment. It meets residents' demands for high-quality housing while minimizing environmental impact, contributing to urban sustainability and setting a new standard for green building excellence.



**Xuzhou Unique Palace Project** 

# **Green Building Development**

COGO adopts an ecological development philosophy, incorporating sustainable development factors as key considerations in project site selection, while preserving ecological environments and natural landscapes, thereby optimizing urban ecological structures and functionalities to revitalize the allocation of urban spatial resources.

- Assess local land resources of the site to avoid damage to cultivated land or farmland;
- Incorporate nature-friendly design in project development and design by considering local natural resources such as wind, light and water resources. Explore local renewable energy utilisation opportunities to rationally use clean energy;
- · Consider local transport and infrastructure accessibility to encourage green travel and convenient infrastructure.

Green development considerations

In compliance with the Group's pre-investment environmental assessment requirements, we conduct comprehensive due diligence and preliminary environmental audits for each proposed acquisition, merger, or new investment project prior to execution. This process involves evaluating the current ecological conditions and identifying potential environmental risks in the project's location. Based on environmental risk assessments, we establish baseline environmental benchmarks, define clear environmental management objectives and standards, and develop tailored environmental management plans. These plans are fully integrated into subsequent portfolio and investment management processes to ensure environmental sustainability throughout the project lifecycle.

Additionally, we perform pre-investment risk assessments to analyze climate-related hazards such as flood, typhoon, and extreme heat-drought risks. Leveraging aerial photography, geographic information system (GIS) analysis, and historical disaster data, we assess target sites for past vulnerabilities and identify high-risk zones. Proactive mitigation strategies—including resilience design and climate-adaptive measures—are embedded into project plans. Moderateto-high-risk zones, environmentally sensitive areas, or contaminated sites are systematically avoided to minimize exposure and enhance long-term project viability.



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- In flood-prone areas such as coastal zones, riversides, and low-lying regions, we elevate site grades during the design phase to mitigate risks of rainwater backflow. Concurrently, sponge city measures including permeable paving-are implemented to reduce urban waterlogging.
- To address heat risks exacerbated by global warming, we ensure a greening coverage rate ≥30% across projects. In suitable developments, integrated shading systems are incorporated to minimize thermal stress on buildings.

Climate Risk Mitigation Measures (Partial)

## Greenfield Development and Brownfield Redevelopment

COGO pledges to avoid negative impacts of development activities on green spaces, restricting projects within such areas to green-certified developments and obtaining prior approval from local authorities in compliance with regulations. Ecological rehabilitation measures are rigorously implemented during development. Guided by a sustainable and eco-friendly governance philosophy, we adopt an "Environmental Remediation + Development" model to actively promote the transformation and redevelopment of urban brownfield sites. Contaminated plots undergo systematic treatment and revitalization to ensure compliance with national standards, aligning urban regeneration with ecological restoration.

### Anqing Duhui Riverside Project

The project is located in the core area of Yingjiang District, Anging City, with well-defined transportation networks: adjacent to Guihua Yi Road to the east, Dongli Lane to the south, Shuangchuang Road to the west, and Renmin East Road to the north. The Phase IV site, (YJ07-2102, YJ07-2202), was originally the office compound of a large construction group. Due to historical chemical production activities, the soil was contaminated by pollutants such as liquid sodium cyanide. We commissioned a professional team to conduct brownfield remediation for the site. After multiple rounds of treatment, soil contaminant levels were significantly reduced, with the remediation outcomes receiving written certification from the Anging Municipal Bureau of Ecology and Environment. Today, the site has become an integral part of the Duhui Riverside Project. Integrated with surrounding plots, it forms a high-quality mixed-use community combining residential, commercial, and office spaces. This transformation from a contaminated brownfield to a vibrant urban hub achieves both the value appreciation of land resources and the sustainable development of the ecological environment.





Site view before renovation

Project effect after renovation

# Contribution to Urban Revitalisation

COGO actively participates in urban renewal projects, revitalizing the urban fabric through an organic renewal philosophy. Across multiple regions, we employ integrated approaches-including maintenance, renovation, and selective demolition—to reconfigure urban spatial resources, optimise public resource allocation, and unlock the full developmental potential of areas. These efforts ensure alignment with socio-economic demands, continuously injecting robust momentum into cities' sustainable and prosperous growth.

Launched in August 2024, the project focuses on revitalizing a former military site east of Jinfeng Avenue in Shuinan Sub-district, Zhanggong District, Ganzhou. The site, previously limited to single-function buildings for Specialised purposes, suffered from outdated architectural layouts, spatial planning, and infrastructure, misaligned with modern urban diversity. To unlock its potential, optimise urban spatial efficiency, and enhance the city's image and capacity, we executed a renewal plan compliant with urban construction regulations. Utilizing professional equipment and dustsuppression technologies, we safely demolished obsolete structures, paving the way for redevelopment.

Aiming to create a luxurious, eco-friendly garden residence, the project adapts to the site's natural topography with terraced hillside designs. Through traffic flow analysis, sunlight/ventilation simulations, and spatial demand assessments, we strategically positioned 22 residential buildings within a dual-axis, triple-core, guad-cluster layout. This integrates core landscapes with functional zones, forming hubs for leisure, social interaction, and fitness, tailored to modern living needs.

The project elevates urban spatial quality, optimises land use, and redefines Ganzhou's real estate benchmarks through innovative planning and high-quality construction.



Pre- and post-construction comparison of Ganzhou Tianyue Renovation Project



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### Affordable Housing

In alignment with government initiatives, COGO actively engages in the development of affordable housing projects. Strictly adhering to national standards and guidelines, we prioritise construction quality to ensure residents' needs are met, focusing on delivering high-quality homes for diverse social groups. In addition, we are committed to helping people with housing difficulties or low incomes solve their housing problems, and accordingly, we provide a variety of "affordable and wonderful" residential properties, including relocation housing, public rental housing, and resettlement housing. By the end of 2024, we have participated in 25 indemnificatory housing construction projects, including affordable residential and commercial housing projects, with a total area of 752,471.7 square metres.

### Zichuan Jade Park Project - Affordable Housing Development

Located in Jiangjun Road Sub-district, Zichuan District, the project spans 369 thousand square meters, including 107 thousand square meters of government resettlement housing (83 thousand sqm above-ground for high-rise residences and public facilities: 24 thousand sam underground for parking and storage). As the construction management agent, COGO will deliver the project for government handover, providing 676 resettlement units. Currently progressing under high-standard development plans, the project will significantly improve housing conditions for low-to-middle-income residents, elevate overall urban livability, and drive balanced, high-quality urban growth.



Jade Park Project

# Green Building Design

Adopting the concept of green environmental protection, COGO has formulated standard guidelines such as the Design Standard for Energy Efficiency of Passive Ultra-low Energy Green and Residential Buildings, the Design Standard of Healthy Buildings and the Guidelines for Design of Precast Concrete Buildings. These guidelines were developed to guide the design and implementation of the Group's low-carbon green building projects, while protecting the natural environment and safeguarding the health of residents in the building construction process.

We integrate the concept of sustainable development into the entire project design process through a variety of approaches. Specifically, we integrate nature-friendly and humanised elements into the project design scheme, promote the integrated design of sponge city and landscape, and follow the principle of zero demolition and renovation to achieve the recycling of building materials. By doing so, we aim to reduce the ineffective waste of resources in the project development process, and minimize the negative impact of buildings on the environment, striving to create a livable environment where man and nature can coexist harmoniously.

We continue to deepen our efforts in the field of zero-carbon buildings. At COGO, we implement building energy efficiency standards, including the Net Zero Energy Building Technology Standard and the Ultra-low Energy Building Standard, and incorporate the ultra-low energy design concept of green and energy saving into project planning and design. We also adopt passive design concepts to achieve need-end energy saving, deploy high-efficiency energysaving equipment to promote utilisation-end carbon reduction, and replace traditional fossil energy with renewable energy to comprehensively improve the environmental performance of buildings. During the reporting period, we successfully completed the delivery of Hohhot Glorioushire ultra-low energy building project and developed ultra-low energy building projects such as Hefei Unique Palace, Tangshan Maple Palace and Nantong Hills Scenery, which have received high recognition and continuous attention from all sectors, providing design references and guidance for low-carbon residential buildings in the industry.

Located north of Peihua Road in Jinfeng District, Yinchuan, the project covers approximately 7,000 square meters of municipal green belts and a 15,000 square meters mini urban park. During the design phase, we focused on innovative transformation of the municipal green belts beyond the red line and riverside landscapes, conducting professional and creative redesigns to enhance street-facing landscape guality and environmental benefits by optimizing greening in the municipal green belts and small parks.

In terms of landscaping, the project Utilises locally adaptive plants to create diverse natural ecological spaces, providing suitable habitats for birds, insects, and other organisms to promote ecological balance and stability. The design incorporates a jogging path that runs through the entire site, organically connecting various functional activity spaces. Through diverse green clusters, it creates open public areas, quiet private spaces, and other versatile environments to comprehensively meet the activity needs of surrounding residents.

For sponge city development, the project integrates sponge city concepts with landscape design. By scientifically arranging facilities such as sunken green spaces and rain gardens, it efficiently collects and purifies rainwater while creating unique water features, ensuring the park serves both ecological functions and aesthetic value. Additionally, the design combines sunken green spaces with flower beds rich in vegetation, connected to storage ponds. During rainfall, rainwater first flows into the green spaces for initial filtration by plants and soil, with excess water stored in ponds for dry-season irrigation and landscape replenishment, significantly enhancing regional ecological and water resource recycling capabilities.

Strictly adhering to the "What You See Is What You Get (Zero Demolition)" principle, the project prioritises recyclable materials in construction to reduce resource waste and construction debris, ensuring the municipal green belts and small parks sustainably deliver ecological, functional, and aesthetic benefits over the long term.



Real Scene of Yinchuan Jewel Manor Project

COGO Shared Journeys, Collective Amhitions





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# Green Building Technology

COGO focuses on research, innovation and application of green building technology. In doing so, the Group integrates factors such as green energy conservation, safety and health into the entire lifecycle of construction projects, continuously explores opportunities for technological innovation, and improves building quality and construction efficiency. The aim is to promote energy conservation and emission reduction in buildings, improve the health and wellbeing of residents, and create a low-carbon and environmentally friendly construction mode.

### **Building Energy-Saving Technology**

As an industry leader in low-carbon development, COGO profoundly explores emission reduction potential in building operational phases while relentlessly advancing R&D in ultra-low energy consumption technologies. Taking the Hohhot non-public market hook-up as an opportunity, we have explored and landed the first and largest ultra-lowenergy demonstration project in China's severe cold regions, the He Shan Da Guan project, and simultaneously launched scientific research to form a mature ultra-low energy technology system and solutions for the severe cold regions. We will also gradually improve and form the ultra-low energy technology routes covering different climate zones through the experiments of the Jiujiang and Shantou R&D bases on the ground.

### **Building Energy-Saving Technology**

We accelerate the use of prefabricated buildings in projects across the country by applying technologies such as the optimisation of prefabricated shear walls and prefabricated bay windows, and prefabricated construction, to improve the efficiency of building materials and reduce carbon emissions in key processes such as building material transportation and construction. Meanwhile, we expand the application of BIM, Internet, IoT, big data, cloud computing, AI, blockchain and other digital technologies in the whole construction process. We develop intelligent energy management and control platforms "Intelligent Carbon Management Platform for Residential" and "Intelligent Carbon Management Platform for Commercial Buildings" to monitor and control the energy consumption of the whole project lifecycle, and accurately adjust the operation strategies of equipment to achieve fine construction.

### **Building Health Technology**

From the perspective of safety and health, comfort and convenience, as well as energy conservation and environmental protection, we take into account the climate and natural resources of the places where the buildings are located, and apply a variety of healthy building technologies, including ventilation systems, environmentally friendly building materials, sound insulation treatment, water guality control, and health facilities. In this way, we provide residents with humanised, personalised, and diversified building health facilities and services.

We have taken various measures to further strengthen the Group's R&D capabilities in green building technology and to promote its application, including research projects and special training to promote the concept of low-carbon building and improve the level of green building. This year, we have launched multiple dedicated research initiatives on green and low-carbon building systems, including Research on LCA Carbon Emission Management and AI Model Big Data Platform for Building Structures and the Integrated Design Solutions for Near-Zero Carbon Residential Buildings.

### For Management Team

- organise visits to the China Construction Science and Technology Exhibition and host thematic seminars centering on "Good Houses"
- Conduct field visits to the company's R&D base for knowledge-sharing on ultra-low energy consumption technologies and practical case studies of green low-carbon building applications

Green Building Technology Seminars and Training Programs

In 2024, COGO initiated the research project Integrated Design Solutions for Near-Zero Carbon Residential Buildings. leveraging our practical projects to deeply explore near-zero carbon policy standards and critical building control metrics. Building upon existing ultra-low energy consumption technologies, we established a near-zero carbon technical pathway for residential buildings, conducting precise analysis to identify carbon reduction pathways and quantify carbon reduction volumes. Guided by the principle of maximizing buildings' inherent carbon reduction contributions, we focused on climatic zone variations, clarified key technologies and project application logic, and ensured the technical pathway balances user experience, cost control, and construction feasibility.

This research aims to bridge the gap from ultra-low energy consumption to near-zero carbon building design. We developed a comprehensive framework encompassing whole-process technical systems, operational guidelines, and corporate standards, enhancing COGO's core competitiveness and accelerating green product innovation. The project also provides practical case studies for near-zero carbon residential buildings, driving technological advancements in green construction and propelling the industry toward low-carbon, high-guality development.

Beyond implementing green technology training and applications in our projects, we actively engage in external research collaborations to advance industry innovation and sustainable transformation.

# Application of *Research on Carbon Emission Evaluation and Key Carbon Reduction Technologies for Zero-Carbon Residential Buildings in Hot Summer and Cold Winter Zones* in Anhui Province

In November 2024, the kick-off meeting for the 2024 Anhui Province Housing and Urban-Rural Development Science & Technology Project: Research on Carbon Emission Evaluation and Key Carbon Reduction Technologies for Zero-Carbon Residential Buildings in Hot Summer and Cold Winter Zones-jointly submitted by COGO, COGO Lowcarbon Technology, and the First Housing Think Tank Research Institute—was held at COGO Hefei Unique Palace Exhibition Center. Experts from government agencies, universities, research institutions, and real estate enterprises attended. COGO presented the green and low-carbon technologies applied in Unique Palace Project and outlined the research objectives, technical challenges, innovations, timelines, and expected outcomes.

Amid national strategic priorities, regional development needs, and industry transformation, this research on carbon emission evaluation for residential buildings in hot summer and cold winter zones holds significant theoretical and practical value. It will provide actionable decision-making support for the real estate sector, guiding the industry toward sustainable, high-quality growth.



COGO Shared Journeys, Collective Amhitions

COGO Converged Consensus **Benefits** for All

### Research Project - Integrated Design Solutions for Near-Zero Carbon Residential Buildings

"Hefei Unique Palace Exhibition Center", the IoT monitoring and management platforms for energy consumption and carbon emissions



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# **Green Building Materials**

COGO integrates the concept of sustainability into every aspect of the construction, fully considering environmental factors in procurement. We minimise the use of non-renewable construction materials and do not proactively select scarce construction materials. We choose building materials following national and regional environmental regulations and health and safety standards, giving priority to local green building materials such as highperformance materials, renewable materials, easily recyclable materials, materials with low carbon content and permeable materials. We use environmentally friendly new materials such as polymer pre-applied and anti-adhesive sheets, finished mortar for door and window plugging, finished plaster self-levelling floor and thin plaster. We also continue to invest in R&D and utilisation of low-carbon building materials including new aerogel insulation materials and synthetic resin curtain wall to explore the feasibility of low-carbon building materials replacing high-carbon building materials. Besides, we strengthen the recycling of building materials and promote green transportation to reduce the impact of transportation and utilisation of materials and waste disposal on the environment.

Meanwhile, we have refined supplier selection standards, prioritising suppliers with green building materials certification. In the future, we plan to help more suppliers obtain green certification, in an effort to further build a green supply chain, and facilitate the promotion and utilisation of green building materials. As at the end of the reporting period, a total of 105 categories of materials procured by us have obtained green building materials, green products or carbon footprint assessment certification, and the cumulative procurement amount of green materials 1<sup>1</sup> is approximately RMB 27.31 billion.

This year, we collaborated with suppliers to explore the application of artificial stone as a sustainable alternative to natural stone and defined the adoption of electrostatic powder coating for interior woodwork. Together, we identified eco-friendly solutions to enhance product performance, optimise costs, and upgrade environmental standards, establishing a green, high-quality building material supply system for our projects.

In 2025, we plan to help 50% of our centralized procurement suppliers obtain green certification. By 2026, we aim to achieve 100% green certification coverage for these suppliers. By doing so, we strive to develop our green supply chain and increase the application rate of green building materials.

# **Green Construction**

COGO abides by laws and regulations such as the Construction Law of the People's Republic of China and the Environmental Protection Law of the People's Republic of China. In addition, the Group has formulated the Rewards and Punishments Measures for Engineering Ecological and Environmental Protection and the Operational Guidelines for Ecological Environmental Protection at Construction Sites to strengthen the environmental protection management of projects in progress and to avoid negative environmental incidents during construction. The Group has fully implemented smart construction site systems, such as installing environmental data monitoring instruments at project sites to track, collect, and analyze environmental indicators like noise and dust emissions. Targeted control measures are developed to achieve closed-loop management of on-site environmental governance. As of 2024, smart construction site systems have been deployed across 100% of project sites.

We integrate resource conservation throughout the construction process. Aluminum formwork technology has been actively adopted in most ongoing projects, covering 80% of projects by the end of the reporting period. Aluminum formwork offers advantages such as a long service life and high reuse rate, reducing construction errors and material waste caused by rework. Combined with reusable steel climbing scaffolds, it comprehensively lowers resource consumption during construction. Additionally, we organise daily waste management training for contractors and onsite personnel, emphasizing measures to minimize material waste and methods to recycle construction debris in line with the Group's waste management requirements. This enhances waste management capabilities both in awareness and technical expertise.

In project execution, we prioritise environmental and community needs by mandating five eco-friendly measures across all construction sites. These include strengthening environmental awareness campaigns and training programs for contractors and workers to achieve waste reduction at source, pollution prevention, resource conservation, dust control, energy conservation, emissions reduction, and noise management. These efforts minimize the environmental impact of construction activities to the greatest extent possible.



Construction Site Environmental Protection Measures

COGO Shared Journeys, Collective Amhitions

COGO Converged Consensus **Benefits** for All

 Aluminum formwork technology has been actively adopted in most ongoing projects, covering 80% of projects by the end of the reporting period. Aluminum formwork offers advantages such as a long service life and high reuse rate, reducing construction errors and material waste caused by rework. Combined with reusable steel climbing scaffolds, it

- Use wet construction for dust-prone operations and arrange for sprinkler trucks around
- Cover bare soil and dust-prone materials in areas that have not yet been constructed on
- Use energy-efficient equipment such as LED lamps and renewable energy equipment such
- Implement sunken landscaping with permeable pavement and install rainwater collection
- Strictly control water consumption at the construction site and install time switches;
- Install noise monitoring systems to monitor the noise generated from the concrete
- Ensure that nocturnal construction permits are obtained for nocturnal construction;
- Supervise contractors to treat industrial wastewater as required before discharge; Filter the on-site drainage before discharging it to the municipal sewage system or being
- Improve maintenance and repair of equipment and vehicles to ensure that exhaust
- The project should be equipped with a "Dust Control and Construction Waste Disposal Responsibility Signboard" or a "Construction Waste Disposal Signboard" in accordance
- · Formulate and implement the classified treatment system of construction waste, and carry out the classification and disposal of domestic waste and toxic and hazardous waste; Remove construction site waste promptly, and use enclosed garbage trucks for



We attach high priority to the impact of construction activities on neighboring residents and communities, actively engaging with local residents through communication channels such as dedicated hotlines and online platforms to collect feedback on construction progress, noise control, and other concerns. Based on this feedback, we conduct impact assessments and promptly implement mitigation measures to minimize disturbances to surrounding communities. We inform complainants of resolution outcomes and publicly post updates on community bulletin boards, ensuring transparency in the resolution process and effectively safeguarding residents' rights and interests.

# **Green Operation**

COGO complies with the Environmental Protection Law of the People's Republic of China, the Water Pollution Prevention and Control Law of the People's Republic of China, the Energy Conservation Law of the People's Republic of China, the Environmental Impact Assessment Law of the People's Republic of China and other laws and regulations. The Group is committed to reducing the environmental impact that may be caused by its operations, and actively cultivating employees' awareness of energy conservation and environmental protection.

In accordance with the notice on carbon peak and carbon neutrality issued by the China Construction Group, we implement the "One Hundred and Ten Million" project in depth, and firmly promote low-carbon related office and publicity work. We have established and continuously updated the Administrative and Logistic Management Measures of China Overseas Grand Oceans Group Ltd., guiding employees to strengthen environmental awareness through detailed standards. By implementing a smart water and electricity monitoring system, we precisely track utility consumption data and provide real-time alerts to encourage resource conservation. Office supplies are strictly managed to promote careful usage of equipment and materials, reducing waste at the source and fostering green office practices among staff.

To comprehensively cultivate a green office environment, we formulated the Management Measures for Employee Performance Benefits and Business Expense of China Overseas Grand Oceans Group Ltd., setting requirements and limitations on employee transportation, dining, and accommodation. These policies embed the principles of "practicing strict economy and prioritizing sustainability" into every aspect of daily operations, ensuring green office initiatives are deeply integrated into workplace culture.

Low Carbon Travel	• We promoted the "Regular Business Travel Low Carbon Travel" programme to advocate the use of public transport for business travelling, and planned to launch a travel data monitoring exercise to further promote the development of green travel awareness among staff.
	<ul> <li>We launched the "Waste on the Tip of the Tongue" campaign to strictly manage food waste.</li> </ul>
Reduce Food Waste	• We collaborate with the audit department to conduct waste monitoring initiatives, regularly analyzing and compiling statistics on kitchen waste data provided by cafeterias. This enables us to accurately track food waste patterns, monitor kitchen waste disposal outcomes, and scientifically adjust food supply quantities to minimize excess.

COGO Embracing Strategies, Steady Navigation

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Adhering to the principle of "promoting frugality and diligent corporate management", we have continued the lowcarbon campaign of "Let's embrace low carbon". By adopting diversified measures in procurement and maintenance, daily operations, and meetings and activities, COGO encourages employees to integrate the concept of low-carbon and green living into their daily work and life. We also planned various themed activities, including the "Simplified Meeting Initiative", "One-week Low Carbon Meeting Challenge", the centralised "Green Meeting" programme, "Exploring Paperless Office," and "Cherishing Food Special Campaign", to motivate employees to adopt and promote a low-carbon working style.

### **Procurement & Maintenance**

Implement centralized procurement and leasing alternatives to minimize waste, prioritise sustainable office supplies, integrate carbon emissions and energy consumption metrics into procurement criteria, and establish recycling stations for equipment circularity.

### **Daily Operations**

Drive office decarbonization and energy-reduction building management through optimised daylight utilization, intelligent workspace layout planning, and energy-efficiency retrofits of operational equipment via smart systems and standardized protocols, achieving enhanced conservation and GHG mitigation.

### Meeting & Activities

Promote virtual internal conferences to reduce travel-related emissions, minimize paper/material consumption and single-use items, implement material circularity protocols, and streamline processes to lower conference room energy intensity.



COGO's Panorama "Let's embrace low carbon'

COGO Shared Journeys, Collective Amhitions



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# **Energy Conservation and Emission Reduction**

We have formulated the Environmental Policy and implemented relevant requirements through effective energy management efforts. We have reduced emissions in the building operation and maintenance by improving energy efficiency and quality, optimising energy consumption patterns and promoting digital technology. In addition, proactive efforts have been made in the review of the Group's greenhouse gas emissions to clarify the path of emission reduction and keep energy consumption within expected level. In 2024, we implemented energy efficiency retrofits, applied energy management systems, and deployed renewable energy solutions across 7 self-operated projects, driving continuous improvement in energy utilization efficiency.

### **Energy-saving Transformation**

COGO has been keenly aware of the importance of energy conservation and efficiency improvement in the operation of projects. We have transformed the energy consumption patterns of our own offices, commercial and office buildings in our business region through three dimensions: zero-carbon renovation of existing buildings, carbon reduction plans for public buildings and clean energy recycling. We have carried out energy-saving transformation to building energy facilities such as lighting, heating and ventilation, and water equipment, focusing on energy efficiency management and technological innovation for high-energy consumption equipment. Through these various measures, we aim to promote energy conservation and emission reduction in building operations. Among these, Yinchuan Around the World commercial projects generated 210 thousand kWh of electricity after the energy-saving renovation in 2024, achieving an equivalent energy savings rate of approximately 30%.

Beijing China Overseas

Implemented PV systems, generating 250,000 kWh annually, reducing CO<sub>2</sub> emissions by 10.65 tons/year; installed plate heat exchangers in direct-fired engine rooms, saving 20,000 cubic meter of gas/year and reducing CO<sub>2</sub> by 43 tons/year; optimised underground garage lighting, reducing energy consumption by 110,000 kWh/year, cutting CO<sub>2</sub> by 55 tons/year; activated a Building Automation (BA) system or direct-fired engine rooms, saving 174,000 cubic meter of gas/year and reducing CO<sub>2</sub> by 376.2 tons/year; renovated roof air handling units, achieving 70% heat recovery efficiency, reducing CO<sub>2</sub> by 170 tons/year.

Hefei Central Park Around the World

Four rooftop PV stations with a total capacity of 66 kW, operating under a self-consumption with surplus grid feed-in model; annual output of 60,000 kWh, saving approximately RMB 49,000/year at a commercial electricity rate of RMB 0.82/kWh.

Around the

Decommissioned one transformer, saving 10,900 kWh/year and reducing CO<sub>2</sub> by 10.87 tons/year; partial lighting dismantled, saving 144,700 kWh/year and cutting CO<sub>2</sub> by 144.27 tons/year; closed idle outdoor AC units, saving 3,600 kWh/year and reducing CO<sub>2</sub> by 3.59 tons/year; reduced operating hours for LED displays, saving 563,600 kWh/year and cutting CO<sub>2</sub> by 561.91 tons/year; implemented optimised AC controls, saving 140,000 kWh/year and reducing CO<sub>2</sub> by 139.58 tons/year.





Energy-saving retrofits in commercial operations

# Integrated Energy Management Capacity Building

Leveraging the Internet of Things, AI, big data and other advanced technologies, COGO widely applies the Energy and Carbon Asset Management Operation and Maintenance System powered by digital twin technologies in commercial and residential projects. By bridging the information gap between the construction stage and the operation and maintenance stage, and integrating static basic data and dynamic operation data of buildings, we improve the intelligent operation and maintenance management of commercial and residential buildings. The water supply, power supply, heating and other energy consumption are also managed through this system in a refined, intelligent and comprehensive way, to realise energy saving, efficiency increase and carbon reduction.

We follow the trend of applying digital twin and digital technologies in construction, and undertakes independent R&D based on the digital twin energy consumption monitoring platform. Taking the Company's office space as a pilot, the IOT monitoring and management platforms for energy consumption and carbon emissions, i.e., "Intelligent Carbon Management Platform for Residential" and "Intelligent Carbon Management Platform for Commercial Buildings" were developed through practices, iterations and positioning of the Glorioushire project, Beijing China Overseas International Center and Hefei Jewel Manor project.

The two platforms are respectively designed for civil buildings and public buildings, which apply digital technologies to monitor energy consumption and carbon emissions in the operation and maintenance process in real time. With existing database scenarios and AI optimization algorithms, the platforms provide the optimal control and energy supply strategies for equipment systems to reduce energy consumption and carbon emissions, giving technical support for energy saving and carbon reduction of building projects.



Dashboard of the Digital Twin Energy Consumption Monitoring Platform



COGO Shared Journeys, Collective Amhitions







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### Utilisation of Renewable Energy

Firmly following national policies and industry development trends, COGO explores renewable energy utilisation modes that are in line with the Group's operation. By arranging distributed photovoltaics, purchasing green electricity and improving electrification, we actively apply renewable energy and increase its use in the Group's operations while meeting the energy demand and controlling cost.

### Layout of distributed photovoltaics

Based on the solar radiation characteristics of our office areas and project locations, rooftop photovoltaic power generation systems are set up in areas rich in solar energy to provide power for office buildings, residential public areas and commercial buildings. COGO also combines solar photovoltaic and solar thermal systems for power generation in areas where conditions permit;

### **Procurement of green electricity**

We purchase green electricity, and formulate systematic strategies and methods of green power trading, which are constantly optimised and adjusted according to market conditions. In addition, we explore to secure cooperation with green power projects through long-term agreements, thus ensuring long-term and stable power supply and achieving the goal of 100% renewable energy utilisation;

### Increase of electrification

We achieve carbon neutrality of operational boundaries by developing and progressively implementing the replacement plan for official fuel cars. Moreover, the replacement plan for canteen cooking equipment has been made and gradually carried out to promote the full electrification of canteen cooking, thereby helping COGO achieve the goal of full electrification of the operations by 2029.

We plan to construct solar photovoltaic carports in ground parking lots of selected projects such as Nantong Jewel Manor. Based on the actual site conditions, we will scientifically plan the layout and structure of the carports to ensure harmonious integration with surrounding buildings, roads, and greenery. Through precise sunlight analysis, we will optimise the installation angle of photovoltaic panels to maximize power generation efficiency.

The electricity generated by the project will be connected to the public building's distribution panel to establish an off-grid system. If local power authorities permit grid connection for distributed photovoltaic systems, the project will operate under a self-consumption model with surplus electricity fed into the grid. This will effectively reduce energy consumption in public areas and significantly improve energy utilization efficiency.



Solar Photovoltaic Carports

Unit
MWh
Litre
MWh
MWh
MWh
MWh
MWh
MWh
MWh/'0000 sq.m.
MWh/'0000 sq.m.
MWh/'0000 sq.m.

Greenhouse Gas Emission Indicators	Unit
Scope 1 direct greenhouse gas emissions	tonne CO <sub>2</sub> e
Scope 2 energy indirect greenhouse gas emissions	tonne CO₂e
Scope 3 other indirect greenhouse gas emissions	tonne CO <sub>2</sub> e
Total greenhouse gas emissions	tonne CO <sub>2</sub> e
Greenhouse gas emission density	tonne CO <sub>2</sub> e/'0000 sq.

### 2024 Data

2,369.24
62.06
2,774.01
337.33
1,962.60
9,600.00
210.86
210.86
46,867.29
2,214.38
50 500 00
56,586.90
7,505.23
49,081.67
967.91
128.38
839.53

### 2024 Data

	1,776.93
	27,605.31
	834.43
	29,382.24
m.	502.58



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# Water Resources Management

COGO has made clear requirements on the improvements in water conservation measures, strategies, technologies, and education in the Environmental Policy. We have also identified risk points related to water resources management, such as restrooms, cleaning water usage, fire protection and air conditioning water usage according to our operations. We use municipal water as the water source, which has no difficulties in access to water source. The water consumption scenarios involved include water consumption equipment of office and commercial operation projects, canteens, swimming pools and cleaning water.

To advance water stewardship, we have accelerated the deployment of digital platforms for water resource management across office complexes and commercial operations. By standardizing daily water usage data storage and analytics protocols, we leverage IoT-enabled monitoring systems to conduct meter-level consumption tracking and predictive usage pattern analysis for all spatial zones and equipment. Through iterative refinement of water conservation targets and supporting measures, we orchestrate multi-dimensional interventions, deploying digital governance platforms, upgrading fixtures, and institutionalizing water accountability frameworks, to operationalize water-efficiency mandates with heightened efficacy. This integrated approach enables precision-engineered, evidence-based stewardship of water resources.

Hefei Central Park Around the World Project	Installed valves on direct pipes for landscaping water to reduce nighttime or unidentified water loss; reduced the number of water access points for cleaning to enable centralized monitoring of daily water usage.
Huizhou Live Hub	Reduced sensor flush water pressure in restrooms and sinks by 20%-30% based on varying floor occupancy rates; replaced infrequently used sensor faucets with manual faucets, expected to lower energy consumption by 10%; adjusted the frequency of Specialised cleaning tasks in public areas from twice monthly to three times bimonthly, saving approximately 20% in water usage while maintaining cleanliness standards.
Beijing China Overseas International Centre	Renovation of the cooling tower and water supply and drainage system to save water and reduce energy consumption.

Water Conservation Measures for Commercial Projects (Partial)

Water Resource Management Indicators	Unit	2024 Data
Water consumption	cu.m.	1,096,536.53
Water consumption intensity	cu.m./'0000 sq.m.	18,756.07

# **Emission Management**

The Group adheres to national laws and regulations such as the Solid Waste Pollution Prevention and Control Law of the People's Republic of China, the Air Pollution Prevention and Control Law of the People's Republic of China, the Water Pollution Prevention and Control Law of the People's Republic of China, and the Soil Pollution Prevention and Control Law of the People's Republic of China to ensure compliant emission discharge. The emissions from our own offices mainly include office waste and domestic sewage, as well as exhaust gas from driving official vehicles. We attach importance to the management of emissions from commercial buildings, mainly including domestic waste and kitchen waste generated from businesses and activities of merchants, tenants and consumers.

We regularly assess the impact of emissions generated by our own offices and project operation sites, and build a household waste classification and recycling system to effectively promote reasonable and environmentally friendly disposal of waste among the Company's employees, tenants, residents and other groups. Tenants are required to comply with the requirements of garbage classification management policies, packaging and supplies usage, and sewage discharge. Merchants are asked to implement the emission management requirements. We carried out a mystery shopper survey on commercial properties to know whether the shopping mall has energy-saving signs and sets up classified trash bins. Meanwhile, waste management measures for shopping malls were optimised based on the results of the survey to achieve closed-loop rectification.

For domestic waste, we provide waste separation bins and wet/dry bins for food and beverage traders to facilitate separate dumping. Retailers are required to dump their rubbish bags uniformly into the rubbish bins of the domestic waste room every day;

Waste Separation Management for Commercial Tenants (Partial)

In 2024, COGO Hefei Binhu Around the World, a commercial project, actively strengthened pollutant emission control by implementing a series of measures to effectively manage wastewater and exhaust gas emissions:

Wastewater Treatment: Required all tenants to install oil-water separators at kitchen drainage points during renovation. Kitchen wastewater is first processed by these devices to separate oil and solids. The treated water is discharged into sewage wells, while residues are collected and disposed of centrally, ensuring stable compliance of discharged water quality with national standards and reducing pollution risks to urban drainage systems and surrounding water environments.

Cooking Fume Treatment: Mandated food establishments to install primary fume purification devices. Exhaust fumes are initially purified by tenant-owned equipment and then directed through ducts to a secondary purification system in the rooftop public area for advanced treatment. This achieves compliant discharge, reduces harmful gas emissions, improves air quality around the commercial complex, and mitigates adverse impacts on residents' lives and the urban environment.

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Harmless waste (domestic refuse and food waste) is collected by government-designated units or recognised recyclers and dumped at designated landfills for disposal.



Hefei Binhu Around the World



中国海外宏洋集團有限公司 CHINA OVERSEAS GRAND OCEANS GROUP LTD.

In addition, in terms of health risk related pollutant emissions and hazardous waste, we actively communicated with stakeholders such as the Environmental Protection Agency, residents and merchants to ensure effective emission management.

Emission management Indicators	Unit	2024 Data
NOx	kg	422.89
SOx	kg	3.80
Particulate matter	kg	37.67
Hazardous waste	tonne	1.17
Non-hazardous waste	tonne	241.71

# Green Leasing



In order to motivate tenants to practise green concepts together, COGO actively promotes green leasing, raises tenants' awareness of environmental protection, and creates a low-carbon and sustainable business ecosystem.

To encourage tenants to take part in environmental protection actions, COGO has formulated the China Overseas Grand Oceans Commercial Green Environment Convention and the China Overseas Grand Oceans Business Office Green Environment Convention for tenants of centralised commercial and office properties as commercial supplementary agreements. We propose environmental protection initiatives covering green office and green operation, such as energy conservation, waste recycling, and waste sorting. Moreover, we clarify the regulations such as implementing energy consumption sharing in public areas for new projects and projects with high energy consumption in the lease contract. By signing the green agreements with the tenants and organising green environmental protection activities, we guide the tenants to promote low carbon practices, and raise their awareness of energy conservation and environmental protection. We make every effort to advance the signing of green agreements with our tenants, and has already achieved 92% signing rate for tenants in operation and 90% for tenants of centralised commercial properties by the end of 2024. We aim to achieve 100% signing rate for new tenants by 2024.

In the future, COGO will further promote "Smart Carbon Planet" (a carbon inclusion platform) to all commercial tenants, and cooperate with businesses and hotels around the world to pick city-specific commodities for tenants to redeem carbon credits. We also encourage tenants to turn low-carbon awareness into proactive behaviours, and help them develop a green lifestyle.

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# Green Advocacy

COGO actively promotes green practices among employees by launching the "Smart Carbon Planet" (a carbon inclusion platform) across the Group. An internal carbon credit incentive mechanism has been established to encourage employees to integrate sustainability into daily work and life. The platform covers multiple green scenarios, allowing employees to convert low-carbon actions into carbon credits redeemable for rewards. In 2024, we enhanced redemption benefits by expanding reward categories and practicality, increasing the value of carbon credits and boosting employee participation in green initiatives. As of the reporting period, over 3,000 employees engaged in carbon reduction actions through the platform, with low-carbon behaviors recorded 130,000 times and 278 green activities organised, collectively reducing carbon emissions by 26.9 tons.

### "Green and Beautiful Houhai, Low-Carbon Future" Initiative—a Low-carbon Running Event

In October 2024, China Overseas Grand Oceans Lowcarbon Technology Company Limited (hereinafter referred to as "COGO Lowcarbon Technology"), a subsidiary of COGO, hosted the "Green and Beautiful Houhai, Low-Carbon Future" initiative-a low-carbon running event in collaboration with Yuehai Sub-district, Nanshan District. The event called on employees and community residents to embrace green, low-carbon, and healthy lifestyles. During the event, COGO Lowcarbon Technology partnered with over 10 enterprises and institutions in the Houhai area to establish the Houhai Smart City Low-Carbon Development Alliance and issued the Houhai Smart City Low-Carbon Development Initiative, mobilizing stakeholders to engage in environmental action.

The event featured interactive low-carbon activities such as "Book-for-Vegetables Exchange," "Co-Creating the Eye of the Earth," and "Cycle for the Earth," creatively promoting environmental awareness. Display walls titled "Carbon Pioneers" "Carbon Life" and "Carbon Future" were set up to educate participants on low-carbon practices while showcasing our green business capabilities.

recognised as one of Shenzhen's first carbon-neutral pilot projects for large-scale events, this initiative exemplified public-private collaboration in advancing ESG principles. It received carbon neutrality certification from the Shenzhen Emissions Exchange and a carbon neutrality subsidy from the Shenzhen Ecology and Environment Bureau. Moving forward, we will continue innovating green advocacy activities, leveraging this experience to inspire broader participation in low-carbon actions and pioneer new models for sustainable living.



The Activity Site of Low-carbon Running Event

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Issuing Individual **Emission Reduction** Certificates



In addition, we help our staff, customers and partners, including suppliers and contractors, to raise their green awareness through teaching, popularisation of science and publicity. We have also launched a series of green publicity campaigns in various residential properties, collective businesses and offices to enhance the sense of participation and experience of our tenants and residents in green lifestyles, and to create an atmosphere in which everyone can take part in low-carbon actions. This year, we have launched the "Low-Carbon Campus Initiative" in primary schools across residential communities, enhancing students' environmental awareness through knowledge dissemination and practical activities. By motivating families to adopt low-carbon lifestyles and promoting the widespread adoption of sustainable practices, we aim to deeply embed eco-friendly values within communities.

# **Biodiversity Conservation**

Firmly adhering to the concept of "lucid waters and lush mountains are invaluable assets", COGO has adopted a variety of measures to minimise the ecological impacts that may arise from operations. Adhering to the Outline of Nature Conservation of the People's Republic of China, the Regulations on the Environmental Protection Management for Construction Projects and other laws and regulations, COGO requires strict implementation of measures to protect the ecological environment in the course of internal projects based on the Environmental Policy and other internal systems of the Group. We clearly stipulate the requirements for biodiversity conservation in the entire process from project site selection, design, development to operation. Furthermore, we are committed to minimising the negative impact on the habitats, and work with partners and the public to maintain the benign ecosystem and the ecosystem's resilience.

The project is situated in Shuixi Town, Zhanggong District, Ganzhou City, Jiangxi Province, bordered by Yungiu Road to the south and Xingjiang Road to the west. Within the project site stands a rare ancient banyan tree, approximately 200 years old, with a trunk diameter of 2.8 meters.

Guided by the principle of "Respecting Nature, On-Site Preservation," the project prioritised protecting the tree from relocation during the design phase. Throughout construction, a physical buffer zone was established around the tree to prevent damage to its root system from machinery. Regular monitoring ensured optimal growing conditions. The development integrates the ancient banyan into its landscape design, connecting elements such as welcoming cascading water features, elevated walkways, and stone table-andbench arrangements beneath the tree's canopy. These elements form a dynamic and multi-layered landscape sequence.

This initiative exemplifies harmonious coexistence between urban development and ecological preservation, setting a benchmark for urban biodiversity conservation.



Ecological environment of ancient tree in Ganzhou River View Mansion Project

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# Responding to climate change

Climate change is one of the most urgent challenges facing the global community. COGO pays close attention to the dynamics of global climate change, actively implements the national "dual carbon" strategy, gradually builds a complete climate change governance framework, proactively identifies the impacts and risks that climate change may bring to all aspects of the Group's operations. We promote climate change mitigation and response measures, and cooperates with upstream and downstream partners in the value chain to implement climate actions.

### Governance

COGO has established a four-tier governance structure comprising the Board of Directors-Executive Committee-ESG Leading Group-ESG Working Group to collaboratively promote the Group's response to climate change. In addition, we have established a Carbon Peak and Carbon Neutral Leadership which is responsible for the implementation and implementation of dual carbon goals and climate change response. Among them, the Board of Directors, as the highest decision-making level, will regularly understand and monitor potential risks and opportunities related to climate change, and systematically integrate climate risks into strategic decisions; As the management, the Executive Committee is responsible for formulating and supervising the Group's climate goals and the implementation of climate management in various business departments; As the executive level, the ESG leading group and working group are responsible for taking the lead in the implementation of climate change and energy conservation and carbon reduction work, and the leadership group of carbon peak and carbon neutrality work collaboratively promotes climate resilience capacity building.

In the future, COGO plans to promote employees in relevant positions to develop professional capabilities in carbon accounting, application of emission reduction technologies, climate risk assessment and identification by designing special training courses, and improve the climate governance capabilities of managers including board members. At the same time, the Company is considering further refining the integration mechanism of climate-related indicators with employees' existing performance evaluation, and refining and integrating climate risk response, energy efficiency, green buildings, green financing and other related performance indicators based on employees' responsibilities and existing assessment systems, so as to promote the steady implementation of the carbon neutral action path



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Carbon Peak and Carbon Neutral Leadership Group



# **Risk Management**

COGO has integrated the climate change risk management framework into the existing information-based risk management system to form a climate risk management mechanism of risk identification-risk assessment-risk control-monitoring and review. We incorporate the assessment of physical risks and transformation risks into our internal control review work to formulate response plans and evaluate their effectiveness to improve our climate resilience.

Based on the historical data and future forecasts of climate risks, and combined with the internal and external environment such as industry policies and market changes in which COGO operates, we identify climate risk points that affect corporate strategies and business management goals, and form a list of climate risks and opportunities.

Through corporate department interviews and external expert analysis, vulnerability and impact degree are used as key indicators to assess the potential impact of climate risks on COGO. Perform risk exposure analysis and potential financial impact measurement for identified entity and transformation risks through scenario analysis.

**Risk Control** 

Based on the identification and assessment results of climate risks, combined with risk appetite and risk tolerance, we determine risk response strategies and measures, and establish climate transformation plans.

and Review

Track and evaluate the effectiveness of climate risk management and control, and promote the continuous optimization of the climate risk management system.

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# **Climate Risk Scenario Analysis**

### **Physical Risks**

To quantify the impact of physical risks, COGO has selected 2029 (medium-term) and 2049 (long-term) as assessment milestones. Based on different climate scenarios, we analyze the exposure to significant physical risks at our operational locations and evaluates the potential scale of assets impacted under high-risk exposure. We rely on the IPCC AR6 framework, specifically the Shared Socioeconomic Pathways (SSP2-4.5 for medium-low emissions and SSP5-8.5 for high emissions), combined with domestic climate disaster data, geographical distribution, and industry characteristics, to conduct physical risk assessments and evaluate the potential impacts of climate change on the Company.

Based on asset operational address information and referencing professional climate models and datasets, we have selected 11 typical climate risk types for impact assessment, including riverine flooding, extreme heat, extreme precipitation, water scarcity, and warming trends. The specific conclusions are as follows:



**Physical Risk** Analysis Conclusion:

Under both scenarios and in the medium- to long-term time horizon, a higher proportion of assets may be affected by risks such as extreme precipitation, extreme heat, moistening trends, warming trends, drying trends, and water scarcity. In contrast, a smaller proportion of assets may be impacted by risks like wind speed trends, coastal flooding, sea-level rise, and river flooding.



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						2048					
			SSP2-	4.5				SSP	5-8.5		
Extreme precipitation			•	•	•			•	•	•	
Extreme high temperature	•	•		•	•		•	•	•	•	
Moisture trend			•	•	•			•	•	•	
Wind speed trend		•		•	•		•	•		•	
Warming trend			•	•	•			•	•	•	
Drying trend		•		•	•		•		•	•	
Water scarcity		•		•	•		•		•	•	
Coastal flooding		•	٠	•			•	•	•		
Sea level rise		•	٠	•			•	•	•		
River flooding		•	٠	•			•	•	•		
sets exposed	l to clir	nate	e risks[2	5%,50	%)						
sets exposed	l to clir	nate	e risks[7	'5%,10	0%]						



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# **Climate Risk Identification and Response**

Based on our own actual operating activities, COGO actively takes relevant control measures against the possible impacts of various major risks and opportunities, with a view to preventing and controlling risks, grasping potential opportunities in a timely manner, and improving the Company's climate adaptability. Specific analysis is as follows:

Stage	Principal Risk Types	Potential impact explanation	Potential financial impact	Response Measures
Building stage	<ul> <li>Extreme high temperature</li> <li>Tropical cyclone</li> <li>Flood</li> </ul>	<ul> <li>Projects under construction require more shutdowns/delays and increase construction costs</li> <li>Extremely high temperature weather may lead to a decline in workers' productivity, and workers working outdoors will face risks such as heatstroke and water loss, threatening production safety</li> </ul>	Increase in operating costs Decrease in operating income	<ul> <li>In the early design stage of the building under construction, risks such as floods, strong winds, and high temperatures are comprehensively considered, and climate-adaptive design of the building is carried out</li> <li>Improve the labor insurance system for outdoor work, distribute high-temperature subsidies and protective products to outdoor workers, and adjust working hours in a timely manner</li> </ul>
Stage of operation	<ul> <li>Flood</li> <li>Extreme precipitation</li> <li>Wetting trend</li> <li>Warming trends</li> <li>Sea level rise</li> </ul>	<ul> <li>Damage to buildings and infrastructure, indirectly damaging the value of buildings, resulting in increased maintenance costs</li> <li>Due to later maintenance, some tenants/owners are unable to carry out normal business operations, which in turn affects daily operations</li> <li>Extreme weather events can affect building safety and indirectly threaten employee health and production safety</li> <li>Increased building maintenance costs due to frequent changes in building comfort due to extreme weather conditions</li> </ul>	Impairment losses on assets Increase in operating costs Decrease in operating income	<ul> <li>Intelligent management and control of building energy use, and installation of energy- saving lighting, HVAC and other equipment</li> <li>Track weather changes in a timely manner, give early warnings to employees/tenants/owners, and regularly check infrastructure security to prevent unnecessary property losses and injuries</li> <li>Improve air conditioning, lighting, and fresh air systems to meet tenants/employees' requirements for lighting, air, and thermal comfort</li> <li>Equipped with disaster prevention materials, including umbrellas, rain pumps, water bags and sandbags</li> </ul>

Entity Risk Identification and Response List

nity Type **Transition Risk**  In order to achieve the goal of carbon neutrality, Medium the company faces the risk Increa Carbon term, of purchasing sufficient indire Market long carbon emission rights to (oper term offset emissions, resulting in higher costs Regulatory authorities • have stricter requirements Reduc Short Stakeholder on climate risk information finance term, Disclosure disclosure. If enterprises medium chanr Requirements term, disclose non-compliance on Climate Increa long or mismanagement, it may risk risk term lead to reputation loss or financing difficulties **Transition Opportunities** • The government supports the development of green buildings or introduces incentive policies such as Indire tax reduction and Short (oper exemption to promote the reduc term, Green price reduction of medium Rever Building upstream green building term, due t Development long materials dema term Sustainable concepts drive produ the growth of demand for service green buildings, helping to improve project premiums and brand competitiveness Apply Internet of Things (IoT), artificial intelligence (AI), intelligent building Short management system (BMS) Intelligent and other technologies to term, Indire **Building and** medium optimise energy consumption (oper Digital management, property term, reduc operation efficiency and Management long tenant experience, and term enhance the market competitiveness of high-end properties Short

term, Circular medium Economy term. long term

Increase the proportion of recyclable materials and Indire reduce the carbon footprint of (oper buildings throughout their life reduc cycle

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ease in ect rating) costs	<ul> <li>COGO carried out the certification of national star design standards for green buildings to reduce carbon emissions throughout life cycle and increase the proportion of green building certification</li> <li>Pay attention to carbon emissions trading market trends and purchase carbon offset allocations</li> </ul>
uced ncing inels ease in credit	<ul> <li>Disclosure of ESG and climate information through multiple channels, including the publication of ESG reports and carbon neutrality white papers</li> <li>Conduct extensive stakeholder communication on issues related to climate risks and opportunities, conduct green building materials-related exchanges with suppliers, and conduct green leasing publicity activities with tenants</li> </ul>
rect rating) cost ction enue growth to increased and for lucts and ces	<ul> <li>Ensure that new projects comply with the latest national and local government green building standards,</li> <li>Continue to promote green building certifications, such as LEED, WELL or domestic two-star/three-star green building certifications</li> <li>Pay attention to the trends of green building policies and timely adjust development strategies</li> <li>Carry out green promotion activities in various residential properties and office buildings to increase market recognition</li> </ul>
ect rating) cost ction	<ul> <li>Use a digital management platform to measure the cost-effectiveness of energy- saving transformation projects, and install smart meters to intelligently control energy consumption</li> <li>Invest in intelligent equipment such as intelligent lighting and intelligent air- conditioning systems, build a BIM intelligent operation and maintenance platform, and reduce operating costs</li> </ul>
ect rating) cost ction	<ul> <li>Reuse aluminum film climbing frame construction materials, safety nets, stereotyped protective enclosures and other materials</li> <li>Green building materials such as recyclable materials, easy-to-recycle materials and low-carbon materials should be considered first in the procurement process</li> </ul>

Transformation Risk and Opportunity Identification and Response List



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# **Indicators and Targets**

COGO actively responds to the national dual-carbon strategy. Based on the sorting out, accounting and verification of greenhouse gas emissions in 2021 and the in-depth analysis of carbon emissions throughout the life cycle of development projects, COGO has formulated a clear and forward-looking carbon peak and carbon neutrality goal, and continuously improve the Company's action efficiency and management standards in responding to climate change. At the same time, the Company is drawing on the internal carbon pricing process recommended by the Stock Exchange and based on the analysis of the input-output ratio of the Company's carbon reduction measures, plans to discuss and formulate the Company's internal carbon pricing mechanism, identify price levels, and clarify the assignment of responsibilities in order to achieve structured decarbonization, accelerate internalization of carbon reduction concepts and change the long-term behavior of corporate employees. The Company hopes to use this to convey the green and sustainable brand concept to consumers, lead the industry to establish a new model of green production and life, strive to achieve the dual-carbon goal of COGO wholeheartedly, and strive to promote the beautiful vision of low-carbon development in the industry.

### Near-term goals:

- Within the Company's operating boundaries: By 2029, carbon emissions will peak, full electrification will be achieved and the use of fossil fuels will be stopped, and per capita carbon emissions will drop by
- 23% compared with the base year (2021) level.
- For projects to be developed: By 2029, comprehensively improve the carbon emission accounting system and data management of the whole life cycle of buildings. By comprehensively promoting the application of ultra-low energy consumption building technology, we will continue to promote carbon emission reduction throughout the life cycle of buildings.

### Long-term goals: \_\_\_\_

- Within the Company's operating boundaries: By 2049, the Company will fully implement 100%renewable energy and achieve carbon neutrality at the company operating boundaries.
- For the projects developed: By 2049, the implementation ratio of ultra-low energy buildings, near-zero energy buildings, and zero energy buildings reached 50%, the carbon emission intensity decreased by

60% compared with the base year, and the emission reduction effect throughout the life cycle of buildings was remarkable. Together with key players in the upstream and downstream value chains, COGO makes unremitting efforts to achieve a comprehensive and continuous reduction in carbon emission levels throughout the life cycle of buildings, including building materials production, construction, operation and maintenance stages. By doing so, we strive to build zero-carbon buildings across the entire lifecycle.





COGO Shared Journeys, Collective Ambitions

# Shared Journeys, Collective Ambitions

COGO regards talent as the core driver propelling high-quality corporate development, consistently implementing the management concept of "People First" that comprehensively safeguards employees' fundamental rights, prioritises physical and mental well-being, and establishes robust training and career development systems. Through diversified communication channels, we actively listen to employee feedback, striving to build a fair, respectful, open, inclusive, and mutually beneficial development platform that provides expansive growth opportunities, ultimately achieving synergetic progress between individual growth and corporate development.

### SDGs-related topics responded in this chapter:



ESG-related material topics responded in this chapter:

Employment compliance, diversity and equal opportunity, employee training and development, employee compensation and benefits, occupational health and safety, and employee engagement and satisfaction

Performance Highlights:

- As of 31 December 2024, 2,429 employees were employed, with female employees accounting for 43.2%
- related injury and fatality.
- health and safety reasons.
- Contractor employees recorded 0 work-related fatalities.
- capita.
- Employee satisfaction score was 91.3, Employee engagement score 93.6, survey response rate of 93.5%



Since the disclosure of health and safety information in 2017, the Group has maintained Zero Work-

• The employee Lost Time Injury Frequency Rate (LTIFR) was 0, with an absence rate of 0.7% due to

• The coverage of training for employees was 100%, with a total of 58,951 hours, and 24.3 hours per



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# **Rights and Interests of Employees**

Guided by the principle of "gathering enterprising people and inspiring promising people", COGO continuously optimises our compliant employment management system to safeguard the legitimate rights and interests of every employee. COGO establishes robust talent management mechanisms, offering competitive compensation and benefits, thus fostering an inclusive, equitable, supportive, and growth-oriented workplace atmosphere. From the moment employees join, they experience respect and belonging, enabling the organization to attract and retain outstanding talent through concrete actions.

# **Compliant Employment**

According to the Labour Law of the People's Republic of China, the Labour Contract Law of the People's Republic of China, the Labour Dispute Mediation and Arbitration Law of the People's Republic of China, and the Provisions on the Negotiation and Mediation of Enterprise Labour Disputes, the Group formulated related employment management systems including the Recruitment Management Regulations, the Employee Relations Management Methods, and the Employee Handbook, to standardise general employment practices, including the procedure of recruitment and dismissal and the arrangement of labour hours and holidays, reinforcing the management and monitoring of employment compliance.

We commit to respecting and safeguarding the labor rights and interests of both employees and supply chain workers, establishing trade unions in accordance with the law, consistently prioritizing the protection of employees' democratic demands and legal rights as our core focus, continuously advancing democratic management practices, and upholding employees' lawful benefits. During the reporting period, the Group achieved a 100% employee membership rate in trade unions.

We attach great importance to human rights and understands that protecting human rights is the basic social responsibility and compliance requirement of enterprises, as well as the basis for promoting long-term and coordinated development of enterprises and society. In accordance with internationally recognised human rights norms such as the International Bill of Human Rights, the Universal Declaration of Human Rights and the basic principle of the United Nations Global Compact, we have formulated the Human Rights Policy that comprehensively covers all business operations, employees, suppliers, and partners across the entire company, to explicitly prohibit forced lobar and child labour, to combat discrimination, and to promote diversity and integration. The ESG leading group reviews the policy at least every three years and reports to the Executive Committee regularly for approval.

We integrate human rights-related indicators into annual employee satisfaction and engagement surveys conducted for all staff and include them as key factors in supplier qualification assessments, proactively identifying and evaluating potential impacts and risks associated with human rights respect. For all identified human rights risks and violations, corresponding mitigation and remedial measures are implemented. In 2024, COGO was not involved in any violations of human rights such as forced labour, employment of child labour, discrimination and harassment. No business, place of operation and suppliers were found with significant risks of employing child labour and forced labour.

Forced labour is prohibited	The Group forbids the engagement supply chain partners. In the event the Audit and Supervision Departme Management Methods.
Child labour is forbidden	The Group forbids the engagemen partners. We engage our employe ensuring they meet the local statu employee under the statutory wor
Discrimination is opposed	In the course of employment, rem business units of the Group and th equal opportunities. We do not di customers or other business assoc race, religion or other factors as de
Diversity is advocated	The business units of the Group an inclusive work culture among their opportunities and diversity of tale equal working environment. In the opportunities, based on ability, per discrimination based on age and g
Freedom of association is respected	The Group respects the freedom of unions, employee representatives, regulations, and is devoted to ens harassment.
Hour, basic compensation and employment are guaranteed	The Group commits to guaranteei the work time, holiday policy, com requirements of laws and regulation

Excerpts from the Human Rights Policy

Journeys, Collectiv

COGO Converged Consensus Benefits for All

nt of all types of forced labour in all scopes of business or nt of forced work, the employees may file a complaint to ment through the procedures specified by the Complaint

ent of child labour in all scopes of business or supply chain vees after verification of their background information, utory working age. It is not allowed to engage any orking age.

nuneration, promotion and other business activities, all their partners must act in accordance with the principle of liscriminate or harass our employees, colleagues, ciates on the basis of gender, age, family status, disability, letermined by law or regulation.

ind its partners should strive to promote a diverse and eir employees, and recognise the core values of equal ents, so that everyone can achieve their potential in an ne recruitment and promotion process, we provide equal performance and seniority, without prejudice and gender.

of association of our employees that participate in labour , or other organisations according to local laws and suring our employees are free from revenge, threat, or

ing the basic rights and interests of our employees, with mpensation, and employee welfare absolutely meeting the ions in the areas where the business is operated.



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# **Talent Management**

The Group comprehensively identifies and rigorously manages potential risks in recruitment processes to ensure the safety and compliance of talent acquisition. For candidates in key positions, the third-party investigation agency is introduced to conduct risk verification of the identity information, personal credit, litigation record, working experience, and performance for the candidates; for candidates of other positions, the operation mode of the thirdparty professional agency is followed and used for the comprehensive verification aiming at the education background and working experience of the candidates to get the gualitative risk rating, which may help to prevent employment risks to the greatest extent.

Adhering to the principles of fair employment and merit-based selection, we provide equal employment and career development opportunities for all employees, continuously expand recruitment channels, optimise talent sourcing structures, strengthen university partnerships and Special talent pipelines, and foster diversified team building.



**Diversified Talent Structure** 

We develop targeted recruitment plans for different candidate groups to comprehensively attract top talent, precisely align with the Group's developmental needs, and build a competitive professional talent pipeline.



**Diversified Recruitment Plans** 

The Group implements a diversified recruitment strategy to optimise talent management systems, enhance refined personnel oversight, and support employees in realizing their professional value. We continuously improve internal talent assessment mechanisms by expanding evaluation scope and incorporating Special assessments, thereby comprehensively analyzing the performance and developmental potential of employees across all levels and categories. Through cross-validation among headquarters, business units, and regional subsidiaries, we accurately identify talent gaps and formulate targeted recruitment, training, and deployment plans to ensure robust talent pipeline development. Concurrently, we accelerate the establishment of an internal talent marketplace, empowering regional companies to autonomously match talent with operational needs, facilitate internal mobility, and create more retention opportunities for high-performing employees. This approach safeguards the continuity of individual career paths and enables sustainable professional growth.

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Evaluate the ability of key personnel through internal interviews, 360-degree assessment tools, performance and other internal and external assessments, and output a comprehensive talent inventory report in the form of nine grids and talent

For management personnel of regional companies, we assess the problems of management and leadership building of regional companies through democratic assessment, employee interviews, field research, and other methods, and make specific improvement recommendations on the problems of regional companies in business management and leadership team building.



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# **Employee Compensation and Benefits**

The Group has established a competitive compensation and benefits system to ensure employees' contributions are fairly rewarded, thereby enhancing employee well-being and satisfaction. We continuously monitor updates to labor laws and regulations, promptly revising and refining the *Employee Salary Management Methods* to clarify standards for salary composition, adjustments, and disbursements, with emphasis on equal pay for equal work and performance-based compensation. Beyond base salaries, we provide generous benefits under the *Employee Benefits Management Methods*, which outlines comprehensive entitlements including long-service recognition awards, corporate comprehensive leave, relocation and travel allowances, meal subsidies, health insurance and supplementary medical coverage, corporate pension plans. Additionally, we have built a 360-degree comprehensive benefits framework across six dimensions—statutory benefits, upgraded safeguards, job-specific allowances, health services, lifestyle support, and union care—delivering holistic career-long support. From professional development to personal welfare, we provide employees with both material and emotional empowerment.





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COGO Shared Journeys, Collective Ambitions

ı	Demotion care Job sequence switching Show concern for Inter-company transfer registration guidelines	<ul> <li>Rotation reporting guidelines</li> <li>Rotation certificate incentive</li> <li>Rotation farewell ceremony</li> </ul>	
-	Transfer	Rotation	
	Exit interview Exit care Handling of resignation formalities Retirement farewell ceremony Retirement guide Rehiring thank you card	Promotion blessing Congratulations on the anniversary of starting Long service gold Memorial platform	Work
	Resignation/retirement	Promotion/Anniversary	
	Five insurances and two funds Enterprise annuity High-temperature subsidy	Communication subsidy Transportation subsidy Travel allowance Remote communication	
-	Pay	Allowance	
en ene ers are	fit	Allowance Statutory holiday Statutory annual leave Company welfare leave Women's day	Healthy Life
ene ers	fit	<ul> <li>Statutory holiday</li> <li>Statutory annual leave</li> <li>Company welfare leave</li> </ul>	Healthy Life
ene ers are	fit	Statutory holiday Statutory annual leave Company welfare leave Women's day	Healthy Life

Full-cycle Care Service System for Employees



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Thanksgiving Event



Children's Day Event

Additionally, we wholeheartedly care for female employees, taking concrete actions to enhance their well-being and sense of security. We provide maternity insurance for female employees, support the application of pregnancy checkup leave, maternity leave, breastfeeding leave, childcare leave, and menstrual pain leave, and offer Special health check-up packages such as cervical cancer screenings. We have set up lactation rooms in office areas, stocked restrooms with sanitary products and pain relievers, and regularly organise care-themed activities to foster a workplace culture where all employees actively support and uplift women. We empower female employees to unite and contribute to the company's growth, encouraging them to leverage their unique strengths in driving corporate development.

### COGO Labour Union Organised Women's Day Activities

On March 8, 2024, the Group's headquarters trade union thoughtfully prepared holiday benefits for all female employees, including flowers, greeting cards, surprise gifts, exclusive desserts, and a half-day leave. The union also hosted festive celebrations to express respect and care for female employees, not only recognizing their dedication but also reflecting the company's culture of gender equality and inclusion.

We consistently implemented the "Working with enterprising employees, spreading happiness across the COGO" staff care plan, and implemented regular care projects with quarterly themes, and integrated the "theme" with the "brand", and stablished the "U+" model of employee care work, which covers all aspects of work, life, health, psychology and family with employees, and carries out innovative and diversified care activities to improve employees' happiness at work.



### People Care Themed Events

We executed 17 themed events, including "2024 Spring Festival Bazaar", "Qingming Qingtuan Tasting", "Childhood Revisited on Children's Day", "45th Anniversary Celebration", "Summer Heat Relief Initiatives", and "Thanksgiving Specials" . Additionally, festive care packages were distributed during major traditional holidays to

convey corporate warmth and care. To enrich employees' lives, we established eight themed interest clubs spanning diverse fields, with weekly themed activities organised (32 sessions annually) to foster work-life balance and nurture a collaborative, people-centric organizational culture.



Kick-off Event

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Joyful Running Event



Women's Day Activities

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# **Occupational Health and Safety**

COGO attaches great importance to the health and safety of employees, regards it as the basic requirement of the Group's operation and management, and continuously improves the employee health and safety management system. We pay attention to the physical and mental health of all employees and suppliers, take all necessary measures to safeguard the safety during construction, strictly prevent and control safety risks, and avoid safety accidents. We undertake to create a safe, healthy and standardised working environment for all employees, suppliers and contractors.

# **Physical and Mental Health of Employees**

Our Group strictly complies with national and regional health and safety laws and regulations as well as international occupational health and safety standards, and has formulated the Self-checking Standards of Office Environment Management and the Occupational Health and Safety Policies reviewed and approved by the Executive Committee, covering all employees, suppliers, and contractor employees. These documents explicitly define workplace safety standards and requirements for employee physical and mental health management, committing to implementing policies aligned with voluntary standards from other industries or international frameworks under sufficient operational foundations, while actively pursuing external certifications such as ISO 45001. We encourage employees to actively participate in revising health and safety policies and improving management systems, and develop annual occupational health and safety management plans to clarify priority objectives, pledging continuous optimization of the safety management system to enhance occupational health and safety performance.

We established the HiLove one-stop health management system based on our health and welfare policies, and carried out all kinds of health care activities simultaneously. We provided a series of comprehensive health care services, including employee medical examinations, services, consulting, insurance and voluntary Chinese Medicine diagnosis to safeguard the physical and mental health of employees in all aspects.

### Physical and mental health protection measures for employees in offices include, but are not limited to:

- · Provide employees with a healthy and comfortable office environment, ensure that the office area has a comfortable temperature, adequate lighting, safe water and electricity, and set up a smooth fire escape;
- Set up an Employee Health Corner and provide equipment such as a blood pressure metre, pulse oximeter, weight scale and data terminal tablet, facilitating employees to monitor their health data at all times and develop monitoring habits. Employees can also use on-line apps to record data, track their health conditions, and identify health problems in a timely manner;
- Provide customised health examination programs for all employees and their families, continuously expand the scope of medical examination institutions, and set up offline examination report interpretation and online green medical treatment services to protect the physical and mental health of employees and optimise the management of employee health;
- Launch the "HRSSC", an EAP (Employee Assistance Program) project brand of COGO, and provide anonymous one-on-one psychological consultation, scientific and comprehensive psychological assessment, and fun and practical psychological guidance for all employees of COGO and their family members to help employees to relieve stress, adjust their mood, and start a high-quality life;
- Hold guarterly diversified health training and biannual mental health lectures for all employees to answer their questions on emotional stress management, professional development and other workplace emotional problems. Experts are also invited to share knowledge and experience. By doing so, our employees are provided with multi-channel interactions and are reminded to pay attention to their physical and mental health.



HiLove One-stop Health Management

# **Production Safety Management**

The Group consistently prioritises production safety by establishing a robust management system and rigorously implementing multi-level safety responsibilities. Guided by defined safety objectives, we strengthen control over critical construction phases and build a standardized safety mechanism across project lifecycles, ensuring "standardized processes, procedural operations, controlled execution, and performance evaluation" to provide comprehensive safety protection for on-site personnel and effectively mitigate risks.

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### **Production Safety Management System**

We strictly abide by the Work Safety Law of the People's Republic of China, the Construction Law of the People's Republic of China, the Administrative Regulations on the Work Safety of Construction Projects, the Regulations on the Reporting, Investigation and Handling of Production Safety Accidents, the Standard for Construction Safety Inspection and the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases. We have formulated the Project Safety Management Scheme, the Production Safety Management Manual, the List of Safety Responsibilities, the Construction Safety Management Policy and the Occupational Health and Safety Policies, which apply to all employees and contractors within all project sites of the Group. Through signing the Annual Safety Target Liability Letter between the Group headquarters and the regional companies and projects and signing the Safety Management Agreement between the projects and the co-operative units, we enforce the safety responsibilities and functions from the management level to the executive level, striving to safeguard the health and safety of all construction site personnel, including the contractors. We review the production safety system annually, assess the implementation of the relevant policies and add and improve the relevant policies and regulations in a timely manner to ensure the implementation of the safety management system.

We have adopted a pattern of centralised management for production safety and established a three-tier system of "Group - Regional Company - Project". At the Group level, the Board of Directors and the General Manager are the first responsible persons for production safety, and the Production Safety Supervision and Management Committee at the Board level is the executive organisation responsible for health and safety related practices, co-ordinates and manages production safety related matters, establishes goals related to production safety, reviews and discusses the goals, and continuously monitors and reviews the progress of the achievement of the goals. At the regional level, we have set up safety management supervision groups in regional companies, with their general managers as the first responsible persons for production safety and the regional company's leader as the safety director, to oversee the implementation of project safety management matters. At the project level, the person in charge of the Project Development Department is the first person responsible for the safety management of specific projects. In addition, we also stipulate the requirements for safety personnel of the supervision unit and construction unit according to the development area of each project, so as to improve the safety management at the project level. During the reporting period, COGO employed a total of 45 full-time and part-time safety personnel. This included: 26 in the development sector (24 full-time, 2 part-time; 14 holding Registered Safety Engineer certifications), and19 in the commercial sector (12 full-time, 7 part-time).

Group	<ul> <li>Establish safety management systems;</li> <li>The Group formulates assessment methods and conduct assessment and evaluation;</li> <li>Coordinate safety management assessment by third-party units and launch special inspections of the safety management work of regional company.</li> </ul>
-	
Regional Companies	<ul><li>Supervise safe production of all regional company projects;</li><li>Conduct monthly safety inspections at least once a quarter.</li></ul>
Project	<ul><li>Implement safety management requirements;</li><li>Perform the weekly inspections of safety management.</li></ul>

Production Safety Management System

We have formulated the Construction Safety Management Reward and Punishment Rules, established an accountability mechanism for safety management, linked the performance of safety management personnel at all levels, including the Group's Senior Management, to the achievement of production safety objectives. We drive persons in charge at all levels to perform their duties conscientiously with positive incentives and penalties to improve the efficiency of safety management and promote the effective implementation of the Group's safety management system. For companies with safety accidents, depending on the severity of the accidents, their general manager, safety director, project director and other leaders and persons in charge of safety will be subject to different levels of financial penalties (salary and bonus deductions) and administrative penalties (demotion and dismissal).

We commenced ISO 45001 Occupational Health and Safety Management System certification in 2024 and have initiated the relevant certification activities. We have started our preparatory work by formulating and implementing occupational health and safety guidelines and targets, establishing a systematic risk management process, identifying hazardous sources, conducting risk assessments and implementing necessary control measures. At the same time, we continue to raise the occupational health and safety awareness and competence of our employees and appraise their occupational health and safety performance in order to continuously improve our safe production capability.

# **Production Safety Targets**

In order to strengthen the control over project safety risks, we set a series of safety management targets for construction site employees and contractors, and regularly review the achievement of the targets to assess the effectiveness of the safety management system and adopt closed-loop optimisation measures.

- Material or severer production safety liability accidents should be avoided;
- · Major production safety liability accidents should be deterred (including fire, traffic, poisoning, etc.);
- General production safety accidents should be reduced, the mortality rate per hundred million revenues should be kept within 0.0025;
- The proportion of regional companies and professional companies with "zero-death production safety liability accidents" should be 100%.
- Accidents or risk events with major social impacts should be avoided;
- Events related to occupational health that may damage the Group's reputation should be avoided.
- Achieve a 20% year-on-year reduction in general or higher-level safety incidents caused by relevant parties (including contractors);
- Control the construction site injury rate to ≤1.2 cases per million man-hours;
- Ensure 100% coverage of annual safety training (≥25 hours/person) for all construction personnel;
- Ensure ≥98% rectification rate for identified safety hazards and 100% rectification for critical hazards;
- Establish 100% health records for all construction personnel and achieve ≥95% coverage of periodic medical examinations;
- Conduct quarterly emergency drills with 100% participation rate to ensure familiarity with evacuation protocols;
- The certification rate for Special operations personnel reached 100%, ensuring all personnel possess valid qualifications and undergo periodic re-evaluation and retraining.

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In 2024, COGO achieved zero safety liability accidents, zero significant near-miss safety incidents, and zero occupational health incidents affecting reputation throughout the year; zero contractor employees work-related fatalities, zero Lost Time Injury Frequency Rate (LTIFR), and 0.7% absence rate due to health and safety reasons. Concurrently, we established multiple model safety demonstration sites during the year, receiving numerous safety honours and awards.

Project	Name of Award	Level
Hohhot Riverside Pleased Mansion Project	Inner Mongolia Autonomous Region Construction Engineering Quality and Safety Standardization Observational Seminar	Provincial level
Xuzhou Shangdong District Project	Xuzhou City Standardized Safe Production Construction Site	Municipal level
Xuzhou Huayue Project	Xuzhou City Standardized Safe Production Construction Site	Municipal level
Ganzhou Yuejiang	Ganzhou City Standardized Safe Production Construction Site	Municipal
Project	Observational Seminar	level
Ganzhou Xuefu Yihao	Ganzhou City Standardized Safe Production Construction Site	Municipal
Project	Observational Seminar	level
Tianshui Platinum Pleased Mansion Project	Tianshui City Safety Production Month Activity and Construction Quality & Safety Standardization Observational Seminar	Municipal level
Weinan Master Mansion	Weinan City Construction Quality and Safety Standardization	Municipal
Project	Observational Seminar	level
Huizhou China Overseas	Huizhou City Construction Field Root-Cause Tackling Three-Year	Municipal
Tangquan Project	Initiative Promotion Meeting and Fire Emergency Drill	level
Taizhou Jiangshanwang	Taizhou City Standardized Safe Production Construction Site	Municipal
Project	Observational Seminar	level
Weifang Tianzuan	Weifang City Smart Construction Site Development and Application	Municipal
Project	Observational Seminar	level
Hefei Jing Garden	Hefei Economic and Technological Development Zone Construction	District-
Project	Quality and Safety Standardization Observational Seminar	level
Shantou Gold Coast Area 4 Project	Shantou Haojiang District Construction Safety Production Month Activity and Quality & Safety Observational Seminar	District- level
Zhanjiang Glorious City	Xiashan District Housing and Urban-Rural Development System High-	District-
Project	Quality Residential Project	level
	Creation and Safety Production Root-Cause Tackling Three-Year Initiative On-site Observational Seminar	

## **Construction Safety Measures**

The Group formulated the work manuals such as the Correct Practices for Safe and Civilised Construction, the Guidelines for Safety Management in the Full Project Cycle, and Critical High-Risk Construction Processes Standardized Safety Protocols, establishing standardized safety protection measures for construction processes across all projects. These manuals provide on-site construction teams with uniform, regulated safety guidelines. All projects adopted recommended practices from the Best Practices Library, with most implementing 2 to 4 recommended measures, significantly enhancing on-site safety standards and safeguarding the well-being of employees and contractors.

We conduct regular health check status. Health records are maint comprehensively documenting and other critical information. The designated personnel to ensure equipped with first-aid kits, emer- to ensure prompt medical interv
Basic safety protection is provid equipment with high safety perf employees and contractors with standards.
The safety critical process of the checkpoints. The self-inspection supervision and management u the inspection and confirm that it to the Company's Safety Offic
We set up the <i>Visualised Table</i> of and exit of the project construct rectification and reform on a reg
The Guidelines on Safety Measures to clarify construction safety guid accordance with the five stages control, incident reporting, and formulated for each stage, guid emergency start-up, rapidly initia <i>Comprehensive Emergency Plan</i> drawn up to clarify the classificate prevent and minimise construct accidents and losses, and to safe and related parties. We organise <i>Safety Production Management</i> capabilities of construction site

**Construction Safety Measures** 

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ck-ups for on-site personnel, monitoring their health tained for each employee and contractor, medical examination results, medical history, allergies, These records are regularly updated and managed by e confidentiality and security. Construction sites are ergency medications, and trained first-aid responders vention in case of sudden illnesses or injuries.

ded to construction site personnel by selecting formance, setting up protective facilities, and equipping h labour protection supplies that meet national safety

e full cycle of the project is divided into 21 safety n is carried out by the construction unit led by the init. The Engineer-in-charge of the project will review t it is correct, and then the Safety Supervisor will report cer.

of Dynamic On-site Safety Management at the entry ction site and update the progress of the hazard egular basis.

ures for Rainstorms and Typhoons Season are drawn up idelines for extreme weather emergencies. In s of pre-control, early warning activation, pre-prevention post-incident response, standard safety actions are ling projects accurately determine the timing of tiate emergency response, and timely recovery. The *n for Regional Company Production Safety Incidents* are ation and disposal of production safety accidents, to tion site contingencies, production safety related feguard the safety of life and property of employees e regular safety emergency drills in accordance with the *t Manual* to enhance the emergency response personnel for unexpected incidents.



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Simultaneously, we actively promote innovative applications such as the "Large Equipment Tower Patrol Inspection System", "Smart Voice-Activated Warning Signs for Construction Site Perimeters", "Cable-Free Sliding Contact Line Construction Elevators", "Unmanned Construction Elevators", "Intelligent Water Ingress Monitoring and Alarm System for Elevator Pits" and "QR Code Inspection System for Power Distribution Cabinets". These technologies empower safety management, continuously elevating construction safety standards and providing robust safeguards for corporate production safety.



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### Smart Voice-Activated Warning Signs for Construction Site Perimeters

### **Unmanned Construction Elevators**

### Intelligent Water Ingress Monitoring and Alarm System for Elevator Pits

responses.

### QR Code Inspection System for Power Distribution Cabinets

Innovative Application of Intelligent Site System

We use digital means to empower the efficiency enhancement of safety management and control. Through the intelligent monitoring of lift safety, tower crane safety monitoring, unloading platform monitoring, helmet capture, pit monitoring, high supporting mould monitoring and other safety monitoring, personnel management and monitoring and early warning functions of the intelligent site system, combined with back-end big data analysis, we can comprehensively and objectively monitor on-site construction safety, and realise the prevention of and timely response to safety accidents. In 2024, we developed the DIS (Digital Intelligence Site) management system, establishing an intelligent and standardized safety management platform. This system integrates smart devices such as real-name registration systems for workers, video surveillance, AI recognition, tower crane and hoist safety monitoring, and environmental sensors to track real-time construction dynamics, enabling remote monitoring and precise management. Through seven major safety control scenarios—leadership-led inspections, hold point inspections, abnormal weather management, high-risk operation inspections, upper five-floor safety checks, critical project documentation, and special equipment inspections-the system ensures timely identification and closed-loop rectification of safety hazards. Additionally, leveraging AI recognition and big data analytics, the DIS system automatically detects anomalous behaviors, provides real-time alerts and traceable evidence, effectively reduces safety risks, and advances construction safety management toward digitalization, intelligence, and precision.





DIS (Digital Intelligence Site) Management System



Seven Major Safety Control Scenarios

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### Large Equipment Tower Patrol Inspection System

 Real-time monitoring of maintenance, inspections, and component replacements. Utilises big data analytics and photo verification to track equipment status and prevent accidents caused by inadequate maintenance.

• Employs high-precision infrared sensors with wide-angle coverage to automatically detect personnel proximity and trigger alerts. Multi-layered warnings enhance situational awareness, mitigate human error risks, and prevent malicious damage to edge protection systems or unauthorized worker access.

Advanced automated control technology enables precision positioning, autonomous operation, and intelligent scheduling, eliminating manual operation and fundamentally eradicating safety risks from human error. Real-time monitoring of equipment status, automatic fault alerts, and significant improvements in on-site safety management efficiency.

High-precision liquid level sensors and IoT modules enable 24/7 visual water level monitoring. A multi-tier alarm system and human-machine collaborative maintenance mechanism automatically generate electronic repair orders sent to maintenance personnel's mobile devices, achieving 40-fold efficiency gains over traditional manual inspections. Proactive fault prediction and precise maintenance

Inspectors scan QR codes inside cabinet doors to access a management platform, uploading real-time photos and equipment status. The system automatically logs inspection times, locations, and responsible personnel. Detected anomalies trigger electronic work orders, which are immediately pushed to relevant personnel with progress tracking. The backend generates visualized reports and maintains a closed-loop digital inspection ledger.



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In addition, we are responsible for the safety management of the entire project construction process for the contractors, ensuring that the contractors implement the Group's production safety requirements during the construction process.

### **Bid Qualification**

- Require contractors to submit safety management data, assess and score their safety technical measures, and review their safety management systems and capabilities.
- Clearly specify the Group's safety and civilized construction requirements in contracts, and enter into a dedicated safety management agreement defining both parties' rights and obligations.
- Conduct safety planning and briefing before site mobilization.

- Perform weekly safety inspections at construction sites, organise third-party audits and project acceptance checks to identify and address hazards.
- Emphasize safety protocols and communicate inspection results through daily safety briefings and weekly safety supervision meetings.
- Review safety management compliance. If issues are identified, mandate immediate rectification and impose financial penalties for noncompliance.



# **Risk Prevention and Safety Inspections**

The Group focuses on the control and prevention of safety risks, continuously improve the safety assessment and inspection mechanism, conduct external risk assessment and internal safety inspection, so as to achieve effective prevention of safety risks and closed-loop rectification of safety hazards.

We require project supervisors, contractors and other construction participants to formulate the Plan for Categorised Management of Safety Risks. The project leader will urge the construction units to formulate specific risk prevention and control plans for projects identified as with higher safety risk level by the Plan for Categorised Management of Safety Risks. We implement a "Red, Yellow, Green" three-tier risk warning mechanism to evaluate major risk controls across all projects. Based on initial assessment results, differentiated safety inspection frequencies are applied. Projects failing to achieve the "Green" risk rating undergo repeated inspections until they attain an internally certified "Green" rating. During the reporting period, all Group projects passed internal safety standard inspections and received internal safety certifications.

We invite third-party evaluation and consulting companies in the industry to conduct safety assessments on construction sites, project office areas and living areas on a yearly basis in accordance with schedule, and to engage professional monitoring bodies to detect and investigate the quality risks of large machinery equipment such as tower hangers and climbing stands. We carry out the "Gatekeeper Initiative" every year to conduct stringent assessment and special inspection to the construction pits, strictly control the key risk, and strengthen safety management for key aspects of the site. In 2024, we prioritised the identification of safety risks related to large-scale equipment, conducting two rounds of third-party unannounced safety inspections that achieved full coverage of all ongoing projects. The inspections achieved an overall compliance rate of 81.8%, with steady improvements in safe production, civilized construction practices, and comprehensive safety scores.

### Safety Inspection and Hazard Detection

Headquarters dynamically monitored the safety performance of key projects, conducting three comprehensive guality and safety evaluations annually across all development phases. Projects with significant safety risks were flagged for prioritised rectification under official oversight. Regional subsidiaries organised at least one monthly safety inspection tailored to project conditions, supplemented by unscheduled daily and Special checks. On-site safety personnel conducted weekly safety inspections, project engineering managers performed weekly site reviews, and project directors led comprehensive inspections at least once monthly. Identified safety hazards required immediate rectification by responsible units, followed by follow-up reviews to ensure resolution, forming a closed-loop management system. This year, the Group's Safety and Environmental Center deployed safety experts to conduct "Four No's and Two Directs" surprise inspections on high-risk and complex projects no prior notice, no advance coordination, no formal briefings, no escorted visits, with inspectors going directly to frontline sites and engaging directly with operations. This approach ensured authenticity and effectiveness in identifying and addressing risks.

Special Safety Inspections		
ganisation Unit	Inspection Name	Number of Inspections
adquarters	Safety inspection led by Headquarters leaders	19
	Organised the third party to conduct safety inspection	2
	Post-earthquake special safety hazards inspection	2
	Large equipment special inspection	7
	Special rectification of fire safety hazards	2
	Special inspection before and after holidays	3
Regional company	Safety inspection led by responsible persons of the regional unit	24
	Monthly safety inspection of the regional company	12
	Fire safety special investigation and rectification	2
	Special inspection before and after holidays	2
	Weekly safety inspection by Project Development Department	42

Special Safety Inspections

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Headquarters Leadership Team Led **On-site Safety Inspections** 



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# Occupational Health and Safety Training

To further deepen the safety awareness of employees and contractors, we conducted diversified safety training tailored to different levels and types of personnel, covering over 30,000 participants. For all frontline workers entering construction sites, we mandate mandatory pre-entry training, achieving 100% coverage. We integrate external and internal resources by inviting external experts guarterly for project-wide training sessions, while leveraging safety morning meetings, site visits by department heads, and Safety Production Month campaigns. Internal leaders and colleagues educate employees and contractors on legal requirements and internal safety standards, effectively enhancing their safety awareness and expertise. Additionally, we administer guarterly Special safety risk management exams for construction teams and general contractor management personnel. In 2024, we organised 13 safety and civilized construction standardization demonstration sessions.

- · We organised 6 safety-specific training sessions in collaboration with Huizhou, Nanning, Hefei, and Yangzhou companies, covering all engineering department staff and contractors.
- The first session of a Special online safety knowledge exam was conducted for regional engineering teams, with 364 individuals participating.
- We mobilized 150 employees to take the Registered Safety Engineer certification exam, organised success experience sharing sessions, and provided exam preparation training courses, urging trainees to actively and diligently prepare for the exams.
- We conducted an Emergency Legal and Regulatory Knowledge Competition, mobilizing over 200 participants to engage in online competition quizzes, with the total number of questions answered exceeding 11 thousand.



Safety Training

 Focused on the key points of on-site control and management of high-risk projects, developed a targeted safety training course system and organised Registered Safety

Engineer training, covering 1,017 person-times of participation of personnel in the engineering business line of COGO.

· The study of the Work Safety Law of the People's Republic of China, the "15 Tough

Measures" and the "10 Resolutions for Safe Production" covered more than 993 person-times of participation.

101 For frontline

workers

thousand person-times;

person-times;

Special training sessions on safety of high-temperature construction in summer were carried out, covering 2,763 person-times;

- special training for lifting safety, and entrance education;
- sessions

# Training Development

COGO prioritises talent development by establishing systematic employee training and development mechanisms. We provide diversified training programs to help employees expand their knowledge and enhance professional skills. Leveraging scientific evaluation systems, we have built a clear job hierarchy and standardized promotion pathways, offering a robust platform for employees' career advancement and personal growth.

# **Employee Training**

The Group formulates and continuously optimises the Staff Training Management Measures, and makes clear provisions on the training system, training program management, fund management, curriculum management, teacher management, implementation and evaluation, mentorship system. We also conduct training to all the staff in an orderly manner and strive to build a comprehensive workforce featuring high quality and competitiveness. We have formulated multi-level talent training programs for different categories of employees, launched a series of activities including specific talent leadership development and career development plans for key employee groups and all employees, and provided professional competence building support for each employee. In addition, we continuously optimise our training programs in accordance with market trends and the Group's development needs, so that our employees can acquire cutting-edge knowledge and skills.

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• 64 thousand daily recitation before working were conducted, covering 378

49 special training sessions for winter construction were held, covering 2,073

192 special training sessions were provided, covering 6,136 person-times, including fire safety training, emergency drills, special training for special operators,

• More than **3**,**900** participants were involved in fire accident safety alert education



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### Special Talent Leadership Training

In order to enrich the Group's cadre reserve, we have launched the "COGO Talent Training Project", which sets up business-close and practical-oriented training content in different layers, grades and stages, so as to help employees develop their own potential, leadership and innovation through rotation exchanges, mentoring and special training. In order to further improve the efficiency of the development of outstanding talent, senior leaders of the Group are deeply involved in all aspects of the training and inspect potential cadres during the training process. We collect and listen to the suggestions made by the participants in the course, and turn the excellent suggestions to practical solutions for promotion within the Group.



### The COGO Talent Training Project

In addition, we have conducted special training on management for the Group's middle and senior managers. We have strengthened the special capabilities of the Group's middle and senior managers by inviting external management experts to teach, organising visits to outstanding enterprise factories and construction and research bases, and so on to continuously improve the Group's organisational management efficiency, so as to achieve lean transformation of the team.

In January 2024, COGO held the "Lean Quality, Synergy And Efficiency" design seminars and product promotion meetings, with the participation of all management employees from the Group headquarters and regional companies. This training focused on core topics such as lean management, cost adaptation and product manager transformation, and deepened the professional competence and leadership capabilities of management through theme sharing, product promotion and internal discussion. The training content covers industry insights and implementation practices such as product adaptation review, fine decoration optimisation, and low-cost landscape strategies, which strengthens the design line employees' deep understanding of demand orientation and product orientation, and comprehensively enhances their awareness of lean design. This meeting broke down the communication barriers between levels and departments. With unified goals, coordinated efforts, and professional empowerment as the core mechanisms, it significantly enhanced organisational cohesion and collaborative efficiency, and comprehensively promoted the improvement of managers' leadership and the professional transformation of talent teams.



"Lean Quality, Synergy And Efficiency" Design Seminars and Product Promotion Meetings

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# Enhancing the Professional Quality of Key Employees

We tailor training programs to meet the professional needs of diverse employee groups, continuously evolving our internal talent development system in alignment with corporate strategy. By synergizing technology, talent, and innovation, we ensure a stable and sustainable engine for the Group's high-guality growth.

We further deepen the talent development for the fresh graduates, set up a three-year training programme for the campus recruiting group, the "Sons of China Overseas Property", launched the "C+ Talent Training Project", and created a talented workforce with outstanding professional gualifications through special job rotation, and promoted innovative business development and organisational change. For the sales business line, we have launched the "Three Strong Training Program", which provides targeted training to new employees of the marketing team, new regional company general managers and project directors. For the project directors, we launch the ""Craftsmanship Programme" to cultivate the overall "entrepreneurial thinking" of the project directors, and apply the general case reference manual during the training process.

In April 2024, COGO successfully held the "New Media Marketing Implementation Bootcamp" in Shaoxing, inviting practical experts in corporate new media marketing to provide professional training for all marketing staff. Over 90 employees from the marketing departments of the headquarters and six regional branches participated on-site, while online learning channels were simultaneously opened for marketing teams across all regions. The training focused on core topics such as new media platform operations, marketing content planning, and traffic conversion strategies. Through rich case studies of self-media operations and hands-on account management techniques, employees mastered efficient applications of new media tools. Practical sessions—including group interactions, on-site filming exercises, and experience sharing—helped summarize operational best practices for new media accounts. These efforts collectively refined COGO's new media marketing strategies, effectively enhancing the team's professional capabilities in promotional outreach and customer acquisition, while providing robust support for brand promotion and market expansion in the digital marketing era.



"New Media Marketing Implementation Bootcamp"

# Shaping the Occupational Ability of All Employees

In order to improve the professional literacy and work abilities of all employees, we have conducted the "Three Speeches One Forum" training throughout the year, namely the "Creator Speech", the "Empowered Person Speech", the "Struggle Speech" and the "Innovation Workshop", in response to industry changes and the immediate needs of the Group's development, regularly conduct training on various topics covering employees at different levels in a variety of forms, and help the growth and improvement of employees. In 2024, we organised 23 internal and external training and knowledge-sharing sessions across business lines to facilitate the extraction and sharing of expertise.



We strengthened the development and maintenance of our digital learning platform, "Cloud Classroom", by continuously adding new courses, improving satisfaction evaluation systems, and introducing features like in-class guizzes to help employees track learning progress and consolidate knowledge. During the reporting period, over 50 high-quality video courses were uploaded to the platform, covering cross-functional topics such as cost management and contracting, marketing, legal affairs, design, and finance. These resources provided robust support for disseminating training content and outcomes, while offering employees a platform to reinforce learning and share professional insights.

Additionally, we introduced the Professional Qualifications and Titles Incentive Policy to encourage regional subsidiaries to advance professional title evaluations and certification programs, elevating the expertise of teams across business lines. In 2024, 52 employees obtained professional titles, and 16 earned professional certifications.



Diverse

employee communication

forms:

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### **Promotion Mechanism**

The Group systematically upgraded and optimised the job hierarchy systems for all business units, integrating them into the TEC-LAMPS job hierarchy system. This initiative standardized talent development pathways, enhanced the scientific rigor and transparency of career progression management, and provided employees with clearer professional growth trajectories.



TEC-LAMPS Job Hierarchy System

The Group adheres to the promotion principle of "One Demand, Two High and Three Excellent" and builds a comprehensive and objective staff assessment and evaluation mechanism in accordance with the Measures for the Performance Management Assessment, which provides the criteria and basis for the evaluation and promotion of employees' performance and ensures the transparency and fairness of the promotion mechanism. We conduct biannual performance evaluations for all employees, organised by department and hierarchical level, adhering to the principle of "comprehensive coverage across departments and thorough implementation through all levels." The evaluation encompasses both organizational and individual assessments, with employees evaluated across three dimensions: work attitude, individual competencies, and performance outcomes. Evaluation results are promptly communicated to employees, followed by one-on-one feedback and coaching sessions. To institutionalise this process, we have implemented the "Employee Appraisal Feedback and Performance Coaching Form", ensuring actionable follow-up on evaluation outcomes and providing employees with clear pathways for skill development. A performance grievance mechanism has also been established to guarantee fair and holistic evaluations, allowing employees to appeal assessments and receive constructive improvement guidance.

We have formulated the Personnel Appointment Management Methods, which clearly define the qualifications and standards for each level of position. This ensures that every employee is well-informed about the promotion criteria. Through standardised procedures such as recommendation, deliberation, pre-appointment publicity, appointment interviews, and official appointment documents, we guarantee transparency in the personnel appointment process. The Group maintains transparent public feedback channels and resolution mechanisms, actively soliciting employee input on personnel appointments to ensure the transparency of promotion processes.

# Employee Communication

COGO respects employees' rights to information, expression, participation and supervision. We listen to employees' opinions, and we strive to optimise the employee experience based on employee feedback by creating a variety of communication channels with employees, answering employees' questions, and responding to employees' requests, so that employees could well engaged in the development of the enterprise.

understanding of management initiatives;

notices, holiday care services to facilitate communication and participation of employees.

To gain in-depth insights into employee sentiments and continuously enhance workforce satisfaction, we have implemented third-party distributed email-based anonymous surveys covering all employees to conduct employee satisfaction and engagement surveys. This approach allows us to gather employee feedback and analyze different trend segments using four-guadrant methodology, helping identify management weaknesses and implement targeted improvement measures. For specific employee concerns identified through the survey, we have established prompt communication channels to address issues with relevant personnel, ensuring timely resolution of workplace challenges. In 2024, COGO's employee satisfaction score and engagement index have achieved leading positions within the industry.

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COGO Converged Consensus Benefits for All

 In conjunction with the "Working with enterprising employees, spreading happiness across the COGO" staff care activities, online general manager and other forums were held to conduct targeted communication with employees to enhance employees'

 We set up a dedicated mailbox for employee complaints, collect employees' feedback in a timely manner, provided rectification and feedback on reasonable suggestions, and ensured that employees' claims and opinions are implemented;

· We Iteratively optimised the function of the intelligent customer service robot "Octopus Xiaoba HR Consulting", expanded the coverage of response questions, supplement the latest policy consultation content such as personal pension, update the knowledge base and answer content of the company system, comprehensively, covering personnel procedures, attendance leave, five insurance and two supplementary medical insurance, administrative affairs, guidance for new people, corporate culture. In addition, the information service desk regularly pushes policies,

# Converged Consensus Benefits for All

COGO embraces the philosophy of mutual growth and shared success, fostering collaborative development platforms to build a trust-based, responsibility-driven community of shared destiny with all stakeholders across the value chain. Through concrete actions, we pioneer a path of collective advancement, equitable benefitsharing, and industry-wide prosperity. By innovating green supply chain practices, we advance sustainability and climate action, while focusing on rural revitalization through replicable eco-circular models that activate rural endogenous growth. Our initiatives---industrial empowerment, cultural enrichment, and public welfare support—uplift livelihoods, empowering communities to co-create a future of inclusive prosperity and shared well-being.

### SDGs-related topics responded in this chapter:



ESG-related material topics responded in this chapter:

Responsible supply chain management, public welfare and charity, communication and common prosperity and development

### Performance Highlights:

- Signed 3,183 copies of the Integrity Agreement with winning suppliers, with a coverage rate of 100%;
- The coverage rate of the publicity of the policies on announcement of prices and integrity of suppliers reached 100%;
- Launching the "Qingliu Plan" for green supply chain development, led by the Group's Supply Chain Division, we conducted **7** training sessions on green and low-carbon practices;
- Conducted 23 carbon inventory training sessions for suppliers and contractors;
- The total number of employees participating in volunteer service was 8,508, with 8,136 volunteer hours;
- The total investment in public welfare was RMB 2,437,966.



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# Supply Chain Management

COGO upholds the values of integrity, collaborative consensus, and continuous improvement, actively fostering a procurement environment characterized by fairness, transparency, security, efficiency, and sustainability. We have established a full lifecycle management mechanism for suppliers to ensure the high-guality delivery of products and services. Simultaneously, we prioritise the development of a sustainable supply chain by elevating supplier gualification and collaboration criteria across social, economic, and environmental dimensions, while leveraging digital technologies to support suppliers in achieving green transformation. As of December 31, 2024, the Group has partnered with 9,286 suppliers (including contractors) nationwide.

Suppliers are categorized into direct suppliers (Tier 1 suppliers) and indirect supplier (non-Tier 1 suppliers), with further classifications based on purchase volume, risk level, material type, and other criteria. During the reporting period, the Group engaged 155 Tier 1 suppliers and 18 critical suppliers.



# Supplier Full Lifecycle Management

In compliance with the laws and regulations of the operation sites such as the Law of the People's Republic of China on Tenders and Bids and the Government Procurement Law of the People's Republic of China, COGO formulated and continuously optimised the management system including the Administrative Measures for Materials, the Administrative Measures for Tender and Bids and the Administrative Measures for Engineering Contracts, and specifies the management requirements for the whole life cycle from supplier admission, daily evaluation to withdrawal. In addition, ESG factors are incorporated into the supplier management system, and on the basis of ensuring the efficient and orderly development of bidding and procurement, the supervision and management of sustainable development performance of suppliers are further strengthened.

# Supplier Admission

When admitting suppliers, COGO gave priority to their ISO 14000 environmental management system certification, ISO 45001 or other occupational health and safety management system certification, SA 8000 or other social accountability certification. The following measures are taken to comprehensively improve the supplier admission mechanism:

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Through enterprise information surveys and joint unannounced inspections, we conduct an on-site review of the supplier's qualifications for environmental protection, health and safety to ensure that the suppliers meet the national standards and the Group's development plans. By doing so, we aim to select qualified suppliers and carry out regular review, maintenance and updates;

We formulated the Open Letter to the Cooperative Partners of CO Property as a part of the bidding documents, controlling the risks of suppliers in quality, environment, finance, integrity and compliance and other aspects at the source;

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We have formulated the Supplier Sustainable **Development Management** Evaluation Form, covering multi-dimensional assessment criteria such as environmental management, social responsibility, and governance. Centralized procurement partners are required to execute this form during the contract signing stage and provide supporting documentation corresponding to the selected evaluation indicators for verification during subsequent on-site supplier audits.



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# Assessment and Evaluation of Suppliers

COGO formulated the Form of Contract Fulfilment Evaluation for Constructor to assess the suppliers in terms of contract fulfilment. We comprehensively evaluate our suppliers through third-party inspection, internal inspection, and self-inspection of suppliers and many other means, and take targeted follow-up measures based on the evaluation results, so as to reduce supply chain risks. To enhance supply chain management efficiency, the company established annual evaluation targets for 18 strategic suppliers. In 2024, supplier evaluations covered 4,531 suppliers, with key suppliers accounting for 0.4% of the total. The evaluations identified no significant actual or potential negative impacts among any suppliers.

- Take into account of suppliers' performance in project completion in terms of project progress, delivery quality and contract fulfilment to ensure timely and high-quality delivery of projects.
- Regional groups are required to conduct biweekly "compliance actions," reviewing contract fulfillment performance in design documentation, construction sites, and labor wage payments to strengthen supplier management and ensure project quality, safety, and timelines.
- Third-party professional agencies were engaged to perform process guality evaluations and unannounced safety inspections, enabling objective and comprehensive assessment of suppliers' performance in quality control and safety compliance. These measures provide a robust basis for collaboration decisions, ensuring supply chain stability and security.
- Based on the Supplier Sustainable Development Management Evaluation Form, the Group evaluates suppliers' performance in environmental protection, construction quality, safety management, business ethics and other ESG dimensions. For excellent suppliers, we offer them long-term strategic partnership and other incentives. For suppliers that fail the evaluation, we require them to carry out regular rectification. Suppliers who still fail to meet the requirements after the rectification, or who fall far short of the requirements will be identified as unqualified suppliers.
- While setting stringent requirements for supplier conduct, we place equal emphasis on standardizing internal procurement management and processes within the Group. We continuously enhance the professional competencies and ESG awareness of procurement teams through targeted training programs. The Group actively trains procurement staff on supplier ESG management protocols, leveraging regular workshops, ESG updates, and case study sharing to strengthen oversight of supplier ESG performance.

# Supplier Exit

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COGO regularly carries out a supplier roster maintenance and cleaning every year, and clears unqualified suppliers who have violated safety management, engineering quality and business ethics, so as to continuously promote the optimization and upgrading of the supply chain. In 2024, no supplier relationships were terminated due to significant actual or potential negative impacts.

# Promote the Sustainable Development of the **Supply Chain**

Upholding high standards of business ethics, COGO collaborates with suppliers and partners to reinforce ethical safeguards, fostering a cooperation model rooted in integrity, fairness, and transparency. We actively support suppliers in achieving green transformation and cultivating an eco-conscious partnership ecosystem. To advance supply chain sustainability, the Company has established the board as the apex decision-making body, overseeing the formulation and execution of sustainability strategies across all supply chain stages.

Simultaneously, the Company is actively developing a green and sustainable supply chain, with a defined goal to systematically advance the expansion of green certification coverage among suppliers. Through a green supplier evaluation mechanism, we incentivize suppliers to improve resource efficiency, reduce environmental footprints, and align with green development goals.

By the end of 2024

- 7 suppliers had applied for green certification,

# **Developing Uncorrupted Procurement**

COGO has formulated the Supplier Code of Conduct, which stipulates that all the partners shall not participate in corruption, bribery, fraud, collusion, money laundering, anti-competition, counterfeit, false announcement and other violations. All suppliers are required to sign the Integrity Agreement to regulate the integrity obligations through legal treaties, and to prevent any breach of business ethics during the cooperation. In addition, we conduct ethics training for suppliers, organise regular communications and discussions among suppliers, and strive to promote effective compliance with the requirements of suppliers' integrity management.

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COGO Convergeo Consensus Benefits for All

• submitting **10** environmental compliance and innovation initiatives for evaluation.



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## Leading Green Purchasing

COGO adheres to the principles of fair, equitable, and transparent procurement, actively innovating supplier management mechanisms by deeply integrating green and environmental requirements. By improving resource use efficiency and leveraging its technological and expertise advantages, COGO empowers the supply chain to accelerate green transformation, driving the green upgrade and sustainable development of the industry chain.

We have developed Green and Low-Carbon Procurement Guidelines to define criteria for gualified green suppliers. In product selection, we prioritise high recyclability to avoid resource waste at the procurement stage, guided by a lifecycle value philosophy. Under the "Qingliu Plan" for green supply chain development, we engaged 132 centralized procurement suppliers to promote the adoption of safe, low-carbon, and eco-friendly products. Concurrently, we established an intelligently managed green supply chain database to monitor suppliers and regularly evaluate their green performance.



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**100%** of suppliers obtained ISO 14001 Environmental Management System certification,

while **52** suppliers achieved ISO 50001 Energy Management System, Green Factory, or Green Supply Chain certifications, accounting for 39% of the total.

To continuously strengthen suppliers' sustainability capabilities, we conduct regular communication sessions to share environmental requirements, low-carbon practices, and green innovation experiences, fostering mutual learning and collective progress. Additionally, we provide support measures for qualified green suppliers with high carbon reduction potential, signing energy-saving retrofit projects in cities like Yinchuan, Hefei, and Ganzhou to enhance their environmental performance and sustainable competitiveness. We conduct carbon inventory training sessions for contractors and suppliers, transferring carbon management knowledge to help them clarify their emissions data, thereby building a foundation for effective and feasible decarbonization actions across the supply chain.

In 2024, we launched the Supplier Green Certification Program, specifying certification methods, scope, and targets to improve compliance with green standards. Pilot initiatives such as product carbon labeling for upstream and downstream partners are being actively promoted. By 2025, we aim to complete carbon footprint assessments and green certifications for 50% of supply chain products, with full coverage across all suppliers by 2026.

For more information on procurement of green building materials, see the Report "COGO Adjacent Green Havens, Nature in Harmony" .

# Social Contributions

COGO steadfastly upholds the core principles of "Integrity, Innovation and Gratitude", actively shoulder corporate social responsibility, and implement public welfare missions through multidimensional practices. Aligning with national strategies, we deeply integrate rural revitalization into business operations by advancing consumption-driven assistance, educational equity, and community philanthropy, thereby creating economic value while enhancing public well-being and fostering a harmonious society of shared development.

# Supports the Rural Revitalization

The challenges of "Agriculture, Rural Areas, and Farmers" hold critical significance for national progress and livelihoods. In response to the rural revitalization strategy, COGO has launched targeted initiatives in multiple regions, addressing resource gaps in basic education, daily living conditions, and income generation through tailored support programs. These actions tangibly improve residents' quality of life, demonstrating our commitment to driving sustainable societal advancement.

### Facilitating the Construction of a "Carbon-Neutral Campus" at Wenjiahe Primary School, Contributing to the Revitalization and Development of Kangle County, Gansu Province

In 2024, leveraging our resource integration capabilities and technological strengths, COGO collaborated with subsidiaries COGO Lowcarbon Technology to conduct feasibility studies for establishing a carbon-neutral campus at Wenjiahe Hope Primary School, China's first carbon neutrality-certified hope school. This project encompasses five key aspects: energy optimization & conservation, low-carbon campus operations, low-carbon curriculum development, low-carbon education base construction, and carbon neutrality certification. Through multiple energysaving initiatives including clean energy utilization, water-saving systems, electrified canteens, and low-carbon cultural promotion, Wenjiahe Primary School has been transformed into an eco-friendly campus. Postimplementation of these measures, the school achieved significant reductions in water and electricity operational costs. This dual-benefit approach not only improved teaching conditions but also redirected saved funds to educational programs, realizing both economic efficiency and educational advancement.



A Carbon-Neutral Campus at Wenjiahe Hope Primary School

COGO Shared Journeys, Collective Ambitions



Guided by regional characteristics and anchored in the practical needs of underdeveloped counties in Gansu Province, we persistently advance the "COGO Benefits for All" series of consumption-driven assistance initiatives through innovation-driven strategies. By integrating procurement support, sales assistance, and expanded online distribution channels, these efforts empower local agricultural products to establish brand recognition, penetrate broader markets, and catalyze regional industrial growth. Procured specialty agricultural products are strategically Utilised in employee cafeterias, as well as in client and stakeholder engagement activities. This dual-purpose approach strengthens ties with stakeholders while amplifying the visibility of these products, enabling them to transcend geographical barriers and reach diverse consumer bases. As of December 31, 2024, our cumulative procurement of consumption-assisted agricultural products totaled RMB300,000.

### "COGO Benefits for Zhuoni to Create Prosperity" Activity

In 2024, aligning with the Rural Revitalization Programs Special Campaign--"COGO Benefits for All", the Group mobilized internal and external resources to launch the "COGO Benefits for Zhuoni to Create Prosperity" activity, dedicated to expanding the market reach of Zhuoni Wood Ear products in Zhuoni County, Gansu Province and achieving the annual procurement target of RMB 300 thousand. By innovatively introducing these regionally distinctive agricultural products into residential communities, the initiative established direct market linkages between farmers and consumers, driving brand recognition and fostering industrial growth in Zhuoni county.



"COGO Benefits for Zhuoni to Create Prosperity" Activity



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# **Bringing Together Love**

### Education Inclusiveness

COGO remains steadfast in addressing educational inequities and actively supporting underprivileged families to overcome barriers to schooling, implementing targeted educational equity initiatives nationwide. Guided by a profound sense of social responsibility, we have revitalized multiple Hope Primary Schools and launched the "Build a Dream Together and Manage Happiness" and other series of charity activities to provide more opportunities for students with difficulties.

In 2024, the Group carried out the following targeted Hope Primary School assistance:

Region	S
Mengning	J
Shaoxing	Ν
Ganzhou	J
Lanzhou	١
Shantou	S



"Voices of Childhood, Rhythms of China" Cultural Gala & Low-Carbon Forum at Jiangkou Primary School

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### chools Assisted by the Group

Jinfeng Huimin Primary School

Majin Primary School

Jiangkou Primary School

Wenjiahe Primary School

Shantou Special Education School



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### Social Charity

COGO firmly recognises that corporate development is inseparable from the nourishment and support of society. We actively put into practice our commitment to giving back through diversified initiatives in public welfare, including donating charitable funds, organizing public welfare activities, and procuring public welfare supplies. By integrating internal resources, mobilizing employee engagement, and collaborating with all sectors of society, we strive to address the practical difficulties faced by communities and contribute wisdom and strength to social harmony, progress, and sustainable development.

In 2024, the Group actively promoted low-carbon, eco-friendly, and green health cultural concepts at its headquarters and residential communities in project locations. Through public welfare initiatives such as low-carbon awareness campaigns in communities, low-carbon education programs in schools, and cultivating local youth in science and technology, the Group effectively enhanced public environmental awareness, encouraged broader participation in green lifestyle practices, and fostered a positive social atmosphere where everyone prioritises environmental protection and embraces low-carbon living.

### Low-carbon propaganda into the community:

In 2024, the Group implemented low-carbon awareness campaigns in residential communities at the Huizhou Kaixuancheng Project, Yinchuan Qizilian Lake Community, and Nanning Nakao River Community, fostering lowcarbon lifestyles through activities like waste sorting education and interactive environmental workshops.



### Low-carbon courses into the campus:

In 2024, the Group conducted low-carbon education programs in 12 schools across 8 cities, such as Lanzhou, Ganzhou, Shantou, Yangzhou, Tangshan, etc., delivering curriculum on sustainability and green practices to over one thousand students.





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COGO Embracing Strategies, Steady Navigation

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## **Community Culture**

We actively cultivate community culture and foster a secure, reassuring neighborhood atmosphere, delivering health and safety services to residents, tenants, and clients in our operational communities. Guided by the Customer Care Work Guidelines outlining client benefits, we prioritise resident needs through diversified initiatives to enhance living standards, collectively building a harmonious and aspirational home.

In 2024, under the brand theme "Close Neighbors, Shared Beauty", COGO deepened the brand ethos of "Quality Products, Premium Services, and Harmonious Communities" through diverse neighborhood activities. Centered on the three pillars of "Quality Products, Premium Services, and Responsible Citizenship", and driven by core initiatives such as "Community Leadership" and "Low-Carbon Advocacy," we cultivated a heartwarming community culture. Throughout 2024, the "Close Neighbors, Shared Beauty" campaign reached 228 communities, engaging over 300 thousand homeowner households, enriching residents' lives with joy and connection.

## "Close Neighbors, Shared Beauty": Provision of "good service" to warm neighbors

Aligned with seasonal milestones, we hosted festive events such as Lunar New Year family portrait sessions, Yingge dance performances during the Lantern Festival, Autumn Harvest community banquets, and Winter Solstice warmthsharing ceremonies in 2024. Tailored activities like "Junior Owner Experience Camps" for children and "Double Ninth Festival Elderly Care Programs" bridged generational gaps, fostering neighborly bonds and nurturing a warm, inclusive community atmosphere.



## "Close Neighbors, Shared Beauty": Being "good citizens" to interact with neighbors

Guided by residents' needs, we partnered with local resources to launch public welfare and social initiatives in 2024, including "Green Future", "Color Fun Run", "Zhuangyuan Book House" literacy exhibitions, and "Love for Farmers" agricultural support programs. These efforts integrated philanthropy into daily life, empowering residents to engage with meaningful causes. Furthermore, the brand extended its impact through collaborations with initiatives like the "Starlight Children's Journey" charity project and "Low-Carbon Initiative in Rural Area" educational programs, spreading care and warmth to broader societal groups.



COGO Shared Journeys, Collective Ambitions

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# Appendix: HKEX ESG Indicators Index

ESG Indicators	Corresponding Section	
A disclosure of the board's oversight of ESG issues		Our Sustainable Development Strategy
the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses)		Our Sustainable Development Strategy
	ess made against ESG-related goals and targets hey relate to the issuer's businesses	Our Sustainable Development Strategy
the process used to identify v	porting boundaries of the ESG report and describing which entities or operations are included in the ESG the scope, the issuer should explain the difference	About this Report
Environmental		
Aspect A1: Emissions		
A1 General Disclosure	Information on the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non- hazardous waste.	03 Develop the Green Base of the City
A1.1	The types of emissions and respective emissions data.	03 Develop the Green Base of the City
A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	03 Develop the Green Base of the City Appendix 6.3: ESG Indicators Performance Table
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Appendix 6.3: ESG Indicators Performance Table
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Appendix 6.3: ESG Indicators Performance Table
A1.5	Description of emissions target(s) set and steps taken to achieve them.	03 Develop the Green Base of the City
A1.6	Description of how hazardous and non- hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	03 Develop the Green Base of the City

## ESG Indicators

Environmental		
Aspect A2: Use of Resources		
A2 General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials	03 Develop the Green Base of the Ci
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	03 Develop the Green Base of the Cir Appendix 6.3: ESG Indicators Performance Table
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Appendix 6.3: ESG Indicators Performance Table
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	03 Develop the Green Base of the Ci
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	03 Develop the Green Base of the Ci
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Not applicable, the Group is a real estate enterprise and does not invol the consumption of large amounts o packaging materials
Aspect A3: The Environment and Na	tural Resources	
A3 General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	03 Develop the Green Base of the Ci
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	03 Develop the Green Base of the Ci
Aspect A4: Climate Change		
A4 General Disclosure	Policies on identification and mitigation of significant climate- related issues which have impacted, and those which may impact, the issuer.	03 Develop the Green Base of the Ci
A4.1	Description of the significant climate- related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	03 Develop the Green Base of the Ci
	-	

## **Corresponding Section**



ESG Indicators		Corresponding Section
P. Cocial		
B. Social		
Aspect B1: Employment		
B1 General Disclosure	Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity,	04 Lead Staff to Create a Win-win Situation
	diversity, anti-discrimination, and other benefits and welfare.	04 Lead Staff to Create a Win-win
D1 1	Total workforce by gender, employment type (for example, full- or	Situation
B1.1	part- time), age group and geographical region.	Appendix 6.3: ESG Indicators Performance Table
B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix 6.3: ESG Indicators Performance Table
Aspect B2: Health and Safety		
B2 General Disclosure	Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	04 Lead Staff to Create a Win-win Situation
B2.1	Number and rate of work-related fatalities occurred in each of the past	04 Lead Staff to Create a Win-win Situation
D2.1	three years including the reporting year.	Appendix 6.3: ESG Indicators Performance Table
B2.2	Lost days due to work injury.	Appendix 6.3: ESG Indicators Performance Table
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	04 Lead Staff to Create a Win-win Situation
Aspect B3: Development and Training		
B3 General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	04 Lead Staff to Create a Win-win Situation
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Appendix 6.3: ESG Indicators Performance Table
B3.2	The average training hours completed per employee by gender and	Appendix 6.3: ESG Indicators

## **Corresponding Section**

Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.	04 Lead Staff to Create a Win-win Situation
Description of measures to review employment practices to avoid child and forced labour.	04 Lead Staff to Create a Win-win Situation
Description of steps taken to eliminate such practices when discovered.	04 Lead Staff to Create a Win-win Situation
Policies on managing environmental and social risks of the supply chain.	05 Join Hands to Create a Better Future
Number of suppliers by geographical	05 Join Hands to Create a Better Future
region.	Appendix 6.3: ESG Indicators Performance Table
Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	05 Join Hands to Create a Better Future
Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	05 Join Hands to Create a Better Future
Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	05 Join Hands to Create a Better Future
Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	02 Ensure Happiness and Peaceful Living for People
Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable, the Group is a real estate enterprise and does not involve product recycling problem
Number of products and service- related complaints received and how they are dealt with.	02 Ensure Happiness and Peaceful Living for People



ESG Indicators		Corresponding Section
B. Social		
Aspect B6: Product Responsibility		
B6.3	Description of practices relating to observing and protecting intellectual property rights.	02 Ensure Happiness and Peaceful Living for People
B6.4	Description of quality assurance process and recall procedures.	02 Ensure Happiness and Peaceful Living for People
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	02 Ensure Happiness and Peaceful Living for People
Aspect B7: Anti-corruption		
B7 General Disclosure	Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	01 Strengthen the Foundation of Governance Responsibility
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.	01 Strengthen the Foundation of Governance Responsibility Appendix 6.3: ESG Indicators Performance Table
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	01 Strengthen the Foundation of Governance Responsibility
B7.3	Description of anti-corruption training provided to directors and staff.	01 Strengthen the Foundation of Governance Responsibility Appendix 6.3: ESG Indicators Performance Table
Aspect B8: Community Investment		
B8 General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	05 Join Hands to Create a Better Future
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	05 Join Hands to Create a Better Future Appendix 6.3: ESG Indicators Performance Table
B8.2	Resources contributed (e.g. money or time) to the focus area.	05 Join Hands to Create a Better Future Appendix 6.3: ESG Indicators Performance Table

# ppendix: List of Laws, egulations and Policies

Employment Ordinance (Hong Kong)

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Major Laws and Regulations	Policies and Management Regulations of COGO		
Environmental Protection Law of the People's Republic of	Environmental Policy		
China	Special Treatment Plan for Ecological		
Law of the People's Republic of China on Environmental	Environment		
Impact Assessment	China Overseas Grand Oceans		
Law of the People's Republic of China on the Prevention and	Commercial Green Environment		
Control of Environment Pollution by Solid Wastes	Convention		
Water Pollution Prevention and Control Law of the People's	China Overseas Grand Oceans		
Republic of China	Business Office Green Environment		
Atmospheric Pollution Prevention and Control Law of the People's Republic of China	Convention Operational Guidelines for Ecological Protection at Construction Sites Design Standard for Energy Efficiency		
Soil Pollution Prevention and Control Law of the People's Republic of China			
Law of the People's Republic of China on Noise Pollution	of Passive Ultra-low Energy Green and		
Prevention and Control	Residential Buildings		
Energy Conservation Law of the People's Republic of China	Design Standard of Healthy Buildings		
Land Administration Law of the People's Republic of China	Guidelines for Design of Precast Concrete Buildings		
Regulations of the People's Republic of China on Nature Reserves	Rewards and Punishments Measures		
Urban and Rural Planning Law of the People's Republic of	for Engineering Ecological and		
China	Environmental Protection		
Regulations on the Administration of Construction Project	Operational Guidelines for Ecological		
Environmental Protection	Protection at Construction Sites		
Administrative Measures for the Prevention and Control of Environmental Pollution by Electronic Waste			

## Labour Law of the People's Republic of China

Labour Law of the People's Republic of China	Recruitment Management Regulations
Labour Contract Law of the People's Republic of China	Employee Relations Management
Employment Promotion Law of the People's Republic of China	Methods
Social Insurance Law of the People's Republic of China	Employee Handbook
Provisions on the Prohibition of Using Child Labour	Employee Salary Management
Law of the People's Republic of China on the Protection of	Methods
Minors	Employees' Code of Conducts
Company Law of the People's Republic of China	Employee Benefits Management Methods
Provisions on Minimum Wages	Methods
Provisions on the Democratic Management of Enterprises	



ndicators	Major Laws and Regulations	Policies and Management Regulations of COGO	ESG Indicators	Major Laws and Regulations	
	Labour Law of the People's Republic of China Fire Protection Law of the People's Republic of China Law of the People's Republic of China on the Prevention and Control of Occupational Diseases Regulation on Work-Related Injury Insurance Emergency Response Law of the People's Republic of China Labour Dispute Mediation and Arbitration Law of the People's Republic of China Labour Dispute Mediation and Arbitration Law of the People's Republic of China Provisions on the Administration of Occupational Health at Workplaces Regulations on the Reporting, Investigation and Handling of Production Safety Accidents Interim Provision on the Screening, Identification and Control of Work Safety Accident Hazards Provisions on the Negotiation and Mediation of Enterprise Labour Disputes Administrative Regulations on the Work Safety of Construction Projects	List of Safety Responsibilities Construction Safety Management Policy Construction Safety Management Reward and Punishment Rules Project Safety Management Scheme Occupational Health and Safety Policies Self-checking Standards of Office Environment Management Production Safety Management Manual List of Safety Responsibilities Annual Safety Target Liability Letter Safety Management Agreement Correct Practices for Safe and Civilised Construction Guidelines for Safety Management in the Full Project Cycle Guidelines on Safety Precautions during Rainstorm and Typhoon Seasons Comprehensive Emergency Plan for Regional Company Production Safety Incidents Plan for Categorized Management of	ed n	Civil Code of the People's Republic of China Product Quality Law of the People's Republic of China Construction Law of the People's Republic of China Advertising Law of the People's Republic of China Data Security Law of the People's Republic of China Information Security Technology Guidelines for the Security of Personal Information (Draft for Public Consultation) Trademark Law of the People's Republic of China Copyright Law of the People's Republic of China Patent Law of the People's Republic of China Information Security Technology Guidelines for the Security of Personal Information (Draft for Public Consultation) Regulatory Measures on the Sale of Commercial Houses Regulation on the Quality Management of Construction Projects Residential Properties (First-hand Sales) Ordinance (Hong Kong)	
rojecis		Seasons Comprehensive Emergency Plan for Regional Company Production Safety Incidents	Anti- corruption	Company Law of the People's Republic of China Securities Law of the People's Republic of China Anti-Money Laundering Law of the People's Republic of China	
,		Personnel Appointment Management Methods Measures for the Performance Management Assessment			a
Labo Regu and N Imple Empl Regu	ur Law of the People's Republic of China ur Contract Law of the People's Republic of China lation on Public Holidays for National Annual Festivals Memorial Days ementation Measures for Paid Annual Leave for oyees of Enterprises lations on the Medical Treatment Period of Sickness or Work-Related Injury of Enterprise Employees	Human Rights Policy Recruitment Management Regulations Employee Relations Management Methods			
Th Go	ivil Code of the People's Republic of ChinaAdministrative Measures for Tenderhe Bidding Law of the People's Republic of Chinaand Bidovernment Procurement Law of the People's Republic ofAdministrative Measures for				ן ק ן
Chir	1a	Engineering Contracts Supplier Code of Conduct Administrative Measures for Materials Open Letter to the Cooperative Partners of CO Property	Community Investment	Charity Law of the People's Republic of China Measures for the Information Disclosure of Charitable Organisations	E F

# Appendix: ESG Indicators Performance Table

Environment		
Indicator(s)	Unit	2024 <sup>(1)(2)</sup> Total
Exhaust Emissions <sup>(3)</sup>		
NOx emissions	kg	422.89
SOx emissions	kg	3.80
Particulate matter	kg	37.67
GHG Emissions <sup>(3) (4)</sup>		
Total Emissions (Scope1+Scope 2)	tonne CO <sub>2</sub> e	29,382.24
Total Emission intensity <sup>(8)</sup> (Scope1+Scope 2)	tonne CO <sub>2</sub> e/'0000 sq.m.	502.58
Direct Emissions (Scope 1)	tonne CO <sub>2</sub> e	1,776.93
Indirect emissions (Scope 2)	tonne CO <sub>2</sub> e	27,605.31
Other emissions (Scope 3)	tonne CO <sub>2</sub> e	834.43
Waste Management		
Hazardous Waste Generated		
Total volume of hazardous waste generated <sup>(5)</sup>	tonne	1.17
Intensity of hazardous waste <sup>(8)</sup>	tonne/'0000 sq.m.	0.02
Waste batteries	tonne	0.14
Waste toner cartridges	tonne	0.53
Waste ink cartridges	tonne	0.50
Non-hazardous Waste Generated		
Total volume of non-hazardous waste generated <sup>(6)</sup>	tonne	241.71
Intensity of non-hazardous waste <sup>(8)</sup>	tonne/'0000 sq.m.	2.19

Environment		
Indicator(s)	Unit	2024 <sup>(1)(2)</sup> Total
General office waste	tonne	24.71
Food waste	tonne	217.00
Energy Consumption <sup>(3)</sup>		
Total energy consumption (excluding renewable energy consumption)	MWh	56,586.90
Total energy consumption intensity <sup>(8)</sup>	MWh/'0000 sq.m.	967.91
Non-renewable Energy (Direct ) Consumption	ion	
Direct energy Consumption (excluding renewable energy consumption)	MWh	7,505.23
Direct energy consumption intensity(8)	MWh/'0000 sq.m.	128.38
Diesel	MWh	62.06
Gasoline	MWh	2,369.24
Compressed/pipeline natural gas	MWh	2,774.01
LNG	MWh	337.33
LPG	MWh	1,962.60
Renewable Energy (Direct) Consumptio	n	
Biofuel	Litre	9,600.00
Photovoltaic	MWh	210.86
Indirect Energy Consumption		
Indirect energy consumption	MWh	49,081.67
Indirect energy intensity <sup>(8)</sup>	MWh/'0000 sq.m.	839.53
Purchased electricity	MWh	46,867.29
Purchased Heat	MWh	2,214.38



Environment		
Indicator(s)	Unit	2024 <sup>(1)(2)</sup> Total
Water Resources Management		
Total water consumption <sup>(7)</sup>	cu.m.	1,096,536.53
Water consumption intensity <sup>(8)</sup>	cu.m./'0000 sq.m.	18,756.07
Packaging Materials		
Total packaging material	tonne	43.21
Packaging material intensity <sup>(8)</sup>	tonne/'0000 sq.m.	0.74
Paper bag	tonne	1.88
Paper	tonne	39.98
Gift box	tonne	0.02
Plastic tape	tonne	1.33

Description of environmental key performance indicators:

- 1. The time horizon for environmental key performance indicators covers January 1, 2024 to December 31, 2024.
- 2. The environmental KPIs cover the Company's headquarters and 12 regional companies, 40 city companies and 3 professional companies (including COGO Commercial Company, COGO Lowcarbon Technology and Zhonghong Haichuang Engineering Management Company) operating in Chinese Mainland and Hong Kong, including self-constructed selfused and leased office buildings, self-owned employee canteens, self-operated project sites, commercial project public area and other areas and means of transport such as official vehicles that are under operational control and incurring the relevant expenses, and excluding the Group' s leased out office buildings, outsourced employee canteens and construction site areas.
- 3. Sources of calculation factors: (1) When calculating emissions, the emission factors of vehicle emissions refer to the *Reporting Guidance on Environmental KPIs* issued by SEHK; (2) When calculating greenhouse gas emissions, the emission factors of natural gas, liquefied natural gas and thermal energy refer to the *Guidelines for Accounting and Reporting Greenhouse Gas Emissions China Public Building Operation Enterprises* issued by the National Development and Reform Commission of China. The emission factor of electricity is referred to the *Notice on the Management of Greenhouse Gas Emission Reporting of Enterprises in Power Generation Industry from 2023 to 2025* issued by the Ministry of Ecology and Environment of China. The emission factors of aviation business travel is referred to the Guidelines of *Reporting Guidance on Environmental KPIs* issued by SEHK. (3) The conversion coefficients of calorific value of various energy consumption refer to the *Guidelines for Accounting and Reporting Greenhouse Gas Emissions China Public Building Operation Enterprises* issued by the National Development. The emission factors of other energy sources refer to the *Reporting Guidance on Environmental KPIs* issued by SEHK. (3) The conversion coefficients of calorific value of various energy consumption refer to the *Guidelines for Accounting and Reporting Greenhouse Gas Emissions China Public Building Operation Enterprises* issued by the National Development and Reform Commission of China.
- 4. In 2024, greenhouse gas emissions (Scope 1) are from pipeline natural gas, liquefied natural gas, liquefied petroleum gas, fixed source diesel, vehicle gasoline, vehicle diesel direct combustion emissions. GHG emissions (Scope 2) are from purchased electricity and heat. Greenhouse gas emissions (Scope 3) are from greenhouse gas emissions generated by business air travel.
- 5. Hazardous waste includes waste batteries, waste toner cartridges and waste ink cartridge.
- 6. Non-hazardous waste includes general office waste generated by administrative offices and food waste generated by non-outsourced staff cantons.
- 7. Water consumption comes from municipal water supply.
- 8. GHG emissions intensity, intensity of hazardous waste, intensity of non-hazardous waste, energy intensity, water consumption intensity and packaging material intensity is calculated using the Group's area under management in 2024 (unit: '0000 sq.m.) as the denominator. The Group' s area under management is the area under the operational control, including office space, employee canteens, self-operated project sites, commercial project public area.
- 9. We have initiated AA1000 validation to enhance the reliability of environmentally critical performance data.
- 10. Proportion of total area of commercial real estate projects in operation that have obtained green building certification = Gross floor area of commercial real estate projects in operation that have obtained green building certification by the end of the reporting period Cumulative gross floor area of commercial real estate projects in operation by the end of the reporting period

Green Building		
Indicator(s)	Unit	2024 Total
Number of projects that had met green building standards	/	216
Area of projects that had met green building standards	million square metres	4,451.6
Proportion of the number of projects that had met green building standards	%	95
Proportion of total area of commercial real estate projects in operation that have obtained green building certification <sup>(10)</sup>	%	96

Employment	
Indicator(s)	Unit
Number of Employees	
Total number of employees	Person
By Gender	
Number of females	Person
Proportion of females	%
Number of males	Person
Proportion of Males	%
By Age	
Number of employees aged 30 or below	Person
Proportion of employees aged 30 or below	%
Number of employees aged 30 to 50	Person
Proportion of employees aged 30 to 50	%
Number of employees aged 50 or above	Person
Proportion of employees aged 50 or above	%
By Employee Category	
Number of senior management	Person
Proportion of senior management	%
Number of middle management	Person
Proportion of middle management	%
Number of general employees	Person
Proportion of general employees	%

2024 Total
2,429
1,049
43.2
1,380
56.8
408
16.8
1,970
81.1
51
2.1
31
1.3
97
4.0
2,301
94.7



Employment		
Indicator(s)	Unit	2024 Total
By Type of Employment Contracts		
Number of full-time employees	Person	2,429
Proportion of full-time employees	%	100
Number of part-time employees	Person	0
Proportion of part-time employees	%	0.00
Total number of employees	Person	2,429
By Geographical Region		
Number of employees in the Chinese Mainland	Person	2,419
Proportion of employees in the Chinese Mainland	%	99.6
Number of employees in Hong Kong	Person	10
Proportion of employees in Hong Kong	%	4.0
Composition of Senior Management		
By Gender		
Female	Person	1
Male	Person	30
By Age		
Aged 30 or below	Person	0
Aged 30 to 50	Person	21
Aged 50 or above	Person	10
Proportion of senior management by geogr	aphical region	
Chinese Mainland	%	30
Hong Kong	%	1
Female Employee		
Female proportion in management	%	13.0
Female proportion in junior management	%	16.9
Female proportion in revenue-generating departments	%	8.3
Female proportion in STEM-related departments	%	7.5

Employment	
Indicator(s)	Unit
Number of Employee Turnover	
Ratio of Employee Turnover	%
By Gender	
Number of females	Person
Proportion of females	%
Number of males	Person
Proportion of Males	%
By Age	
Number of employees aged 30 or below	Person
Proportion of employees aged 30 or below	%
Number of employees aged 30 to 50	Person
Proportion of employees aged 30 to 50	%
Number of employees aged 50 or above	Person
Proportion of employees aged 50 or above	%
By Geographical Region	
Number of employees in the Chinese Mainland	Person
Proportion of employees in the Chinese Mainland	%
Number of employees in Hong Kong	Person
Proportion of employees in Hong Kong	%
Employee satisfaction	
Employee satisfaction	Score
Employee engagement	Score
Number of employees covered by the third- party employee satisfaction questionnaire	Person
Number of responses to individual questionnaires	Person
Survey response rates provided by the third-party	%

2024 Total
22.8
218
20.8
337
24.4
122
29.9
422
21.4
11
21.6
554
22.9
1
10.0
91.3
93.6
2,187
1,947
80.2



Health and Safety		
Indicator(s)	Unit	2024 Total
Number of work-related fatalities	Person	0
Proportion of work-related fatalities	%	0
Lost days due to work injury	Days	0
Number of work-related injuries	/	0
Work-related injury and fatality	/	0

Indicator(s)	Unit	2024 Total
Employees Receiving Training <sup>5</sup>		
By Gender		
Number of females	Person	1,049
Proportion of females	%	43.2
Number of males	Person	1,380
Proportion of Males	%	56.8
By Employee Category		
Number of senior management	Person	31
Proportion of senior management	%	1.3
Number of middle management	Person	97
Proportion of middle management	%	4.0
Number of general employees	Person	2,301
Proportion of general employees	%	94.7
Total number of employees receiving training	Person	2,429
Proportion of employees receiving training	%	100

Development and Training	
Indicator(s)	Unit
Training Hours for Employees	
By Gender	
Training hours for female employees	Hour
Average training hours per female employee	Hour
Training hours for male employees	Hour
Average training hours per male employee	Hour
By Employee Category	
Training hours for senior management	Hour
Average training hours per senior management	Hour
Training hours for middle management	Hour
Average training hours per middle management	Hour
Training hours for general employees	Hour
Average training hours per general employee	Hour
Total training hours for employees	Hour
Average training hours per employee	Hour

5. Proportion of employees receiving training = Number of employees receiving training by type / Number of permanent full-time employees by type

2024 Total
24,320.0
23.2
34,631.0
25.1
1,250.0
40.3
8,079.0
83.3
49,622.0
21.6
58,951.0
24.3



Supply Chain Management		
Indicator(s)	Unit	2024 Total
Suppliers and contractors distribution by re	gion	
Hohhot and Baotou	/	498
Jilin and Zibo	/	511
Yinchuan, Zunyi and Weinan	/	558
Hefei, Changzhou, Huangshan, Chuzhou and Anqing	/	812
Shaoxing, Jinhua and Yiwu	/	657
Lanzhou, Tianshui and Xining	1	677
Nanning, Guilin and Liuzhou	1	248
Ganzhou, Jiujiang and Zhuzhou	1	761
Yangzhou, Taizhou and Danyang	/	1,141
Nantong and Yancheng	1	650
Shantou and Quanzhou	1	582
Weifang and Linyi	1	375
Huizhou, Qingyuan and Zhanjiang	/	713
Tangshan and Langfang	1	542
Xuzhou, Jining and Huaian	1	561
Total	/	9,286
Occupational Health and Safety of Contrac	tors	
Number of work-related fatalities of contractors	/	0

Product Responsibility	
Indicator(s)	Unit
Product quality and safety	
Number of open construction site activities	/
Number of cities holding open construction site activities	/
Third party quality test scores	Score
Proportion of contractors receiving health and safety training	%
Customer Relationship	
Customer satisfaction score for maintenance service of COGO	Score
Average customer satisfaction score for maintenance service of the industry	Score
Housing quality satisfaction score is	Score
Customer satisfaction score for house quality of COGO	Score
Customer satisfaction score for delivery of COGO	Score
Average customer satisfaction score for delivery of the industry	Score
Customer satisfaction score	Score
Average customer satisfaction score of the industry	Score
Customer loyalty score was	Score
Average customer loyalty score of the industry	Score
Number of customer complaints cases	/
Number of resolved customer complaints cases	/
Customer complaint resolution rate	%

2024 Total
18
13
89.5
100
91.3
95th percentile
91.6
95th percentile
94.3
95th percentile
90.9
90th percentile
83.6
95th percentile
283
283
100



Product Responsibility		
Indicator(s)	Unit	2024 Total
Tenant satisfaction		
Number of tenants who received the third- party tenant satisfaction survey	Person	212
Number of tenants in portfolio	Person	1,043
Percentage of tenants covered by the third- party survey	%	20.5
Number of survey responses received	/	212
Total number of tenants covered by the third-party survey	/	240
Response rate for tenant third-party survey	%	88.3
Intellectual Property Rights		
Number of green building technology patents	/	17
Number of invention patents	/	5
Number of utility model patents	/	12
Number of software copyrights	/	13
Number of registered trademarks	/	10
Number of journal papers	/	11
Total number of intellectual properties	/	51

Anti-	corr	unt	ion	

Anti-corruption		
Indicator(s)	Unit	2024 Total
Legal Cases		
Regarding corruption	Number of cases	0
Anti-competition	Number of cases	0
Employees were fired or disciplined for corruption	Number of cases	0
Contracts with business partners were terminated or not renewed	Number of cases	0
Corruption or bribery received through the reporting channel	Number of cases	0
Total number of concluded legal cases brought against the Company or its employees	Number of cases	0

Indicator(s)	Unit	2024 Tot
Training on Anti-corruption		
Total number of anti-corruption training an	d building a clean culture	
Number of anti-corruption training courses	1	
Number of anti-corruption training sessions	1	
Number of employees who received anti- corruption training	Person	1,2
Number of employees who received anti- corruption training	Person-times	2,0
Number of training hours on anti- corruption	Hour	4,0
Number of clean culture construction activities	/	2
Number of participants in clean culture building activities	Person-times	15,6
Number of hours of participation per capita in clean culture building activities	Hour	
Training on anti-corruption for directors		
Number of training courses on anti- corruption	1	
Number of training sessions on anti- corruption	1	
Number of Directors who received training on anti-corruption	Person	
Cumulative attendance in anti-corruption training	Person-times	
Training hours	Hour	
Training on anti-corruption for employees		
Number of training courses on anti- corruption	/	
Number of training sessions on anti- corruption	/	
Number of employees who received training on anti-corruption	Person	1,2
Cumulative attendance in anti-corruption training	Person-times	2,0
Training hours	Hour	4,0



Total number of hours the employee took

to volunteer

Anti-corruption			
Indicator(s)	Unit	2024 Total	
Training on Ethical Conduct and Conflict of Interest for Employees			
Number of training courses on ethical conduct and conflict of interest for employees	1	8	
Number of training sessions on ethical conduct and conflict of interest for employees	1	14	
Number of employees who received training on ethical conduct and conflict of interest	Person	2,400	
Number of employees who received training	Person-times	4,000	
Training hours	Hour	8,000	
Community Investment			
Indicator(s)	Unit	2024 Total	
Community Investment and Public Welfare Activities			
Total public welfare contributions	RMB	2,437,966	
Total number of employee volunteering	Person	8,508	

8,136

Hour

Compliance Management
Indicator(s)
Convicted Offences
Number of cases regarding exhaust emissions and greenhouse water and land, and generation of hazardous and non-hazard
Number of cases regarding remuneration and dismissal, recrui hours, holidays, equal opportunities, diversity, anti-discriminat matters
Number of cases regarding occupational safety and health
Number of cases regarding product and service information, p advertising, labelling, marketing practices, customer privacy ar issues
Number of cases regarding bribery, extortion, fraud, money lau related issues
Number of cases regarding intellectual property rights
Number of cases regarding anti-competitive behaviour
Total number of convicted offences

	Unit	2024 Total
gas emissions, discharges into ous waste	/	0
ment and promotion, working ion, and other employment	/	0
	/	0
oduct health and safety, Id other product responsibility	/	0
ndering and other corruption-	/	0
	/	0
	/	0
	/	0

# **Assurance Statement**

## CTI华测认证

# **Independent Assurance Statement**

CTI Certification Co., Ltd. ("CTI") is entrusted to assure the sustainable development related disclosed by China Overseas Grand Oceans Group Limited ("Reporting Organization") in 2024 Environmental, Social & Governance Report("Report"). The purpose of this process is to provide confidence for stakeholders to make decisions based on the information provided by the Reporting Organization

#### Intended users of the assurance statement

- O Company employees
- O Customers
- O Government and regulatory authorities

O Media

- Industry organisations
- O Community and public

O Shareholders and investors

O Suppliers and other business partners

#### Assurance standard

AA1000 Assurance Standard v3

#### Assurance scope

- O Verify the content, context and application of the report, as well as the quality of sustainability related information presented during the reporting period:
- 0 Assess the Report's degree of adherence to AA1000 Accountability Principles (2018) of inclusivity, materiality, responsiveness and impact;
- 0 Review the sustainability practices and performance information described in the Report;
- O Assess the reporting mechanisms for sustainability related information and their alignment with applicable reporting standards;
- 0 Assess the appropriateness and suitability of data collection, quantification and data management processes incorporated into the Report.

#### Type of engagement

Type 2 engagement

#### Level of assurance

#### Subject matter

C	Degree of adherence to AA1000 Accountability Principles (2018)
C	Quality of specified sustainability related information

```
Moderate Level
Moderate Level
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Level

### Preparation standards and normative references

China Overseas Grand Oceans Group Limited 2024 Environmental, Social & Governance Report has been prepared in compliance w the requirements set out in Appendix C2 — Environmental, Social and Governance Reporting Code (the "Code ") to the Rules Governance Reporting Code (the ") t the Listing of Securities on The Stock Exchange of Hong Kong Limited ("SEHK") and by reference to the United Nations Sustainable Development Goals (SDGs) Compass.

### Source of information disclosure

Disclosure title: China Overseas Grand Oceans Group Limited 2024 Environmental, Social & Governance Report Source: China Overseas Grand Oceans Group Limited

#### **Description of methodology**

CTI formulated an engagement plan based on the assurance process and conducted the engagement according to the plan. CTI conducted inspections with a professional skepticism attitude and the assurance activities included the following procedures

- 0
- Accountability Principles, and thereby assessing the degree of adherence; O Conduct management interviews on the effectiveness of impact-generating processes, involving the Reporting Organization's top
- management, departmental managers and sustainability officers: O Review and inspect the Reporting Organization's management practices, business processes and evidence collection procedures
- through sampling; O Collect and evaluate evidentiary materials and management declarations that substantiate the Reporting Organization's adherence

#### Conclusions

According to the AA1000 Assurance Standard v3, CTI conducted a Type 2 moderate level assurance on the sustainable related information disclosed in the Report prepared by the Reporting Organization. According to the requirements of the AA1000 Accountability Principles (2018), the conclusions are as follows:

#### The degree of adherence to AA1000 Accountability Principles (2018) of the Reporting Organization and the Report

Inclusivity	After assessment, CTI confirms stakeholders, maintained prop- incorporated key stakeholder con aligning with the inclusivity requi
Materiality	After assessment, CTI confirms assessment principle to determ impacts of identified material i internal and external aspects of AA1000 Accountability Principles
Responsiveness	After assessment, CTI confirms frameworks to define and reflect responsiveness requirement of A
Impact	After assessment, CTI confirms t for regular monitoring and meas effectively driving the sustainab Accountability Principles (2018).

#### The quality of sustainability related information disclosed in the Report

Process for understanding, testing and evaluating the extent to which the Reporting Organization adheres to AA1000

that the Reporting Organization has identified and understood per, transparent and timely communication with them, and ncerns into significant considerations for corporate sustainability, uirement of AA1000 Accountability Principles (2018).

that the Reporting Organization has applies the dual materiality nine the significance, likelihood, current and anticipated future issues, has conducted a materiality evaluation covering both of the organization, aligning with the materiality requirement of es (2018).

that the Reporting Organization has adopted suitable reporting ct responses to material matters in the Report, aligning with the AA1000 Accountability Principles (2018).

that the Reporting Organization has established clear procedures surement of sustainability impacts, with dedicated professionals bility agenda, aligning with the impact requirement of AA1000





## 中國海外宏洋集團有限公司 CHINA OVERSEAS GRAND OCEANS GROUP LTD.

#### Information on sustainable practices

#### O Board Oversight on ESG

- O Sustainable Development Goals
- O Compliance Risk Management
- O Tools for Digital Energy Consumption and Carbon Asset Management
- O Green Buildings Design
- O Exploration of Low-Carbon Financing Options
- O Green Supply Chain Initiatives
- O Supply Chain Carbon Footprint Management
- O Human Rights Policy
- O Employee Health and Safety Protection Measures
- O Career Development Programs

#### Information on sustainability performance

### Organizational scope

China Overseas Grand Oceans Group Limited China Overseas Grand Oceans Group Limited

Category	Performance
GHG Emissions (Scope1+Scope 2) (tonne CO2e)	29,382.24
Total energy consumption (excluding renewable energy consumption) (MWh)	56,586.90
Renewable Energy (Direct) Consumption- Photovoltaic (MWh)	210.86
Total water consumption (cu.m.)	1,096,536.53
Total volume of hazardous waste generated (tonne)	1.17
Total volume of non-hazardous waste generated (tonne)	241.71
Total number of employees (Person)	2,429
Number of females (Person)	1,049
Number of work-related fatalities (Person)	0
Customer satisfaction score (Score)	90.9
Total public welfare contributions (RMB)	2,437,966

## O Anti-Corruption and Bribery

- O Integrity Culture Training
- O Intellectual Property Protection
- Information Security Audits
- O Privacy Protection
- O Third-Party Product Quality Testing
- O Customer Satisfaction Surveys
- O Responsible Marketing Management
- O Customer Complaint Management
- O Social Contribution

## Limitations and approach used to mitigate limitations

The limitations and mitigation methods of CTI in the assurance process: O CTI confirms solely through interviews and factual evidence verification that all sustainability performance indicators have

- clearly defined data sources; O CTI cannot provide assurance opinions on viewpoints described in the Report, including opinions, beliefs, inferences,
- aspirations, expectations or future intentions; O CTI will focus further on the improvement and advancement of the Reporting Organization's sustainability information disclosure

## Competence and independence of CTI

Founded in 2004, CTI Certification Co., Ltd. is a professional certification body approved by the Certification and Accreditation Administration of China (CNCA) and accredited by the China National Accreditation Service for Conformity Assessment (CNAS), enjoying an independent third-party impartial status. We have extensive experience in conducting third-party audits for management system certifications in quality, environmental, energy, occupational health and safety as well as environmental data such as greenhouse gases. Except for the assurance of sustainability information, no member of the assurance team has any business relationship with China Overseas Grand Oceans Group Limited, its directors, executives or department managers. After the internal impartiality assessment conducted by CTI, we believe that there is no conflict of interest in this assurance engagement.



