

COUNTRY GARDEN HOLDINGS COMPANY LIMITED

2024 ENVIRONMENTAL SOCIAL AND GOVERNANCE REPORT

(INCORPORATED IN THE CAYMAN ISLANDS WITH LIMITED LIABILITY)

STOCK CODE:2007



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List of Environment-related Performance Indicators

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About the Report



Brief Introduction to the Report

This report is the sixteenth sustainability report (the "Environmental, Social and Governance Report", hereinafter referred to as the "Report") issued by Country Garden Holdings Limited (hereinafter referred to as the "Company", together with its subsidiaries, "Country Garden", "the Group", "we", "us" or "our") (HKEX stock code: 2007). We hope to disclose our management strategies, initiatives and achievements in Environmental, Social and Governance (ESG) in a transparent manner to respond to the concerns and expectations of our stakeholders and the public, and work together to promote sustainable development.

Reporting Scope

This report reflects the Group's sustainability performance for the period from 1 January 2024 to 31 December 2024 (the "Reporting Period"), and some of the contents are extended as needed.

The general disclosure information and social KPIs in this report cover the business and entity boundaries consistent with the financial report, including real estate development business, construction business and other businesses (mainly including property investment and hotel operation management, etc.), while the environmental KPIs cover the office area of the Group's headquarters, the office area of 17 regional companies in the real estate sector and the office area, marketing center and non-outsourced staff canteen of project companies under it.

In determining the scope and boundaries of the Report, we ensure that the Report effectively reflects the interaction between the Group's material ESG issues and the Group's business.

Reporting Principles

This report has been prepared in accordance with Appendix C2 of the Rules Governing the Main Board of The Stock Exchange of Hong Kong Limited (the "ESG Reporting Guide"), with partial reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards (the "GRI Standards") and Corporate Social Responsibility Guide for Guangdong Property Development Companies. The appendix to this report provides a detailed index of the ESG Reporting Guide for quick reference.

In line with the initiative of the International Integrated Reporting Council (IIRC), the Group maintains the consistency between ESG reporting and financial reporting and provides an overview of financial information in this report to present financial and non-financial performance in a coherent manner, so that readers can have a more comprehensive evaluation of the Group's work. Unless otherwise stated, this report is denominated in RMB.

Reporting Process

The preparation process of this report is carried out in accordance with the requirements of the above standards, such as peer benchmarking, business interviews, field research, stakeholder communication, information collection, information review, report collaboration, and management approval.

Information Sources

The information disclosed in this report is derived from official documents, reports or relevant public information of the Company and its subsidiaries, and is officially released after approval by the Board of Directors, and the Board of Directors is responsible for the authenticity, accuracy and completeness of the content of the report.

Availability

This report is available in both English, Simplified Chinese and Traditional Chinese and is available in electronic form. If there is any discrepancy between the English and Chinese versions of this report, the Simplified Chinese version shall prevail. Readers can access the electronic version of this report by visiting the Group's official website www.countrygarden.com.cn or the Hong Kong Stock Exchange's website www.hkex-news.hk.

Statement of the Board of Directors

The Board of Directors of Country Garden attaches great importance to corporate sustainable development, follows the requirements of the ESG Reporting Guidelines of The Stock Exchange of Hong Kong Limited, establishes an effective ESG framework, enhances the Board's supervision and participation in ESG matters, and actively integrates ESG concepts into daily business activities.

ESG Governance

In order to achieve whole-process sustainable development management from decision-making, communication to execution, the Group has established an ESG governance system and established an ESG governance structure composed of the Board of Directors, ESG Committee, ESG Working Committee, ESG Working Group and various business units, and consolidated responsibilities at all levels through a clear division of functions.



Board of directors

The Board of Directors of the Group, as the highest body responsible for the supervision of ESG matters, discusses ESG-related matters through board meetings and other channels, including:

- Overseeing the Group's assessment of its environmental and social impacts;
- Understand the potential impact of ESG matters on the Group's business model and the associated risks;
- Ensuring that the Group's ESG performance is aligned with the expectations and requirements of investors and regulators;
- Strengthen the reporting process for materiality assessment to ensure the accurate and consistent implementation of ESG policies;
- Promote a top-down culture to ensure ESG considerations are integrated into business decision-making processes;
- Approve the disclosure information in the Group's sustainability report.

In order to further enhance the competency of the Board, the Group has engaged third-party professional consultants to conduct special ESG training for the Board to help the Board fully understand the focus of investment, rating and regulatory authorities on ESG-related matters, understand the current status of the Group's ESG governance and the importance and necessity of ESG to the development of the company, and effectively enhance the ESG governance capability of the Board.

Environmental, Social and Governance Committee (ESG Committee)

The Company established the ESG Committee in May 2020, comprising 3 executive Directors and 3 independent non-executive Directors, with the Chairman of the Board of Directors of the Company as the chairman. The ESG Committee is responsible for carrying out and making recommendations to the Board as delegated by the Board of Directors as follows:

- Assessing and determining the Group's ESG-related risks and opportunities.
- Reviewing the adequacy and effectiveness of the Group's ESG risk management and internal control systems.
- Formulating the Group's ESG vision, management approach, strategy, framework, principles, policies, issue priorities and targets.
- Regularly review the Group's performance on ESG-related targets and evaluate the effectiveness of the ESG Working Committee.

Based on the actual situation and development needs of the Group, the ESG Committee formulates ESG work plans, organizes ESG work meetings, and coordinates with the Board of Directors and business units to follow up on the practice of sustainable development management matters, formulate suggestions for improvement and supervise rectification. The ESG Committee is supervised by the Board of Directors and reports to the Board of Directors at least twice a year.

Environmental, Social and Governance Working Committee (ESG Working Committee)

The ESG Committee consists of the ESG Working Committee, which is composed of the senior management of the Company and chaired by the President of the Company. The Group has formulated and updated the Management System of the Environmental, Social and Governance (ESG) Working Committee from time to time to clarify the responsibilities of the ESG Working Committee, stipulate the rules of procedure, provide guidance for the Group's sustainable development strategy research and planning, and continuously improve its ESG risk management capabilities. The ESG Working Committee is responsible for carrying out the following tasks under the delegation of the ESG Committee:

- Overseeing, reviewing and assessing the impact of the Group's business activities on employees, third parties, the communities in which we operate and the reputation of the Group;
- Reviewing the Group's disclosure of information on ESG performance and making recommendations to the ESG Committee;
- Responsible for preparing meetings and implementing ESG Committee resolutions.

Environmental, Social and Governance Working Group (ESG Working Group)

The ESG Working Committee has set up a working group as the coordinating body for ESG-related matters, which is responsible for implementing the resolutions of the ESG Working Committee and leading various business units to promote various ESG work.

ESG Risk Management

The Group has incorporated ESG risks into its comprehensive risk management system, comprehensively sorted out the ESG-related risk factors of its business, clarified the ESG risk identification process, and conducted a materiality assessment of ESG issues through stakeholder research, expert assessment, board discussions, etc., considering factors such as regulatory requirements, macro policies and industry ESG-related risks. During the year, the Group identified and screened 29 ESG issues, and the Board of Directors approved and confirmed the analysis results of the material ESG issues for the year.

For more information on this year's materiality assessment, please refer to the report, "Strict Governance".

ESG Target Management

The Group has set targets on material environmental and social issues, which are regularly discussed and reviewed by the Board, and the progress of achieving the targets is continuously monitored and reviewed.

The details of the above targets and their progress during the year have been disclosed in the relevant chapters of this report.

What is Country Garden?

Country Garden is a high-tech conglomerate working for society's happiness.

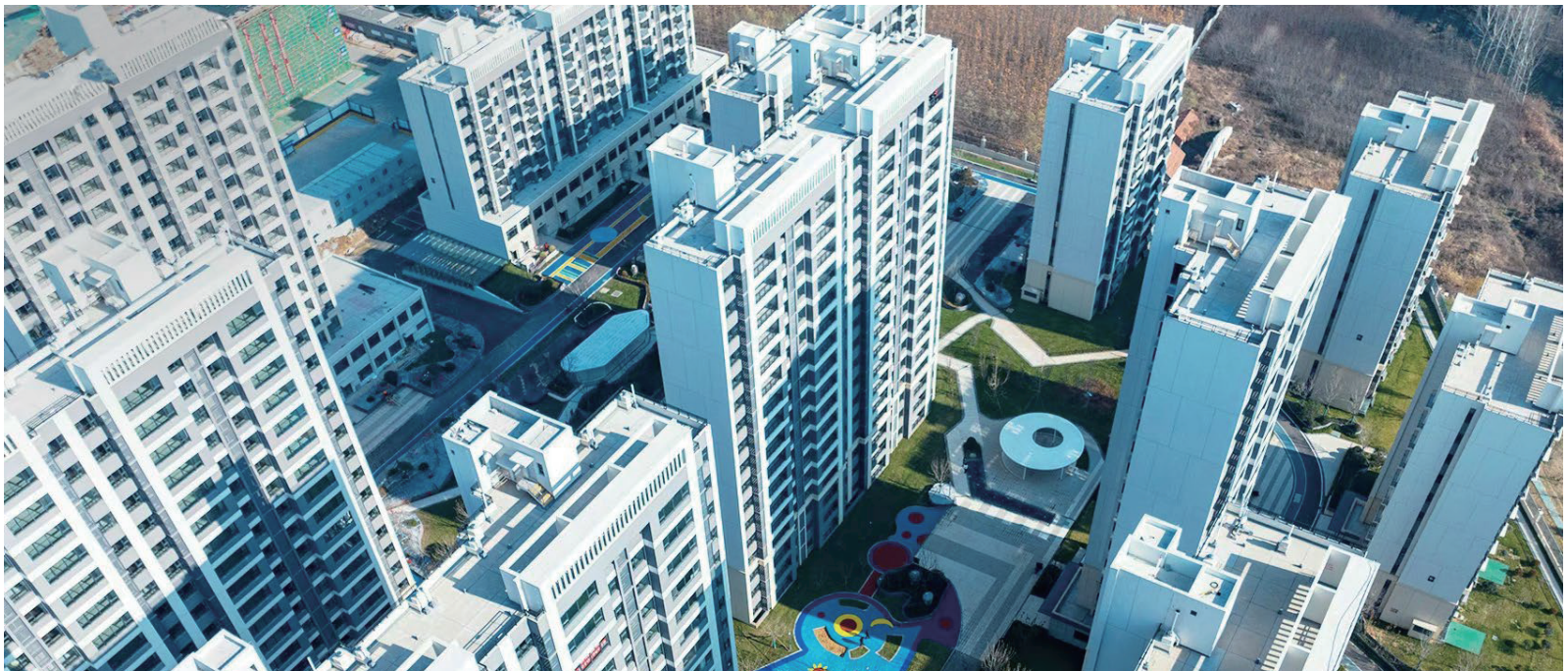
We are committed to robotics and technology-enabled construction

The rapidly evolving, diverse technologies have culminated in the age of robotics. We commit ourselves to this wave of technological innovation by recruiting diverse talents. We draw on their expertise and harness the power of technology to create a better life for society and add impetus to the country's technological advancement and quality development.

We established Bright Dream Robotics to develop and apply construction robots, raising the level of intelligentization of construction work.

We set up a technology-enabled construction group to develop a smart construction system that encompasses construction robots, a new type of prefabricated construction, smart equipment and digitalization through building information modeling (BIM). The effort aims at a perfect combination of workplace safety, quality, efficiency, environmental protection and technology. The company is also developing the businesses of general contracting and labour sub-contracting as it initiates and promotes a transformation in the traditional construction sector.

We have established Phoenix Management Company to actively expand into light-asset management and construction services. Leveraging the Group's extensive expertise in design, development, cost management, and customer resources accumulated over the years, we analyze market demands and continuously refine our products. By working closely with our partners, we strive to deliver exceptional projects.



We build good housing and good communities

Country Garden devotes itself to China's new type of urbanization. In the spirit of the craftsman, we design and build green, low- carbon, intelligent and safe housing, which comes with exquisite interior decoration, scenic gardens, comprehensive amenities and thoughtful services to the residents. We have converted over 1,400 rural towns to modern cities across the country, and more than five million people have chosen to make their homes in housing estates developed by Country Garden. We are proud to have contributed to the urbanization and modernization of our country.

We fulfil social responsibility

We join charitable causes to promote common prosperity. Since its establishment, Country Garden, together with its founder, have donated a cumulative total of over RMB 10 billion to charity and carried out its work in poverty alleviation and rural revitalization in 57 counties in 16 provinces across the country, benefitting 490,000 people. It will build on its achievements in poverty alleviation by helping to turn villages into harmonious and good places to live and work, thus contributing to rural revitalization.

Established in 1992 , Country Garden was listed on the Stock Exchange of Hong Kong in 2007 . Country Garden fosters loyalty to the Communist Party of China and patriotism in its corporate culture. It aspires to be a conscientious, socially responsible and transparent company that works diligently for China's modernization and the Chinese Dream of national rejuvenation.

We are here to make society a better place.

—— Country Garden

Annual Message for 2024

In 2024, the domestic real estate market is still struggling to move forward amid the aftershocks of deep adjustments, and investment, construction starts, and sales data are all facing downward pressure. However, the dawn has emerged, and the government has successively introduced a series of favorable policies to fully promote the market to stop falling and stabilize, injecting a shot in the arm into the recovery of the industry. Under this situation, Country Garden adheres to the values of "being a sunshine enterprise with conscience and social responsibility", seizes opportunities, strengthens confidence, and takes the initiative to ensure the quality of products and services through strict management. While making every effort to ensure the delivery of houses, Country Garden actively explores new development models, and constantly strengthens its resilience in response to changes in market demand. Although the dream is far away, you can achieve it if you pursue it; Although the wish is difficult, it can be rounded if you hold it. We use faith as a boat and sweat as a paddle, gather all our strength, cross the long winter, and embrace the warm sun and spring breeze.

Firm in Faith and Steadily, Orderly Return to the Right Track

We regard guaranteed delivery of properties as our top priority, seize policy opportunities externally, and consolidate our ability to deliver properties internally, so as to ensure property owners' peace of mind and stabilize market confidence. At the same time, we took measures to reduce costs and increase efficiency, actively carried out asset management, and provided strong financial support for the guaranteed delivery of houses. The Group is united as one, forming a strong synergy, and adopting a multi-pronged approach to promote a virtuous circle of the Group's overall operation.

Keep Pace, Go All Out to Ensure the Delivery of the House

We stick to the bottom line of delivery and take multiple measures to fulfill our quality commitment. We continue to improve our product capabilities, strictly control the quality and safety of the entire process from building construction to delivery and occupancy with the spirit of craftsmanship, and carefully carve every detail to ensure quality delivery. In 2024, Country Garden has delivered a total of about 380,000 houses throughout the year, and nearly 1 million houses in the past two years. The delivery volume ranks among the top in the industry, and it has fulfilled our mission of "guaranteed delivery of houses" with practical actions.

Low-Carbon Leadership And Insist on Practicing the Green Path

In line with the trend of green development, Country Garden actively participates in the green and high-quality transformation of the traditional construction industry. We focus on the R&D and application of smart construction technology to achieve efficient, accurate and low-pollution construction throughout the building cycle. At the same time, we are deeply involved in the field of low-energy and zero-carbon buildings, and actively contribute green building solutions to the industry. In corporate operations, we fully implement the green concept and work with all partners to jointly build a sustainable future in which man and nature coexist harmoniously.

Unite as One, Work Together to Break through Difficulties

Country Garden is well aware that outstanding talents are the key for the Group to go through the industry cycle and reshape a healthy development model. We resolutely safeguard the basic interests of our employees and make every effort to protect their health and safety. Adhering to a professional and rigorous attitude, we identify outstanding talents with high potential and strong adaptability, build a sound training structure, and empower employees to grow. We carry forward a corporate culture of respecting hard work and advocating hard work, strive to make every hard work recognized, encourage employees to give full play to their potential and work side by side with the Group to overcome difficulties.

Keep the Original Aspiration, Give Back to the Society with Sincerity

As a socially responsible enterprise, Country Garden always keeps in mind the mission of giving back to the society. We actively responded to the call of the state, integrated resources, continued to make efforts in the field of rural revitalization, and carried out diversified assistance activities to help build beautiful countryside. At the same time, we actively promote the construction of welfare housing and support the people's dream of living in peace. Taking the community as a carrier, we organize volunteer teams to promote mutual assistance between neighbours and contribute to building a harmonious

Looking forward to 2025, the east wind of industry policies is blowing strongly, and the market has gradually stopped falling and stabilized. Country Garden will firmly seize the opportunity, refine asset management, optimize the asset structure, accurately implement the "one floor, one policy", and use the professional talent team as the driving force to sprint to complete the task of guaranteed delivery of houses, so as to win trust with quality delivery. Crisis hides opportunities, and challenges give birth to growth. All Country Garden people are full of confidence, working hard, and embarking on a new journey full of hope and infinite possibilities.



Responsibility

Building a Foundation with Responsibility and Exploring Sustainable Business Resilience in Changing Situations

In 2024, under the influence of geopolitical turmoil, the stability of the global supply chain was hit again, the price of raw materials remained high, the real estate industry was burdened by the climb, and the market recovery remained slow. Against this backdrop, Country Garden is seeking to survive, keenly capturing the opportunities brought about by the optimisation of national regulatory policies and the warming up of the economic environment, actively expanding our business, adopting a series of self-help initiatives to solidify our foundation for the road to restructuring, and making every effort to transform and upgrade our business. At the same time, we keep our commitment to customers in mind, make precise efforts, adhere to the bottom line of quality and safety, exchange craftsmanship for peace of mind, and strive to enhance customer satisfaction. On the one hand, we will adhere to the strategy of "guaranteeing the delivery of houses", on the other hand, we will accelerate the expansion of diversified business, grasp the policy opportunities, strengthen the product and service force, steadily improve the self-supporting ability, and strive to break through the current predicament and move forward to a promising tomorrow.

Key Performance:

- In 2024, Country Garden has delivered more than 380,000 houses throughout the year, and nearly 1 million houses in the past two years;
- The China Index Research Institute released the list of "2024 China Real Estate Agent Construction and Operation Outstanding Enterprises", and Phoenix Zhituo Construction Management Company (hereinafter referred to as "Phoenix Zhituo") was rated as "2024 Excellent Enterprise in Agent Construction and Operation"; Phoenix Zhituo Construction Management Company's newly signed agent construction area is 8 million square meters, ranking tenth in the list of newly signed agent construction enterprises in China; As of the end of 2024, Phoenix Zhituo has undertaken more than 200 escrow construction projects, with a cumulative management area of 18.68 million square meters; There are nearly 40 agent construction projects under management, with an area of nearly 7.34 million square meters under management and a sales value of more than 75 billion yuan, covering more than 20 cities across the country.

Stick to Promises and Ensure the Quality of Delivery with Precision Management

Country Garden takes "quality first, customer first" as its core concept, regards delivery quality as our foundation, deeply integrates the quality management concept of the whole process of product life cycle into strategic planning, focuses on management traction and benchmarking guidance, and leads all levels to build a strict quality control system. We strictly abide by standards and regulations, continuously strengthen refined management, strictly ensure the implementation of quality and safety education, dynamically monitor the construction process and project progress throughout the process, conduct multiple rounds of quality verification, comprehensively investigate hidden dangers, adhere to the bottom line of quality under high pressure, strive to create an ideal home for customers, rebuild market confidence with precision delivery, and fulfill quality commitments with practical actions.

Case: Benchmark Projects in Jiangzhong Region were Delivered ahead of Schedule, Demonstrating the Pursuit of Quality

In August 2024, the 13# and 16# buildings of Xinxing Country Garden Central Garden in Yunfu City, Jiangzhong Region of Country Garden is delivered 30 days ahead of schedule, and the 8# building of Yunyue Bizhen, Lishui Country Garden, Foshan City is delivered 10 days ahead of schedule. After the Group's strict delivery evaluation and inspection, the comprehensive scores of the two projects exceed 75 points, far exceeding the excellent delivery line.

In terms of delivery management, Country Garden Jiangzhong Region implements refined strategies:



Regional Chief Leader Component
Guarantee Delivery Task Force

- 180 days before delivery, a joint risk investigation meeting is held every two weeks to comprehensively screen potential risks;
- 90 days before delivery, each project customizes a "one plan, one policy" delivery plan, which is reviewed by the regional president of the project to control risks in advance;
- 30 days before delivery, the project team holds morning meetings and night meetings every day, and ensures synchronous progress in the regional delivery group;
- For projects with poor delivery or overdue delivery quality, the project team organizes a reflection meeting in the first ten days of the following month to warn follow-up projects;
- The person in charge of regional functions goes to the front line, follows up on the situation of funds, materials and working surfaces, reports the stuck points and patrol results to the large operation team leader every week, and makes every effort to ensure the perfect delivery of each suite.



While strictly grasping daily control, we attach great importance to the preliminary acceptance of building delivery, and carefully self-inspect all aspects such as roofs, exterior walls, garden greening, etc. Through the whole process and multi-level inspections, we identify leakage, hollowing and other quality problems that may affect the living experience, and carefully rectify them, so as to lift the quality leap with the spirit of excellence.

Adhering to a highly responsible attitude towards the owners, the Jiangzhong region has carefully polished the refined quality management model, organically combined supervision and service, ensured the smooth and orderly progress of the "Guaranteed Delivery Building" project, and used practical actions to convey positive energy of responsibility to other regions, injecting vitality and expectation into the market and making high-quality delivery the new normal.

Professional and Promising, Supporting In-depth Transformation with Excellent Delivery_____

In the past ten years, the agency construction track has continued to expand, and the construction of the "three major projects" has further stimulated the growth of demand for agency construction. The agency construction business has become one of the key paths for real estate companies to achieve business transformation and upgrading and cross the industry cycle. Country Garden resonates with the pulse of the times and proactively deploys the escrow and construction industry. Its subsidiary Phoenix Zhituo actively develops new businesses. With its mature development model, Phoenix Zhituo has continuously advanced in management mechanism, industry influence and project management level, actively linked internal and external resources, integrated high-quality resources to form unique competitiveness by docking government affordable housing projects, expanding regional joint territories, cooperating and negotiating with asset management companies and banks, etc. , and effectively promoted the innovation and development of the agent construction industry.

Case: Land Development, Activating Urban Spatial Resource Allocation

In November 2024 , Phoenix Zhituo joined hands with Country Garden's Guangqing regional escrow and construction team to successfully win the bid for the Huanchuang headquarters construction project of Phase II Block C of Guangzhou International Innovation City Phase I. The project is located in Panyu, Guangzhou, close to the rear channel of the Pearl River, surrounded by headquarters of famous enterprises, universities and universities, and running through Guangzhou Railway Line 4, giving it unique location advantages.

After the completion of the project, it will serve as a key link in the opening-up infrastructure construction and service industry innovation in the Great Bay Area, attract high-quality enterprises to settle in, form an industrial agglomeration effect, stimulate regional employment, promote talent flow and technical exchanges, and at the same time, provide support for regional tax revenue growth by driving the coordinated development of upstream and downstream industries, which is expected to inject great impetus into Guangdong-Hong Kong-Macau Greater Bay Area's construction of a world-class headquarters economic structure.

Phoenix Zhituo will uphold high standards, carve projects with high-quality service strength, promote the deep integration of the real economy and people's livelihood security, inject strong impetus into the high-quality and sustainable development of the regional economy, and play an exciting new movement in the development of the Great Bay Area.



Country Garden in Statistics

Business

Contracted sales attributable to Shareholders RMB **47,200** million

Projects' geographic coverage in the mainland of China

1,371 countries and towns **298** cities

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

Contracted sales attributable to Shareholders **4,920** thousand square meters

Finance

Business revenue RMB **252.8** billion

Gross margin RMB **-1.7** billion

Environment

Number of green buildings constructed in 2024	3
Cumulative number of green buildings	1,069
Area of green buildings constructed in 2024	0.43 million square meters
Cumulative area of green buildings constructed	234.49 million square meters
Number of sponge city projects constructed in 2024	2
Area of sponge city projects constructed in 2024	20,000 square meters
Solar energy power generation in 2024	117,548 kWh

Society

Number of employees 22,794

Cumulative number of patents authorized

5,171 domestic patents authorized
86 international publications
covering 30 countries

Safety training

Regional platform security training 233 times
Safety training for project leaders 3,338 times
Safety education conferences for project leaders 581,563 times

Percentage of board members, senior management and rank-and-file employees receiving training on anti-corruption policies

100%
39,345 hours

Number of hours of public welfare/volunteer activities of employees

Running A Tight Ship

Attention-To-Detail Governance



Country Garden believes that a solid corporate governance foundation is a core driving force for promoting the sustainable development of the Group. We regulate corporate governance behaviour with high standards, continue optimising the risk management system, and adhere to business ethics to ensure compliant operation, while contributing to the building of a stable and healthy business environment. We actively listen to and respond to stakeholders' demands, joining hands with all parties to jointly promote the sustainable development of society.

Topics Discussed in this Chapter

Risk Management and Internal Control
Integrity Building
Sustainable Development Strategy
Intellectual Property Protection

SDGs discussed in this chapter



Value Creation

Operating Performance

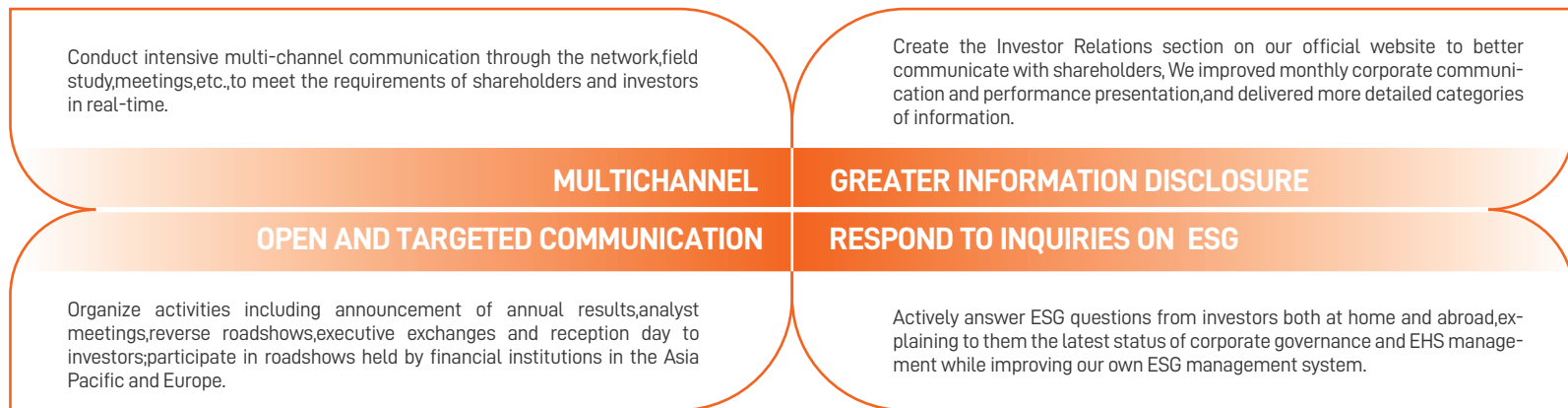
In 2024, the property sector experienced significant shifts in market supply and demand, with challenges such as sluggish sales and tightened market credit emerging one after another. Amid industry turbulence and adjustment, Country Garden adhered to the principle of "customer-centric and market-oriented", actively responded to the national policy call for "bottoming out and stabilization", and continuously optimised its business model. Centering around the "three guarantees" strategy of ensuring delivery, operation, and credit, the Group forged ahead steadily. In the iterative process of adapting to the new environment, we continued to explore ways to enhance product competitiveness, uphold the philosophy of sustainable development, capture potential market demand, and seek breakthroughs amid challenges to contribute to the long-term and healthy development of the industry.

Transparent Operations

Country Garden values transparent operations and strictly adheres to regulatory requirements. We continuously optimise our information disclosure mechanisms and strengthen disclosure management to enhance transparency. We provide timely, accurate, and comprehensive information to all stakeholders regarding the Group's operational performance, development strategies, business progress, and sustainability performance, ensuring the authenticity and reliability of information while safeguarding investors' right to know and participate. Through efficient communication mechanisms and open engagement platforms, we actively respond to market concerns, co-create value with stakeholders, share outcomes, and foster a relationship of mutual trust and win-win cooperation.

Protecting Investors' Rights and Interests

Country Garden is committed to safeguarding investors' rights and interests by ensuring efficient and smooth communication and actively listening to investors' voices. Through diversified communication channels—such as periodic reports, on-site meetings, and online interactions—we proactively engage with investors to convey the Company's value accurately and enhance market confidence. Our dedicated investor relations team closely monitors capital market developments, conducts in-depth analysis of industry trends, and summarises investor concerns. Key insights are reported to senior management to support informed decision-making and provide valuable input for the continuous optimisation of our business strategies, with the aim of creating long-term value together.



Investor Relations Management

Corporate Governance

Operational Compliance

Country Garden strictly complies with laws and regulations in the Chinese mainland, Hong Kong, China, Cayman Islands, and other operating locations, as well as the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited and the company's Article of Association. Develops and strictly implements the Compliance Management Scheme. In line with the Group's actual operations, we have formulated and rigorously implemented the Country Garden Compliance Management Measures. At the same time, we continuously enhance our internal systems, strengthen our risk management mechanisms, and improve the level of compliance operations to ensure a robust and efficient corporate governance framework.

For more detailed information on Country Garden's risk control and compliance practices, please refer to the Corporate Governance Report section in the 2024 Annual Report.

Responsibilities of the Board

As the highest governance body of the Group, the Board of Directors is fully responsible for leading and overseeing the Group's strategic direction, operational management, and business performance. It assumes overall responsibility for governance, supervision, and regular review to safeguard the long-term interests of the Group and its stakeholders.

Board meetings are held regularly to prudently assess and consider proposed transactions, and to review and approve the Group's interim and annual results. The Board has established seven specialized committees, namely the Finance Committee, Executive Committee, Audit Committee, Remuneration Committee, Nomination Committee, Corporate Governance Committee, and Environmental, Social and Governance (ESG) Committee. Each committee performs its respective duties and collaborates efficiently to jointly promote the Group's steady and sustainable development.



Key Performance:

In 2024, Country Garden convened **1** Board meeting, and the average attendance rate of Board for Board meetings was **100%**.

Board Diversity

Country Garden adopts a board diversity policy. We take into account a broad range of factors when appointing Board members, including gender, age, educational background, professional experience, skills and expertise, industry knowledge, race and ethnicity, cultural background, as well as other factors that may be relevant from time to time. These considerations are aligned with the Group's actual circumstances and development needs to continuously optimise the Board's diversity structure.

All current Board members possess extensive industry experience and strong professional capabilities. They play critical roles in their respective areas, providing robust support for the Group's balanced and sustainable development, and ensuring the scientific and forward-looking nature of corporate governance.

Key Performance:

As of 31 December 2024, the Board of the Group has **9** members, including **5** executive directors, **1** non-executive director, and **3** independent non-executive directors. Among them, there are **3** female directors, the average tenure of board members is about **10.5** years and **3** independent non-executive directors have specified industry experience.

For more details about Country Garden's Board and committees, please refer to the Corporate Governance Report section in the 2024 Annual Report.

Risk Management

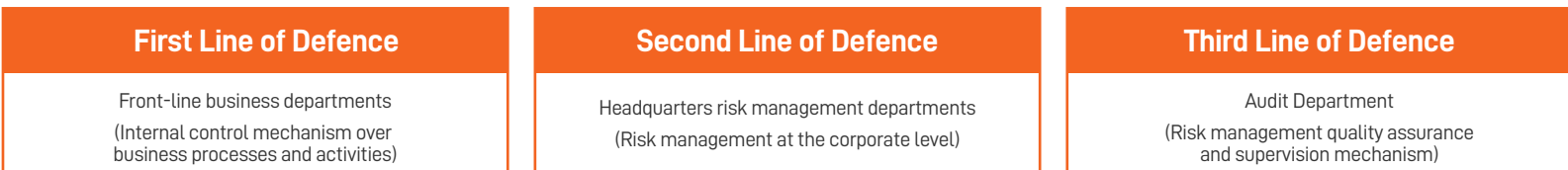
Country Garden has established the Group's risk management and control system with reference to the COSO risk management and internal control framework. The responsibilities of the Board and relevant bodies are clearly defined to maintain and ensure the effective operation of the Group's risk management and internal control system.

Risk Management and Internal Control System

The Group has developed and improved the risk management and control framework consisting of Risk Management Internal Committee, Risk Management Execution Body, and Risk Management Supervision Body. They perform the functions of decision-making, execution and supervision separately, forming the mutual separation and mutual restraint mechanism of risk management and control functions at the Group's level and the front-line level. At the operational level, the highest-ranking executive responsible for risk management is the Group's Executive Vice President, who reports to the Group President. The highest-ranking executive responsible for risk monitoring and audit operations is the General Manager of the respective department, who also reports to the Group President.



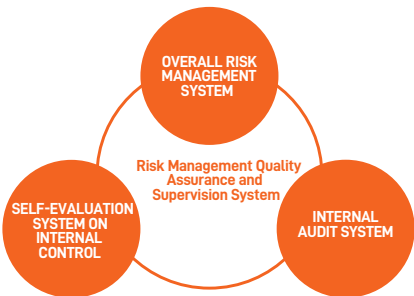
We have established "three lines of defence" consisting of front-line business departments, the headquarters risk management departments and the Audit Department to ensure that the Group's risks are effectively managed and controlled.



"Three Lines of Defence" for the Group's Risk Control

Risk Management Quality Assurance and Supervision System

The Group has established the risk management quality assurance and supervision system to meet the Group's internal requirements on risk management and control. The system comprises the overall risk management system, the self-evaluation system for internal control and the internal audit system. The three key components reinforce each other and operate collaboratively to achieve effective supervision on the implementation of the Group's risk management and control. They not only improve the operation efficiency of the Group's risk management and control mechanism, but also minimise the impact of various risks on the Group's business.



Risk Management Quality Assurance and Supervision System

Overall Risk Management System

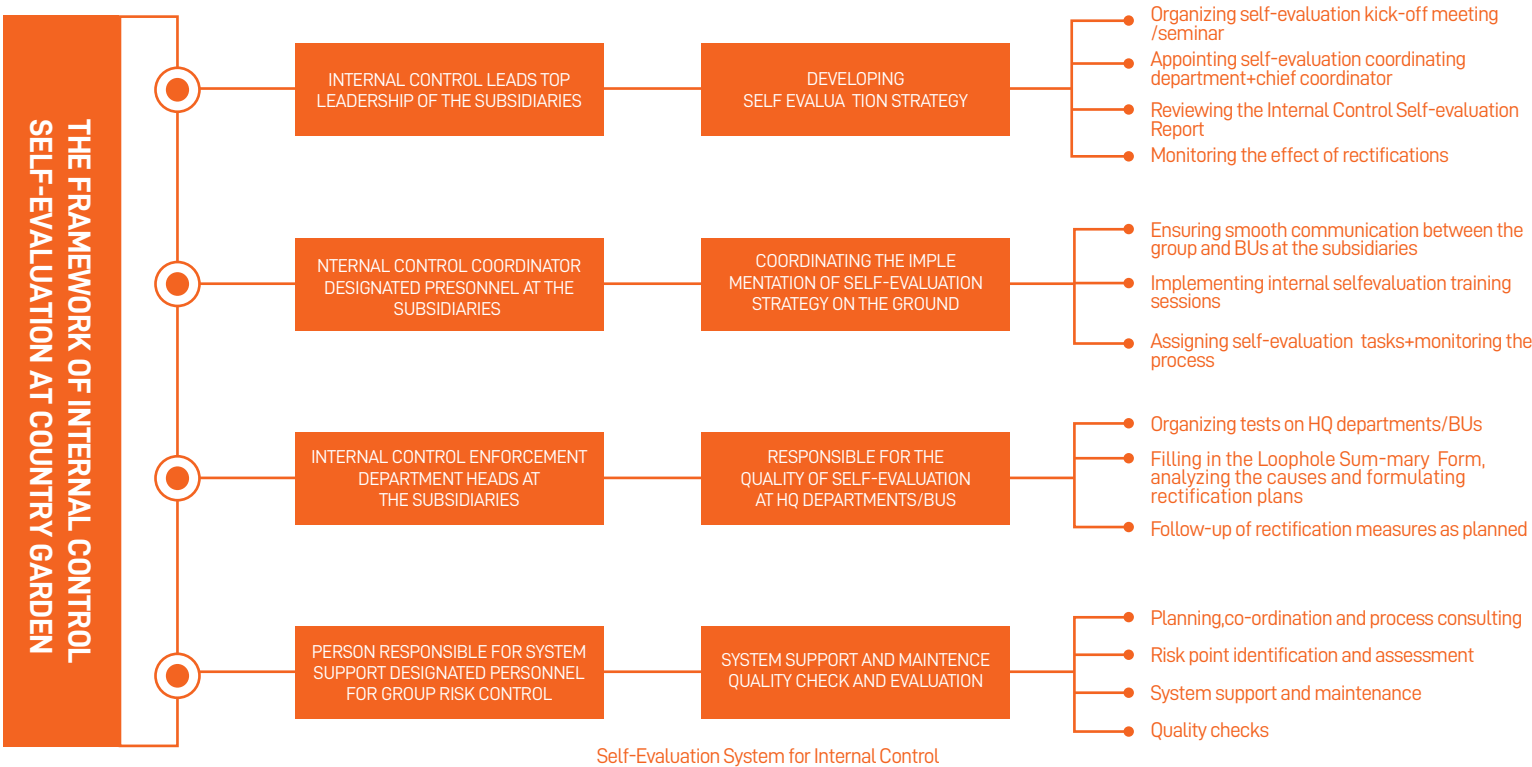
We continuously optimise the overall risk management system by gradually improving the key risk indicators system covering the Group level, the key business level and business processes, and digitalising the system to better identify risks and issue alerts. The Risk Management and Audit Department of the Group and external risk management experts also identify and evaluate major risks in the form of discussions among management, data analysis and questionnaire survey, which are performed in combination with industry risks, policy changes, the Group's strategic adjustment as well as risk events. The risk-oriented internal audit plan will be formulated accordingly to check the effectiveness against countermeasures implemented in response to relevant risk events. In 2024, the significant risk issues of the Group included delivery risks, capital operation and fund safety risks, comprehensive budgeting and operation analysis risks, asset management and impairment risks, cooperative development risks, cost control risks and compliance risks.

In addition, we conduct sensitivity analysis and pressure tests for extreme scenarios and uncommon risks. We have carried out sensitivity and pressure tests for financial risks such as the foreign exchange rate risk and interest rate risk, operational risks such as profit, capital and liquidity risks, as well as climate change risks to review the Group's resistance to pressure.

Self-Evaluation System for Internal Control

Focusing on the key risk control points, management at all levels of the Country Garden Group and its subsidiaries carries out self-evaluation on effectiveness of internal control process (referred to as internal control self-evaluation) at least twice a year. Besides, the "integrated risk management" information system has been established, which covers all the key business units and organisations at all levels of the real estate sector to improve the efficiency and effectiveness of internal control self-evaluation.

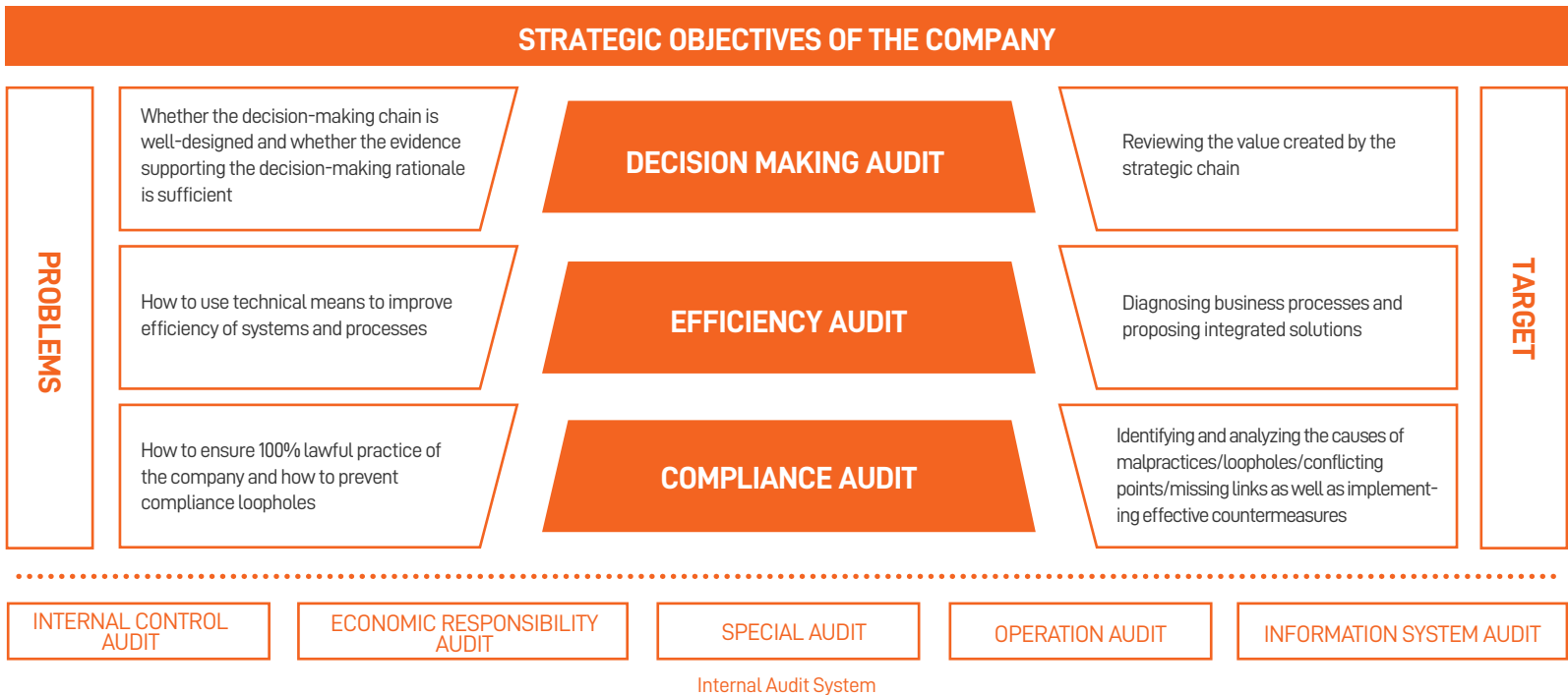
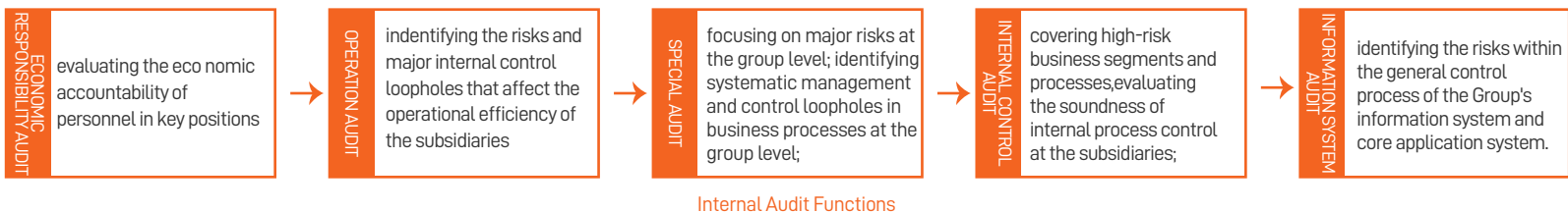
Meanwhile, we place great emphasis on cultivating risk management awareness by promoting a risk-aware culture and advancing relevant mechanisms. We reinforce accountability for the rectification of internal control deficiencies and are committed to building a culture of "internal accountability by all". Through various initiatives—such as Group-level training sessions on risk cases—we aim to enhance employees' risk awareness and their ability to identify internal control deficiencies. In addition, we continue to strengthen internal mechanisms, including the whistleblowing system for risk-related matters and the incorporation of risk clauses into business contracts, to further implement effective risk control measures.



Internal Audit System

We continuously improve our internal audit system and strengthen the risk oversight function of the Group's Risk Management and Audit Department. The department adopts a risk-oriented approach to internal audit, covering all business lines and units of the Group. The scope of audits includes special audits, internal control audits, operational audits, economic responsibilities audits, and information system audits. Systemic risks identified during audit activities are escalated through functional alerts, such as those related to business continuity risks of core information systems, access control risks, and delays in system maintenance.

We leverage digital platforms to identify risk control deficiencies at the Group level and promote the timely rectification of systemic control issues. The Risk Control and Audit Department reports common issues and progress on previous rectifications to the Audit Committee twice a year, supporting the continuous improvement of Group-level control mechanisms and key processes and systems.



Key Performance:

In 2024 , The Group completed a total of **13** audit projects, including **8** special audits (including **1** information system audit); **5** economic responsibility audits (including **2** on-post operation audits and **3** post-departure operation audits), and covered areas such as ethical standards and anti-corruption policies.

Ethics

Country Garden is committed to operating with integrity, strictly complying with all applicable laws and regulations. We prevent corruption and fraud through sound institutional frameworks, enhanced supervision, and the promotion of an anti-corruption culture. We firmly oppose unfair competition and strive to foster a fair and transparent business environment. By upholding market order and embedding integrity into our operations, we aim to build a clean, healthy, and sustainable business ecosystem from the inside out.

Anti-Corruption and Anti-Fraud Mechanisms

Country Garden strictly abides by the Anti-Money Laundering Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China, and other relevant national and local laws and regulations. Adhering to the integrity guideline of "focusing on prevention, punishment and education simultaneously", we have established the "Three Nos" business ethics management system. Under the system, we have formed the deterrence policy that disincentivises corruption, improved the mechanism that leaves no loopholes for corruption, and built a clean culture. We are committed to maintaining the market order by prohibiting any form of behaviour against business ethics, such as corruption and acceptance of bribes.

The Deterrence Policy to Disincentivise Corruption

The Group makes ongoing efforts to optimise the business ethics and anti-corruption systems. We also enhance investigation and punishment of potential corruption and fraudulent acts, and have zero-tolerance towards corruption and fraud. We have formulated and strictly implemented management policies including the Employee Code of Conduct, the Employee Conflict of Interest Management Policy, the Regulations on the Management of Employees' Work Conduct, the Measures for the Accountability of Employees' Violations of Regulations and Discipline, and the Internal Control, Audit and Supervision Manual. The Group has specified 140 types of misconduct in 14 categories, including conflicts of interest, extortion and acceptance of bribes, and professional embezzlement, and established corresponding punishment measures. Meanwhile, we has issued the Six Provisions on Improving the Work Style of Managers, which sets integrity requirements for core positions and key personnel from six aspects, namely the due diligence, clear distinction between public and private, being practical, promoting competent members, performance appraisal, and moral standard. We regularly review integrity-related policies and update or revise them in accordance with the Group's current development status.

The Group's Supervision Department conducts investigations according to the policies, and levies severe punishments for violations of regulations and disciplines. We continue broadening the field of fraud investigation, focusing on cases involving key positions and high-risk areas that are prone to fraud, work with multiple centres to conduct case investigations, and promptly identify corruption and fraud risks, thus fully ensuring the effectiveness of the anti-corruption and anti-fraud system.

We constantly optimise the Reporting System of Country Garden Group. In order to safeguard the smoothness, transparency and efficiency of reporting channels, the independent supervision channel has been established for Audit Committee, providing multiple reporting paths including email and letter both inside and outside the Group. Protecting the informants is a priority for us. We accept anonymous reports and maintain stringent confidentiality on the informants' information and relevant reporting content to prevent their rights and interests from harm. Once retaliation behaviour against the informants is noticed, the Group will treat the issue seriously according to policies.

REPORTING EMAIL	jtjcb@countrygarden.com.cn	MAILING ADDRESS	Supervision Department, No.1 Country Garden Road, Beijiao Town, Shunde District, Foshan, Guangdong Province, The PRC Suite 1702,17 /F., Dina House, Ruttonjee Centre, 11 Duddell Street, Central, Hong Kong.
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Reporting Channels

Management Mechanism that Leaves no Loophole for Corruption

It is the common responsibility of everyone in the Group from top to bottom to build a solid anti-corruption and anti-fraud management mechanism. Embedding the internal control mechanism that leaves no loophole for corruption in the three lines of defence for risk management and control, the Group implements the prevention, control, and supervision measures against potential corruption and fraud. Among them, the Group's front-line business departments (first line of defence) and functional centres of its headquarters (second line of defence) have established a complete internal control mechanism to prevent risks of fraud. Meanwhile, the Audit Department of the Group (third line of defence) conducts independent assessment and verification of its internal control quality related to business ethics standards, anti-corruption and anti-fraud to ensure the effective operation of the current internal control mechanism against risks of corruption.

In addition, we have established the Supervision Department to investigate and follow up on potential acts of fraud, and demand corrective actions to facilitate the self-renewal and continuous improvement of the internal control mechanism. The Risk Control Department of the Group identifies and continuously monitors risks of fraud so as to achieve effective prevention of potential fraud.

A Clean Culture

Consistently upholding the core values of "being a sunshine enterprise with conscience and bearing social responsibility", the Group is committed to cultivating the transparent corporate culture featuring integrity. We demand management and employees to participate in activities such as declaration of conflict of interest and signing of commitment to integrity and self-discipline each year. We also encourage employees to report the work style of executives through questionnaires, organise management to carry out self-inspection in response to the Six Provisions on Improving the Work Style of Managers, and comprehensively implement the spirit of "integrity and self-admonition". We organise integrity training, educational publicity, anti-corruption posters and integrity education activities to enhance employees' recognition of the Group's transparent philosophy, and to promote the practice of integrity among all employees.



Meanwhile, we are working to build clean supply chains and have formulated the Supplier Integrity Cooperation Guidelines. When establishing a cooperative relationship with external partners, we require them to sign an integrity agreement, in an effort to jointly maintain a clean environment for cooperation.

Key Performance:

In 2024 , the number of corruption cases brought against the Group by the judiciary authorities was 0 ; the percentage of employees signing the commitment to integrity and self-discipline reached 100% ; 7 and 4 anti-corruption training sessions were conducted for all employees, and members of the Board of Directors and senior management, respectively.

Anti-Unfair Competition

Country Garden scrupulously follows the Anti-Unfair Competition Law of the People's Republic of China and other laws and regulations, advocates fair competition, strongly opposes acts of unfair competition, protects the legitimate rights and interests of operators and consumers, and maintains the efficient and healthy development of the socialist market economy. The Group respects the intellectual property rights of others. We have improved the information security policy, which stipulates that the technical and business information of others shall be kept confidential, and the trade secrets of others shall not be infringed upon. In addition, we screen the trademarks and product names used, and prevent any improper acts of market transactions such as forgery, false use and release of false information. In this way, we reduce the social costs arising from acts of unfair competition such as market monopoly and price manipulation, ensuring stable and efficient market operation.

Intellectual Property Protection

Innovation is the primary productive force driving social development, and intellectual property rights provide strong support for protecting and encouraging scientific and technological innovation. Country Garden insists on its transformation to high-tech enterprise unwaveringly, and drives development with innovation. While constantly carrying out technological innovation of our own, we create a good environment for innovation not only for the industry but also for the society. We also establish and optimise the system for protecting intellectual property rights to better exploit the social and economic value of patents and other intellectual property.

Patent	Cumulative number of patents applied	7,576 Domestic	413 International (including Hong Kong and Macau)	Cumulative patents granted	5,171 Domestic	86 International publications	30 Covering countries
Trademark	Cumulative number of trademark applied	4,641 Domestic	1,487 overseas	Cumulative number of trademark registered	3,828 Domestic	1,073 Overseas	
Copyright	Cumulative number of copyright registered	831 Official registered					

Country Garden's New Achievements on Intellectual Property in 2023

We abide by the Trademark Law of the People's Republic of China, the Copyright Law of the People's Republic of China, the Patent Law of the People's Republic of China and other laws and regulations and have formulated the Intellectual Property Management Policy (Trial Implementation). The Intellectual Property Administrative Committee has been established to optimise the management system of intellectual property. Besides, we have adopted the dual mechanism of "streamlining the governance, improving services and delegating power" to subsidiaries. By these means, we aim to achieve the institutionalised, standardised and normalised comprehensive management of intellectual property.

Protecting Intellectual Property of Our Own

Based on management policies, the Group has put in place a stringent review process for patent application, revisits the advantages and compliance of our own technologies, and promptly takes measures such as risk screening, warning, and subsequent improvements; Report asset right infringement issues in time and take corresponding countermeasures; Protect our legitimate rights and interests by methods including patent application, trademark registration and litigation.

Protecting Intellectual Property of Others

The Group enters into clauses related to protection of intellectual property rights with suppliers; External personnel can report intellectual property related issues via the customer service email and service supervision email disclosed on the official website of the Group or other channels.

Sustainable Development Management

Sustainable Development Policy

Country Garden is committed to promoting the concept of sustainability and regards sustainable development as a long-term strategic endeavor. We adhere to the belief that "hope drives our efforts," and we continuously strengthen internal management while fulfilling our responsibility to make society a better place through our presence. Our sustainability efforts mainly include:

- Elevating sustainability to the strategic level of the Group and integrating it into business development planning;
- Closely aligning with our business operations to carry out diverse sustainability practices and promote actionable demonstrations of the sustainability concept;
- Gradually establishing and improving sustainability policies to implement sustainable practices across the entire business value chain.

Sustainable Development Vision
















Make the world a better place for having us in it

Sustainable Development Mission

Maintaining and improving the Group's long-term economic, ecological and social capital to achieve sustainable development;
Managing and handling the associated risks properly with sustainable development.

Supporting the SDGs of the United Nations



As a member of the UN Global Compact, Country Garden puts the 10 principles of 4 areas including human rights, labour, environment, and anti-corruption into practice to guide the Group's social responsibility fulfilment. In accordance with the UN Global Compact, we have set sustainable development goals covering five areas, including product responsibility, environment responsibility, talent responsibility, partnership responsibility, and community responsibility, striving to create long-term value for stakeholders. We have a long-standing commitment to our goals. We are dedicated to fulfilling our corporate social responsibilities and promoting the sustainable development of both ourselves and the whole society.








Sustainable Development Scope	SDGs of Reference	Strategic Goals (Qualitative Long-Term Goals)	Actions	Progress in 2024
Responsible for Our Products	    	Building products that are model homes with sound processes; providing smart, convenient, and warm products and services via industrial crossovers and diversification	Customer satisfaction survey Strengthening intellectual property management Marketing compliance audit Supplier evaluation criteria Supplier management system Supplier communication	Zero casualties in fall from height accidents throughout the year; There were zero large and above safety accidents; The results of customer satisfaction in product and service categories were improved.
Responsible for Our Environment	     	With building habitable homes as the objective, we aim to build green architectures and green communities, leading the industry in green development and upgrading	Vigorously develop green building Promote green construction Practise green operation Tackle climate change Pay attention to biodiversity protection	With nearly 50 robots under research and development, 28 construction robots have been put into commercial application, with a total construction area of over 10 million square metres; There are 3 new green building projects with a total floor area of 430,000 square metres, and 2 new sponge city projects with a total floor area of 20,000 square metres.
Responsible for Our Communities	   	Being a transparent company with a sense of responsibility for society, we will play to our strength to give back to the communities, to address poverty and to solve social problems, achieving win-win results	Respond to rural vitalisation Organise public donation Carry out volunteer activities Launch education on charity Co-organise sports activities for public interest Care for vulnerable group	Actively responding to the cause of poverty alleviation and rural revitalisation; The Group has constructed affordable housing projects in several places with a cumulative floor area of 13.87 million square metres, of which 8.24 million square metres are resettlement housing, 2.52 million square metres are sheltered housing, and 1.16 million square metres are housing for talents.

Sustainable Development Scope	SDGs of Reference	Strategic Goals (Qualitative Long-Term Goals)	Actions	Progress in 2024
Responsible for Our Employees	    	Sustainable development being integrated into corporate governance and business development to realise long-term, stable and healthy growth; incentivising staff to create greater value	Equal employment Elimination of occupational discrimination Employee training plan Multiple career development channels Well-designed salary system Occupational safety and health training Occupational safety and health guarantee	Created several influential employer branding campaigns; Significantly increased the number of co-operative medical check-up organisations nationwide to further safeguard employees' occupational health.
Responsible for Our Partners	  	Being pioneers of the nation's new urbanisation, leveraging technologies to drive industrial growth and create a smart and diversified ecosystem	Evaluation standards on suppliers Management system of suppliers Communication with suppliers	An inspection team was set up to carry out monthly sampling inspections of the quality of engineering raw materials based on feedback from frontline data.

Communication with Stakeholders

Communication with stakeholders is important, which is why Country Garden has established a real-time, long-term, and efficient communication mechanism. We attentively listen to the demands and expectations of stakeholders and promptly respond with concrete actions.

Stakeholders	Expectation and Demands	Communication and Response Methods
 Staff	<ul style="list-style-type: none">● Protection of rights and interests● Promotion and development● Health and safety● Work and life balance	<ul style="list-style-type: none">● Employee's feedback● Care for the employees' events● Employee training● OA, BBS for staff and corporate culture WeChat account
 Investor and shareholders	<ul style="list-style-type: none">● Risk management● ROI and growth● Information disclosure● Corporate governance● Participation in decision-making processes	<ul style="list-style-type: none">● Information disclosure of public companies● Investors' visits● Investor briefing● Shareholder's annual meeting

Stakeholders	Expectation and Demands	Communication and Response Methods
 Owners and customers	<ul style="list-style-type: none">● Product quality and safety● Privacy protection● Service with premium quality	<ul style="list-style-type: none">● Customer satisfaction survey● Customer compliant channels● Community activities● Social media and corporate journals
 Suppliers and business partners	<ul style="list-style-type: none">● Fair, just and transparent● Supplier support● procurement Financing safety of supply chain	<ul style="list-style-type: none">● Supplier evaluation● Supplier congress● Visits and investigations● Seminars and training
 Local communities	<ul style="list-style-type: none">● Building habitable homes● Giving back to the community	<ul style="list-style-type: none">● Community activities● Corporate journals
 Peers and industry associations	<ul style="list-style-type: none">● Fair competition● Exchange of industry experiences● Building development consensus	<ul style="list-style-type: none">● Exchanges on corporate culture● Communication with the industry
 Charitable organizations and NGOs	<ul style="list-style-type: none">● Understanding impact on the community● Communication with communities● Charity	<ul style="list-style-type: none">● Field visits● Social services● Charity events
 Government departments and regulators	<ul style="list-style-type: none">● Lawful corporate citizen● Compliance of operation● Credible taxpayer	<ul style="list-style-type: none">● Field visits● Government-led projects● Participation in decision making and recommendations
 General public	<ul style="list-style-type: none">● Transparent information disclosure● Poverty relief● Supporting social progress● Attention to vulnerable groups	<ul style="list-style-type: none">● Charitable activities● Information disclosure● Social media and communication with the media

Communication with Stakeholders

Management of Material Topics

Country Garden attaches great importance to the identification, assessment and management of ESG topics. We hire a third-party agency every year to conduct surveys on all stakeholders. In this way, we can understand their opinions on the materiality of the Group's ESG topics, ask them to rank the major topics they believe the Group is facing based on significance, and collect their suggestions and expectations on the Group's ESG practices, which will be specifically disclosed in reports.



Materiality Matrix of Country Garden in 2024

Country Garden has included the 9 major demands and expectations from stakeholders into its ESG issue repository, which are fully aligned with the HKEX Reporting Code, SDGs of the United Nations and core GRI indicators. This provides guidance for the Group's sustainable development while guaranteeing compliance.

List of Key Topics with Corresponding Scope and Implications					
IMPORTANCE	ESG ISSUES	STAKEHOLDERS	SCOPE AND INFLUENCE		CHAPTER COVERING THE TOPIC
			INTERNAL	EXTERNAL	
Topics of High Importance	Product Quality and Safety	Regulators, Customers, Public, NGO, Employees	✓	✓	05 Responsibility: Building a Foundation with Responsibility and Exploring Sustainable Business Resilience in Changing Situations 08 Quality First — Credible Country Garden
	Integrity Building	Investors, Employees	✓	✓	07 Attention-To-Detail Governance — Running A Tight Ship
	Sustainable Development Strategies	Regulators, Local Communities, Investors	✓		07 Attention-To-Detail Governance — Running A Tight Ship
	Sustainable Products and Services	Regulators, Local Communities, Customers, Public	✓	✓	08 Quality First — Credible Country Garden 09 Country Garden the Guardian— Green Development
	Customer Service & Satisfaction	Customers, Public	✓	✓	08 Quality First — Credible Country Garden
	Risk Management and Internal Control	Investors, Regulators, Customers, Public, Employees	✓	✓	07 Attention-To-Detail Governance — Running A Tight Ship
	Customer Privacy and Information Security	Regulators, Customers, Public	✓	✓	08 Quality First — Credible Country Garden
	Labour Rights	Regulators, NGO, Local Communities	✓	✓	10 People-oriented Country Garden, Your Companion
	Employee Health and Safety	Employee	✓	✓	10 People-oriented Country Garden, Your Companion
	Policy Response and Public Participation	Regulators, NGO, Public	✓	✓	11 Beneficent Country Garden, Shared Harmony
	Proper Marketing and Promotion	Customers, Public	✓	✓	08 Quality First — Credible Country Garden 09 Country Garden the Guardian— Green Development
	Sustainable Supply Chains	Suppliers and Business Partners	✓	✓	11 Beneficent Country Garden, Shared Harmony
	Employee Welfare & Care	Regulators, Employees	✓		10 People-oriented Country Garden, Your Companion

List of Key Topics with Corresponding Scope and Implications					
IMPORTANCE	ESG ISSUES	STAKEHOLDERS	SCOPE AND INFLUENCE		CHAPTER COVERING THE TOPIC
			INTERNAL	EXTERNAL	
Topics of Importance	Employment Practices	Employment Practices	✓		10 People-oriented Country Garden, Your Companion
	Employee Training & Development	Employee Training & Development	✓		10 People-oriented Country Garden, Your Companion
	Diversity Equality and Inclusion	Diversity Equality and Inclusion	✓		10 People-oriented Country Garden, Your Companion
	Addressing Climate Change	Addressing Climate Change	✓	✓	09 Country Garden the Guardian— Green Development
	Exhaust Management	Exhaust Management	✓	✓	09 Country Garden the Guardian— Green Development
	Energy Efficiency and Carbon Neutrality	Energy Efficiency and Carbon Neutrality	✓	✓	09 Country Garden the Guardian— Green Development
	Tenant Health and Wellbeing	Tenant Health and Wellbeing	✓	✓	05 Responsibility: Building a Foundation with Responsibility and Exploring Sustainable Business Resilience in Changing Situations 08 Quality First — Credible Country Garden
	Raw Material Management	Raw Material Management	✓	✓	09 Country Garden the Guardian— Green Development
	Waste Management & Recycling	Waste Management & Recycling	✓	✓	09 Country Garden the Guardian— Green Development
	Water Use & Wastewater Treatment	Water Use & Wastewater Treatment	✓	✓	09 Country Garden the Guardian— Green Development
	Biodiversity	Biodiversity	✓	✓	09 Country Garden the Guardian— Green Development
	Intellectual Property Protection	Intellectual Property Protection	✓	✓	07 Attention-To-Detail Governance — Running A Tight Ship
	Charity and Social Services	Charity and Social Services	✓	✓	11 Beneficent Country Garden, Shared Harmony
	Green Building Opportunities	Green Building Opportunities	✓	✓	09 Country Garden the Guardian— Green Development
	Responsible Investment	Responsible Investment	✓	✓	07 Attention-To-Detail Governance — Running A Tight Ship 11 Beneficent Country Garden, Shared Harmony
	Innovation	Innovation	✓		05 Responsibility: Building a Foundation with Responsibility and Exploring Sustainable Business Resilience in Changing Situations 08 Quality First — Credible Country Garden

Quality First

Credible Country Garden



Country Garden has always regarded the quality of its products and services as the lifeline of its corporate development. To ensure product quality and customer experience, we have built a strict quality management system, controlling the entire process from design to delivery, complemented by digital technology to enhance efficiency and quality. Adhering to a responsible marketing philosophy, we are customer-centric and ensure the transparency and efficiency of our supply chain through sunshine procurement. With a high degree of responsibility to our customers, Country Garden is committed to creating a reassuring, comfortable and high-quality living experience, and casting a beautiful home for our customers.

Topics Discussed in this Chapter

- Product Quality and Safety
- Customer Privacy and Information Security
- Customer Service & Satisfaction
- Proper Marketing and Promotion
- Sustainable Products and Services
- Innovation

SDGs discussed in this chapter



Feature Sticking to and Ensuring the Safety Responsibility behind Delivery

In the field of construction, falling accidents from heights have always been the number one problem in safety control at construction sites, occupying the first place among general accident types for a long time. Country Garden is deeply aware of the threat posed by hidden dangers of high falls to the life safety of construction workers, and always regards the prevention of high falls as the top priority of safety management, and takes multiple measures to ensure the safety of construction workers.

Improve the Safety Management Mechanism

The Group has established a comprehensive safety management process for falling accidents from heights, formulated "Iron Rules of Safety", and established a series of strict and detailed accountability mechanisms to strengthen safety management and control.

Iron Rules of Safety

Workers who fail to wear safety helmets correctly, work at heights near the edge without wearing seat belts, and the safety protection distance does not meet the standard are all regarded as serious violations, and violators will be held accountable seriously.

Adhering to the concept of "treating hidden dangers as accidents", we maintain strict standards in setting the bottom line for the prevention and management of high fall accidents. For areas with high risks of falling accidents, once it is found that the edge protection does not meet the requirements of safety specifications, we will immediately start the accountability procedure to ensure the strictness and timeliness of safety protection measures at the construction site. For accidents related to major potential safety hazards, the Group will implement on-site accountability for project, supervision and general contractor management personnel according to the "Accountability List" and "Job Safety Responsibility Assessment Form" to ensure that responsibilities are implemented to each person. In 2024, we formulated the Accountability List of Project Safety Managers and the Accountability List of Supervision Directors to clarify the corresponding penalties for the entities responsible for unannounced inspections, so as to strengthen the awareness of safety responsibilities at all levels and ensure the effective implementation of safety management.

Strengthen Safety Control on Construction Sites

Country Garden focuses on project site safety management, deeply refines the criteria for identifying violations, and formulates immediate corrective measures. During the project inspection, in view of the concentrated and frequent illegal operations at the construction site, we require the relevant projects to establish a "true ledger of illegal operations", and urge the projects to implement all rectification actions on the same day.

For non-compliant workers, the project management team will promptly organise their participation in accident case warning education activities, arrange for family members to call, and urge them to sign a safety guarantee, so as to comprehensively strengthen the workers' deep knowledge of the serious consequences of non-compliant operation, promote the safety awareness in the heart of every worker, and ensure that the construction site safety operation norms can be strictly followed.

Key Performance:

In 2024, the number of illegal family contacts between workers was 14,318 , and the illegal truth rate was 94.97% .

Strengthen Safety Awareness Education and Training

Under the guidance of the "Guardian" culture, the Group has made a comprehensive layout to promote the construction of a safety management culture system in multiple dimensions, from the leadership, team level to the worker level. Volunteer safety officers lead by example, give full play to their exemplary and leading role, effectively strengthen safety management leadership, and set a benchmark for safety management for all employees. The safety team focuses on improving the safety management skills of the team leader, ensuring that the team leader organizes safety morning meetings skilfully and efficiently, and accurately conveys safety concepts to every grassroots worker. In addition, the Group uses innovative methods such as messages from relatives to deeply stimulate workers' active safety awareness and build a safety defence line from the bottom of their hearts.

In terms of daily safety awareness promotion and implementation of projects, we have formulated eight standard actions for safety morning meetings and innovatively introduced the stick "identification" method. The daily safety morning meeting chooses to hold the morning meeting at the actual operation location, and specifies the specific date to enhance the workers' real-time perception of the operation scene. Project management personnel ask the workers about their physical health status to ensure that their physical conditions are suitable for the day's work. During the morning meeting, we organized workers to watch videos of messages from relatives to strengthen safety awareness from the emotional level; In the process of clarifying the work content, we highlight the dangerous points, make it targeted, and use sticks to accurately identify the dangerous parts, and elaborate targeted preventive measures, so that workers can intuitively understand the risks and countermeasures. Finally, we randomly ask workers to test their understanding of work content and risks, watch relevant accident cases at work sites, deepen workers' awareness of accident hazards, analyse more serious actions against violations, and warn people around them with things around them.



Eight Standard Actions for Safety Morning Meeting

By building a sound safety management mechanism, implementing strict construction site control and carrying out in-depth safety awareness education and training, Country Garden has achieved remarkable results in the field of preventing high-altitude falling accidents, significantly ahead of the industry average, firmly assuming safety responsibilities, effectively ensuring the safety of construction workers, laying a solid foundation for the smooth delivery of the project, and building a solid and reliable safety line of defence.

Key Performance:

In 2024, The number of videos of messages from relatives is **80,154** ;
The number of security teams is **5,444** ;
The number of volunteer safety officers is **6,518** ;

The team leader delivered **52,329** accident cases and violations;
Safety monthly delivery of cooling **562** times;
149 knowledge contests were organized during Safety Month.

Craftsmanship

Country Garden has always taken 'putting safety and quality in the first place' as the principle and bottom line of production safety. We constantly optimise our product quality and safety management system, implement life-cycle quality control, and strictly control every aspect from design, construction to delivery and after-sales. At the same time, we strengthen construction safety supervision and establish a perfect accountability mechanism for production safety to ensure the effective implementation of product quality and safety management measures, so as to ensure that our customers can move in with peace of mind by means of our refined products.

Product Quality Control

Quality Management System Certification

We adhere to the management philosophy of "putting customer first, putting quality at the centre, and seeking long-term development". As part of our unremitting efforts to promote the standardisation of our product quality management system, we have introduced an advanced product quality management system to boost the product competitiveness. As at the end of the reporting period, Guangdong Tengyue Construction Engineering Company Limited (Guangdong Tengyue), a subsidiary of the Group, has obtained ISO 9001 Quality Management System Certification. We intend to expand the scope of product quality management system certification by urging more subsidiaries to pass HACCP, ISO 9001 and other quality system certifications.

Quality Management Policies

Country Garden strictly complies with national laws and regulations, such as the Construction Law of the People's Republic of China, the Product Quality Law of the People's Republic of China, the Regulations on Quality Management of Construction Projects, and the Standard for Acceptance of Construction Quality of Steel Structures GB 50205-2001. Meanwhile, Country Garden constantly optimises the Group's product quality management policies to consolidate the policy foundation for guaranteeing the quality of delivery. In 2024, Country Garden revised the Country Garden Group Operation Management Policy, the Management Measures for Line Performance Evaluation of Regional Large Operation Team Leaders and the Guidelines on Strengthening Quality, Safety, Cost and Data Management for Stopped Projects. These revisions were made to clarify work requirements, assessment standards and project supervision process, aiming to strengthen the sense of responsibility and operation standardisation of the executive and management.

In addition, we have established policies with clear management rules and technical standards for the "5+5+3" issues. In this way, we ensure that all products and projects meet the quality acceptance standards for high-quality delivery.

Quality Assurance Throughout the Product Life Cycle

Country Garden pays attention to every stage in the construction process, and takes measures to guarantee product quality at stages of design, material selection, construction, delivery, and after-sales, striving to provide customers with healthy, comfortable, safe and high-quality housing. In 2024, we comprehensively rolled out quality bottom line inspections, with the headquarters management personnel forming an inspection team to conduct half-yearly full-coverage inspections of all regions in the form of random sampling of projects, promote timely supervision and rectification in response to the inspection results and form a circular at the Group level, and the implementation of rectification is linked to the relevant personnel's performance indicators and appraisal results.

The Group actively promotes the declaration of provincial and municipal engineering awards by each region and encourages the delivery of excellence, with a view to taking the benchmarking project as a leader, promoting the standard management to the ground, and effectively improving the quality of the products and the satisfaction of the owners. In 2024, the Group set up a professional team to conduct on-site assessment of 37 batches of excellence, scored strictly according to scientific standards, gave performance bonus points to the outstanding performance of the regions and projects, and commended them in the operation system's annual award presentation meeting to stimulate the enthusiasm of all staff for excellence, and effectively promote the development of excellence in the Group.



1 "5+3+3" refers to 5 types of structure issues, 5 types of customer-sensitive issues and 3 types of customer-concerned issues.

Product Design

- We adopt the philosophy of pro-nature design in full consideration of natural conditions such as wind, light and water in the vicinity of residences, in an effort to provide customers with a comfortable living environment while satisfying their aesthetic demand for landscape;
- We consider user-friendly factors in building product design, such as customers' living habits and daily needs, to ensure their living convenience and safety.

Material Sampling Inspection

- We have formulated and implemented the Country Garden Group Management Measures for Joint Material Sampling Inspection, and strictly control material selection by means of monthly routine sampling inspection and unannounced inspection to ensure that 100% of the materials are qualified and compliant. We also penalise the suppliers of non-conforming materials, so as to effectively guarantee the quality of materials used in housing construction.

Construction

- According to the 'Guidelines on Project Quality Management of BGG Group' and 'Guidelines on Engineering Technology of BGG Group', the construction quality management requirements are strengthened, and the process management actions are decomposed and refined for the reinforcing steel engineering problems, concrete engineering problems, seepage, cracking, and hollow drums, which affect the structural safety and the use function;
- For decoration planning, handover planning, whole-floor delivery sample floor setting, structural standard floor acceptance, civil handover of finishing acceptance, handover of four major pieces of finishing acceptance, concrete chloride ion testing, material sealing samples, drenching and storage test, backfill tamping, handover of building outdoor engineering acceptance, main body settlement observation, concrete rebound test, finishing construction with pressure, finished product protection and other projects and The core management actions of the project and construction unit are strictly implemented by the project and construction unit and recorded by punching the card through the APP of Curtain Tent, and the Group regularly conducts on-site spot checks on the implementation status.

Engineering Inspection

- Each region carries out quarterly quality and safety inspections for all projects under its jurisdiction; the Group conducts random inspections of entity quality and bottom-line issues of management behaviour on a semi-annual basis for full coverage of all regions, and notifies the results of the inspections, supervises rectification and conducts performance appraisals;
- The project department and the project maintenance centre link up with multiple departments to carry out inspection and joint acceptance work before project delivery, and strictly control product quality from the owner's perspective. Each delivery batch is assessed by the Group's head office to determine whether the delivery conditions have been met and to check the delivery standards;
- The Group carries out special actions in response to the key issues of fire safety engineering, conducts special spot checks on the fire safety of the delivered projects in all regions, supervises the rectification of the items and promotes the implementation of the responsibility for fire safety, strengthens the prevention of fire safety risks and ensures the safety of the owners' residences.

After-Sales Maintenance

- The Maintenance Centre is fully responsible for leading the implementation of post-delivery quality assurance measures and fulfilling contractual quality warranty obligations. This guarantees high quality after product delivery and fulfilment of our responsibility to our customers;
- Encourage the regions to compete for provincial and municipal engineering awards, encourage delivery of excellence, set up benchmarks to lead other projects to standard management behaviour, and enhance the satisfaction of the owners; Throughout the year, 37 merit-based batches are scored and selected on-site by the group, and performance points are added and annual awards are given.

Quality Management throughout the Product Life Cycle

In addition, Country Garden has formulated the Country Garden Group Management Measures for Engineering Expert Committee. We established an engineering and technical expert database consisting of 30 experts in 7 areas of expertise who were selected by means of survey, interview. The database provides professional quality support for the Group, regions, and projects by offering technical consultation, programme evaluation, on-site assistance, lectures, further enhancing Country Garden's product competitiveness.

Case: Huanggang Country Garden Jinli Project Three Batches Delivered on Schedule

Huanggang Country Garden Jinli Project is located in the core area of Bai Tan Lake Central Axis in the Lingkong Economic Zone, which is suitable for production and living, with a total built-up area of about 170,000 square metres, and a green land rate of over 35%. The project carefully creates a new iteration of galaxy products, covering 70-143 square metres of all-age house types, and builds an all-age vibrant community through scientific planning to accurately match the living needs of different family structures.

Since the beginning of construction, the project has strictly followed the standards of the construction industry and built a strict quality control system. Before the materials enter the site, the supervisory unit and the construction party strictly review the quality of materials according to the construction specifications, and improve the procedures of witness sampling and inspection to ensure that the quality of materials meets the standards. During the construction period, the sample first system is strictly implemented for each process, and after each process is completed, it will be accepted by professionals according to the standard before proceeding to the next process.

From the first delivery in 2023 to December 2024, the project has delivered a total of 738 units of housing, and has gained a good reputation for its quality delivery service. At the delivery site, the owners, guided by the staff, efficiently completed the data review and formalities according to the established procedures, and the professional home inspection engineers led the owners to carry out a comprehensive inspection of the housing structure, equipment installation, etc., focusing on the details of the airtightness of the windows and doors, pipeline pressure, waterproofing and seepage, etc., and arranging for the maintenance team to deal with the feedback from the owners in accordance with the specifications.

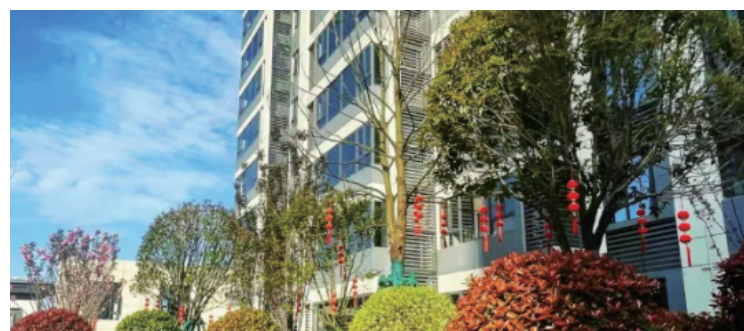
With a professional and rigorous attitude, we insist on quality control without relaxing, go all out to ensure the delivery of housing, and honour our commitment to build high-quality homes for our customers.

"It's very smooth to come to take possession of the house today, not only the quality of the house meets my expectations, the one-on-one service is also very good, very worry-free."

Owner's voice

Key Performance:

In the past three years, Country Garden won **17** awards of Guangsha Prize; Accumulated **446** provincial quality awards.



Delivery Site of Huanggang Country Garden Jinli Project

Product Quality Training

With emphasis on cultivating employees' awareness of product quality, we conduct weekly and monthly product quality training for employees of all the Group's operation lines and all project engineers. We endeavour to consolidate employees' awareness of quality control from the bottom up by way of routine training for employees and targeted training for management officers, in order to enhancement of staff's quality and safety awareness and professional competence.

Construction Safety Management

Safety Management System

Country Garden takes "safety first and people-oriented" as the work safety policy, and upholds the work safety management philosophy of "early prevention, strict control and stringent policy", taking "zero casualties" as the goal of production safety management. We consistently improve our safety management system, and implement a "Six Perspectives" safety control mechanism from the perspectives of education, disclosure, inspection, accountability, performance of duties and culture. With these efforts, we aim to reinforce the Group's supervisory function over the health and safety of employees, suppliers and contractors at the management level. In 2024, we put forward the requirement of "Four Insistences" on the basis of the "Six Perspectives" safety control mechanism, and further strengthened the management actions such as the bottom line of hidden dangers, safety education, violation of the law and so on. In addition to the 'Six Truths' safety control mechanism, we put forward the "Four Insistences" requirement, which further strengthens the bottom line of hidden dangers, safety education, violation of the law, and other management actions, and implements a multi-level proactive safety culture at the leadership level, the team level, and the operation workers.

Four Insistences

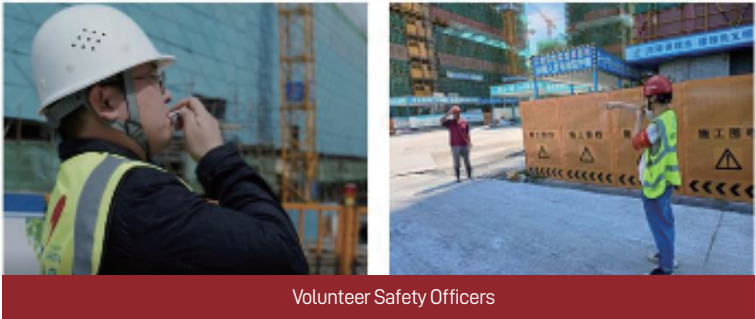
Insist to the safety bottom line management
Insist to the safety morning meeting to carry out
Insist to the violation of the more serious action
Insist to the escort culture

We strictly comply with national laws and regulations such as the Work Safety Law of the People's Republic of China and the Administrative Regulations on the Work Safety of Construction Projects, and continuously revise our internal management documents such as the Safety Inspection System, the Safety and Civilisation Construction Measures Fee Management System and the Safety Education and Training System to continuously optimise the internal safety management system. In 2024, we compiled 16 new guideline documents including Safety Management Submission for Professional Subcontracting Units Entering the Site and Guidelines for Critical Risk Management and Control of Large Equipment Prior to Installation, Dismantling and Jacking, which further detailed the responsibility for safety accidents to the professional subcontracting units, and implemented safety and security measures on a layer-by-layer basis.

"Six Perspectives" Safety Management Mechanism

Education	<ul style="list-style-type: none">● We sign safety commitment letters with construction personnel and conduct three-level safety training and assessment for them;● We organise morning safety meetings and accident case studies, and conduct safety training for special operators at least once a month.
Disclosure	<ul style="list-style-type: none">● We make targeted safety disclosure for works of great danger and dangerous locations. The disclosure covers management behaviour, physical requirements, potential safety hazards, standard practices, accident cases and responsibility tracing.
Inspection	<ul style="list-style-type: none">● The Group carries out unannounced inspection, including full-coverage inspection once per two months for regions. The project manager carries out weekly patrol inspection. The supervisor and general contractor record and archive safety logs.
Accountability	<ul style="list-style-type: none">● We explicitly require that the accountability mechanisms for hidden hazards at all levels should be established in the Group, regions, and projects and the relevant responsible persons will be held accountable once major hidden hazards or major violations are found in the inspection.
Performance of Duties	<ul style="list-style-type: none">● We introduce the control of key positions, key personnel, and key actions, and require all regions and projects to strictly take the key actions of safety management and shoulder the responsibility.
Culture	<ul style="list-style-type: none">● We continue the Guardian Programme, and foster a safety culture atmosphere by means of messages from family, volunteer safety officers and safety squads.

upgraded to the "Six Perspectives" safety management mechanism:



Volunteer Safety Officers



Routine Morning Safety Meeting

Key Performance:

- In 2024 :
- Zero casualties in fall from height accidents throughout the year;
 - Major or above safety accident: **0** ;
 - No fire public opinion was generated throughout the year;
 - General safety accident: **40%** down compared with 2023 ;
 - Provincial safe and civilised construction sites: **33** ;
 - Projects where the government departments organised safety study activities: **11** .

Safety Management Structure

Country Garden always prioritises the employee safety of the Group, suppliers and contractors. We have established a three-level safety management organisation structure of "Group-Region-Project" and a Work Safety Committee. In the Committee, Mo Bin, the President of the Group serves as the Director, the head of the Group's Operation Management Department and the head of Technology-enabled Construction Group serve as the Deputy Directors, and the general managers of the functional centres of our holding group, the general manager of the production and operation department of the Technology-enabled Construction Group, and specially-appointed renowned scholars serve as members.

The Work Safety Committee is responsible for giving instructions and making decisions on safety management issues, formulating health and safety policies suitable for the Group as a whole, regularly reviewing and evaluating the Group's occupational safety performance in implementing health and safety policies and safety work, and arranging future safety work and updating relevant policies by reference to the evaluation results.

The Work Safety Committee holds quarterly meetings. In 2024 , the Committee convened 4 meetings.



The Work Safety Committee meets quarterly and is responsible for implementing the ESG Committee's health and safety strategy, giving instructions and making decisions on safety management matters, formulating health and safety policies applicable to the entire Group, regularly reviewing and evaluating the implementation of health and safety policies, the work carried out and the performance of the Group, and based on the evaluation analyses, deploying future work and updating the relevant policies and systems as necessary. The Operations Management Department of the Group, as the executive body for health and safety management, regularly reports to the Safety Committee on the progress of the relevant work.

The Group implements top-down centralised health and safety management for regions and projects. The President of the Group signs a long-term effective work safety responsibility undertaking with regional presidents, clearly requiring each region to comprehensively improve its level of work safety management, and take "zero casualties" in safe construction as their long-term goal. In 2024, 100% of regions signed the work safety responsibility undertaking.

Safety Management Measures

Country Garden has established Manual for the Standardization of Safety and Civilization Measures, and developed safety management measures covering risk management and control, code of construction practice and accident handling for key construction processes and locations prone to safety accidents, and urged all regions and projects to effectively implement safety management requirements.

Risk classification management: To manage potential hazards and prevent safety accidents, we have established a safety risk classification management mechanism, and implemented level-by-level risk management responsibility. We require the responsible party to make rectification, and conduct regular assessment and patrol inspection to monitor the implementation of safety risk management and control measures.

Code of construction practice: We implement internal technical standards and process specifications such as the Country Garden Real Estate Group Engineering Technical Guidelines, and conduct safety management and control with " 3+3 " priorities, including requirements for safety organisation structure, real-name system management, physical examination of workers and safety control over critical construction tools like elevator shafts and scaffolding. We make great efforts to enhance refined management.

Accident handling and accountability: We classify production and management accidents for handling according to the Country Garden Group Operation Management Policy. We have formulated a series of safety management digital passwords for the " 6+4+6 " legal responsibilities of the construction parties, which strictly requires the relevant responsible persons to manage and take the main responsibility for production accidents. We link the accident severity with the merit eligibility and performance of the responsible persons and the management, and penalise the professional subcontractors responsible for the accidents.

Product Safety Inspection

Country Garden has formulated and continuously improved internal safety policies such as the Country Garden Group Safety Management Guidelines, the Punishment Measures for Major Safety Hidden hazards in Projects, the Country Garden Group Management Measures for Project Patrol Inspection and the Country Garden Group Safety and Civilisation Measures Standardisation Manual. Meanwhile, a mechanism for potential hazard investigation and management has been established. Concrete efforts are made to advance the closed-loop management of potential hazard investigation and rectification and to timely eliminate potential hazards, thus effectively preventing work safety accidents.

2.The responsibilities include 6 items of project management, including application for approval, construction period guarantee, project data, cost guarantee, bidding and contracting and project supervision; 4 items of quality management, including material guarantee, design guarantee, joint review on drawings and process supervision; 6 items of safety management, including policy formulation, personnel structure, contract management, safe and civilised construction measures, real-name system management and process supervision;

Country Garden strictly abides by the relevant laws and regulations of the country and the industry as well as the internal safety norms and policies. We have established a multi-level on-site inspection mode from the Group to projects to assign the responsibility level by level. This ensures that the safety management measures are in place and protects the safety of workers at construction sites.

Unannounced Safety Inspection by the Group	The Group has set up an unannounced safety inspection team, which conducts surprise safety inspections on the projects , with general managers being replaced, crash projects carried out by third-parties, projects that are shutdown or delayed, projects with risks in delivery, with prominent hidden hazards, and other regions and projects that need special attention. Such unannounced safety inspection features direct appearance on the site without informing relevant parties or listening to any reports.
Joint Safety Inspection by districts	The construction units in each region implement the joint safety inspection policy, to inspect potential safety hazards on the construction sites and prevent safety accidents. Joint inspection is conducted in a rotating manner, covering all projects in the regions and effectively making up for what is missed in the third-party inspection process.
Monthly Patrol Inspection by districts	The regions conduct monthly patrol inspections, covering all projects under construction in the regions. The inspection focuses on the legal compliance of the project owners, the management behaviour of all participating parties, and the safety status of the on-site entities. According to the patrol inspection results, a summary and comment meeting is held to put forward corrective measures and form an inspection report.
Joint Safety Guarantee by projects	The regions assign project security managers to join in groups to promote cooperation and mutual inspection among them. Such arrangement aims to jointly find hidden hazards, timely rectify the faulty items, and achieve the purpose of preventing safety accidents.

Key Performance:

- In 2024 ,
- **The Group:**The Group carried out unannounced safety inspection for 106 project sections; 80 major hazards, with a 100% compliance rate for rectification of hazards.
 - **Regions:**The regions organised 242 joint inspection groups; carry out 1,075 regional inspections for major hazards.
 - **Projects:**The number of project safety joint guarantee group was: 292;The number of safety warning houses: 621 ;The number of safety briefings for specialised subcontracting units of the project is 2,928 ; The number of safety briefings for major works and dangerous parts is 8,531 .

Country Garden has engaged third-party professional organisations to conduct quarterly full-coverage project inspections on the safety and standardisation of mechanical equipment, power supply, foundation pits, high-altitude operation, scaffolding, etc., as well as the safety management behaviours of the Party A, the general contractors and the supervisors. Third-party professional organisations directly issue a notice report of "switch-off" (an analytical evaluation report) for the major hidden hazards identified. The responsible party should conduct closed-loop rectification of hidden hazards without delay, and then report the rectification result to the Group to ensure the effective operation of construction safety management mechanism.

The Group attaches great importance to the prevention of and response to accidents involving large equipment. During the year, in order to further prevent the occurrence of large-scale safety accidents involving large equipment, we strictly implemented the requirements of "six steps, one commitment before operation and one enquiry after operation" for large equipment, and compiled the Guidelines for Critical Risk Management and Control of Large Equipment Prior to Installation, Disassembly and Jacking on the basis of the original control to provide professional knowledge and guidance for the personnel of disassembly, disassembly and jacking and to enhance their risk awareness to avoid irregular operation. It provides professional knowledge guidelines for the dismantling and jacking personnel, enhances their risk awareness and avoids non-compliant operation.

Key Performance:

In 2024, we carried out **48** inspections of regional third-party large-scale equipment (tower cranes, construction lifts, hanging baskets), covering **11,018** units of equipment.

In addition, the Group regularly conducts detailed inspections on large-scale equipment management, slope retaining wall foundation pit support, fire protection, dust control, and other aspects to identify potential physical hazards and regulate management behaviours. These inspections are carried out in forms of patrol inspection, joint inspection by projects and regions and unannounced inspection on pile foundation,

Weekly Patrol by Project Managers

According to our internal policy - the Country Garden Group Management Measures for Project Patrol Inspection, we require the use of the "Weiwo" digital management platform in all the projects under construction of the whole Group to conduct weekly patrol investigation. During the inspection, project managers lead a team to inspect the safety and quality engineering defects on the project sites, and initiate the rectification form online, which will be closed by the responsible units.

Inspection by Construction Units

We require that all general contractors of projects under construction of the whole Group should conduct monthly inspections on the construction sites and the project department should carry out weekly self-inspection. Through this arrangement, we intend to motivate the contractors to take the initiative to prevent the occurrence of quality defects and potential safety hazards from the source.

Regular Supervision

We encourage projects to proactively identify hidden safety risk points and implement closed-loop management measures, to realise the rectification of hidden hazards and draw inferences accordingly. For the construction of major dangerous works, we urge supervisors and construction units to carry out site supervision and acceptance to ensure that the safety measures are in place;

Fire Control

Fire-fighting equipment must be reasonably placed. Inflammable and explosive materials must be properly managed. Procedures for fire permits must be implemented.

Key Performance:

- In 2024 ,
- **The Group:**Project sections where major potential hazards were eliminated: **23**.
 - **Regions:**Number of district platform safety inspection: **3,735** ; Number of patrol inspection by project managers: **26,567** .

Safety Training for All Staff

Country Garden attaches great importance to safety training, and has established a safety training system with full coverage from the Group's management to the executive. We conduct regular annual safety training for all employees and construction personnel to build up all-round awareness of work safety.

Safety training for all staff: In accordance with the annual special action plan, the Group and regions regularly organise routine safety training for all employees and quarterly Group-wide training by the Work Safety Committee.

Safety training for employees of the Group's operation lines: We hold weekly quality and safety meetings to interpret national policies and the Group's quality management policy requirements and share the best safety and quality management experience and process practices.

Safety training for regional employees: Regional presidents give lectures on safety to regional management staff every six months. Regional major operation team leaders and engineering project leaders carry out online intensive training at different levels to share quality and safety management knowledge and interpret the Group's latest policies.

Project team regular training: Daily safety promotion activities at the project and team level; safety education conference organised by the project general manager to organise safety promotion training, the project general manager and safety manager to explain the construction safety standards and requirements, to enhance the safety awareness and implementation of the construction site personnel, to lay a solid foundation for the safe advancement of the project.

Case: Selecting Excellent Team Leaders and Excellent Workers, Playing the Role of Benchmarking and Leading

In the Taiyuan project in Shanxi region, the project general manager organised a discussion with the supervisors, the general contracting unit and the excellent team and workers, and commended the excellent signallers and awarded them with certificates and prizes as incentives. The commended workers were proficient in safety knowledge, took the initiative to remind other workers to pay attention to safety, and actively gave lectures to other signallers, which effectively enhanced the safety awareness of the project team and created a good safety atmosphere.



The project general organisation carries out symposium



Commendation for excellent signal workers

Key Performance:

In 2024 :

- **Group level:** 11 annual special action training sessions, 101 on-site safety training sessions;
- **Regional level:** 223 safety training sessions on regional platforms; 38 lectures by regional presidents, 15 talks between regional general managers and workers;
- **Project level:** 3,338 safety education meetings organised by project general managers; 3,208 safety training sessions by project general managers; 1,847 safety morning meetings explained by project general managers; 7,865 morning meetings explained by project safety managers;
- **Team level:** 581,563 safety morning meetings held by team groups.

Smart Innovation

In the context of the era of digital development, Country Garden follows the trend, relying on our long-accumulated construction experience and our own science and technology industry resources, actively exploring high-tech intelligent construction mode, using innovative technology to enhance the efficiency of project management and practice, ensuring delivery quality and safety, while providing a new boost for the industry's high-quality development.

We have formulated and implemented internal digital management policies such as the Measures for the Digital Management of Country Garden Group Subsidiaries and the Upgrading Office Measures for Management of Digital Application Integration. These policies provide guidelines for the application of digital technology and ensure enhanced quality control of digital products, providing policy support for the integration of the Group's business and innovative technologies. In 2024, we further optimised our digital management platform and products, with a focus on promoting the use of the integrated platform. We attempt to develop business with the support of technology and boost the digital transformation of the traditional construction industry.

IT Platform Construction and Digital Operation

We focus on the "guaranteed delivery" iterative digital platform, integrating functions and streamlining processes to achieve process efficiencies. We upgrade platform systems including digital management portal, development and operation integration platform, digital housekeeper, Biyan system, automated test platform, and automatic O&M platform. These efforts help to improve the whole process integration of project requirements, project approval application, testing, operation and maintenance.

Data Indicator Application Tool

The tool provides data application capability to support project operation management. It enables indicator configuration in business rules, data aggregation, automatic scheduling, notification subscription, statement presentation, and problem workflow. Moreover, it supports multiple business scenarios such as patrol inspection, early warning, evaluation, audit, and assessment, improving the efficiency of project performance management.

Weiwo Operation Management Platform

To strengthen project safety and quality control standards, we have created the "Weiwo" Operation Platform 2.0 to promote plan-led production and project-centred function cooperation. By leveraging digitalisation, we aim to improve project management efficiency and facilitate high-quality delivery.

Application of Smart Construction Site

We have constantly upgraded the application of smart construction site and optimised platform functions and scenarios, including 12 business segments such as labour management, tower cranes, lifts, environment, and smart water and electricity supply. We extensively integrate smart construction sites with digital management platform to facilitate refined construction and enhance product competitiveness with digital technology.

Intelligent Construction Robots

We have created several types of intelligent construction robots for decoration construction, flooring construction, auxiliary construction, etc. These robots have greatly contributed to the lean management of automated and digitised construction process. As a result, we have not only improved construction safety, delivery efficiency and building quality, but also promoted energy conservation and emission reduction, thus increasing both social and environmental benefits. As of the end of the reporting period, Country Garden has nearly 50 types of construction robots under research and development, of which 28 types of construction robots have been put into commercial application, with services covering over 1,100 projects in 31 provinces (municipalities directly under the central government and autonomous regions); the cumulative number of deliveries has exceeded 4,000 units, and the cumulative application construction area has exceeded 20 million square metres; the number of valid applications for patents has exceeded 3,100 , of which more than 1,200 have been granted patents for invention; the relevant robot technology has obtained six international leading comprehensive evaluations in the appraisal of national scientific and technological achievements. The related robot technology has won six international leading evaluations in the National Science and Technology Achievement Appraisal.

Devoted Services

Country Garden unswervingly practices the concept of "customer-centred", always keeping in mind the needs of customers and protecting their rights and interests in all aspects. We take the initiative to listen to the voice of customers, continue to improve the customer service system with a rigorous attitude, constantly polish the service process, and are committed to improving the quality of service, creating an extraordinary and excellent experience for customers, steadily improving customer satisfaction, and establishing a good reputation in the hearts of customers.

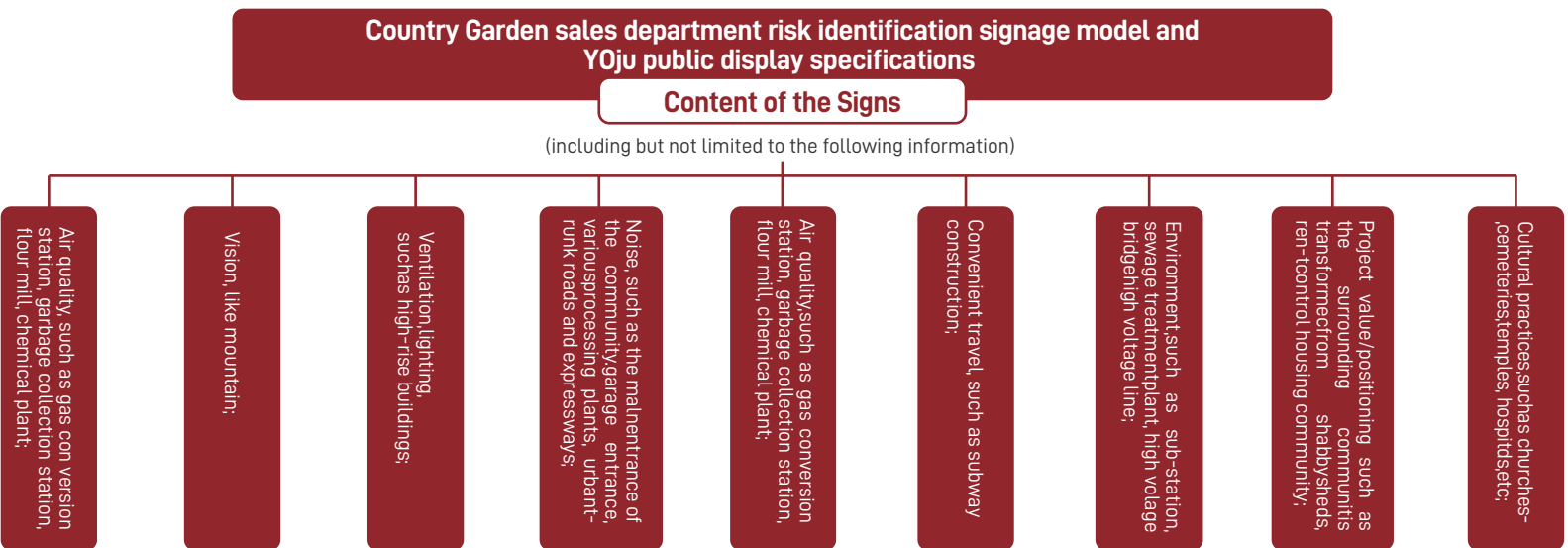
Responsible Marketing

Country Garden complies with the requirements of laws and regulations such as the Advertising Law of the People's Republic of China and the Provisions on the Price Marking for the Sale of Commodity Housing. Meanwhile, Country Garden has formulated and implemented internal policies to strictly regulate the information output by online and offline channels such as radio and television, websites, streaming media, sand tables and bulletin boards. These policies include the Group Information Output Management Measures and the Advertising Creation Department Measures for the Operation and Management of the Risk Control Committee. In addition, we have established an information output management mechanism to ensure accurate, authentic and legal advertisement, protect customers' right to know, and prevent fraudulent, misleading, and false marketing behaviours. We strictly follow national laws and internal management system to supervise and manage the personnel in marketing-related positions, to enhance their preventive awareness and compliance level, and to take appropriate penalties for non-compliance.

We take measures to manage and control marketing behaviours throughout product sales:

Before sales: Regions and projects cooperate with the Group's Legal Department to review the content of product advertisements, to ensure truthful product information display, and avoid false advertising and overcommitment; Regularly carry out risk screening, and according to the content of the risk of misperception is easy to occur in the case of the owners of the publicity, take the initiative to avoid the risk of information output category, to ensure that the output and display of materials are legal and compliant, and consistent with the goods board;

During sales: We set up signboards of unfavourable factors at the Sales Department, requiring that all the factors within the red line of the project and within 1 km outside the red line that may affect the owners' residence or the project evaluation be truthfully displayed. We also remind customers to read the purchase contract, the YOUJU announcement, and the YOUJU guide, to ensure that they understand the true product information and realise honest marketing;



During contract signing: For any illegal marketing behaviour that occurs during the purchase negotiation process, we provide multiple reporting channels, and will deal with it in a timely, fair and open manner in accordance with internal management policies.

The Group supervises marketing sites by way of irregular inspections, mystery guest visits and video surveillance, and takes follow-up measures such as notification of criticism and deduction or fines for rectification of non-compliant marketing behaviours.

We make strenuous efforts to foster employees' awareness of responsible marketing, and regularly conduct responsible marketing training and lectures for all employees and special training for the management and marketing staff of the Group, regions and projects. By doing so, we aim to strengthen employees' marketing awareness from top to bottom and effectively implement responsible marketing initiatives.

Training Type	Coverage	Description
Routine marketing risk control training for all employees	All employees of the Group	The training covers advertising laws and regulations, norms and guidelines, negative cases, and operating procedures. In response to the information output risk management and control requirements issued by the Group and the Centre from time to time, we organise risk control training and assessment for all employees, at least once per month for each group and each division, and once per quarter for the headquarters.
Special training for marketing staff	Brand, Legal, and Marketing Divisions of the Group's headquarters; Marketing Divisions of regions; Marketing Departments of projects	Interpretation of lays, policies and guidelines, analysis of cases involving violations of information output, regular and targeted training sessions.

Customer Experience Optimisation

Country Garden has always been customer demand as the core guide, continue to improve the customer service system, carefully sculpted each service link, and strive to create an excellent experience for customers, with practical action to explain the sincere care of customers.

Full-Cycle Homeowner Service System

Country Garden has formulated management policies and service guidelines such as the Full-Cycle Satisfactory Home Service System, the Guidelines for Customer Contact Service Standards, the Measures for Full-Cycle Customer Risk Management, the Measures for the Management of Group Compensation and Invalid Costs, the Country Garden Group Measures for Satisfaction Management, and the Country Garden Group's Management Policy of Phoenix Home Letter. With these policies, we aim to strengthen the standardisation and regulation of services. We not only provide customers with guidance on the entire process from viewing to moving in by utilising the Satisfactory Home Service System, but also establish an online management platform to improve service efficiency and quality.




We continue respond to the owners' requirements in a timely manner. We provide various "visible and tangible" services, such as housing maintenance, community recreation, and convenient services, to build customer relationships, and create a better community life with owners.

Case: Researching Property Diversified Services to Enhance Owners' Happiness

During the Chinese New Year in 2024 , the property team of Country Garden Hainan presented a warm and wonderful service feast for owners, focusing on community care and carrying out more than 30 Spring Festival community activities, attracting the participation of about 20,000 owners, with the aim of enhancing the owners' living experience and sense of well-being. Country Garden Hainan held the "Lantern Festival Reunion and Joyous Meeting Central Peninsula Carnival" activity, carefully prepared lantern riddles, lasso and other fun games, and organised a wonderful lion dance performance, while setting up food stalls to provide owners with free dumplings, so that everyone can feel the festive atmosphere in the midst of the joy. More than cultural activities, the property team also cares for the elderly, visiting the elderly with mobility problems and helping them solve their daily life difficulties; at the same time, they pay attention to cleaning the community and the surrounding environment, and do their best to create a clean, comfortable and warm living environment. For a long time, the properties of Country Garden Hainan districts have taken the construction of spiritual civilization as the core, planned community activities around festivals throughout the year, focused on "one old, one young and one small", constructed the kernel of the neighbourhood culture, and continued to create a harmonious atmosphere in the neighbourhood to reap widespread praise from owners, and effectively interpreted the care for owners with professional services.

Actively Respond to Customer Demands

Country Garden listens carefully to customers and follows up on their demands in a timely manner. We have formulated internal policies such as the Measures for the Management of Customer Complaints of Country Garden Group to keep transparent and smooth complaint channels. We continuously improve the customer complaint response mechanism to ensure that customer issues are resolved in a timely manner, and carry out closed-loop rectification in view of customer feedback, so as to consistently improve our customer service capability.

Customer Complaint Channels of Country Garden	
	Supervision hotline of Country Garden Group headquarters: 400-8919-338
	Country Garden Group Audit and Supervision Center Supervision Department reporting hotline: 0757-26395969-4
	Country Garden Group piloted 3-to-1 owners' exclusive corporate WeChat service group to collect owners' opinions in real-time

Customer Complaint Response Mechanism of Country Garden			
Customer service personnel report the received customer complaints or opinions to the regional complaint manager.	Then the manager conducts investigation and contact the customer within 24 hours (within 2 hours for urgent issues) to negotiate and handle.	The handling process and results are regularly reported to the unified customer service platform system.	The Call Centre personnel make a follow-up call to confirm that the customer's complaint has been resolved and then close the ticket.

Key Performance:

In 2024 , Country Garden handled a total of 103,498 complaints, with a case-closed rate of 75% .This included 23% of sales and services complaints; 20% of construction and maintenance complaints, 16% of property management complaints, and 11% of property services complaints.

Information Security and Privacy Protection

Country Garden attaches great importance to customer information security and privacy protection. We strictly abide by relevant laws and regulations such as the Data Security Law of the People's Republic of China, the Personal Information Protection Law of the People's Republic of China, the Cybersecurity Law of the People's Republic of China, and the General Data Protection Regulation (GDPR). Moreover, we have formulated and implemented relevant internal policies such as the Country Garden Group Information Security Policy, the Information Security Management Policy of Country Garden Group, the Upgrading Office Measures for Digital Information Security Incident Management, and the Upgrading Office Specification for Security Management of Digital Application System Internet Release. With these policies in place, we aim to regulate relevant behaviours such as the collection, dissemination, use and processing of customer data. We make maximum efforts to protect customer privacy and data security, and to circumvent the risk of customer privacy disclosure. During the year, the Group prepared the Country Garden Group Confidentiality Policy to further detail the requirements on the definition of business secrets, confidentiality responsibilities, confidentiality management, inspection and punishment for the Real Estate Group and regional companies.

The Group has established a three-level information security management structure of "Decision-making - Management - Executive" to assign the decision-making and supervision responsibilities of the Information Security Committee and the Office of the Information Security Committee level by level. The information security team implements the information security protection measures for customers, fulfils the functions of managing and assessing information security incidents, and provides relevant technical support.

We set up a public privacy policy statement in all of our customer-facing application services (APP client, applet client, etc.) to inform users of the Group's use of users' personal information and its commitment to the protection of personal information and privacy, and to clearly list users' rights to their personal information and other content. All of our relevant application services have completed compliance checks and filing procedures as required by the regulatory authorities.

We consistently improve the information security incident handling process, and strengthen the security emergency response capability, in an effort to consolidate the security of business systems, and safeguard customer privacy and data security in all aspects. In addition, we take protection measures from the perspectives of daily protection, permission management, system update, risk evaluation and information security training to reduce the risks of information leakage, damage or loss caused by external threats or mismanagement by our personnel.

Daily Protection	We continuously improve the firewall, disaster recovery, backup and encryption mechanisms, and develop application programmes to regulate the behaviours of collecting, using, storing and processing customers' personal information.
Permission Management	We improve the capabilities of the permission centre, and establish a reliable and stable full-cycle permission management system, to achieve unified permission management of online systems for the core business.

System Update

We independently developed an integrated O&M security platform and upgraded the security operation platform to integrate security requirements, security solutions, security testing and evaluation into the whole life cycle of projects. In addition, we created an automatic analysis and disposal system regarding information security threats, sharing security information with local regulatory authorities to ensure the information security throughout the project life cycle.

Risk Evaluation

In addition to routine inspections, we have arranged data security impact reviews for key business, engaged third parties to conduct audits on logical access control, operating system security, etc. By doing so, we prioritise information security risk identification and response.

Information Security Training

We have carried out information security awareness publicity for key places, organised information security training for all employees and special training for R&D departments and conducted assessment, in a bid to fully implement information security protection work.

Key Performance:

In 2024 , the Group did not experience any significant customer privacy leakage incidents.

Win-Win for Multiple Partners

Country Garden has always adhered to the concept of openness and win-win situation, actively deepened exchanges and collaboration with various stakeholders, and made every effort to build a cooperation pattern of working together for development and sharing the fruits. In terms of supplier management, we have built a complete system, continuously optimised procurement standards, and steadily promoted the construction and development of a sustainable supply chain. In addition, Country Garden actively organises industry sharing and exchanges, and carries out activities such as industry-university-research linkages, so as to inject a strong impetus for the industry's innovation and development, and work together with all parties to build a stable, healthy and resilient industrial ecosystem.

Responsible Supply Chain

Supplier Management System

Country Garden establishes cooperation relationships of mutual trust and benefit with engineering suppliers, engineering subcontractors, material manufacturers, material agents, service providers and other suppliers to jointly promote the sustainable development of the supply chain. We have developed management policies such as the Supplier Resource Management Process, the Supplier Post-Assessment System and the Supplier Penalty Mechanism and have established a management process of supplier development, admission, performance evaluation, risk management, and termination and withdrawal throughout the life cycle of suppliers. This ensures that we continuously inspect and evaluate hardware facilities and operational capabilities of our suppliers.

We have established an excellent supply chain management organisation structure. We have organised a bidding and procurement office and an internal control team to perform planning and supervision functions. Additionally, we have specified the management and execution responsibilities of bidding and procurement office and the provincial bidding and procurement management platforms for supplier admission, evaluation and inspection, and material quality sampling. These efforts ensure effective implementation of supplier management measures.

Bidding And Procurement Office

- Responsible for improving the management system of suppliers;
- Responsible for developing and reviewing supplier entry thresholds;
- Responsible for relationship maintenance and dispute coordination of the supply pool;
- Responsible for developing, maintaining and timely updating the resource pool of suppliers of pooled materials;
- Organize the inspection and evaluation, selection and evaluation, performance evaluation and post-evaluation of suppliers, and implement rewards and punishments.

Internal
Control Team

- management norms and policies and timely publicity to provide a basis for quality inspection;
- Supervise policy implementation and improve and adapt policies to situations on the ground;
- Collect complaints, handle reporting cases, and conduct comprehensive investigation on relevant personnel.

Provincial Bidding and
Procurement Platforms

- Review and manage the relevant admission qualification materials of suppliers;
- Conduct material quality sampling inspection, including shortlisted factory inspection, process control and performance assessment;
- Carry out sampling inspection on the problematic items found in the daily inspection of the Bidding and Procurement Centre and the Group's third-party inspection, and on suppliers who provided non-conforming materials before.

Supply Chain Management Organisational Structure

We built a supplier information management system, which is connected to the Group's major information systems. This system enhances our ability to accurately capture and identify supplier information such as order and procurement history. It also enables system-based automatic judgement and reduces manual intervention. We further improved the efficiency of supplier management by means of information technology.

Key Performance:

In 2024 , Country Garden cooperated with a total of **25,436** material and engineering suppliers.

Supplier Admission

The Group has formulated relevant internal policies such as the Supplier Management Measures and the Measures for Materials Quality Management in Real Estate Sector. We update the supplier admission requirements in time in response to the market trends and business needs to ensure clear requirements and procedures for supplier admission and new material warehousing. We continue to improve the sampling inspection mechanism for suppliers' products, in an effort to strictly control the supplier quality.

In addition, we consider ESG factors in the supplier admission assessment and prefer to suppliers who have satisfactory environmental and social performance:

- We consider the environmental compliance and certification of products and apply an environmentally-friendly procurement monitoring system to keep statistics on the environmentally-friendly procurement of office supplies, building equipment, and building materials;

- We give appropriate preference to suppliers who have passed ISO 14001 energy management system, ISO 9001 quality management system, and OHSAS 18001 occupational health and safety management system certifications.

Supplier Performance

The Group carries out routine supplier performance audit and assessment by targeted methods for different suppliers, and strictly controls the quality of suppliers' products and services.

Material Supplier Audit and Assessment

The Group has formulated and improved the Country Garden Group Management Measures for Joint Material Sampling Inspection. With the "material sampling inspection" as the core and the systematic process control as the supplement, we have improved the sampling inspection process and clarified the frequency and coverage of material inspection, to ensure the quality of raw materials supplied to the Group's projects under construction. Sampling inspections of the quality of engineering raw materials are carried out by provincial procurement platforms based on actual needs. In addition, we commission third-party organisations to test the quality of product materials. For unqualified suppliers, we take punitive measures such as warnings, fines, suspension of co-operation and blackout, depending on the degree of non-compliance.

Engineering Supplier Audit and Assessment

The Group classifies engineering suppliers by the degree of risk and manages them dynamically. We assess the performance and capability of engineering suppliers on a quarterly basis in terms of production safety, project quality, comprehensive coordination, progress, settlement and business competence.

To strengthen the performance capability of suppliers, we carry out supplier training and exchange conferences for key material suppliers at least once a year. During these events, we introduce product quality and safety requirements, with a view to achieving high-quality delivery together with suppliers.

In 2024 , Country Garden carried out quality and sustainability improvement training for all suppliers. Each region also organised training and exchange conferences on product quality and safety management as needed to boost the sustainable development of suppliers.

Combating Counterfeit and Shoddy Products

Country Garden is committed to safeguarding a compliant and fair business environment, and steps up efforts to combat counterfeit and shoddy products. We have formulated internal management documents such as the Manual on Identification of Counterfeit and Shoddy Products and the Country Garden Measures for Management of Party A-Designated and Party A-Supplied Materials, to provide a basis for on-site inspection of Party A-designated and Party A-supplied materials. We require that Party A-designated and Party A-supplied materials be purchased from designated suppliers and designated channels. Moreover, we have formulated a supplier inspection policy, which requires suppliers to inspect their own materials and take corrective actions if necessary.

The Group adopts a combination of irregular inspection and real-time reporting. Specifically, the Group requires the procurement staff in each region across the country to carry out patrol inspections on materials, and encourages the reporting of counterfeit and shoddy materials or products. We specify in the contract that the construction party must sign a tripartite contract with the designated material supplier, and is explicitly required not to change suppliers after establishing a cooperative relationship. If the construction party purchases materials from a supplier not designated by Country Garden, it will constitute a breach of contract and we will require timely rectification and return of the materials and impose a penalty of 30%-100% of the purchase amount of that batch of materials for breach of contract.

Transparent Procurement

Country Garden highly values integrity in procurement. We require every new employee in the Bidding and Procurement Centre to sign the Country Garden Integrity Agreement to regulate the business connections between employees and the enterprises set up by their close relatives.

The Group signs the Country Garden Letter of Commitment for Tender Contract Disclosure and the Supplier Cooperation Framework Agreement with all suppliers, and signs the Integrity Cooperation Agreement with all partners (including suppliers), which clarifies integrity and self-discipline requirements for suppliers. Bribery, unfair competition and other violations of business ethics are strictly prohibited, so suppliers are required to stop violations in time and promptly report to relevant person in charge.

In addition, we take measures to regulate the integrity behaviour of suppliers at all stages of business cooperation with them;

- We incorporate supplier integrity performance into supplier admission requirements, and use third-party platforms to investigate the authenticity of supplier information. This allows us to avoid hiring those with poor records;
- We strictly control costs during price negotiation and break down prices, so as to prevent supplier corruption;
- We conduct irregular supplier assessment every year to inspect their integrity-related violations and audit on suppliers' full-scale operations, to check whether suppliers have any integrity issues such as bid collusion, bid rigging, and bid leaking. In response to non-compliant behaviours, we take targeted measures based on the issue severity and the actual situation of suppliers.

Key Performance:

In 2024, **100%** of suppliers had signed the Integrity Cooperation Agreement with Country Garden.

Spearheading Development of the Industry

Taking the responsibility of promoting the progress of the industry, and with an open and co-operative attitude, Country Garden explores and gives full play to our own strengths, and actively promotes the widespread dissemination and sharing of technology and knowledge in the industry by means of school-enterprise co-operation, industry exchanges and seminars, and other forms of co-operation. At the same time, we work together with our ecological partners to explore new opportunities in the industry, assist the industry in all aspects of upgrading and transformation, and lead the industry to a new stage of development.

We actively promote the organic integration of industry, academia and research, and join hands with Tsinghua University, Zhejiang University and other universities to set up cutting-edge projects covering large language model path planning, arithmetic unit optimisation, and the formulation of national standards for construction robots, in order to enhance technical strength and accelerate the transformation of academic achievements. In addition, we have held more than 30 exchange sessions, inviting experts from universities to discuss technical problems, sharing knowledge and experience, stimulating innovation in the exchange of ideas, and jointly promoting the progress of the industry and society.

Case: Collaborating with the Hong Kong University of Science and Technology to Cultivate New Academic Strength

Offering summer and winter internship programmes: In 2024, Guangdong Bright Dream Robotics Co., Ltd, a subsidiary of Country Garden, and the Hong Kong University of Science and Technology co-organised a summer internship programme focusing on the research of system architecture construction, which combines teaching and practice to provide valuable practical experience for the interns participating in the programme, and at the same time injects new blood into the technology research and development of the Group.

Organised the "Million Dollar Prize" Competition: Guangdong Bright Dream Robotics Co., Ltd co-organised the 'Million Dollar Prize' Competition with the Hong Kong University of Science and Technology, focusing on the field of artificial intelligence and robotics, and showcased the latest technological achievements and innovative thinking in the field through a series of exciting competitions, providing an opportunity for the Group's technical research and development. Through a series of exciting competitions, it showcased the latest technological achievements and innovative thinking in the field, providing new ideas for the development of the industry.

Green Development

Country Garden the Guardian



Country Garden integrates the concept of green, low-carbon and environmental protection into its operation and management, actively carries out technological and model innovation, promotes the green transformation and upgrading of the construction industry, and continues to explore the path of high-quality and sustainable development of the construction industry. We actively contribute to the construction of urban ecological civilisation, focus on biodiversity protection, and continue to enhance our ability to cope with climate change risks, and contribute to the low-carbon transformation of society.

Topics Discussed in this Chapter

- Opportunities in Green Building
- Energy efficiency and carbon neutrality
- Water Conservation and Wastewater Disposal
- Response to climate change
- Raw material management
- Exhaust Gas management
- Waste disposal and recycling
- Biodiversity
- Tenant health and well-being

SDGs Discussed in this Chapter



Feature: Green Commitment for Comfortable Living Environment

Country Garden takes the harmonious coexistence between man and nature as its core concept, relies on professional strength and experience accumulation, deeply integrates cutting-edge technologies and innovative smart operation models, builds a green, intelligent and highly livable modern community environment in an all-round way, and is committed to building a livable and sustainable urban ecology.

During the construction of the Forest City project, we fully adopted green building technology, fully considered natural lighting and ventilation from the building design stage, and selected high-efficiency thermal insulation materials to reduce building energy consumption. At the same time, we continue to promote the construction of renewable energy systems, lay large-scale solar photovoltaic panels and assemble advanced wind power equipment to efficiently convert solar and wind energy into electricity for daily use by the community, promote the reduction of carbon emissions and improve energy efficiency.

At the same time, we have built a high-precision air quality monitoring network, collected and analyzed air quality data in real time through monitoring equipment densely distributed inside and outside the community, relied on big data analysis technology to accurately locate pollution sources, take targeted measures in a timely manner, and continuously improve the social environment. We vigorously promote clean energy vehicles and equip electric buses to shuttle through various areas of the community, with a view to effectively reducing exhaust emissions and significantly improving community air quality.

In terms of waste management, we deploy smart trash cans in communities, use sensor technology to realize overflow monitoring and automatic notification for cleaning, and guide residents to actively participate in environmental protection actions with garbage classification education activities. We centrally recycle organic waste generated in the community and use it for composting, providing natural fertilizer for community gardens, turning waste into treasure and improving resource utilization efficiency.



Community Water Quality Monitoring



Country Garden Forest City School



In addition, Country Garden actively promotes the development of community education and cultural undertakings, builds Forest City Schools in Forest City communities, follows international educational standards, covers the whole period from kindergarten to high school, and provides high-quality educational resources for local residents, especially low-and middle-income families, effectively enriching the educational resources of local communities. The school deeply integrates the concept of sustainable development into the curriculum, and cultivates students' awareness of environmental protection by carrying out environmental protection courses and organizing ecological practice activities, thus injecting a steady stream of new strength into the construction of green communities. The construction of forest schools in cities has improved the overall education level of the community, enhanced residents' sense of belonging and cohesion, and at the same time promoted the value-added of surrounding real estate, created a large number of employment opportunities, and effectively promoted regional economic vitality.

Environment Management

Country Garden strictly adheres to the national laws and regulations, such as the Environmental Protection Law of the People's Republic of China and the Law of the People's Republic of China on Environmental Impact Assessment. We continuously improve our environmental management system by establishing and implementing internal policies such as the Environmental Protection Management Measures. Our subsidiary Giant Leap has passed the ISO14001 environmental management system certification, the certificate covers the scope of the qualification of building engineering construction general contracting, municipal public engineering construction general contracting, building mechanical and electrical installation engineering professional contracting, building curtain wall engineering professional contracting, mechanical and electrical engineering construction general contracting, foundation engineering professional contracting. We are dedicated to scientifically managing construction and operation processes to minimise our impact on the environment. During the year, there were no significant events for environmental accidents or complaints.

To further strengthen environmental management, we have taken the following measures:



Environment Management System Certificate

Environmental Targets and Plans	We set environmental goals and plans, and implement energy-saving measures and resource recycling projects. Data shows a yearly decrease in energy consumption and waste generation within the Group.
Environmental Impact Assessment	When undertaking new construction, renovation, or expansion projects, we strictly follow the management system for environmental impact assessment of construction projects, fulfil relevant approval procedures, and rigorously implement pollution prevention and control measures as specified in the environmental impact assessment documents and approvals.
Environmental Risk Prevention	We carry out environmental risk assessment to identify potential environmental risks and take corresponding control measures, such as strengthening the storage and management of chemicals, conducting regular inspections and maintenance of environmental facilities to ensure environmental safety.
Environmental Performance Assessment	We regularly assess our environmental performance by monitoring indicators such as energy consumption, waste generation, resource utilisation efficiency, and environmental incidents and complaints within the Group.
Environmental Policy Publicity	We promote our environmental policies among employees in forms of internal meetings and bulletin boards. These initiatives are designed to ensure that employees are aware of and comprehend the Group's environmental goals and requirements, and conduct daily supervision.

Environment Management Measures

Sustainable Buildings

Country Garden always adheres to the sustainable development concept of healthy human habitation and harmonious coexistence between man and nature, attaches great importance to environmental protection throughout the project promotion process, is committed to maintaining the natural ecology around the building, creating a green, healthy and comfortable housing environment for customers, enhancing living happiness and satisfaction, ensuring that the building always maintains good environmental friendliness, and realizing the benign integration of the building and the ecological environment.

Standardised Systems for Sustainable Buildings

In the process of green building project development, Country Garden strictly benchmarks a series of industry standards such as the Green Building Evaluation Standards (GB/T 50378-2019), continues to promote the exploration, formulation and improvement of internal sustainable building standards, and deeply integrates low-carbon concepts and sustainable development ideas into the whole life cycle of buildings from planning and design, construction, operation and maintenance to demolition and recycling.

For the frontier fields of green buildings such as ultra-low energy buildings, prefabricated buildings, BIM technology and intelligent construction technology, we have compiled a series of professional guidelines to fully consider the climatic conditions, natural environment, resource endowment and other characteristics of the area where the building is located, and put forward clear performance indicator requirements for architectural design from multiple dimensions such as safety and durability, health and comfort, convenient life, resource conservation, and livable environment, and formulate practical and effective implementation strategies to promote the high-quality and high-standard implementation of green building projects.

Leading Points	Focus on the quality and quality of ultra-low energy buildings, while ensuring the realization of a comfortable and healthy indoor environment, its technical level is among the leading in the industry, with a broad application space and market prospects.
Advantage	Combined with the actual projects in different climatic regions of the Group, theory and practice are combined, and with the strong support of the relevant departments of the Group, continuous improvement and optimization are made to be more advanced and grounded.
Technical innovation points	<p>Parametric optimization design. Parametric design methods are introduced into the study to greatly improve the efficiency of performance-based design.</p> <p>Technology is more deeply coupled with the product. The product solution is based on the technical characteristics of passive building with targeted adjustments, and the coupling between technology and product is deeper.</p> <p>Think about the design system construction from the perspective of technology implementation, and realize the "two-wheel drive" of passive ultra-low energy building technology and system.</p> <p>Establish enterprise level standardized design content to ensure the quality and design effect of passive ultralow energy building design.</p>

Country Garden the leading point, advantage and technological innovation points of sustainable building standards

We formulated new sustainable building standards and guidelines for Country Garden, including:

- Technical Regulations on Prefabricated Concrete Building Design (V1.0, 2023)
- Prefabricated Building, Structure, Electrical, Plumbing, and Heating Ventilation Design (HVAC) - Basic Template (V1.0, 2023)
- Construction drawing (prefabricated content), precast components to deepen the design check points
- Application Research and Reference Drawings of Precast Concrete Frame Structures and External Wall Boards
- Standard Prefabricated Component, Structural Design Basic Template (V1.0, 2023)

While establishing our own library of green building standards and guidelines, we also participate in the formulation of national and regional green building standards, contributing to the green development of the industry.

We participated in the development of external standards, including:

- Guangdong Provincial Standard "Technical Specifications for Interior Prefabricated Decoration"
- Foshan City Standard "Supplementary Implementation Guidelines for Prefabricated Building Evaluation Standards in Foshan, Guangdong Province"
- Foshan City Standard "Evaluation Guidelines for Prefabricated Decoration in Foshan City"
- Foshan City Standard "Foshan Intelligent Construction Evaluation System"
- Hubei Provincial Standard "Specifications for Ultra-low Energy Buildings Part 1 Evaluation"
- Hubei Provincial Standard "Ultra-low Energy Building Technical Code Part 2 Public Building Design"
- Group Standard "Zero Carbon Building Evaluation Standard"
- National Standard "Illustrations for the Application of Building Carbon Emission Calculation Standards"

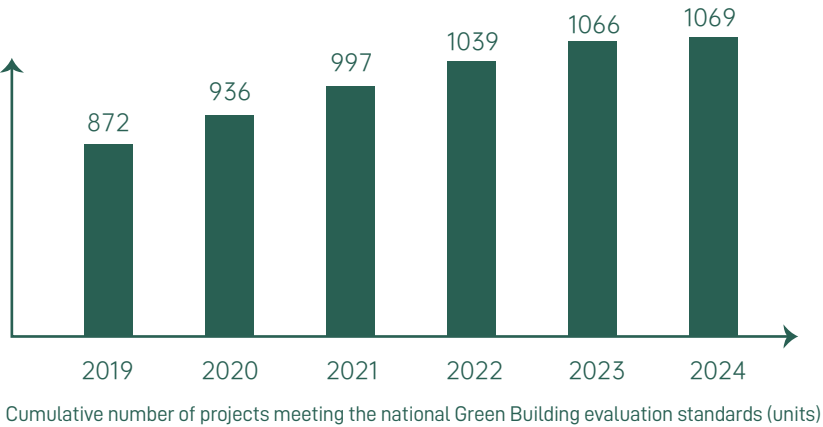


Certification for Sustainable Buildings

Country Garden advocates and vigorously promotes the construction of green buildings, deeply participates in green and low-carbon projects, and strives to increase the proportion of green building area. Country Garden project was selected as the "Green low-carbon, energy-saving first" excellent case of Guangdong Building Energy Efficiency Association, to support the construction industry to achieve green low-carbon transformation with practical actions.

Key Performance:

As of the end of the reporting period, the cumulative area of green buildings reached 234.49 million square meters.



Research and Training on Sustainable Buildings

Country Garden attaches great importance to the research and innovation of sustainable buildings. We continue to conduct in-depth research in areas such as ultra-low energy consumption buildings, green buildings and prefabricated buildings. During the year, we take part in five research projects in relation to green buildings, such as Research on Integrated System of External Wall Insulation for Ultra-Low Energy Consumption Buildings, Technical Research on Prefabricated Concrete Frame and External Wall Panels in Public Buildings, and Research on Application Technology of Prefabricated Decoration. We have also obtained a number of patents, including Thermal Bridge Structure at the Junction of Internal Insulation External Wall and Roof for Ultra-Low Energy Consumption Buildings, Internal Insulation Parapet Structure for Ultra-Low Energy Consumption Buildings, and Insulation Structure for Window Opening of External Wall with Internal Insulation System for Ultra-Low Energy Consumption Buildings. These patents provide technical support for the development of green buildings.

Meanwhile, we actively offer internal training on sustainable buildings in the Group and organise employees to attend a number of technical exchanges and forums in relation to green buildings, such as the Guangdong Province Energy Conservation and Green Building Exchange Forum and the Forum on Energy Efficiency Improvement in Public Buildings. We empower our employees and peers with our research results and work together with them to push ahead with low-carbon development of the construction industry.

Planning and Development of Sustainable Buildings

We will gradually enhance the research on and construction of ultra-low energy buildings, and contribute to the goals of carbon peaking and carbon neutrality.

Our green building commitment

We will gradually enhance the research on and construction of ultra-low energy buildings, and contribute to the goals of carbon peaking and carbon neutrality.

Our green building development targets

We will realise a 56% energy conservation rate of new residential buildings by 2025.
We will increase the proportion of buildings with solar energy systems.

Short-term objectives

Boyi Architecture Design Institute will continue to promote the standardisation of sustainable buildings, and accelerate the standardisation of sustainable building workflow, apartment products, materials and parts. Country Garden will also deepen studies on the technical systems of various climatic regions based on its product system and supply chain system, and build a standardised passive technical system suitable for Country Garden.

Mid- and longterm objectives

Country Garden will give priority to the national strategies, contribute to realising the goals of carbon peaking and carbon neutrality and promoting the sustainable development of society, and provide Country Garden solutions for the development of prefabricated buildings and ultra-low energy buildings. Country Garden will also closely follow the low-carbon and green building technologies as well as their application, and continuously expand the forms of low-carbon buildings.

Country Garden sustainable building development plan

Green Construction

Country Garden focuses on energy conservation, emission reduction and building energy consumption, develops and promotes environmental protection technologies, implements strict environmental protection control over the whole life cycle of buildings, and takes effective management measures in energy conservation and consumption reduction, resource utilization, waste treatment, dust and noise control, material selection, etc., fulfills environmental responsibilities with practical actions, and minimizes the impact of construction environment.

Green Construction Technologies

As a practitioner of intelligent construction, Country Garden continues to explore technological and model innovation, increase the application of intelligent construction in all aspects of project construction, and thus improve project quality, safety, efficiency, and quality. In the project design and construction process, we use a variety of green environmental protection technologies to effectively reduce waste of construction materials and minimise carbon and pollutant emissions from the construction industry.

In terms of intelligent construction, we encourage the application of prefabricated buildings and standardised construction, establish highly standardised databases of components, house types and building types, and achieve the whole-industry-chain data flow through R&D, design, production, transportation and construction with the BIM technology. Capitalising on automated production lines, we produce a large number of customised PC components to reduce the waste of construction materials and improve construction quality.

In the application of building robots, we achieve efficient and precise construction with less pollution through the application of robotics technology. Therefore, it helps boost the green transformation and intelligent upgrading in the construction process. Up to now, we have nearly 50 types of construction robots under R&D, which can be applied in the full-cycle processes of intelligent construction, including concrete construction & finishing, bricklaying & plastering, interior decoration, high-altitude exterior wall painting, and basement decoration.

Floor Grinding Robot



In the process of promoting the green and intelligent development of the construction industry, Country Garden actively develops and promotes the application of construction robots. With the help of advanced robot technology, it achieves energy-saving, efficient and precise operations, while significantly reducing environmental pollution and promoting the green transformation and intelligent upgrade of the construction process. As at the end of the Reporting Period, the Group has developed nearly 50 construction robots, which are widely used in various intelligent construction processes throughout the construction cycle, covering many key areas such as concrete construction and finishing, brick laying and plastering, interior decoration, high-altitude spraying of exterior walls and basement decoration.

Floor Paint Coating Robot



Floor painting robots have been introduced with innovative automatic speed ratio calculation function, allowing precise dispensing of paint in the correct ratio of AB paint when configuring new materials. This enables on-demand mixing and avoids material waste. Additionally, traditional electronic scales and easily damaged plastic cups have been eliminated, reducing environmental impact.

Putty Coating Robot



Putty coating robot with BIM software automatic path planning, laser SLAM indoor navigation, automatic stop, intelligent monitoring, dual battery energy management and other functions, mainly used in residential, apartment, industrial plants and other indoor decoration construction environment. Its comprehensive effect is 4 times³ that of manual batch scraping, effectively reducing human labor intensity, reducing dust, paint and other hazards to workers' health, and reducing the risk of occupational diseases and safety accidents.

Putty Grinding Robot



Putty grinding robot with precision grinding, intelligent operation and automatic dust suction function, significantly improve the efficiency and beauty of wall grinding, while liberating labor, optimizing the construction environment, and reducing dust pollution.

Exterior Wall Spraying Robot



The exterior wall spraying robot is mainly used in the spraying operation of exterior wall decorative coatings of residential buildings, factory buildings, public buildings and other buildings. The construction coatings include exterior wall latex paint, multi-color paint, relief paint and real stone paint. The construction quality is uniform, the consistency is high, and the spraying efficiency can reach 3-5⁴ times that of manual work, and it has won many awards such as the 2022 German Red Dot Design Award. Realize unmanned aerial work, eliminate the risk of falling from high altitude and occupational health injuries such as paint fog in traditional manual work.

Green Construction Measures

Country Garden takes a comprehensive approach to minimise the impact on the environment and surrounding communities during specific project construction processes. We strictly manage waste and control dust at the construction site. We focus on water conservation, energy efficiency, and material conservation, aiming to create a clean, comfortable and safe construction environment.

Water resources protection <ul style="list-style-type: none">● We use the drainage system to sepearate rainwater and sewage, and set up sedimentation tanks and oil traps to prevent water resources from being polluted;● We use wastewater from construction after purifying and recycling it to reduce the consumption of water resources;● With the extensive use of aluminum formwork and plastic formwork, we promote the reduction of wet construction to consume less water resources.	Energy conservation <ul style="list-style-type: none">● Solar street lamps are used for lighting in the construction of some projects;● Dysprosium centralised devices are used in the construction of some projects.
Saving materials <ul style="list-style-type: none">● All projects are encouraged to adopt aluminum formwork and climbing frame system. Aluminum formwork is required to be used in buildings with 25 floors and above as long as conditions permit, so as to reduce the use and loss of timber and wooden formwork;● We promote the use of prefabricated components, including shear walls, laminated slabs, and stair treads;● We advocate the use of plastic formwork with higher turnover times to reduce the loss of turnover materials;● Ready-mixed concrete and commercial mortar are used to reduce the material losses and environmental pollution at the construction sites;● We conduct feasibility studies and popularise 109 technological achievements including high- and low-grade concrete interception airbag construction technology, municipal tube well PC construction technology and secondary comprehensive utilisation technology of construction waste, and strive to improve the turnover efficiency of turnover materials and make the construction materials more environmentally friendly;● Some projects make full use of the integrated design of building, civil engineering and decoration, and adopt integrated qualitative design for kitchens and bathrooms.	
Environmentally friendly materials <ul style="list-style-type: none">● We choose steel reinforcement, copper and other recyclable materials when determining the construction materials of projects.	Waste management <ul style="list-style-type: none">● Bright Dream's mobile brick-making truck separates and processes useful building scraps into recycled building materials products that meet the requirements, such as garden pavement tiles, grass-planting bricks, bricks for blind sidewalk and so on.
Dust reduction <ul style="list-style-type: none">● The construction sites are 100% enclosed;● The access roads in and out of the construction sites are 100% hardened;● Materials at the construction sites are 100% covered;● The sites are 100% cleaned by sprinkling water;● Trucks coming in and going out are 100% flushed;● Spray dust removers are 100% applied throughout the whole project period.	

Green Leasing

Country Garden actively participates in the exploration and practice of green leasing, and improves the green renovation of leased assets by promoting multi-dimensional strategies such as green building, green construction, green renovation and green operation services. We proactively carry out in-depth cooperation with various stakeholders, vigorously carry out green publicity activities, encourage landlords and tenants to cooperate around the sustainable development goals, continue to promote and deepen green leasing practices, and gather the strength of all parties to jointly promote the leasing business towards sustainable development.

Greening the leasing products

We redesigned, renovated, and optimised functions of existing buildings such as old factories, warehouses, and dormitories. We also introduced intelligent metering systems and energy-saving lighting systems. These measures aimed to increase the use efficiency of leased buildings, promote the energy efficiency improvement of leased buildings, reinvigorate urban functions, deliver industrial transformation and upgrading and realise the harmonious coexistence with the surrounding environment. By doing so, we contribute to the sustainable development of the city.

Greening the lease services

We encourage tenants to jointly improve property environmental performance (such as energy conservation and emission reduction, etc.), and constantly publicise the concept of sustainable development to tenants, partners and other stakeholders. To encourage tenants to actively participate in energy conservation, we also include the energy efficiency index into the lease contract, and give corresponding subsidies and incentives to tenants for their cost savings in energy conservation and consumption reduction. In addition, through the joint environmental protection housekeeper, we integrate environmental protection design, health standards, environmental consultants and other resources to facilitate green transition.

Country Garden Green Lease action

Green Products

Under the current background of dual-carbon goals, green products have become a key carrier for in-depth implementation of the concept of sustainable development in the fields of construction and real estate. With the application of advanced environmental protection technology, excellent health performance indicators and highly humanized comfortable design, green products fully meet the diverse demands of contemporary consumers for high-quality life. Country Garden actively assumes our responsibility as a green and environmentally friendly enterprise, continues to promote the research and development of green products, and promotes their wide application in various businesses.

We ensure that 100% of the Group's furniture and bathroom products comply with national environmental standards. In addition, we follow the industry's leading environmental product standards, and prioritise materials with environmental certification or environmental labelling. Through careful design, we strive to minimise the environmental impact of our products during production and use, aiming to create a green and ecological living environment for our customers.

Green Operation

Country Garden firmly practise the concept of green and low carbon operation, and strictly abide by relevant laws and regulations such as the Energy Conservation Law of the People's Republic of China. We promote energy conservation and emission reduction in the course of operations by strengthening the effective management of energy, water resources and waste. Additionally, we advocate green office to promote the construction of a resource-conserving and eco-friendly society.

Energy Conservation and Efficiency Enhancement

Country Garden fully recognizes that energy conservation and emission reduction are the key path to achieve the goals of carbon peak and carbon neutrality, and regards energy conservation and emission reduction as the key tasks of operation management.

In order to ensure the orderly development of energy conservation and emission reduction, we have formulated a series of internal systems such as the Measures for the Inspection and Management of Energy Saving and Consumption Reduction Properties in the Headquarters Building to build a sound management system. In 2024, we newly formulated the Site Control Instructions to strictly manage the lighting systems in different areas of the headquarters and adjust the lighting based on the lighting conditions of the day. We monitor and flexibly adjust the energy consumption of the lighting system in the public areas of the headquarters building of the Group, and arrange specialists to conduct inspections to ensure that energy-saving measures are in place.

At the same time, we actively take diversified measures, extensively carry out energy-saving actions, vigorously publicize and promote the use of clean energy, actively introduce advanced energy-saving technologies, strictly control energy consumption through a multi-pronged approach, and promote the effective implementation of green operation requirements within the enterprise.

Our energy saving and emission reduction targets:

- Energy usage target:** Limit the cost of energy consumption to no more than 6.5% of the gross revenue⁵ ;
- Reduce carbon emissions:** Improve energy efficiency and reduce energy consumption through energy management initiatives.

Our actions in energy conservation and efficiency improvement

- Public area lighting management: Replacing the constant lighting fixtures in the east and west corridors of the office building with motion sensor lights and reducing unnecessary lighting in public areas to lower electricity consumption;
- LCD screens and LED screens management: Properly scheduling the operating time of equipment to reduce unnecessary energy consumption;
- Central air conditioning equipment management: Optimising the air conditioning usage process, requiring application and approval for air conditioning use during overtime, stipulating that the central air conditioning unit can only be turned on when the outdoor temperature exceeds 28°C ; strictly managing the refrigeration units to ensure that the office temperature on each floor is maintained at 26°C ; timely replacing faulty compressors to ensure the normal operation of the system;
- Ventilation equipment management: Keeping the fans in the underground passages and elevator halls turned off during the winter, turning on them based on the actual temperature during other times, and using human body sensing control during the summer;
- Distributed photovoltaic power station construction: The distributed photovoltaic power station has been built and put into use in three hotels, namely Gaoming, Resort and Country Flower City, with a total installed capacity of 600KW . It is planned to be promoted and applied in Hilton Wuhan Huashan, Changsha Phoenix, Huizhou City, Hainan Province and other hotels in 2024 ;
- Hotel energy-saving equipment upgrade: Following the Hilton Foshan Hotel, Goldleaf Hotel and The Phoenix City Hotel Guangzhou respectively use 600 cold tons and 500 - tons maglev central air conditioning units.

5 Extent of target: Including 46 hotels owned by Country Garden

Water Conservation and Wastewater Disposal

Country Garden deeply practices the concept of water conservation, and builds a complete water resources management plan based on professional assessment of water resources use risks to reduce resource waste and sewage generation from the source. Based on the hydrological, geological and other professional conditions in the areas where the projects are located, the Group precisely deploys water-saving equipment, uses professional processes to reasonably dispose of sewage, and builds an efficient water resources recycling system to reduce the risk of water pollution. In addition, we vigorously promote the application of wastewater reuse technology by carrying out water conservation publicity and implementation activities to effectively improve the efficiency of water resources utilization.

The water source we use is municipal water supply, and we have not found any pressure or difficulty in obtaining water source. For the discharge of domestic sewage, we use three-level septic tanks for digestion treatment to ensure that the water quality meets the three-level discharge standard, and then safely connect it to the municipal sewage pipeline.

Our goals for water resource management include:

- Improving the efficiency of water usage:** By implementing water-saving measures and optimising water resource allocation and management, we aim to improve the efficiency of water usage;
- Protecting water quality environment:** We strengthen the protection of water sources, reduce pollutant emissions, and maintain a good water quality environment;
- Sustainable management of water resources:** We establish a long-term mechanism for water resource management to ensure scientific and sustainable management and usage of water resources;
- Supporting sustainable development:** We integrate water resource management into the framework of sustainable development to promote the coordinated development of society, economy and environment.

Our actions in water conservation

- **Water conservation publicity:** We conduct research on water resource utilisation, aiming to understand the water consumption patterns of various departments, industries and individuals and encourage people to save water;
- **Centralised water supply in office areas:** We have optimised the layout of our office spaces by gathering employees on specific floors and shutting down water and electricity facilities on unoccupied floors;
- **Promoting water-saving equipment and technologies:** We have optimised agricultural irrigation systems to improve water efficiency in farming. In office buildings, we have installed faucet aerator on restroom faucets to prevent splashing and adjusted the water valves of faucets and toilet tanks to reduce water flow. Additionally, we have installed time-controlled devices on water dispensers, enabling automatic shut-off and start-up to avoid unnecessary operation during late nights and early mornings;
- **Strengthening equipment inspection:** We ensure that water facilities are promptly repaired or replaced in a timely manner, so as to avoid long-term water seepage or leakage.

Waste Disposal and Recycling

Country Garden adheres to the principles of reduction, resource utilization and harmlessness, and strictly manages waste discharge and treatment. We vigorously promote paperless office, recycle recyclable wastes as much as possible, employ professional external organizations to dispose of non-recyclable wastes in compliance with relevant management regulations, and take effective measures to prevent or reduce environmental pollution caused by solid wastes. In addition, we have implemented battery trade-in in the Group headquarters building to effectively improve the recycling rate of battery resources and reduce environmental pollution caused by used batteries.

Our waste management target

- Reduce waste generation:** Implement waste classification to improve material recycling;
- Reduce exhaust gas emissions:** Through green construction and other initiatives, the pollution to the atmosphere will be minimized.

Our actions in waste management:

- **Waste classification management:** We classify waste into hazardous, non-hazardous, recyclable, and non-recyclable waste;
- **Compliant disposal of waste:** All the hazardous waste is delivered to qualified units for disposal. And the non-hazardous waste is recycled and reused as renewable resources and dismantled materials;
- **Recycling of construction waste:** We recycle wires and cables and repurpose surplus concrete for prefabricated parts. We have plans to use construction robots in the Group's internal projects, such as mobile brick trucks and other innovative equipment. In this way, we aim to reuse waste and promote the development of the circular economy;
- **Clarifying waste management requirements for suppliers:** We set clear waste disposal requirements for suppliers during the procurement process and prioritise the purchase of durable and environmentally friendly products to minimise waste generation.

Green Initiatives

Country Garden actively advocates the concept of green and low-carbon living, promotes the concept of "green and low-carbon living" to be deeply rooted in people's hearts by organizing various green publicity activities, and mobilizes all employees and the public to actively participate in ecological and environmental protection actions.

Our green initiatives in office areas include:

- Posting energy-saving reminders on lighting/air conditioning control panels;
- Promoting energy conservation on LED screens/LCD screens in public areas and canteens;
- Encouraging the practice of "turning off lights when leaving," and conducting energy-saving and safety inspections in the early morning, with notifications and reminders for areas where lights have been left on.

Our green initiatives in hotel operations:

- Six Phoenix hotels passed the green hotel application and assessment and won the title of green hotel;
- Some hotels, in accordance with local policy requirements, cancel the provision of 6 small items in the room to reduce the use of disposable supplies.

Case: "Beautiful City, Beautiful Country Garden" Environmental Protection Public Welfare Activity

In June 2024, Country Garden organized 33 members of a volunteer service team to carry out in-depth cleaning activities for the public areas on the first to third floors and the second to fifth floors of the third phase of the "Beautiful City, Beautiful Country Garden" activities. There is a lot of dust and garbage in the parking lot. Volunteers act in groups to clean the ground, clean up plants, and clean up the sanitary corners from the second to fifth floors. Another group of volunteers is responsible for updating the parking lot guidance signs. The new signs are scientifically designed and reasonably layout, which greatly improves the guidance effect. Focusing on the theme of "Beautiful City, Beautiful Country Garden", this activity follows the "four-degree" principle of "strengthening party building, deepening learning, increasing temperature in the neighbourhood, and increasing brightness in the environment", and improves the environmental protection and hygiene level of the community through a series of environmental protection and cleaning measures, so as to create a clean and comfortable living environment for the owners.



"Beautiful City, Beautiful Country Garden" Activity

Responding to Climate Change

Climate change has become a common problem that needs to be solved urgently. Referring to the suggested framework of TCFD (Task Force on Climate-Related Financial Disclosures), Country Garden analyses and manages climate risks and opportunities around the four pillars of "Governance, Strategy, Risk Management, Indicators and Targets". We take timely preventive measures to address the possible impacts of climate change, and continuously improve the resilience and resilience to climate change risks.

Management

We will continue to perfect our ESG management mechanism, and improve our governance of sustainable development. The ESG Committee under the Board of Directors is responsible for formulating sustainable development strategies and policies, including climate change, and identifying related risks and opportunities. At least once a year, ESG committee members are required to report to the Board on the progress of climate change related work at the meeting.

Strategies

As we know, climate change poses a variety of risks to our business and may lead to climate transition risks with potential financial implications. However, climate change will also create opportunities for us to innovate our business and help us transform into a low-carbon economic development model and maintain a leading position in the market. We identify and assess climate-related risks. According to the disclosure requirement of the Task Force on Climate-related Financial Disclosures (TCFD), we identify climate change issues that may have significant impacts in terms of physical and transition risks, and identify ESG risks in the real estate market and climate change risks as long-term emerging risks that have a significant impact on our future business and continue to monitor their potential financial impact and strive to seize relevant opportunities.

Climate Change Adaptation

- Assess the risks and opportunities brought about by climate change and deepen the understanding of the impacts of climate change on business operation as well as risks and opportunities for finance and take advantage of the opportunities presented by climate change;
- Continue to optimise project design to prevent and mitigate the possible damages caused by climate change to newly constructed projects;
- Make extreme weather management plans to deal with increasingly frequent extreme weather events caused by climate change. Such plans include the Emergency Plan for Biological Disasters, the Emergency Plan for Flood Disaster, the Guidelines for Extreme Weather (Typhoon) Warning (V. 2021) and the Notice on Strengthening Work Safety Under High Temperature and Other Extreme Weather;
- Formulate appropriate workflow and measures to prevent and mitigate the possible damages to existing properties and business.

Climate Change Mitigation

- Enhance research on and practice in green buildings and improve energy efficiency of buildings. In the development of new projects, we integrate the concept of green building into the building design. We adhere to the principle of prioritising passive energy-saving buildings and optimising active energy-saving buildings. The building envelope, equipment selection and overall building design will be guided by the national energy-saving design standards;
- Take climate change into consideration in procurement and encourage the use of low-carbon and eco-friendly materials;
- Encourage staff, suppliers, homeowners, tenants and other clients to cut carbon emission in daily business activities;
- Promote the use of renewable resources, especially increase the use of solar energy by setting up solar photovoltaic systems on the roof and facade.

In order to effectively adapt to and mitigate the risks related to climate change, Country Garden has adopted measures including:

Risk Management

Country Garden has established a sound risk management framework and a comprehensive process for risk identification, assessment and management. We identify major climate change risks based on the characteristics of main businesses, industry characteristics and regional climate conditions. We adopt response measures to adapt to and mitigate the identified climate-related risks. Relevant business departments are tasked with implementing and implementing feasible response plans. More on our risk management for climate change inclusion can be found in this report, "Attention-To-Detail Governance — Running A Tight Ship".

Indicators and Targets

Country Garden actively responds to the national "double carbon" strategy, continuously discloses the greenhouse gas emission data of scope 1 and Scope 2, and pays attention to the emission reduction measures of Scope 3. We actively advocate green construction, green leasing, green product and green operation, and regularly carry out environmental performance evaluation, review the effectiveness of the plan and identify improvement plans. In the future, we will systematically promote the work for carbon neutrality by formulating short-, medium-, and long-term goals of carbon reduction, establish an incentive mechanism to link management performance with climate change and steadily promote climate change management, and vigorously supported the realization of the national "dual carbon" strategy.

Core indicators we concern:

Indicator(s)	Unit
Greenhouse gas emissions (Scope 1 and 2)	tonne CO ₂ e
Greenhouse gas emissions per million RMB of revenue	tonnes CO ₂ e /million RMB
Total energy consumption	GJ
Energy consumption intensity	GJ/million RMB

Ecological Conservation

We implement the laws and regulations including the Environmental Protection Law of the People's Republic of China, the Law of the People's Republic of China on the Protection of Wildlife and the Outline of Nature Conservation of the People's Republic of China. We conduct due diligence and ecological assessment of the development sites prior to identifying and managing potential impacts of business activities on biodiversity and ecosystems. With these efforts, we aim to ensure that the entire process of project advancement is in line with the principles of sustainable development and avoid adverse impacts on the ecological environment.

Commitments related to greenfield developments

Country Garden is committed to avoiding developing and encroaching farmland and green land. If the development is necessary, we will obtain approval from relevant departments in advance and minimise the impact on the green land and surrounding ecosystems in the subsequent development process of the project. For such brownfields as wasted industrial plant plots with soil pollution problems, we build a risk assessment system for contaminated plots, implement soil remediation plans in accordance with relevant regulations, and develop brownfield projects in compliance with regulations after passing third-party review.

Biodiversity protection

Country Garden has always adhered to the core concept of biodiversity conservation. When selecting sites for construction and conducting business, we strictly follow the assessment standards of relevant government departments. By doing so, we ensure that the selected land has no adverse impact on biodiversity, thus eliminating any possible adverse impact on biodiversity. In addition, we are involved in biodiversity conservation worldwide, and work hand in hand with many partners inside and outside the industry and academic institutions, including AES, DHI, University of Putra Malaysia and other first-class professional research institutions to explore and practice innovative pathways for biodiversity conservation.

Case: Starting from Forest City, Open a Chapter of Excellence in Ecological Protection

In 2024 , Country Garden Forest City has achieved a series of breakthrough results in biodiversity protection and ecosystem restoration. In the wetland ecological restoration sector, the area of our wetland park has been expanded to 35,000 square meters, and an ecological education center has been added to effectively enhance public awareness of ecological and environmental protection by using professional science popularization methods. We have carried out in-depth scientific research cooperation with the University of Putra Malaysia (UPM), which has successfully expanded the area of seagrass reserve by 15%. At the same time, we have introduced an advanced intelligent monitoring system to track many key ecological indicators such as water temperature, salinity, and biological population in real time, providing accurate data support for scientific decision-making.

Meanwhile, we funded Kelab Alami, a local professional environmental protection organization, to plant more than 5,000 mangrove seedlings based on the ecological characteristics of coastal wetlands, efficiently restore 2 hectares of coastal wetlands, and organized several professional community environmental protection practices.

Referring to the mature experience of the Wilton East project in Australia, we scientifically plan local species reserves and build ecological corridors to reduce ecological interference caused by human activities. Through the innovative use of drones equipped with high-precision sensors and combined with AI image recognition technology, we conduct all-round and high-frequency monitoring of wetlands, mangroves and seagrass reserves, and accurately formulate ecological protection strategies based on big data analysis.

In addition, we cooperated with Forest City International School to carry out community environmental protection beach cleaning activities, and operated in accordance with the marine litter cleaning standards, collecting a total of approximately 285 kilograms of litter.

We actively fulfil our responsibilities in ecological protection, take practical actions to enhance regional biodiversity, enhance the stability and sustainability of ecosystems, and build a solid ecological screen for local residents and communities.



Funding local environmental organization Kelab Alami



Kelab Alami Citizen Science Center Team Organizes "Coastal Cleanup Day"



Your Companion

People-oriented Country Garden



Country Garden has always upheld the philosophy of "being good to people, to society, and to employees." We respect, nurture, and care for our people. The Group is committed to creating a diverse, inclusive, and harmonious work environment, while fully safeguarding employees' rights and interests. Through open and diversified communication platforms, we sincerely listen to our employees' voices and care for their health and well-being. At the same time, we have established a systematic training framework and offer fair, just, and transparent promotion pathways to support employee growth and value realization. By unlocking the potential of every employee, we strive to build a better future together.

Topics Discussed in this Chapter

- Employee Health and Safety
- Labor Rights and Interests
- Employee Welfare and Care
- Employment Practices
- Diversity, Equality, and Inclusion
- Employee Training and Development

SDGs Discussed in this Chapter



Feature: Painting a Better Future with Employees

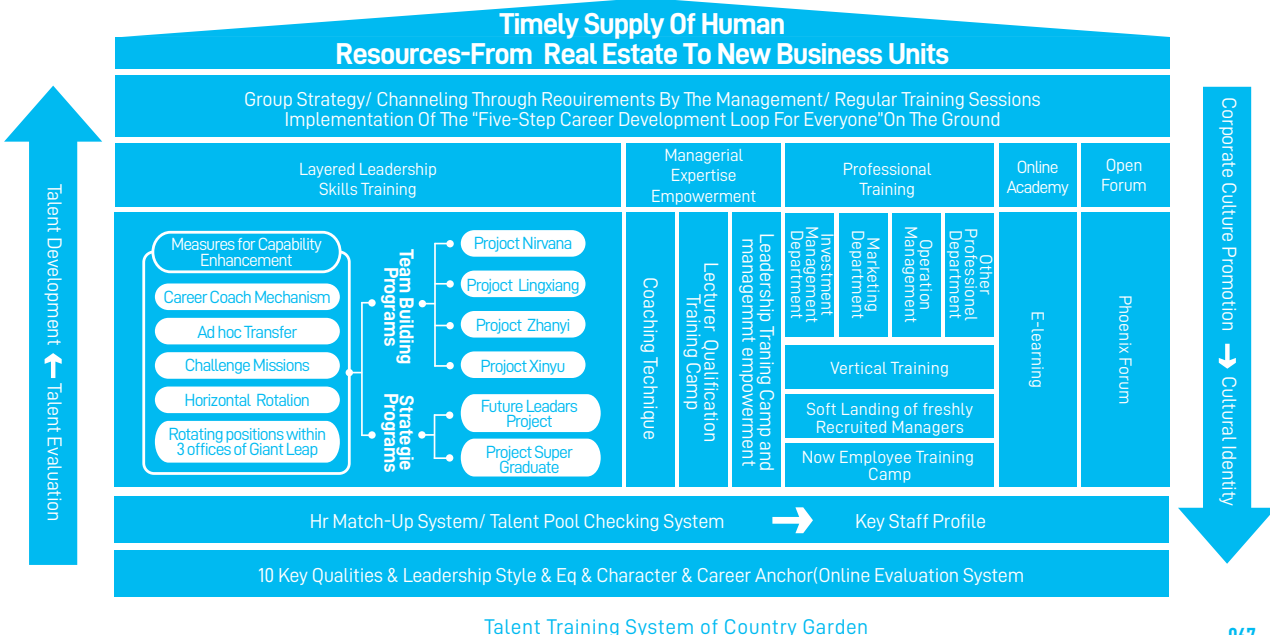
Country Garden always adheres to the principle of "people-oriented", cares about the growth and well-being of employees, and is committed to creating a safe, stable and opportunity-filled working environment. We not only pay attention to the actual needs of front-line employees, actively listen to their voices, but also provide strong support to the team through research and optimization of management mechanism. At the same time, we continuously improve the talent training system and build a multi-level learning platform to help employees improve their skills and develop their careers. By caring, escorting and empowering growth in parallel, we work with our employees to create a more valuable career and achieve a win-win situation for personal growth and corporate development.

Care and Escort

Country Garden pays close attention to the actual needs of employees and provides strong support to front-line teams with pragmatic measures. In order to deeply understand the working status, business challenges and demands of frontline employees, we conducted special research through one-on-one interviews and questionnaires, covering management and grassroots employees in all regions of the Group, and listened to the voices of frontline employees accurately. The research focuses on key positions and team status, organizational division of labor and collaboration mechanism, decision-making mechanism, process approval efficiency, key tasks and environmental status, etc., to ensure the identification of pain points and difficulties in front-line work. In 2024, we interviewed a total of 63 people by telephone, including 50 first project leaders, and distributed questionnaires to 2,434 employees who participated in the training. The survey results show that front-line teams still face many challenges in terms of resource shortages and business promotion, and employees generally expect the Group to provide more efficient support and collaboration mechanisms. In response to the problems found in the survey, we have formulated "short-term, medium-term and long-term" action plans, and assigned responsible persons to ensure that the improvement measures are implemented and effective. At the same time, we will continue to conduct regular surveys to provide a basis for decision-making with real data, consolidate team confidence, and help front-line employees move forward steadily despite challenges.

Empowering Growth

Country Garden puts talent cultivation in the first place, provides smooth promotion channels for talents, recruits talents from the society, sets up a scientific and perfect assessment and incentive system, and carries out diversified vocational training to empower employees to grow.



We actively improve the professional ability and professional quality of employees, and help employees and the enterprise grow together by building a systematic and multi-level talent training system. Focusing on the challenges faced by the front-end of the business, we carefully design hierarchical and classified learning programs, and select the best practices of the front-line business for sharing and training, so as to help employees broaden their thinking and improve their business resolution capabilities.

As of December 31, 2024, we have conducted a total of 94 trainings, including:

- Management philosophy promotion and implementation training (16 sessions): covering senior management meetings and regular training to ensure the implementation of corporate culture and management philosophy at all levels;
- Professional skills training for job competence (72 sessions): covering training courses for project general managers, vertical line training, experience exchange and learning, such as "Concentrate on Ensuring Delivery" training, "Seven Best" salon for regional presidents, marketing business pain point training, etc., to improve employees' professional ability and practical experience;
- Professional quality training (6 sessions): covering workplace communication training camps, workplace psychology and other courses, it enhances employees' comprehensive quality and interpersonal communication skills in the workplace and enhances employees' vitality.

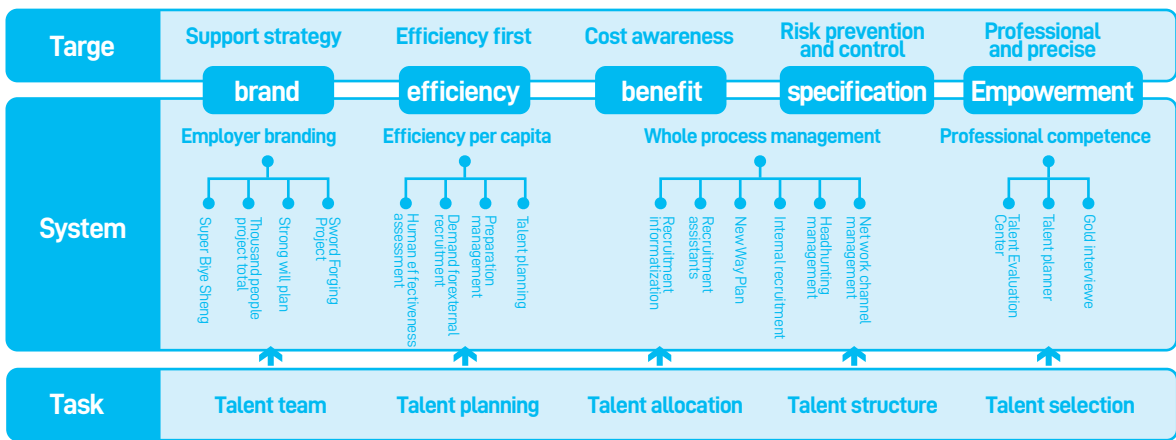
In addition, we make full use of the two online learning platforms "Learning Cloud" and "Academy Online" to create a good organizational learning atmosphere. As of the end of the Reporting Period, the number of Learning Cloud users reached 13,600, the users of the Academy Online reached 8,000, and the average daily active number of the two platforms exceeded 8,000, ensuring that employees can learn through computer or mobile terminals anytime and anywhere to meet their personalized growth needs.

Morality as the Top Standard for Recruiting

Human capital is critical to the continuous improvement of competitiveness and the sustainable development of Country Garden. We develop talent attraction plans and actions, and establish an advanced and agile recruitment system to build high-quality talent teams and create an employment relationship of mutual achievement and growth to attract and retain talents.

Careers at Country Garden

Country Garden values employer brand building. We initiate talent recruitment and collaboration programmes, and continue to explore the development of a diversified talent pool. We pursue corporate development without losing sight of our social responsibilities. We create jobs for local communities through our localised recruitment strategy, aiming to promote local economic prosperity and social progress.



Minjie Recruitment Operation Management System

Key Performance:

As of December 31, 2024, Country Garden's real estate business (overseas and Hong Kong SAR) has hired **85.8%** of its workforce locally.

Equal Employment

Country Garden always adheres to the employment principle of "legal compliance, equality and fairness", and recruits in strict compliance with the Labour Law of the People's Republic of China, the Labour Contract Law of the People's Republic of China and other regulations. At the same time, we have formulated and implemented the Country Garden Measures for Recruitment Management, the Employee Handbook and other internal policies. We undertake that we will never differentiate applicants by their gender, age, religion, ethnicity, family or health conditions. We are also committed to providing diversified and equal opportunities for employees, and ensuring they are treated fairly and with respect.

We strictly implement policies such as the Provisions on Prohibition of Child Labour, and prudently verify the age of candidates during the recruitment process by checking their ID cards and educational certificates to ensure that they meet the legal minimum working age requirements. We clearly specify information such as the location, timing, and labor compensation of employment, as well as relevant regulations on overtime work, to avoid forced labor. We resolutely oppose illegal acts such as employing child labor and forced labor, and regularly review our recruitment processes to ensure the effectiveness of measures to prevent the employment of child labor and forced labor. In the event of any such discoveries, we will pursue the responsibility of relevant individuals and organizations.

Key Performance:

In 2024, no business, operational site, or supplier with significant risks of employing child labor or using forced labor was identified, and no incidents of employing child labor or using forced labor were reported. The signing rate of employee labor contracts reached **100%**.

Diversity and Inclusion

As one of the members engaging in the United Nation's Global Compact, Country Garden has actively complied with the fundamental principles of the UN Global Compact as well as initiatives at home and abroad with regard to human rights and employee rights, so as to fully protect the basic human rights of employees. We adopt a zero-tolerance policy towards discrimination and harassment in the workplace, recruit underprivileged people, and advocate creating an equal, diversified, harmonious and inclusive working environment.

We attach great importance to the rights and needs of female employees, strictly abide by the laws and regulations of our operating locations, such as the "Regulations on Population and Family Planning of the People's Republic of China" and the "Special Provisions on Labor Protection for Female Employees", and provide comprehensive welfare and support for female employees in accordance with the law, including maternity leave, maternity allowance, childcare leave, etc. We strive to provide a caring and comfortable working environment as well as equal and fair development opportunities for female employees. Through diversified care measures for female employees, we are committed to helping them find a balance between work and life, enabling them to be more confident and composed on their career paths, and supporting the "power of women" in the workplace.

Equity and Diversity

- Adhering to the concept of gender equality, we constantly raise the proportion of women among senior management to promote gender equality in the workplace;
- We value and respect the cultural traditions and rituals of ethnic minorities including their dietary habits by setting up special food windows for them at our canteens.

Anti-Discrimination and Anti-Harassment

- We oppose discrimination in the workplace and will not differentiate employees by their gender, age, religion, ethnicity, family or health conditions when recruiting or promoting them;
- We prohibit harassment in the workplace and set out the relevant requirements in our Employee Handbook, the Employee Codes of Conduct, the Accountability Measures for Violation of Rules and Regulations by Employees of Country Garden and other policies, along with the reporting channels and punishment mechanism;
- We regularly provide education and training to employees to advocate that everyone is responsible for anti-discrimination and anti-harassment.

Hiring People With Disabilities

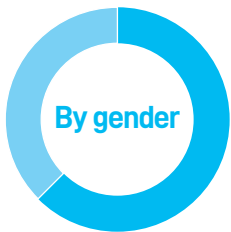
- In active response to the national call, we maintain close contact with local social security bureaus and neighbourhood committees to facilitate the employment of people with disabilities;
- We have established the "Veteran Employment Plan" to recruit veterans and engineers to participate in smart construction projects, and signed an agreement with the Ministry of Veterans Affairs of the People's Republic of China to become one of the "National Ex-Servicemen Employment Cooperative Enterprises";
- We assign people with disabilities to appropriate positions based on the characteristics and needs of our business lines, and provide them with corresponding skills training, so that they can realise their labour value.

Human Rights Protection

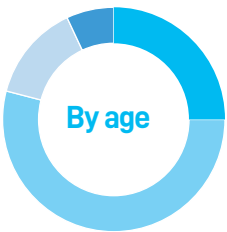
- We attach importance to both human rights protection and business operation, and disclose our commitment and actions in the field of human rights;
- We include the items of employees' working time and working environment into the Labour Contracts and relevant policies, so as to further implement the work of human rights protection;
- We respect employees' right to freedom of association and uphold democratic management mechanisms. Employees are entitled to join associations, trade unions, and workers' representative bodies in accordance with local laws and regulations. Currently, trade unions and various employee organizations have been established to provide inclusive, consistent, and targeted services. We actively encourage employees to voice their opinions and feedback, and fully safeguard their rights to be informed, to participate, to express views, and to exercise oversight.

Diversity,Equality, and Inclusion Initiatives

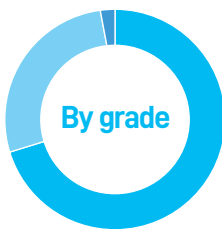
As of December 31 , 2024 , Country Garden has employed a total of 22,794 full-time employees, and has established a diversified, professional, and inclusive talent team:



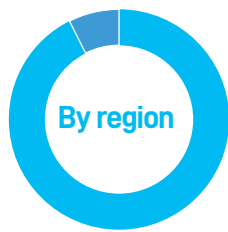
■ Male: 14,110 61.90%
■ Female: 8,684 38.10%



■ ≤30: 5,519 24.21%
■ 31-40: 12,570 55.15%
■ 41-50: 3,405 14.94%
■ ≥51: 1,300 5.70%



■ Junior employees: 16,585 72.76%
■ Middle management: 5,976 26.22%
■ Senior management: 233 1.02%



■ Chinese mainland: 21,94 96.25%
■ Hong Kong, Macao and Taiwan: 18 0.08%
■ Overseas: 836 3.67%

Talent Team

Key Performance:

As of December 31 , 2024 , Women have accounted for **23%** and **20%** of the Group's middle management and senior management, respectively. The pay ratio of male and female employees is equal to **1:1**;

The Group has employed an average of about "**68**" people with disabilities each year for the past five years;

In 2024 , there were **1,368** ethnic minority employees in our company;

In 2024 , there were no discrimination and harassment related incidents this year.

Respecting Talents

Country Garden is committed to protecting employees' lawful rights and interests. We offer competitive compensation and benefits, establish a sound occupational health and safety management system, and listen to employees through multiple communication channels. By continuously improving the work experience, we aim to enhance employees' sense of well-being and belonging.

Protecting Basic Rights and Interests

At Country Garden, it is important for us to protect employees' rights and interests to achieve stable development and sustainable progress. We continue to improve the system for protecting the rights and interests of employees by establishing sound policies and processes to ensure that their efforts are rewarded with equal respect and appropriate remuneration. In doing so, we fulfil the commitment to valuing talents and respecting contributions.

Signing Labour Contracts

In accordance with the principles of equality, voluntariness and consensus, a labour contract is signed between the Group and the employee on the day the employee joins the company. The contract will specify the rights and obligations of both parties.

Standardising Relationship Management

Prepare and update the Country Garden Holdings Employee Relationship Management Policy, which clarifies the processes for the establishment, dissolution and termination of labour relationships, and regulates the employment management and labour relationship management within the Group.

Protecting Employee Privacy

Formulate the Management Measures for the Collection and Change of Employee Information of Country Garden Holdings to standardise the information management requirements for the collection and change of employee information, and to ensure the authenticity, integrity, security and confidentiality of employee information.

Remuneration and Incentives of Employees

In line with the principle of marketisation, we offer competitive remuneration in the industry and conduct fair and impartial performance appraisal. We have formulated and implemented internal policies such as the Remuneration Management Policy of Country Garden Holdings and the Management Measures for Employee Performance Appraisal of Country Garden Holdings. Our employees will be assessed based on position, market, performance and ability to ensure that their salaries are commensurate with their abilities and performance, and thus to inspire them to give full play to their self-motivation.

Holidays

We abide by the relevant laws and regulations, including the Regulation on Public Holidays for National Annual Festivals and Memorial Days, the Regulation on Paid Annual Leave for Employees, and the Measures for Implementation on Paid Annual Leave for Employees of Enterprises. In addition, we have formulated the Management Measures for Attendance and Leave of Country Garden Holdings, which classifies the leave into statutory holidays, sick leave, personal leave, marriage leave, bereavement leave, maternity leave, paternity leave, prenatal check-up leave, parental leave, work-related injury leave, leave in lieu, and annual leave, and clearly stipulates that both male and female employees who meet the requirements for leave are entitled to parental leave in accordance with local policies.

Social Security and Provident Fund

Provide employees with pension insurance, medical insurance, work-related injury insurance, unemployment insurance, maternity insurance and housing provident fund and other related items, and pay social insurance and provident fund fees in accordance with the law.

Other Benefits

Formulate the Management Measures for Employee Benefits and Subsidies, and provide benefits such as commercial insurance, canteen or meal subsidies, dormitory or accommodation subsidies, high temperature/heating allowances, and physical examination.

Employee Rights Protection and Welfare

Occupational Health and Safety

Country Garden firmly sticks to the safety red-line, and strictly conforms to the Work Safety Law of the People's Republic of China, the Fire Prevention Law of the People's Republic of China, the Law of the People's Republic of China on Prevention and Control of Occupational Diseases, and other laws and regulations. Besides, internal policies such as the Country Garden Group Safety and Civilisation Measures Standardisation Manual, and the Country Garden Group Operation Management Policy have been put into force. By setting up extensive and systematic indicators for health and safety management, Country Garden practises safety management in its operations, so as to protect contractors' and all Country Garden employees'



occupational health and safety. In 2024 , Giant Leap, a subsidiary of the Group, obtained the ISO 45001 Occupational Health and safety management system certification.

Country Garden has formulated a health & safety strategy, taking "early prevention, strict control and stringent policy" as the core of safety production and upholding the "safety first and people-oriented" philosophy to guide and guarantee safety and get all staff engaged in safety management. We continuously improve the management of occupational health and safety metrics, monitor the occupational death rate including contractors' employees, and set up mid-to long-term and long-term safety targets to improve our safety management.

Mid- to Long-Term Safety Targets

2035 target: to eliminate the occurrence of fatal occupational injuries, and to keep the annual accident rate per one million square meters below 0.03.

2025 target: zero major (or above) safety production accidents, and the annual accident rate per one million square meters will be kept below 0.05.

Long-Term Safety Target

"Zero death or injury" in safe production.

Country Garden adopts comprehensive occupational safety measures and strengthens work safety management to protect employees' occupational health and safety and promote the achievement of safety targets.

Verification Mechanism for Safety Measures

- Check the production safety mechanism, assess the implementation of the mechanisms, and add and improve relevant policies and systems each year;
- Continue to improve a number of safety management systems, put into practise a number of safety-related incentive and punitive measures, and provide comprehensive institutional support for safety management from various perspectives, such as safety management mechanism, supervision mechanism and performance incentives.

Safety Inspection and Supervision

- Take inspection measures such as unannounced safety inspection, third-party project patrol inspection, joint safety inspection, and joint safety guarantee;
- In case of a safety accident, the Group would immediately carry out an investigation, have an interview with the deputy general manager-level leader of the department responsible for the accident, and demand corrective actions; make such penalty decisions as prohibiting bidding for half a year to one year or putting it on the blacklist of the Group, considering whether the management behaviour is appropriate.

Senior Management Supervising Safety Work

- Regularly conduct executive safety supervision for our ordinary employees to raise and enhance senior management's attention to safety work, and awareness of the first-line work;
- Our Group President leads a team to construction sites to check the safety work on a quarterly basis, publicising the Group's safety culture and supervising the safe production of the region and projects;
- Our Regional Presidents and Regional Operational Heads lead teams to construction sites to check the safety work on a monthly basis, supervising and directing the implementation of the Group's various safety control measures and safety management systems to effectively enhance the Group's control on project safety work.

Safety Performance-Related Salary and Incentives

- Hold senior executives accountable for safety management and link their salaries with safety performance;
- In case of a safety accident, in accordance with the Safety Production Management Policy, the Group imposes different degrees of economic penalties (deduction of bonus, etc.) and administrative penalties (demotion or dismissal, etc.) on regional presidents, regional officials in charge of safety-related issues, regional safety managers and project managers, depending on the severity of the accident. The Group will also cancel the current operation incentive, the achievement sharing, and the qualification for competition of regional projects.

Contractors' Safety Management

- Specify the health and safety standards in the agreements signed with contractors, and attach great importance to the implementation of occupational health and safety of contractors' employees;
- Adopt a whitelist mechanism, evaluate the health and safety-related implementation of the contractors and make public the red and black lists in each region on a monthly basis, and have an interview with contractors who perform poorly in this regard;
- In the event of a safety accident or failure to follow the information reporting mechanism, the Group will take measures including public criticism and punishment;
- During the cooperation, the Risk Control Audit and Supervision Centre makes sustained efforts to supervise the health and safety work of our contractors, and the audit line will carry out effective intervention and supervision according to the reporting and punishment of safety accidents in a closed-loop management.

Health & Safety Management Certification

- Encourage the business segments within the Group to obtain health and safety management certification, and plan to further expand the number and the coverage of occupational health and safety management system certifications including OHSAS 18001 and ISO 45001.

Safety Publicity

- Strengthen the cultivation of safety culture in daily work, introduce the "Four Ones" principle, regularly carry out safety education, and promote the "Guardian" culture, so that employees can really pay attention to safety and take the initiative with enthusiasm to ensure safety;
- Regularly organise routine safety training for all employees, including quarterly Group training by the Production Safety Committee, safety lectures by regional presidents every six months, quarterly safety summary and skill training by project managers, as well as weekly safety training for operating production lines. In addition, we carry out targeted safety training for employees at different levels.

Occupational Safety Measures

In addition, adhering to the fundamental philosophy of "people-oriented and treating employees well," we continuously implement an annual health check-up welfare system, providing employees with discounted prices for medical examinations and expanding the scope of cooperation with medical institutions to ensure their physical health.

Key Performance:

In the past three years, including this year, there have been no work-related fatal accidents.

The coverage rate of employee physical examination is 100%.

In 2024, the Group organised safety publicity training, including 4 training sessions for the Work Safety Committee, 11 training sessions for special operations, and 101 training sessions on construction site presentations.

During the year, there were 38 lectures by regional presidents, 233 regional special lectures, and 3,338 sessions of safety education conferences organised by project managers.

Listening to the Employees

Country Garden advocates a corporate culture and communication environment that is simple, equal, and results-oriented. We have built transparent and accessible communication channels and continuously promote a series of interactive activities such as "Meet with CEO" and "Meet with Senior Executives" and "Face-to-Face Dialogues," creating a strong bridge between employees and management. We place great emphasis on understanding employees' status and needs. Regular surveys are conducted across regional management teams and frontline employees to gather genuine feedback and insights. Through questionnaires and in-depth interviews, we systematically assess team atmosphere, collaboration methods, decision-making processes, and the progress of key tasks. Based on the findings, we formulate actionable plans spanning the short-, mid-, and long-term, with clearly defined responsibilities, and steadily implement optimization measures to effectively improve the frontline employee experience.



Case: Listening to the Employees to Build a Brighter Future

In 2024, Country Garden organized a series of "Meet with Senior Executives" engagement events. Four senior executives from different functional departments were invited to engage in interactive discussions with participants of the Project General Manager training program. These sessions aimed to understand employees' expectations and concerns, and to facilitate in-depth dialogue on key topics such as business challenges, management thinking, and industry trends. Drawing on their practical experience, the executives provided valuable guidance. The events attracted nearly 300 participants in total and featured enthusiastic on-site interaction, with overall satisfaction scores exceeding 98 points. We place great importance on the feedback and suggestions collected during these sessions and have actively taken measures to respond to employee concerns, demonstrating our commitment to improving employee satisfaction through concrete actions.

In addition, Country Garden has put into use the "Intelligent Consulting Platform for Human Resources and Administrative Affairs" that centres on employee satisfaction and experience. The platform provides five multi-task scenarios for quick inquiry and chats. It extends communication channels for employees through AI Q&A, online manual customer service, face-to-face consultation and pop-up windows for professional questions. In 2024, the platform collected 7,283 employee questions and responses, enabling employees to communicate more efficiently and directly and creating an atmosphere that encourages open dialogue.

Talent Development as a Priority

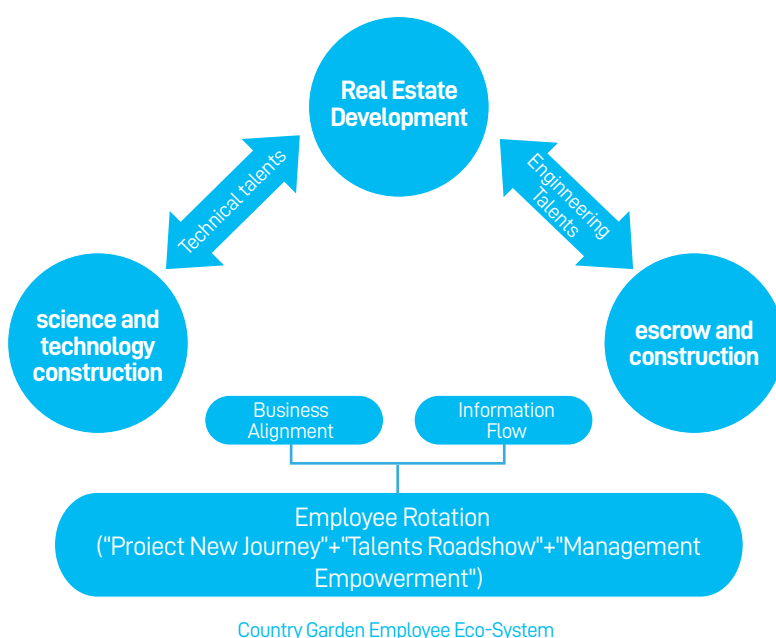
Country Garden fully recognizes the importance of talent development to the long-term growth of the Company. We provide employees with diverse learning resources and broad development opportunities, fostering mutual growth and shared success. We accurately identify the core competencies required at different stages of career development and design tailored training programs accordingly. By building a comprehensive, multi-level talent development system, we support employees in enhancing their professional competitiveness. Upholding the talent philosophy of "appointing people based on merit regardless of background," we have established an open, fair, and impartial selection and promotion mechanism. Through systematic talent development, we continue to improve management effectiveness and empower employees to realize their potential.

A Clear Development Ladder for Employees

Country Garden values talent development and is committed to providing an equal and open career platform to encourage outstanding talent to fully exert their strengths. To ensure that every employee can apply their strengths at the right position, we propose a concept of professional grid development to smoothen the channels for all-round flow of talents.

Professional Grid Development

Based on the Group's new development strategy of "One body, two wings," we vigorously promoted resource sharing between the main real estate business and new businesses, established an efficient and collaborative training mechanism and talent pipeline, and took practical actions to support employees in exploring more possibilities. We tapped into the potential of employees in construction technology, agency management, and other areas, encouraged them to pursue cross-field and cross-disciplinary development, smoothed the flow of talent in all directions, and built a high-quality "Country Garden Employee Eco-System."



Key Performance:

In 2024, 114 employees in Country Garden realised career grid development, among whom 65% were above the manager level.

Enrich Training for Employee

Upholding the concept of "win-win development for the enterprise and employees", Country Garden has established a comprehensive talent training system to help employees develop into highly competitive talents and provide them with a wide space for career development. The Group has developed training programmes for employees at different stages of their careers to help them improve their professional and management skills and become competent in their jobs.

To ensure the effectiveness of employee training and development plans, we conducted a comprehensive review of these plans, utilizing a questionnaire survey to ensure objectivity and comprehensiveness in the review process.

Satisfaction Survey

By means of questionnaires, we get to know the implementation of employee training and development plans, and understand employee satisfaction and feedback on the Group's training plans, course content, lecturer resources, etc. This research helped us to identify problems and deficiencies in the plan and provided suggestions for subsequent improvement.



Developing Improvement Plans

Based on the results of the internal review and the employee satisfaction survey, we have developed a series of improvement plans, including optimising the content of the training courses, upskilling lecturers, adapting training methods and approaches, and strengthening the assessment of training effects. At the same time, in response to the issues identified in the employee feedback, we formulated appropriate improvement measures to increase employee satisfaction with the training plan.

Review Process for Employee Training and Development Plans

Looking ahead, we will continue to focus on the core priority of "ensuring project delivery and restoring the balance sheet", and design training and development programs aligned with this central objective. Employee learning and development plans will be closely integrated with the Group's strategic goals to enhance overall corporate competitiveness. At the same time, we will place greater emphasis on employees' skill development and career growth needs by launching targeted upskilling programs, encouraging employees to obtain professional qualifications, and supporting their personal career advancement. In addition, we will strengthen the promotion of corporate culture by integrating training and activities that deepen employees' understanding and alignment with the Company's vision, mission, and core values—enhancing cohesion and driving the joint growth of both the enterprise and its people.

Talent Training System

To effectively operate the talent cultivation system and consolidate the "hematopoietic" function of core talents, we implement lifecycle management for the development of key position talents.

- **Project General Manager Lifecycle Management System** : To strengthen project general manager capacity building, we have introduced three special management measures to clarify the basic qualifications for appointment, sort out key management points, unify management requirements, and conduct multi-dimensional evaluations. This will promote the positive and healthy development of talents and enhance their marginal contribution to value. We strictly follow the Measures for the Administration of Professional Qualifications to regulate the qualification management of project managers and to ensure that the appointment standards are strictly enforced. Meanwhile, in accordance with the Performance Management Measures, we continue to monitor the performance output of key positions and the achievement of goals, so that we can identify and solve problems promptly. In addition, we have established a multi-dimensional evaluation system for project managers, as stipulated in the Leadership and Organisational Power Evaluation Measures, so as to accurately identify and improve their shortcomings.
- **Regional President Management Strategy** : We use a full-cycle management strategy for our regional president team, which aims to improve the quality of the team and clarify its responsibilities. For regional presidents in office, we value their contributions and focus on their personal development. Regarding the resigning regional presidents, we pay close attention to their past accomplishments and clarify their future responsibilities. For the president of the backup area, we will focus on his or her development and growth.
- **Management Model for Heads of Various Professional Lines** : We actively optimize the management model for heads of various professional lines to continuously cultivate resilient and capable middle-level management. Firstly, we strengthen their sense of responsibility, clarify job responsibilities, and enhance performance management. Secondly, we promote reverse evaluation and feedback within functional lines, allowing the first project leader to conduct satisfaction evaluations of the heads of regional functional lines, thus enhancing their professional capabilities and service quality. Additionally, we leverage vertical line training to enhance internal sharing within professional lines, discovering and sharing best practices and optimal paths that are "small but precise, practical, and worthy of emulation."

We have a high-quality and stable team of internal trainers, and all internally certified trainers have passed the certification and been awarded star trainer certificates. We manage internal certified trainers in accordance with the "Training Management System" and adopt incentive measures such as paying course fees and conducting "Top 100 Lecturers" selection activities to support the construction of a high-quality team of internally certified trainers.

This year, we continue to introduce high-quality internal and external training resources, carry out diversified training, enhance the key abilities of talents, promote high-quality talent growth, and build a sustainable talent pipeline.



2024 Country Garden Group
"Top 100 Lecturers" selected by the
campaign publicity picture

Learning Cloud Platform Training

Relying on its Learning Cloud platform, Country Garden encourages continuous learning among employees and launches special learning plans with different topics for employees of all levels. Employees can learn anytime, anywhere via computers and mobile devices.

Vertical Training

To help front-line employees improve their problem-solving abilities, Country Garden continues to implement "vertical training" in various functional lines, including investment planning, operation management, financial management, and human resources and administration.

Business Training

Focusing on the challenges faced by the front end of the business, Country Garden carried out specific training on topics of "Minimum Cost, Maximum Value", "Lean and Efficient Organisation" and "Concerted Efforts for Delivery", and shared best practise from the front-line of the business with employees to provide more ideas for solving business problems.

Management Training

For newly promoted managers, middle-level managers and employees interested in management improvement, Country Garden initiated various management empowerment training programmes, including "Function Transition Training Camp for New Managers", "Leadership Programme for Middle-Level Cadres" and "Career Advancement Training Camp".

Mental Health Training

Country Garden launched a series of psychology courses called "Workplace Mindset" to help employees change their mindset and ease emotional stress. At the same time, Country Garden also launched the "HRD Empowerment" special programme for employees in the human resources lines to enhance their professional skills.

Diversity Training



The 47th "Concerted Efforts for Delivery"
Training Publicity Poster



2024 Training Publicity Poster
for Vertical Lines

Key Performance:

In 2024 : Learning Cloud reached **13,600** users, and Academy Online had **8,000** users, with over **8,000** daily active users across both platforms;
A total of **16** management philosophy training sessions, **72** professional skills training sessions, and **6** career competency training sessions were conducted;
2 vertical line training sessions were conducted, **20** training courses were issued for each functional line, a total of **5,475** participants were trained, and an average satisfaction score of **98.7** was received.

Management Team Training Plan

An excellent management talent team is the core driving force for the sustainable development of an enterprise. Country Garden has always been committed to building a management team with high professionalism, innovative spirit and excellent leadership, and has launched targeted management team training programmes, such as the "coaching by senior management" and the "coach with shared responsibility", to lay a solid foundation for the long-term development of the enterprise.

Coaching by Senior Management

The Human Resources and Administration Centre of Country Garden Group officially launched the "Coaching by Senior Management", a senior management cultivation programme, in 2020, and cooperated with the School of Economics and Management, Tsinghua University to jointly launch the "Coaching by Senior Management - Advanced Course". After that, we follow the "Advanced Course" and "Courses for Beginners" modes to launch programmes. Through various forms, such as coaching by executives of the Group, case study and external training courses, this program aims at comprehensively improving the management, organisation, leadership and innovation capabilities of senior managers, incentivising key talents to play a key role and helping the Group achieve its strategic goals.

Project General Manager Training

Country Garden continues to conduct the Project General Manager Training Program (Online Edition) for project management personnel. Through a combination of online learning, executive roundtable discussions, and practical case studies, the program aims to continuously identify, reserve, and develop high-potential talent for key positions. This initiative supports the Group's growing need for project management professionals and contributes to the successful achievement of the "guaranteed project delivery" objective.

Coach with Shared Responsibility

The training is conducted in accordance with the One-year Target Schedule confirmed by the three parties of the coach, coachee, and their respective regional centres, and focuses on improving personal leadership, regional organisation capacity, and regional problem-solving capacity. The Human Resources Centre collects the coaching summary and regional improvement data and information on a quarterly basis through the online platform of the coaching centre, so as to ensure the quality and results of training.

Management Team Training Plan



2024 Publicity Poster of Project General Manager Training

Inspiring Employees to Grow

Country Garden strives to promote the continuous development of its employees and is committed to helping them map out and achieve career ambitions. To maximise the potential and motivation of employees, we implement a sophisticated and perfect employee assessment and incentive mechanism, conduct regular talent pool checks, and strengthen the professional qualification and capacities of personnel. In order to effectively manage and cultivate talents, we build a digital human resource management system, which enables us to digitally manage employee information, and gain a deeper understanding of employees' skills and potential. We can then provide them with more appropriate training and development opportunities, thereby empowering the development of talents' abilities and achieving the sustainable development of employees and the Group.

Closed-Loop Incentives & Evaluation System

The Group formulated and issued the Management Measures for Performance Appraisal of Country Garden Group, the Management Measures for Total Compensation and Benefits of Country Garden Group and other internal policies. In these policies, we establish standardised performance appraisal approaches and processes, and determine performance pay, promotion, salary adjustment and appraisals based on performance results, in order to realise closed-loop management and promote the development of talents.

Target Management

Performance Assessment

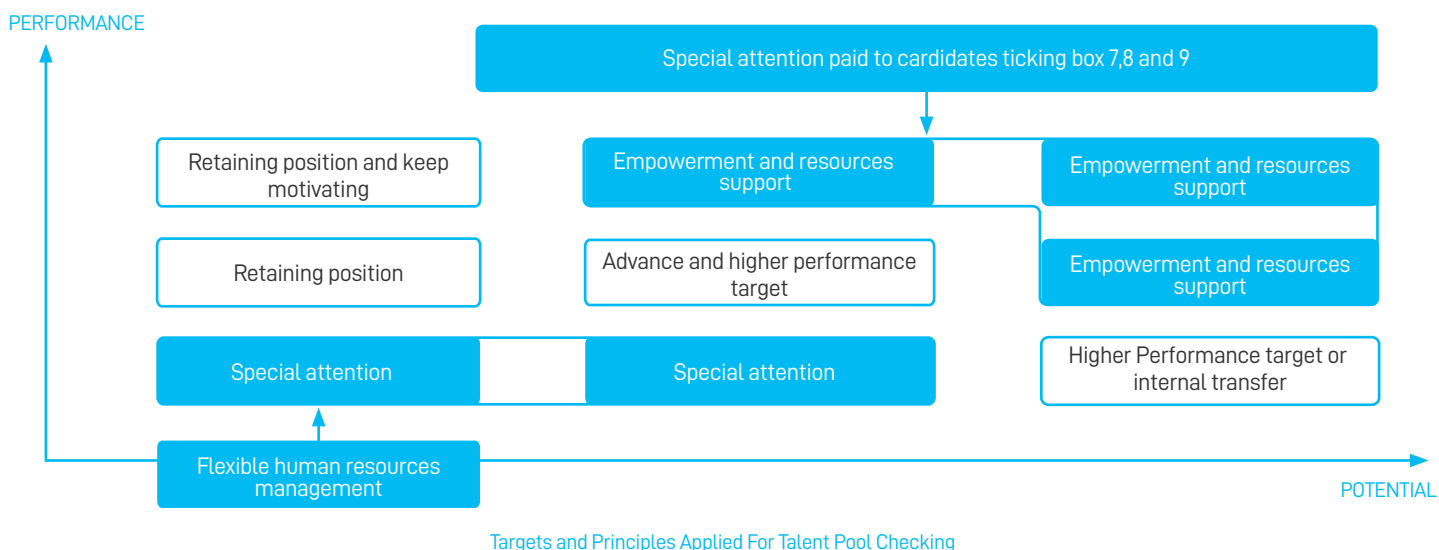
Performance Coaching and Feedback

Closed-loop Incentives & Evaluation System

We conduct regular performance, career planning and development reviews. Performance appraisal is conducted every six months. Based on the appraisal, we will select employees who have demonstrated outstanding performance or value in front-line and management positions (approximately 25% of the workforce). In addition, we set up awards such as Outstanding Manager, Outstanding Employee, as well as special incentives to encourage employee growth and create value through the power of role models.

Talent Pool Checking System

To adapt to shifting business priorities and ensure the identification and retention of top talent, Country Garden continuously optimizes its talent review mechanism and refines the profile of high-performing talent in the new era, ensuring alignment between talent strategy and business development. We have established the "Three Good Qualities" standard for identifying top talent—good character, strong willingness and mindset, and solid performance. Two key principles are emphasized: first, the head of each business unit bears primary responsibility for talent identification and retention; second, the identification and retention of high-performing talent must be promoted and reinforced at all levels through a top-down approach. Through a "person-to-person" matching mechanism, we aim to create mutual commitment between the Company and its employees. We retain and develop outstanding talent by offering opportunities, confidence, resources, and encouragement. Focusing on organizational talent needs, we define the scope of talent reviews based on regional sales scale and promote differentiated, tiered talent management. In response to industry dynamics and business demands, we continuously refine talent assessment standards by incorporating both performance contributions and potential, enabling a scientific evaluation of talent value. By assigning critical roles, building confidence, and providing necessary resources and support, we drive the ongoing development of top talent within the organization.



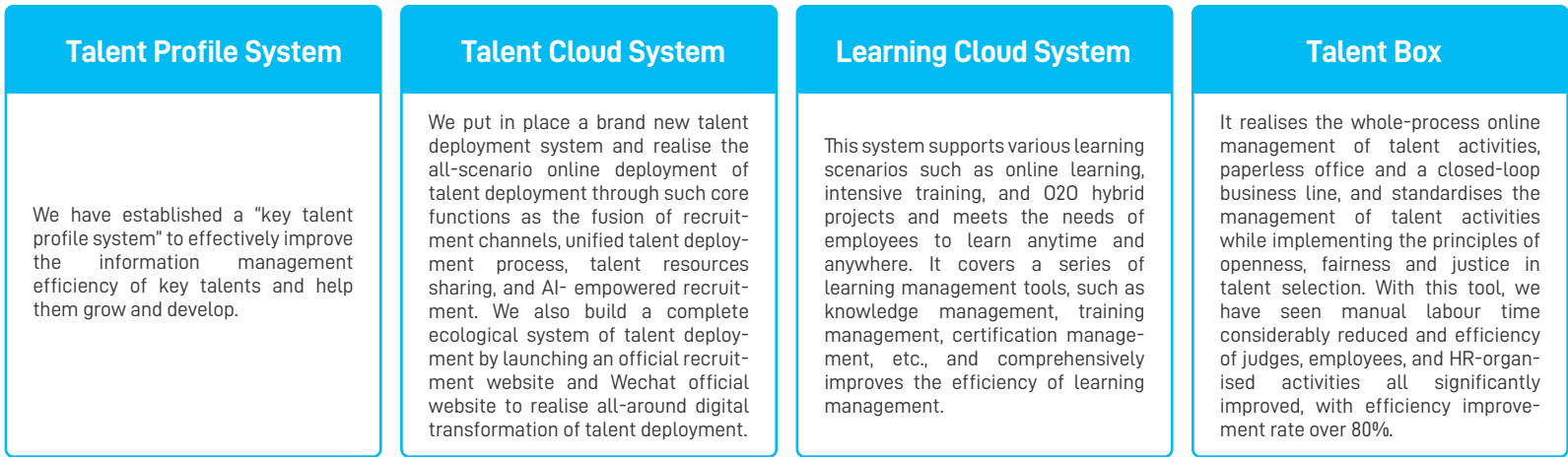
In addition, key talent profiles are updated on the Electronic Human Resource (eHR) system, and the results of the talent pool checking will be used as a reference for the Group to develop future talent development strategy and to make promotion and training decisions. This can help us to effectively attract and retain outstanding talents and realise the Group's values and goals.

Key Performance:

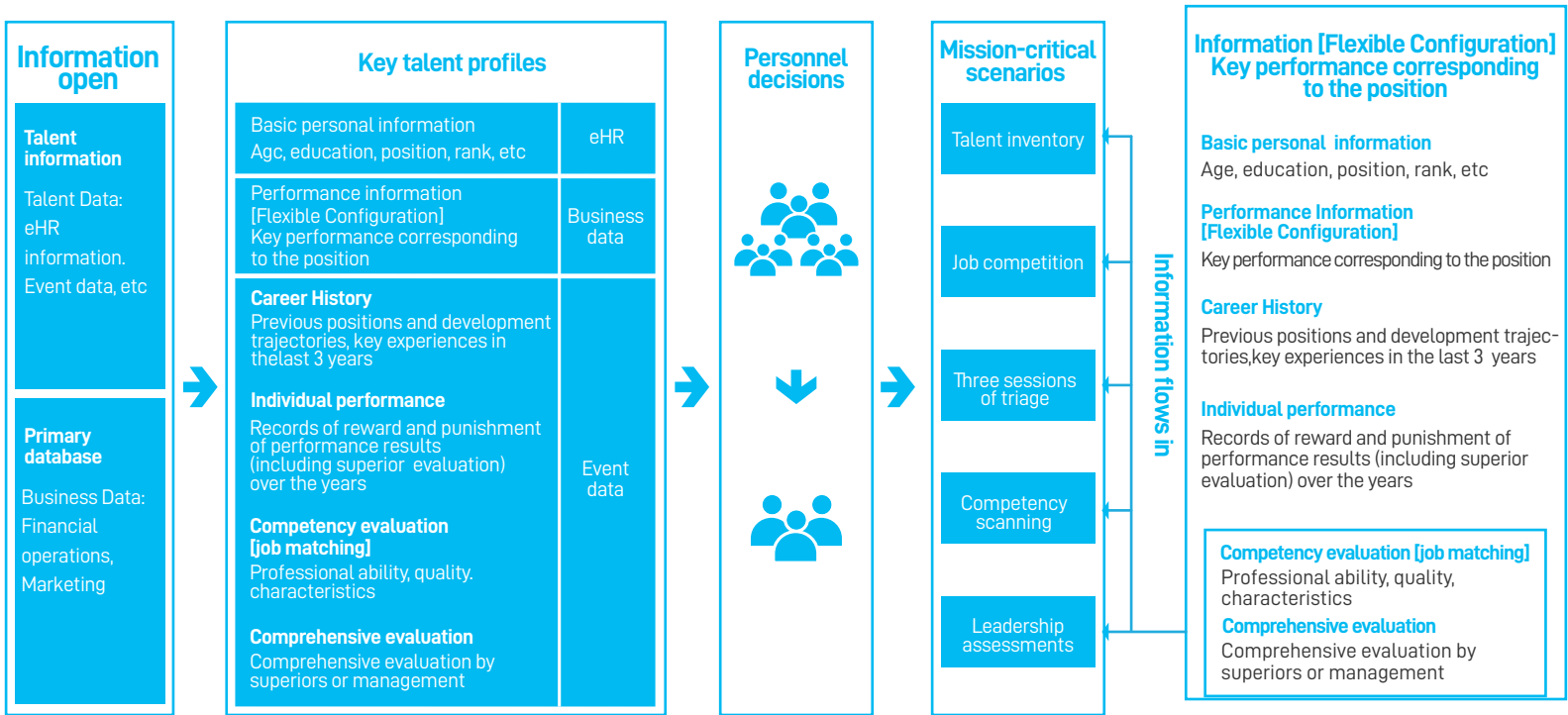
In 2024, a total of **19** real estate areas have completed the talent pool checking activities (**100%** coverage rate); Checking scope: the first person in charge of the project, the first person in charge of functional lines, the first person in charge of project engineering and other key talents.

Empowering Management through Digital System

To comprehensively improve the efficiency of human resource management, Country Garden uses digitalisation and information technology to build HR information platforms, i.e., "Talent Profile", "Talent Cloud", "Learning Cloud" and "Talent Box" to comprehensively improve the management efficiency of HR departments, empower employees to learn, grow and make wise decisions, and promote the scientific development of Country Garden talent system and corporate business.



In addition, Country Garden establishes a digital talent management system to build key talent profiles, and mission-critical scenarios including service talent inventory, job competition and competency scanning using automated and intelligent techniques. The system will help the Group formulate appropriate incentive and development plans, improve the efficiency of corporate management, and enhance employee satisfaction.



Digital Talent Management System

Professional Qualification Certification Mechanism

Country Garden puts a new premium on the professional capacity and job competence of the project managers and is continuously strengthening the professional qualification and capacities of personnel. Through hierarchical management, we comprehensively evaluate the qualification of project managers from the perspectives of basic literacy, key experience, past performance and bottom-line requirements.

We continue to implement the professional qualification certification mechanism. According to the "Professional Qualification Assessment Model for the First Person in Charge of the Project (Version 3.0)", we assess the qualifications of project managers on a quarterly basis. Meanwhile, the supporting professional qualification certification system is put into use, so that more efficient and accurate certification work can be achieved. This professional qualification certification mechanism helps the Group to successfully establish a baseline of competency standards for industry professionals and gain experience in recognising industry professionals, and laying a solid foundation for employees to further enhance their professional competitiveness.

Key Performance:

In 2024, a total of **41** times of participation passed the professional qualification certification.

Care about Employees

Country Garden strives to create a warm and vibrant working environment for its employees by organizing a wide range of employee care and team-building activities to meet diverse needs and foster a positive, uplifting team atmosphere. We have established an Employee Care Fund to provide practical support to employees in need, demonstrating the Company's human touch through concrete actions. This initiative strengthens cultural identity and enhances employees' sense of cohesion and belonging.

Work-Life Balance

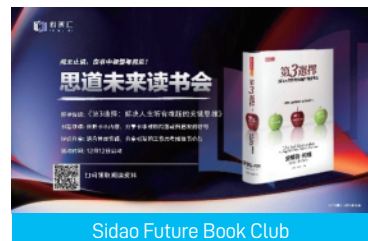
Country Garden encourages employees to follow the philosophy of "happy work and healthy life". To show genuine care for employees and enrich their leisure time, the Group has established a Fengchang Club, encouraging employees to form or join clubs based on their own interests. To date, the Fengchang Fitness Club, Fengchang Ping-Pong Club, Fengchang Football Club, Fengchang Time Photography Club, Fengchang Music Club and others have been set up successively. We also take other steps to meet the multi-faceted needs of our employees by organising a variety of cultural, sports, and recreational activities, aiming to help them achieve work-life balance and receiving happiness.



Employee Family Movie Screening Event



"Bi Love Sports" Basketball Friendship Match



Sidao Future Book Club



Employee Hiking Activity Employee Hiking Activity

Genuine Care and Support Caring for Female Employees

Country Garden places great importance on the rights and needs of female employees. We strictly comply with applicable laws and regulations in our operating regions, including the Population and Family Planning Regulations of the People's Republic of China and the Special Provisions on Labor Protection for Female Employees. In accordance with the law, we provide comprehensive benefits and support such as maternity leave, childbirth allowances, and parental leave. We are committed to creating a considerate and comfortable working environment for female employees, along with equal and fair development opportunities. Through a variety of caring initiatives tailored to women, we strive to help female employees find balance between work and life, empowering them to pursue their careers with greater confidence and composure—fully supporting the rise of "her power" in the workplace.



We have set up baby care rooms, designated parking spaces for pregnant employees, and special meal windows in the cafeteria for expectant mothers



We offer exclusive benefits such as women's health seminars, daily essentials for female employees, and "Goddess Meals"



We also launched the "Female Employee's Day", during which gifts are distributed and dedicated activities are organized to celebrate and appreciate our female employees

Care Measures for Female Employees

Employee Care Fund

Country Garden advocates the spirit of teamwork, mutual assistance and collaboration, standing in solidarity with employees to overcome every difficulty together. We set up an Employee Aid Fund in 2008, funded by the Group, which also receives employee donations. We use the non-profit fund to help employees who become impoverished as a result of serious diseases and accidental injuries. By doing so, we create a corporate culture that values giving back to society, solidarity and love.

At the same time, in order to further implement the corporate spirit of Country Garden, which is "caring about people, society and its employees," we also set up the "Employee Care Fund" in 2020. Based on the existing basic welfare, we adhere to the principle of "universal benefit + incentive" to provide employees with support in five major directions, including medical funds, education funds, housing funds, cultural and tourism funds, and bravery funds. We also encourage employees to contribute back to society, enabling a virtuous cycle of love and care between the enterprise and society.

Fostering Corporate Culture

Country Garden recognizes that corporate culture is the cornerstone of sustainable development. Through a series of initiatives—such as the "Occupation Heroes" selection, Engineer Culture Season, and employee recognition programs—we promote the power of role models, inspire personal growth, and use cultural values to drive the Group's steady progress.

The Group's development is inseparable from the dedication and contributions of every employee. To honor outstanding employees and set positive examples, we organize the annual "Occupation Heroes" selection, themed "Ordinary Positions, Extraordinary Heroes." This program rewards frontline employees who have made exceptional contributions in their roles. In 2024, the selection covered 70 business units, resulting in 77 employees being recognized as "Occupation Heroes," embodying the spirit of "great value in every role." Specially designed badges were awarded to celebrate their dedication and achievements, ensuring that the power of example continues to motivate more employees.



2024 "Occupation Heroes" Selection

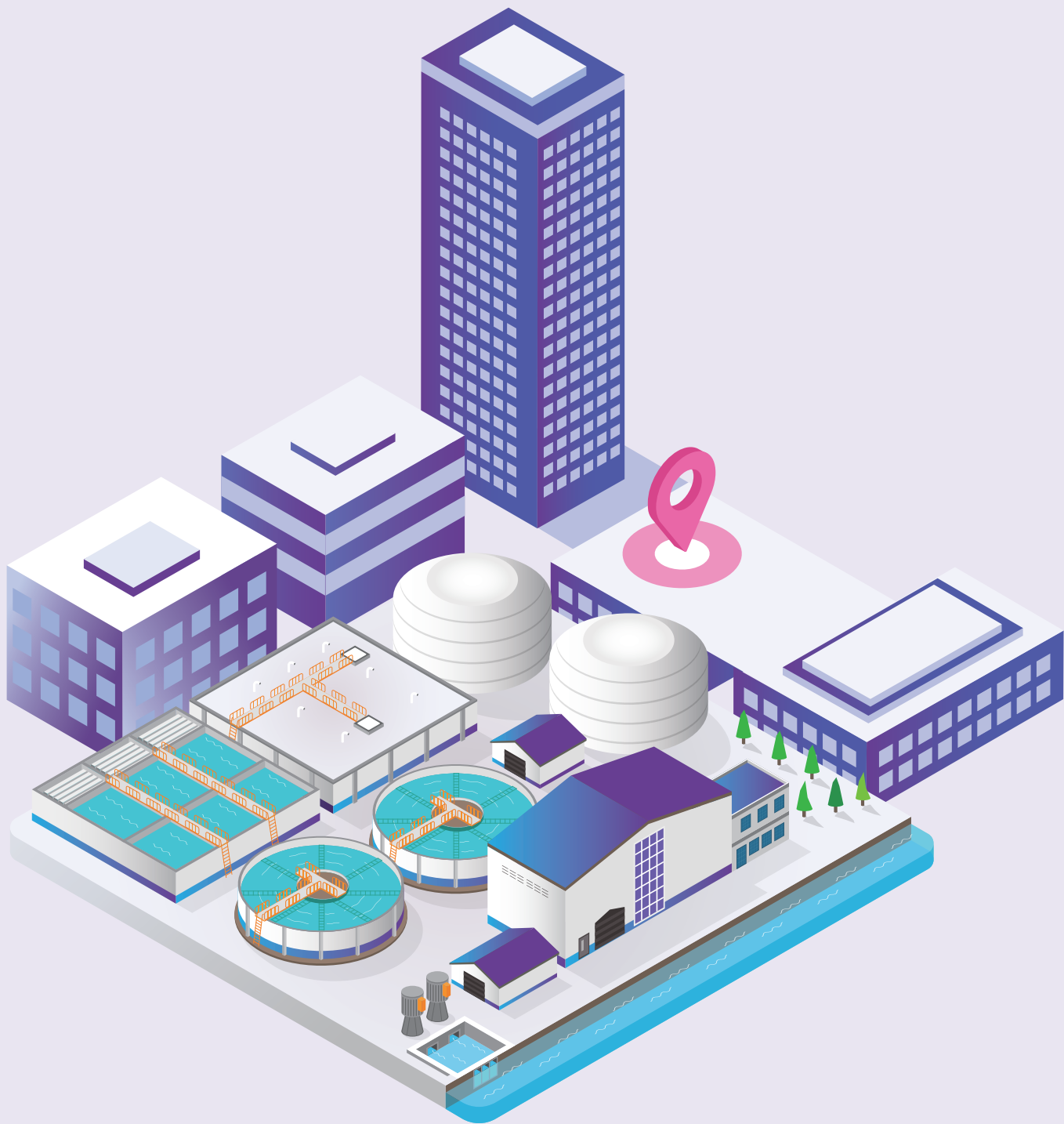
In addition, in recognition of employees' outstanding performance in key tasks such as ensuring project delivery and restoring the balance sheet, we launched the "Feitian Award", which includes three categories: Outstanding Regional President, Outstanding Manager, and Outstanding Employee. In 2024, a total of 715 employees were honored with this award. Through these recognitions, we hope that every hardworking member of Country Garden feels acknowledged and inspired, moving forward together on the path of corporate development and achieving excellence side by side.



"Feitian Award" Ceremony

Shared Harmony

Beneficent Country Garden



Country Garden has always adhered to the mission of "hoping that society will become better because of our existence", placing social welfare in an important position. Following the strategy of deepening rural revitalization, Country Garden is taking active action by integrating various resources to build a public welfare community, dedicated to creating beautiful villages with prosperous industries and affluent lives. At the same time, Country Garden is willing to shoulder social responsibilities, fully supporting the livelihood guarantee cause, and relying on its professional advantages and rich experience in the real estate field to actively participate in major livelihood projects such as affordable housing construction and urban renewal. Country Garden continuously optimizes the housing supply structure, improves living quality and strives tirelessly to achieve the beautiful vision of everyone having a place to live, demonstrating our responsibility through practical actions and thereby promoting harmonious social development.

Issues covered in this section: _____

Policy Response and Public Participation
Public welfare charity and social services

SDGs issues addressed in this chapter: _____



Feature

Painting a Colorful Picture of Rural Revitalization with the Brush of Beautiful Countryside

In the great journey of rural revitalization, Country Garden is driven by its mission, always maintaining a high sense of political awareness and social responsibility. It actively responds to the national call and support rural development, committed to creating beautiful countryside. Taking the cultural and tourism industry as a breakthrough, we delve into the grassroots of rural areas, fully integrate resources and innovate development models, to achieve rural economic prosperity and improve the quality of life for rural residents.

Highlights

- The Huizhou Liangjing Yuan Xiang project successfully obtained the national AAA scenic area title in 2024.
- Country Garden has created a comprehensive tourism destination that includes various activities such as outdoor cooking camps, rafting and beautiful countryside art galleries, earning the titles of Hunan Lijiang Rural Art Town Labor Education Practice Base and Yueyang City Primary and Secondary School Research Education Base.

Case: The Beautiful Countryside Construction Project in Shangcang Village

In 2024, Country Garden launched a comprehensive assistance project in Shangcang Village, Guanbu Town, Chao Yang District, Shantou City. This project aims to enhance the construction of beautiful countryside with the goal of "one ring - two belts - seven scenes." So far, Country Garden has completed the riverbank retaining wall and slope protection project in the Zengcuo area, improved the environment around the old site of the underground party member transfer station in Nanwei and finished the colorful painting of the red culture wall, significantly enhancing the environmental appearance of Shangcang Village.



Beautiful Countryside Project Site

Case: Supporting the Development of the Homestay Project in Lian Nan Yao Autonomous County

Country Garden supports the construction and development of the "Shan Yao Ling" themed homestay resort in the Lian Nan area, expecting to directly help 50 residents achieve entrepreneurship and employment, thereby injecting new vitality into the local economy.



Lian Nan Homestay

Case: The Nanshan Town Rice Field Art Festival Promotes Cultural and Tourism Development

From November 16 to December 1, 2024, Country Garden, in collaboration with the Nanshan Town government, held the "2024 Nanshan Town Rice Field Art Festival." This event showcased the "Nanshan+" diverse aesthetics within the limited space of rice fields, allowed visitors to interact with art in the fields and increased consumption formats such as light dining, retail, fishing, and coffee, improving tourism conversion rates. From the opening on November 16 to the end of the month, the event attracted over 15,000 visitors to the town, bringing in more than 1.1 million yuan in cultural and tourism revenue for Nanshan Town.



"2024 Nanshan Town Rice Field Art Festival" site

Case: Building a Comprehensive Tourism Ecological Service Platform for Yingde City

Country Garden has been constructing a comprehensive tourism ecological service platform in Qingyuan Yingde. This platform includes three components: a visitor end, a merchant end and an operation management backend, providing an integrated solution for visitors, merchants, and operators. Country Garden aims to set a new benchmark for the digital development of comprehensive tourism and promote cultural tourism, assisting Yingde City in achieving rural revitalization and promoting the sustainable development of the local economy and society.

Supporting Rural Revitalization

Against the backdrop of the national rural revitalization strategy, Country Garden closely follows the policy and integrates rural revitalization into its corporate development strategy. Country Garden insists on the Party leadership, focuses on key areas such as industry, ecology, talent and organization, explores characteristic rural revitalization models and integrate internal and external resources, injecting vitality into the rural economy. In 2024, the investment amount in the rural revitalization field reached 11.73 million.

Key Performance:

- A total of **4.24** billion has been pledged in the "Guangdong Poverty Alleviation Day" event;
- Through the model of linking farmers with industries, nearly **300,000** farmers have been connected, supporting **140** national characteristic industry projects and helping increase the collective economic income of local villages by **32** million;
- More than **300** partners in rural revitalization have been united, including **40** universities and research institutions, **100** enterprises and **60** media and social organizations, leveraging the power of the ecological and social circles;
- Over **120** training sessions for village party secretaries have been conducted, training more than **35,000** village cadres in supporting counties, indirectly covering nearly **300,000** disadvantaged people;
- A total of **134** "Haven of Children's Heart" projects have been established in **12** provinces and autonomous regions across **57** counties, with **5,839** activities held, serving **83,800** left-behind children;
- **22** "Happy Keys" piano classrooms have been established nationwide, along with **60** "Du Feng Basketball Courts," benefiting over **450,000** people.
- Continuously promote the "Rural Education Revitalization Principal Growth Plan," providing training for nearly **4,500** rural principals and teachers;
- Collaborate with Tsinghua University to carry out the "Leading Goose Talent Training Program," training nearly **150,000** industry leaders and support cadres across **174** counties in **23** provinces nationwide;
- Conduct high-quality specialized training such as Guangdong's "Three Major Projects," housekeeping, intelligent construction., with **1,659** training sessions and **160** job fairs held, a total of **107,689** participants trained, promoting **64,402** people to employment, including **9,897** from poverty alleviation households.

In terms of industrial revitalization, Country Garden adapts to local conditions, actively develops rural characteristic industries, and fully explores new rural business formats. By innovating development models, Country Garden combines industry assistance to farmers with agricultural technology, broadening the boundaries of rural industries and promoting high-quality rural economic development.

Case: Technology Empowering the Sturgeon Industry Chain, Guangdong-Guizhou Cooperation to Create a New Benchmark for Modern Agriculture

Country Garden responded to the call of the Guangdong provincial government and established a sturgeon integrated demonstration park in Taijiang County, Qiongdongnan Prefecture, Guizhou Province. This is the largest agricultural investment project by a Guangdong enterprise in Guizhou and one of the few full industry chain sturgeon companies in the country. The project has been put into operation and collaborates with Tsinghua University and the Yangtze River Fisheries Research Institute to enhance the efficiency of seedling breeding, ecological farming, and deep processing through technological means, thereby increasing the overall value of the sturgeon industry chain. In 2024, the sturgeon caviar extraction workshop of Qianshu Company successfully achieved mass production, with products meeting market expectations, becoming the first commercialized scientific research project.



Research Site

Case: Actively Exploring the "Primary, Secondary and Tertiary" Industry Integration Development Model in Quchang Valley, Huizhou Huayang

Country Garden is actively exploring the integrated development model of the primary, secondary, and tertiary industries in the Qiu Chang Valley project in Huizhou, Huayang. This includes the secondary development of outdoor farmland to add supporting facilities to the overall project. Country Garden also updated and renovated the equipment and style of the homestays, and redesigned the restaurant to combine with the homestay accommodation business, creating a borderless light dining brand. During the operation process, Country Garden also helped the Tea Garden Village increased its income by more than 3 million annually by employing local villagers and paying land rent.



Villagers working in the tea garden

Case: Cross-strait agricultural integration promotes development

Country Garden promoted the innovative development of modern agricultural industries in Lianzhang Village, Lianjiangkou Town, Yingde City, Qingyuan. It also carried out the construction project of the cross-strait industrial integration base, aiming to promote the innovative development of high-quality agricultural products across the strait, thereby effectively solving local employment issues and increasing the income of villagers and village collectives.

Case: The Shanshui 10,000 -Mu Smart Agriculture Park project has received external recognition multiple times.

The Shanshui 10,000-Mu Smart Agriculture Park, covering an area of approximately 10,000 mu, was awarded the titles of "Guangdong Province Digital Agriculture Demonstration Park," "Guangdong Province Modern Agricultural Industrial Park," and "Foshan City Research and Study Base" in 2021 and 2024, respectively.

Country Garden adheres to the concept of harmonious coexistence with nature, fully respects the natural landscape of rural areas and integrates the concept of green development into the rural construction process, strengthening the local ecological barrier. Country Garden has been actively involved in rural construction projects across the country, steadily promoting a series of initiatives to improve rural appearance through enhancing rural infrastructure and beautifying the rural environment. And it is committed to achieving a coordinated advancement of rural economic development and ecological protection, and realizing an integration of prosperous livelihoods and ecological environment.

Case: Supporting the upgrade of infrastructure in Xiaoxiangfen Village to create a livable countryside.

Country Garden has carried out a series of infrastructure projects in Xiaoxiang Village, Nankunshan Community, Longmen County, including road hardening, sewage and drainage systems, public toilets, streetlight installation, environmental greening, parking lot construction, village signage, and leisure platforms. Country Garden aimed to significantly enhance the village's infrastructure and support facilities, effectively improving the living environment and setting a demonstration effect for building a livable countryside.



Site of environmental renovation in Xiaoxiang Village

Organizational revitalization, as one of the driving forces for rural revitalization, is key to ensuring the healthy operation of rural governance. Country Garden has always leveraged its advantages to actively support the construction of rural party branches, focusing on improving party and community infrastructure and enhancing the quality of party members, thereby raising the level of rural governance and striving to create a stable, orderly and harmonious rural community.

Case: Construction project of the Party Service Center in Baima Village

In order to enhance the cohesion and combat effectiveness of local party organizations, and to serve the public more effectively, Country Garden has built a Party Service Center in Baima Village, Changtan Town, Jiaoling County, Meizhou City. This project involves a three-floor Party Service Center building with a total planned land area of 142 square meters. By constructing the Party Service Center for Baima Village,

Country Garden aims to promote the modernization of the grassroots governance system and governance capabilities, thereby strengthening the ties between the party groups.



Baima Village Party-Mass Service Center

Case: " Leading Goose Talent Training Program " for Rural Industrial Revitalization

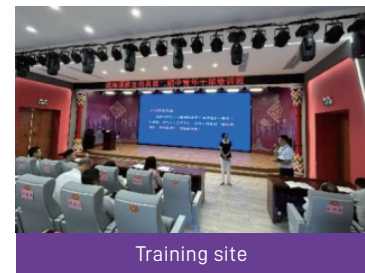
From July 22 to 26 , 2024 , Tsinghua University held a special training course on "Leading Goose Program for Rural Industrial Revitalization - Learning from the 'Ten Million Project' to Promote the Integration of Agriculture, Culture, and Tourism" in Anji, Zhejiang. A total of 57 rural revitalization support cadres and industry leaders from 10 provinces and autonomous regions, including Anhui, Gansu, Guangdong, Guizhou, Hunan, Jiangxi, Qinghai, and Shanxi, participated in the five-day training. This training closely focused on the theme of rural revitalization and the integration of agriculture, culture and tourism, combining the theoretical knowledge of the "Ten Million Project" with specific practices, aiming to deepen understanding and flexible application of the development concepts, work methods and promotion mechanisms contained in the "Ten Million Project" to enhance rural governance levels and serve rural industrial development.



Training site group photo

Case: Helping to enhance the party spirit of cadres in Lianan Yao Autonomous County

Country Garden Group, in collaboration with the Lianan County Committee and County Government of Qingyuan City, jointly sponsored and organized training sessions such as the Lianan Yao Autonomous County National Conditions Talent Training Class and the Young and Middle-aged Cadres Training Class. The training methods included expert lectures, on-site teaching, case analysis, off-site training and discussion exchanges, with rich content that is highly targeted and practical. These training programs aim to strengthen the theoretical foundation of young and middle-aged cadres, enhance their party spirit and develop strong work capabilities, cultivating talent for rural governance in Lianan. By the end of the Reporting Period, three training sessions had been successfully conducted, with a total of over 170 participants trained.



Training site

Talent is the core element of rural revitalization. By gathering the strength of talent, we can build a solid foundation for rural revitalization. Country Garden fully leverages its advantages and actively provides educational resources to support rural children, offering them a broad space for development and helping them pursue their dreams.

Case: Supporting the upgrade of educational facilities in Lian Nan County, Qingyuan City

Country Garden Group has launched a project to add teaching equipment to the new comprehensive building of Shunde Primary School in Lian Nan County, Qingyuan City. This project aims to equip the expansion project (comprehensive building) of Shunde Hope Primary School in Lian Nan Yao Autonomous County with teaching facilities, including adding 139 various teaching and office equipment for 3 multifunctional classrooms and offices.



Adding teaching equipment for Shunde Hope Primary School in Lian Nan Yao Autonomous County

Country Garden updated desks and chairs for some township schools in Lianan County, Qingyuan City, to improve the learning environment for students. This project replaced 2,626 sets of new desks and chairs for 11 primary and secondary schools in four townships.



Updating desks and chairs for children

Case: Country Garden's charitable funding solves the transportation problem for students at Baima Primary School

To address the increased transportation burden faced by some left-behind students at Baima Primary School in Changtan Town, Jiaoling County, due to the consolidation of schools into a quality central primary school within the county, Country Garden made charitable donations to cover the transportation costs for 25 eligible students from first to sixth grade, helping them successfully complete their academic journey.

Social co-construction and sharing

Country Garden actively shoulders social responsibility, engages in the construction of affordable housing and consistently adheres to high standards of planning and high-quality construction throughout the process, providing the public with comfortable living spaces, responding to the public's housing needs and contributing to the establishment of a more harmonious and beautiful social housing system.

Construction of affordable housing

Country Garden actively responds to the national call for promoting the construction of affordable housing and is involved in local affordable housing projects. By expanding urban space and creating a high-quality living environment suitable for residence and employment, Country Garden is committed to meeting the housing needs of the public and enhancing their living quality, allowing the people to enjoy a better life experience.

Case: Participating in the construction project of resettlement housing, contributing to urban renewal and improvement of people's livelihoods

In 2024, Country Garden's Eastern Guangdong region, under the guidance of the government, joined hands with Qingtang Lake Village in Huicheng District, Huizhou City to explore a new model of village-enterprise cooperation, launching the Country Garden · Qingtang Lakeside Garden resettlement housing construction project. The project also plans to include supporting multifunctional areas such as a cultural activity station and a community health service station, aiming to provide important support for the well-being of the villagers in Qingtang Lake Village and to revitalize urban resources, helping the village to regain new vitality and vigor.



Construction site of the resettlement housing in Qingtang Lake Village

Key Performance:

By the end of 2024, Country Garden have constructed welfare housing projects in multiple locations, with a total construction area of **13.87** million square meters, including **8.24** million square meters of resettlement housing, **2.52** million square meters of affordable housing, and **1.16** million square meters of talent housing.

Create a better community together

Country Garden actively assumes social responsibility. In the field of community development, establishing a more comprehensive community volunteer training system to lay a solid foundation for building harmonious communities. At the same time, we encourage employees to actively participate in community service activities, contributing to volunteer services in the community. We also initiated a scholarship program to help students grow and promote the sustainable development of public welfare in various forms, thereby injecting continuous positive energy into promoting educational equity and facilitating social harmony.

Key Performance:

- In 2024, the Zhongming Volunteer Service Team carried out over **30** activities including caring for children and the elderly, free medical consultations and education, public welfare photography, civilized traffic posts, anti-fraud and environmental protection publicity, with **200** team members leading over **1,000** volunteers, providing volunteer services to **9,663** people, totaling **9,104** hours of volunteer service;
- As of the end of the Reporting Period, Zhongming has established **23** volunteer service teams, guiding **3,236** team members to carry out volunteer services, with volunteer services exceeding **66,334** person-times and a total volunteer service duration of **101,901** hours;
- In 2024, the Huiyan Education Assistance Fund conducted a total of **150** service and assistance activities, directly serving over **28,126** students and parents, with psychological counseling and case services covering **13** schools and communities in Beijiao Town, and a total of **86** case services and **178** service consultations conducted.

Case: Caring for Children - Migrant Children's Growth Protection Program

From February 21 to June 1, a comprehensive quality improvement course for migrant children in urban villages was jointly conducted by Zhongming volunteers with the Huobaz Community in Panyu, Guangzhou. Seven music courses, five painting courses, and one City Walk course were held for children. On Children's Day, children showcased what they had learned in the training programs through performances for their parents and community residents, enabling the audience to enjoy the show. Volunteers from Zhongming accompanied community children through music, painting and urban walking, providing aesthetic education to help migrant children grow up happily and integrate into urban life as soon as possible.



Volunteers painting and taking photos with the children.

Outlook into 2025

In the face of the complex market environment, Country Garden will continue to uphold a positive attitude and make every effort to ensure the delivery of houses, stabilize operations, and keep promises. While consolidating existing achievements, we should keenly capture new opportunities in the industry, bravely develop new business models, deeply explore long-term paths for corporate sustainable development, and join hands with all stakeholders to jointly create more diverse social values.

In 2025, the Group will face difficulties, firm our confidence in guaranteeing the delivery of houses, continue to strengthen delivery standards, always strictly abide by quality standards, go all out to achieve the perfect delivery of each house, and effectively protect the rights and interests of owners. In terms of business layout, we will continue to focus on customer needs and market dynamics, deeply implement the strategy of "one body and two wings", vigorously promote the steady progress of technology construction and escrow construction business, and strive to give back the support of all sectors of society with high-quality and sustainable development.

In 2025, the Group will deeply integrate the concept of sustainable development into the entire business value chain, continue to explore new paths for green development from multiple dimensions such as greening, intelligence, and digitalization, increase investment in research and development of green buildings, and help the industry achieve green transformation and intelligent upgrading, making a solid contribution to the achievement of the country's "double carbon" goal.

In 2025, the Group will continue to adhere to the "people-oriented" concept, comprehensively protect the rights and interests of employees, and enhance employees' happiness and sense of belonging. At the same time, we will work with partners to build a responsible supply chain, promote fair competition in the market, and achieve mutual benefit and win-win results; We will continue to actively participate in various public welfare activities, actively fulfill our corporate social responsibilities, and contribute to building a harmonious society and creating a better home together.

Appendix I: Honours

Honor	Awarding Institution	Time
Business Operations		
No. 1 in the "Ranking of Delivery Scale of Chinese Real Estate Enterprises in the First Half of 2024	Beijing China Index Academy	July 2024
2024 China's Outstanding Real Estate Construction and Operation Enterprises	Beijing China Index Academy	March 2024
Top 30 Comprehensive Agency! Construction Capabilities of Chinese Real Estate Companies in 2023	CRIC Research Center	March 2024
China's Outstanding Real Estate Commercial Construction Agency Enterprises in 2023	CRIC Research Center	March 2024
No. 6 in "2023 Construction Sales Scale Ranking"	Beijing China Index Academy	January 2024
Product Safety and Quality		
Anhui Province Construction Safety Production Standardization Demonstration Site	Anhui Construction Engineering Quality and Safety Association	June 2024
Guangxi Zhenwu Pavilion Quality Construction Project	Guangxi Construction Industry Federation	May 2024
Guangsha Award	China Real Estate Association Housing Industrialization Promotion Center of Ministry of Housing and Urban-Rural Development	April 2024
Safety and Civilization Standardization Demonstration Site in Architectural Engineering, Henan	Henan Provincial Department of Housing and Urban-Rural Development	April 2024
Structural Quality Project in Hebei Province.	Hebei Provincial Department of Housing and Urban-Rural Development	March 2024
Green Building		
Jingrui Science and Technology Award Third Prize	Jingrui Science and Technology Award Committee	December 2024
4th GHDA Global Habitat Design Awards (2023-2024)	Global Habitat Design Awards Organizing Committee	June 2024
2023 Foshan Excellent Engineering Survey and Design Award-Third Prize of Building Environment and Energy Application Design	Foshan Survey and Design Association	April 2024

Note: The above list is only a partial list of honours

Appendix II: KPIs on sustainable development

List of Environment-related Performance Indicators⁶

Aspect	ESG indicators	Unit	2024
A1.1 ⁷	Nitrogen oxide emissions	kg	7,036.93
	Sulfur oxide emissions	kg	3.23
	Particulate matter emissions	kg	656.71
A1.2 ⁸	Greenhouse gas emissions (Scope 1 and 2)	tonnes CO2e	86,902.10
	Greenhouse gas emissions per million RMB of revenue	tonnes CO2e / million RMB	0.34
	Greenhouse gas emissions (Scope 1)	tonne CO2e	4,422.96
	Greenhouse gas emissions (Scope 2)	tonnes CO2e	82,479.13
A1.3	Total volume of hazardous waste generated	tonnes	43.11
	Intensity of hazardous waste	tonnes / million RMB	0.00017
	Weight of waste cartridges and toners	tonnes	23.76
	Weight of waste electric devices	tonnes	0.69
	Weight of waste battery	tonnes	7.36
	Weight of weight of waste mercury-containing fluorescent lamps and other waste mercury-containing electric light sources	tonnes	10.46
	Weight of recycled electric devices	tonnes	0.84
A1.4	Total volume of non-hazardous waste generated	tonnes	2,585.59
	Non-hazardous waste density	tonnes / million RMB	0.01
	Weight of other office waste	tonnes	2,188.78
	Weight of kitchen waste	tonnes	396.81

6.The data collection scope of environment related KPIs in 2024 is as follows: Group headquarters office area, 17 regional company office areas in real estate sector and subordinate project companies' office areas, marketing centers and non-outsourcing staff canteens.

7.When calculating exhaust gas emissions, the emission factors refer to the Environmental Key Performance Indicators Reporting Guidelines issued by the Hong Kong Stock Exchange, the Guidelines for Accounting and Reporting Greenhouse Gas Emissions China Public Building Operation Enterprises issued by the National Development and Reform Commission of China and the Manual of Accounting Methods and Coefficient of Emissions from Statistical Survey of Emission Sources issued by the Ministry of Ecology and Environment of the People's Republic of China.

8.When calculating GHG emissions, for the global warming potential values, we referred to the IPCC Global Warming Potential Values 2.0, and for the emission factors of purchased energy such as gasoline, diesel, pipeline natural gas, liquefied petroleum gas, methanol, coal, and purchased heat, we referred to the Environmental Key Performance Indicators Reporting Guidelines issued by the Hong Kong Stock Exchange, the Guidelines for Accounting and Reporting Greenhouse Gas Emissions China Public Building Operation Enterprises issued by the National Development and The Emission Factors for Greenhouse Gas Inventories released by the Environmental Protection Agency (EPA) of the United States; The greenhouse gas emission factors for purchasing the power grid in mainland China refer to the Announcement on the release of the 2022 Electricity CO2 Emission Factors issued by the Ministry of Ecology and Environment of China. The emission factors of the power grid in the Hong Kong Special Administrative Region of China refer to the Environmental Key Performance Indicators Reporting Guidelines issued by the Hong Kong Stock Exchange. The emission factors of overseas regional power grids.

Aspect	ESG indicators	Unit	2024
A2.1 ⁹	Total energy consumption	MWh	185,760.78
	Energy density	MWh/ million RMB	0.73
	(Direct) Non-renewable Energy Consumption	MWh	8,286.83
	Gasoline consumption	L	506,680.62
	Diesel consumption	L	95,644.00
	Pipeline natural gas consumption	m³	79,346.37
	Liquefied petroleum gas consumption	tonnes	129.59
	Methanol consumption	tonnes	14.00
	Coal consumption	tonnes	1.13
	(Direct) Renewable energy consumption	MWh	117.90
	Solar power generation	kWh	117,548.00
	By (Indirect) Purchased Energy Category	MWh	177,356.05
	Electricity purchased	kWh	150,583,713.41
	Electricity purchased (for heating)	GJ	96,380.35
A2.2	Water consumption	m³	4,695,907.15
	Water consumption intensity	m³/million RMB	18.58
A2.5	Material usage	tonnes	187.06
	Packaging usage	tonnes	119.38
	Package use density	tonnes / million RMB	0.00047
	Packing carton consumption	tonnes	92.54
	Plastic packing bags	tonnes	26.84
	Office paper consumption	tonnes	67.68

⁹When calculating energy consumption, the calculation factors for the consumption of non renewable fuels such as gasoline and diesel 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 and Chinese standard GB/T 2589-2008 General Rules for Calculation of Comprehensive Energy Consumption.

List of Environment-related Performance Indicators

B1 Employment

B1.1 Total workforce by gender, employment type, age group, and geographical region

The number of employees		2024	
		Number of employees (person)	Percentage (%)
Total number of employees		22,794	100%
By gender	Male	14,110	61.90%
	Female	8,684	38.10%
By age	30 and below	5,519	24.21%
	31-40	12,570	55.15%
	41-50	3,405	14.94%
	51 and above	1,300	5.70%
By rank	Staff-level employees	16,585	72.76%
	Middle Management level	5,976	26.22%
	Top Management level	233	1.02%
By employment type	Full-time	22,794	100%
	Part-time	0	0%
	Others	0	0%
By geographical region	Mainland China	21,940	96.25%
	Hong Kong, Macao and Taiwan	18	0.08%
	Oversea	836	3.67%

B1.2 Employee turnover rate by gender, age group and geographical region

Employee turnover rate		2024
Total number of employees voluntary turnover ¹⁰		47.26%
By gender	Male	48.72%
	Female	44.71%
By age	30 and below	59.13%
	31-40	43.63%
	41-50	37.43%
	51 and above	34.14%
By rank	Staff-level employees	47.96%
	Middle management level	45.68%
	Top management level	34.37%
By geographical region	Mainland China	48.23%
	Hong Kong, Macao and Taiwan	-12.50%
	Oversea	-7.32%

B2 Health and safety

Health and safety		2024	2023	2022
B2.1 Number and rate of workrelated fatalities ¹	Number of work-related injuries (person)	2	2	3
	Number of work-related fatalities (person)	0	0	0
B2.2 Number of lost days due to work injury	Lost days due to work injury (days)	83	226	452.5

10.Total number of employees voluntary turnover= Difference between total number of employees in 2024 and 2023 /Total number of employees in 2023

B3 Development and training

Development and training		2024
B3.1 Percentage of trained employees by gender and employee category ¹¹	Total percentage of employees trained	100%
	By gender-percentage of male employees trained	61.90%
	By gender-percentage of female employees trained	38.10%
	By employee category -percentage of top management level	1.02%
	By employee category -percentage of middle management level	26.22%
	By employee category -percentage of staff-level employees	72.76%
B3.2 The average training hours completed per employee by gender and employee category ¹³	Average training hours of employees	41.20
	By gender-male employee average training hours	41.60
	By gender-female employee average training hours	40.80
	By employee category-average training hours of top management level	108.80
	By employee category-average training hours of middle management level	42.10
	By employee category-average training hours of staff-level employees	39.60
Other employee development and training data	Satisfaction rate of training (point)	99.20

B5 Supplier management

Geographical Region for Suppliers	2024			
	Material suppliers	Engineering suppliers	Total number of suppliers (number)	Percentage (%)
Mainland China	10,092	13,122	23,214	91.26%
Hong Kong, Macao and Taiwan	0	364	364	1.43%
Oversea	0	1,858	1,858	7.30%
Total	10,092	15,344	25,436	100.00%

11.Percentage of employees trained by gender and employee category = total number of employees trained in that employee category/total number of employees trained.

12.Percentage of total employees trained = total number of employees trained /total number of employees

13.The average training hours completed per employee by gender and employee category = the total number of training hours of employees in this category/the total number of employees in this category.

B7 Anti-corruption

Anti-corruption		2024
B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or employees during the reporting period and the outcomes of the cases.	Total number of corruption cases filed or closed	0
B7.3 Anti-corruption training provided to directors and employees	Number and percentage of employees taking anti-corruption training	100%
	Record the number of anti-corruption training courses attended by employees (times)	7
	Record the number of hours of employees participating in anti-corruption training courses (hours)	4.5
	Number and percentage of Board members and senior executives taking anti-corruption training	100%
	Record the number of anti-corruption training courses attended by Board members and senior executives (times)	4
	Record the number of hours of Board members and senior executives participating in anti-corruption training courses (hours)	2

B8 Community investment

B8.2 Resources contributed to the focus area	2024
Hours of employee participation in public/volunteer activities (hours)	39,345.33

Appendix III: List of Policies, Laws, and Regulations

ESG indicators	Abide by relevant laws and regulations	Internal policies
<p>Category A1: Emissions</p> <p>Category A2: Use of the Resource</p> <p>Category A3: Environment and Natural Resources</p> <p>Category A4: Climate Change</p>	<p>Civil Code of the People's Republic of China</p> <p>Environmental Protection Law of the People's Republic of China</p> <p>Environmental Impact Assessment Law of the People's Republic of China</p> <p>Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution</p> <p>Law of the People's Republic of China on Prevention and Control of Pollution from Environmental Noise</p> <p>Regulations of the People's Republic of China on the Prevention of Pollution Damage to the Marine Environment by Land-Sourced Pollutants</p> <p>Directory of National Hazardous Wastes</p> <p>The Work Plan for Greenhouse Gas Emission Control during the 13th Five-Year Plan Period</p> <p>Land Administration Law of the People's Republic of China</p> <p>Regulations on the Implementation of the Land Administration Law of the People's Republic of China</p> <p>Provisional Regulations of the People's Republic of China on Assignment and Transfer of Urban State-owned Land Use Rights</p> <p>Regulations on Environmental Protection Management of Construction Projects</p> <p>Regulations on Planning Environmental Impact Assessment</p> <p>Cultural Relics Protection Law of the People's Republic of China</p> <p>Regulations on the Implementation of Cultural Relics Protection Law of the People's Republic of China</p> <p>Regulations on the Protection of Famous Historical and Cultural Cities, Towns and Villages</p>	<p>Measures for Environmental Protection Management</p> <p>Guidelines for the Application of New Energy Technologies</p> <p>Measures for Renewable Supplier Entry and Appraisal</p> <p>Emergency Plan for Biological Disasters</p> <p>Emergency Plan for Flood Disaster</p> <p>Country Garden Hotel Green Hotel Management Standards</p> <p>Employee Performance Appraisal Measures in 2021</p> <p>Management Measures for Paperless Office of Group Offices</p> <p>Guidelines for Extended Services of Passive Ultra-Low Energy Consumption Building Design (Version V1.0, 2021)</p> <p>Guidelines for Extreme Weather (Typhoon) Warning V.2021</p> <p>Program of Action for the Ecological Development of Forest Cities</p> <p>Gallery of Node Patterns for Ultra-Low Energy Residential Buildings (Version V1.0, Hebei District)</p> <p>Standard Prefabricated Component Building, Structural Design Basic Template (Version V1.0, 2022)</p> <p>Guidelines for Technological Construction Design</p>
Category B1: Employment	<p>Labour Law of the People's Republic of China</p> <p>Labour Contract Law of the People's Republic of China</p> <p>Employment Promotion Law of the People's Republic of China</p> <p>Social Insurance Law of the People's Republic of China</p> <p>Provisions on Minimum Wages</p> <p>Provisions on Prohibition of Child Labour</p> <p>Regulations on Management of Housing Provident Fund</p>	<p>Country Garden Measures for Recruitment Management</p> <p>Country Garden Remuneration Management System</p> <p>New Recruit and Redeployment Management</p> <p>Attendance and Personal Leave Management</p> <p>Employees Handbook</p> <p>Labour Relations Management Measures for Investigating Employees' Responsibility for Violation of Rules and Regulations</p>
Category B2: Health and Safety	<p>Labour Law of the People's Republic of China</p> <p>Labour Contract Law of the People's Republic of China</p> <p>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</p> <p>Work Safety Law of the People's Republic of China</p> <p>Fire Prevention Law of the People's Republic of China</p> <p>Emergency Response Law of the People's Republic of China</p>	<p>Production Safety Measures and Operating Instruction</p> <p>Measures for Construction Site Safety Redline Management</p> <p>Construction Safety Accidents Emergency Mechanism</p> <p>Novel Coronavirus Pneumonia Control Handbook for Employees</p> <p>Operation and Management System of Country Garden</p> <p>Country Garden Group Safety and Civilisation Measures Standardisation Manual</p> <p>Standardisation Manual</p>

ESG indicators	Abide by relevant laws and regulations	Internal policies
Category B2: Health and Safety	<p>Regulations on the Report, Investigation and Handling of Production Safety Accidents</p> <p>Interim Provisions on the Investigation and Control of Safety Accidents</p> <p>Regulation on Work-Related Injury Insurance</p> <p>Provisions on the Supervision and Administration of Occupational Health at Work Sites</p> <p>The Administrative Regulations on the Work Safety of Construction Projects</p> <p>Occupational Disease Classification and Catalogue</p>	<p>White Paper on Production Safety Management</p> <p>Atlas of Country Garden Engineering Safety Standardisation</p> <p>Country Garden Notice on the Implementation of Unannounced Safety Inspection</p> <p>Notice on the Implementation of the Joint Safety Inspection of Regional Construction Units</p> <p>Country Garden Group Measures for Safety Post Setting and Security Incentives</p> <p>Measures for Punishment of Major Potential Safety Risks of Country Garden Group Projects</p> <p>Country Garden Measures for Incentive Management of Joint Safety Inspection of Regional Construction Units</p> <p>Management Guidelines for Construction Lifting Machinery</p> <p>Guidelines for Safety Management of Foundation Pits</p> <p>Guidelines for Safety Management of Scaffolding</p> <p>Guidelines for Safety Management of Professional Subcontracting</p>
Category B3: Development and Training		<p>Employees Handbook</p> <p>Country Garden Training Management System</p> <p>Tutor-based Management System</p> <p>The Ten Key Qualities of Excellent Talents of Country Garden</p>
Category B4: Labour Standards	<p>Labour Law of the People's Republic of China</p> <p>Labour Contract Law of the People's Republic of China</p> <p>Provisions on Prohibition of Child Labour</p> <p>Law of the People's Republic of China on the Protection of Minors</p> <p>Law of the People's Republic of China on Population and Family Planning</p> <p>Measures on Public Holidays and National Annual Festivals and Memorial Days</p> <p>Regulation on Paid Annual Leave of Employees</p> <p>Implementation Measures for Paid Annual Leave for Employees of Enterprises</p> <p>Special Rules on the Labour Protection of Female Workers</p>	<p>Commitment on the Payment of Wages for Migrant Workers in Full and on Time</p> <p>Employees Handbook</p> <p>New Recruit and Redeployment Management</p> <p>Labour Relations Management</p> <p>Remuneration Management</p> <p>Country Garden Remuneration Management System</p> <p>Attendance and Personal Leave Management</p> <p>Management Measures for Welfare Subsidies for Real Estate Sector Employees Working in China</p>
Category B5: Supply Chain Management	<p>Civil Code of the People's Republic of China</p> <p>Civil Procedure Law of the People's Republic of China</p> <p>Urban and Rural Planning Law of the People's Republic of China</p> <p>Bidding Law of the People's Republic of China</p> <p>Regulations of the People's Republic of China on the Implementation of the Bidding Law</p> <p>Regulations on the Administration of Survey and Design of Construction Projects</p> <p>Regulations on House Expropriation and Compensation on State-owned Land</p>	<p>Notice on General Contractor Selection</p> <p>Project Bidding Contract Management Measures</p> <p>Project Supplier Evaluation Measures</p> <p>Constructor Post-Evaluation System</p> <p>Detailed Management Rules for Actual Contractors of General Contracting Projects</p> <p>Integrity Cooperation Agreement</p> <p>Entry Threshold for Material Suppliers</p> <p>Notice on the Country Garden Supplier Short-listing Conditions and Standard Recommendation Process</p>

ESG indicators	Abide by relevant laws and regulations	Internal policies
Category B5: Supply Chain Management		<div>Supplier Resources Management Process</div> <div>Supplier Post-Evaluation System</div> <div>Bidding and Sourcing Centre's Internal Regulations on Interactions with Suppliers</div> <div>Marketing and Packaging Supplier Post-Evaluation Handbook</div> <div>Notice on the Implementation of the Post-Marketing Material Evaluation Plan</div> <div>Notification Letter on Strengthening the Quality Control of Materials</div> <div>Supplier Penalty Mechanism</div> <div>Regulations for Suspending or Cancelling Supplier Qualifications and Supplier Recommendation</div> <div>Supplier Integrity Cooperation Notice</div> <div>Renewable Energy Supplier Registration and Appraisal Regulations</div> <div>Country Garden Management Measures for the Joint Random Inspection of Materials</div> <div>Management Measures for the Material Quality in the Real Estate Sector</div>
Category B6: Product Responsibility	<div>Civil Code of the People's Republic of China</div> <div>Civil Procedure Law of the People's Republic of China</div> <div>Urban and Rural Planning Law of the People's Republic of China</div> <div>Securities Law of the People's Republic of China</div> <div>Anti-Unfair Competition Law of the People's Republic of China</div> <div>Interim Provisions on Banning Commercial Bribery</div> <div>Anti-Monopoly Law of the People's Republic of China</div> <div>Law of the People's Republic of China on the Protection of Consumer Rights and Interests</div> <div>Cybersecurity Law of the People's Republic of China</div> <div>Patent Law of the People's Republic of China</div> <div>Copyright Law of the People's Republic of China</div> <div>Regulation on Computers Software Protection</div> <div>Advertising Law of the People's Republic of China</div> <div>Trademark Law of the People's Republic of China</div> <div>Product Quality Law of the People's Republic of China</div> <div>Urban Real Estate Administration Law of the People's Republic of China</div> <div>Construction Law of the People's Republic of China</div> <div>Earthquake Disaster Prevention and Reduction Law of the People's Republic of China</div> <div>Regulation on the Quality Management of Construction Projects</div> <div>Regulation on the Administration of Development and Operation of Urban Real Estate</div> <div>Code for Fire Protection Design of Building GB50016-2014</div> <div>Guiding Opinions of the General Office of the State Council on Vigorously Developing Prefabricated Buildings</div> <div>Standard for Assessment of Prefabricated Building GB/T51129-2017</div> <div>Regulation on Realty Management</div>	<div>Notice on Avoiding Unmatched Products and Eliminating Large-scale Complaints</div> <div>Reaffirmation of the Implementation of the Pre-sale Policy in Strict Accordance with State Regulations</div> <div>Guidelines for the Revision of the Public Letter on Integrity of the Sales Centre</div> <div>Guidelines on Sand Table Display of Domestic Property Project</div> <div>Brand Promotion Regulations</div> <div>Project Safety Measures</div> <div>Safety and Civility Measures Standardisation Handbook</div> <div>Pre-sale Customer Risk Screening Guidelines</div> <div>Pre-sale Customer Risk Screening Form</div> <div>Project Quality Management Handbook</div> <div>Intellectual Property Right Handbook</div> <div>Intellectual Property Right Management Procedure</div> <div>Intellectual Property Right Protection Procedure</div> <div>Intellectual Property Right Reward Management Measures</div> <div>Country Garden Production Safety Management System</div> <div>Country Garden Group Safety and Civilisation Measures Standardisation Manual</div> <div>Operational Risk Management Measures</div> <div>Country Garden Information Security Management Measures</div> <div>Guidelines on Customer Data Platform and Smart Information Masking and Outbound Platform</div> <div>Material Incoming Acceptance Management System</div> <div>Model First Management Systems</div> <div>Country Garden Group Management Measures for Joint Inspection of Project Regions</div>

ESG indicators	Abide by relevant laws and regulations	Internal policies
Category B6: Product Responsibility	<div>Regulation on Security Service Management</div> <div>Standard for Acceptance of Construction Quality of Steel Structures GB50205-2001</div> <div>Code for Design of Store Building JGJ48-2014</div> <div>Standard for Urban Residential Area Planning and Design GB50180-93 (2016 Version)</div> <div>Production Safety Law of the People's Republic of China</div> <div>General Data Protection Regulation (GDPR)</div>	<div>Country Garden Group Management Measures for Project Patrol and Inspection</div> <div>Country Garden Group Management Measures for Delivery Evaluation</div> <div>Country Garden Management Measures for Geological Exploration</div> <div>Country Garden Management Measures for Optimisation of Pile Foundation</div> <div>Guidelines for Customer Contact Service Standards</div> <div>Measures for Full-cycle Customer Risk Management</div> <div>Measures for Handling Customer Complaints</div> <div>Operational Guidelines for Customer Complaint Handling</div> <div>Measures for the Management of Full-cycle Satisfaction</div> <div>Manual on Identification of Fake and Inferior Products</div>
Category B7: Anti-corruption	<div>Company Law of the People's Republic of China</div> <div>Anti-Money Laundering Law of the People's Republic of China</div> <div>Anti-Unfair Competition Law of the People's Republic of China</div> <div>Interim Provisions on Banning Commercial Bribery</div> <div>Criminal Law of the People's Republic of China</div> <div>Criminal Procedure Law of the People's Republic of China</div>	<div>Country Garden Employee Code</div> <div>Country Garden Regulation on Management of Conflict of Interests of Employees</div> <div>Country Garden Regulation on Management of Employee On-Duty Behaviour</div> <div>Country Garden Measures for Pursuing Responsibilities for Violations of Regulations and Discipline by Group Employees</div> <div>Country Garden Instruction on Supplier Integrity</div> <div>Country Garden Integrity Agreement</div> <div>Handbook of Management Measures on Content Auditing and Supervision</div> <div>Commitment of Integrity and Self-discipline</div> <div>Reporting System of Country Garden Group</div>

Appendix IV: Content Index of ESG Reporting Guidelines

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
	Part D will come into effect for the financial year commencing on or after 1 January 2025. During the reporting period, we made disclosures in accordance with Clause 17(1) of Part D: "The issuer is required to make mandatory disclosure of its Scope 1 greenhouse gas emissions and Scope 2 greenhouse gas emissions as stipulated in paragraphs 28(a), 28 (b) and 29."		
GRI 2 General Disclosures 2021			
The organization and its reporting practices			
2-1		Organizational details	01 About the Report 03 What is Country Garden?
2-2	Report Scope 15	Entities included in the organization's sustainability reporting	01 About the Report
2-3		Reporting period, frequency and contact point	01 About the Report
2-4		Restatements of information	01 About the Report
2-5		External assurance	Not Applicable
Activities and workers			
2-6	General Disclosure B5 key performance indicator B5.1 key performance indicator B5.2 key performance indicator B5.3 key performance indicator B5.4	Activities, value chain and other business relationships	08 Quality First — Credible Country Garden 06 Country Garden in Statistics Appendix II: Sustainability key performance indicator
2-7	key performance indicator B1.1	Employees	Appendix II: Sustainability key performance indicator
2-8		Workers who are not employees	Not Applicable

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
Governance			
2-9		Governance structure and composition	02 Statement of the Board of Directors 07 Attention-To-Detail Governance — Running A Tight Ship
2-10		Nomination and selection of the highest governance body	07 Attention-To-Detail Governance — Running A Tight Ship
2-11		Chair of the highest governance body	Please refer to the annual report information for details
2-12		Role of the highest governance body in overseeing the management of impacts	07 Attention-To-Detail Governance — Running A Tight Ship
2-13		Delegation of responsibility for managing impacts	02 Statement of the Board of Directors 07 Attention-To-Detail Governance — Running A Tight Ship
2-14		Role of the highest governance body in sustainability reporting	02 Statement of the Board of Directors
2-15		Conflicts of interest	Not Applicable
2-16		Communication of critical concerns	07 Attention-To-Detail Governance — Running A Tight Ship
2-17		Collective knowledge of the highest governance body	02 Statement of the Board of Directors 07 Attention-To-Detail Governance — Running A Tight Ship
2-18		Evaluation of the performance of the highest governance body	07 Attention-To-Detail Governance — Running A Tight Ship
2-19		Remuneration policies	Please refer to the annual report information for details
2-20		Process to determine remuneration	Please refer to the annual report information for details
Strategy, policies and practices			
2-22		Statement on sustainable development strategy	02 Statement of the Board of Directors
2-23		Policy commitments	07 Attention-To-Detail Governance — Running A Tight Ship
2-24		Embedding policy commitments	07 Attention-To-Detail Governance — Running A Tight Ship
2-25		Processes to remediate negative impacts	Not Disclosed
2-26		Mechanisms for seeking advice and raising concerns	07 Attention-To-Detail Governance — Running A Tight Ship
2-28		Membership associations	09 Country Garden the Guardian — Green Development

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
Stakeholder engagement			
2-29		Approach to stakeholder engagement	07 Attention-To-Detail Governance— Running A Tight Ship
GRI 3 Material Topics 2021			
3-1		Process to determine material topics	07 Attention-To-Detail Governance— Running A Tight Ship
3-2		List of material topics	07 Attention-To-Detail Governance— Running A Tight Ship
3-3		Management of material topics	02 Statement of the Board of Directors
GRI 201 Economic Performance 2016			
201-1		Direct economic value generated and distributed	06 Country Garden in Statistics Appendix II: Sustainability key performance indicator
201-2	D24(a)(b) D25(a)(b)	Financial implications and other risks and opportunities due to climate change	09 Country Garden the Guardian— Green Development Appendix II: Sustainability key performance indicator
201-3		Defined benefit plan obligations and other retirement plans	10 People-oriented Country Garden, Your Companion
GRI 202 Market Presence 2016			
3-3		Management of material topics	07 Attention-To-Detail Governance— Running A Tight Ship 10 People-oriented Country Garden, Your Companion
GRI 203 Indirect Economic Impacts 2016			
3-3		Management of material topics	08 Quality First—Credible Country Garden 11 Beneficent Country Garden, Shared Harmony
203-1	key performance indicator B8.1 key performance indicator B8.2	Infrastructure investments and services supported	Appendix II: Sustainability key performance indicator
203-2		Significant indirect economic impacts	11 Beneficent Country Garden, Shared Harmony

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
GRI 204 Procurement Practices 2016			
3-3	General Disclosure B7 key performance indicator B7.2	Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship
GRI 205 Anti-corruption 2016			
3-3	General Disclosure B7 key performance indicator B7.2	Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship
205-1		Operations assessed for risks related to corruption	07 Attention-To-Detail Governance — Running A Tight Ship
205-2	key performance indicator B7.3	Communication and training about anti-corruption policies and procedures	07 Attention-To-Detail Governance — Running A Tight Ship
205-3	key performance indicator B7.1	Confirmed incidents of corruption and actions taken	Not Applicable
GRI 206 Anti-competitive Behavior 2016			
3-3		Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship
206-1		Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	07 Attention-To-Detail Governance — Running A Tight Ship
GRI 301 Materials 2016			
3-3	General Disclosure A2 key performance indicato A2.5 General Disclosure A3 key performance indicator A3.1	Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship
	key performance indicator A2.5	The total amount of packaging material used in the finished product (in tons) and, if applicable, per unit of production	Not Applicable
GRI 302 Energy 2016			
3-3	General Disclosure A2 key performance indicator A2.3 General Disclosure A3 key performance indicator A3.1	Management of material topics	07 Attention-To-Detail Governance — Running A Tight Ship

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
302-1	key performance indicator A2.1	Energy consumption within the organization	Appendix II: Sustainability key performance indicator
302-2		Energy consumption outside of the organization	
302-3	key performance indicator A2.1	Energy intensity	
302-4		Reduction of energy consumption	
GRI 303 Water and Effluents 2018			
3-3	General Disclosure A2 General Disclosure A3 key performance indicator A3.1	Management of material topics	09 Country Garden the Guardian— Green Development
303-1	General Disclosure A3 key performance indicator A2.4 key performance indicator A3.1	Interactions with water as a shared resource	09 Country Garden the Guardian— Green Development
303-2	General Disclosure A3 key performance indicator A3.1	Management of water discharge-related impacts	09 Country Garden the Guardian— Green Development
303-3	key performance indicator A2.2	Water withdrawal	09 Country Garden the Guardian— Green Development
303-4		Water discharge	09 Country Garden the Guardian— Green Development
303-5	key performance indicator A2.2	Water consumption	09 Country Garden the Guardian— Green Development Appendix II: Sustainability key performance indicator
GRI 304 Biodiversity 2016			
3-3	General Disclosure A3 key performance indicator A3.1	Management of material topics	09 Country Garden the Guardian— Green Development
304-1		Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	09 Country Garden the Guardian— Green Development
304-2		Significant impacts of activities, products, and services on biodiversity	During the reporting period, the Group's activities, products and services did not have a significant impact on biodiversity
304-3		Habitats protected or restored	09 Country Garden the Guardian— Green Development

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
304-4		species with habitats in areas affected by operations	During the reporting period, there were no species listed on the IUCN Red List or the National Conservation List in the habitats in the affected areas of the Group's operations
GRI 305 Emissions 2016			
3-3	D19(a)(b) D20(a)(b)(c)(d) D21(a)(b) D22(a)(b) D23 D24(a)(b) D25(a)(b) D26(a)(b) D27(a)(b)(c) D37(a)(b)(c)(g) D40(a)(b)	Management of material topics	09 Country Garden the Guardian— Green Development Appendix II: Sustainability key performance indicator
305-1	D28(a) D29(a)(b)	Direct (Scope 1) GHG emissions	Appendix II: Sustainability key performance indicator
305-2	D28(b) D29(a)(b)(c)	Energy indirect (Scope 2) GHG emissions	Appendix II: Sustainability key performance indicator
305-3	D28(c) D29(a)(b)(c)(d)	Other indirect (Scope 3) GHG emissions	Appendix II: Sustainability key performance indicator
305-4		GHG emissions intensity	Appendix II: Sustainability key performance indicator
GRI 306 Waste 2020			
3-3	General Disclosure A1	Management of material topics	09 Country Garden the Guardian— Green Development Appendix II: Sustainability key performance indicator
	key performance indicator A1.3	Total amount of hazardous waste generated (in tons) and, if applicable, density (if per production unit, per facility)	Appendix II: Sustainability key performance indicator

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
	key performance indicator A1.4	Total amount of non-hazardous waste generated in tones) and, if applicable, density (e.g., per unit of production, per facility)	Appendix II: Sustainability key performance indicator
	key performance indicator A1.6	Describe the methods used to deal with hazardous and non-hazardous waste, and describe the waste reduction targets set and the steps taken to achieve them	09 Country Garden the Guardian—Green Development Appendix II: Sustainability key performance indicator
GRI 308 Supplier Environmental Assessment 2016			
3-3	General Disclosure B5 key performance indicator B5.2	Management of material topics	08 Quality First — Credible Country Garden
308-1	key performance indicator B5.4	New suppliers that were screened using environmental criteria	08 Quality First — Credible Country Garden Appendix II: Sustainability key performance indicator
308-2	key performance indicator B5.3	Negative environmental impacts in the supply chain and actions taken	08 Quality First — Credible Country Garden Appendix II: Sustainability key performance indicator
GRI 401 Employment 2016			
3-3	General Disclosure B1	Management of material topics	10 People-oriented Country Garden, Your Companion
401-1	key performance indicator B1.2	New employee hires and employee turnover	Appendix II: Sustainability key performance indicator
401-2		Benefits provided to full-time employees that are not provided to temporary or part-time employees	10 People-oriented Country Garden, Your Companion
GRI 402 Labor/Management Relations 2016			
3-3	General Disclosure B4	Management of material topics	10 People-oriented Country Garden, Your Companion
408-1	key performance indicator B4.1	Operations and suppliers at significant risk for incidents of child labor	10 People-oriented Country Garden, Your Companion
409-1	key performance indicator B4.2	Operations and suppliers at significant risk for incidents of forced or compulsory labor	10 People-oriented Country Garden, Your Companion

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
GRI 403 Occupational Health and Safety 2018			
3-3	General Disclosure B2	Management of material topics	10 People-oriented Country Garden, Your Companion
403-1	key performance indicator B2.3	Occupational health and safety management system	10 People-oriented Country Garden, Your Companion
403-2	key performance indicator B2.3	Hazard identification, risk assessment, and incident investigation	10 People-oriented Country Garden, Your Companion
403-3	key performance indicator B2.3	Occupational health services	10 People-oriented Country Garden, Your Companion
403-5	key performance indicator B2.3	Worker training on occupational health and safety	10 People-oriented Country Garden, Your Companion
403-6	key performance indicator B2.3	Promotion of worker health	10 People-oriented Country Garden, Your Companion
403-7	key performance indicator B2.3	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	10 People-oriented Country Garden, Your Companion
403-8		Workers covered by an occupational health and safety management system	10 People-oriented Country Garden, Your Companion
403-9	key performance indicator B2.1	Work-related injuries	10 People-oriented Country Garden, Your Companion
	key performance indicator B2.2	Number of days worked lost due to work-related injuries	Appendix II: Sustainability key performance indicator
GRI 404 Training and Education 2016			
3-3	General Disclosure B3	Management of material topics	10 People-oriented Country Garden, Your Companion
404-1	key performance indicator B3.2	Average hours of training per year per employee	Appendix II: Sustainability key performance indicator
404-2	General Disclosure B3	Programs for upgrading employee skills and transition assistance programs	10 People-oriented Country Garden, Your Companion
	key performance indicator B3.1	Percentage of employees trained by gender and type of employee (e.g., senior management, middle management).	Appendix II: Sustainability key performance indicator
GRI 405 Diversity and Equal Opportunity 2016			
3-3	General Disclosure B1	Management of material topics	10 People-oriented Country Garden, Your Companion
405-1	key performance indicator B1.1	Diversity of governance bodies and employees	07 Attention-To-Detail Governance — Running A Tight Ship 10 People-oriented Country Garden, Your Companion

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
405-2		Ratio of basic salary and remuneration of women to men	10 People-oriented Country Garden, Your Companion
GRI 406 Non-discrimination 2016			
3-3	General Disclosure B1	Management of material topics	10 People-oriented Country Garden, Your Companion
406-1		Incidents of discrimination and corrective actions taken	10 People-oriented Country Garden, Your Companion
GRI 407 Freedom of Association and Collective Bargaining 2016			
3-3	General Disclosure B1	Management of material topics	11 Beneficent Country Garden, Shared Harmony
GRI 408 Child Labor 2016			
3-3	General Disclosure B4 key performance indicator B4.1 key performance indicator B4.2	Management of material topics	10 People-oriented Country Garden, Your Companion
408-1		Operations and suppliers at significant risk for incidents of child labor	10 People-oriented Country Garden, Your Companion
GRI 409 Forced or Compulsory Labor 2016			
3-3	General Disclosure B4 key performance indicator B4.1 key performance indicator B4.2	Management of material topics	10 People-oriented Country Garden, Your Companion
409-1		Operations and suppliers at significant risk for incidents of forced or compulsory labor	10 People-oriented Country Garden, Your Companion
GRI 413 Local Communities 2016			
3-3	General Disclosure B8	Management of material topics	11 Beneficent Country Garden, Shared Harmony
413-1		Operations with local community engagement, impact assessments, and development programs	11 Beneficent Country Garden, Shared Harmony
	key performance indicator B8.1	Focus on areas of contribution (e.g., education, environmental issues, labor needs, health, culture, sports)	11 Beneficent Country Garden, Shared Harmony
	key performance indicator B8.2	Resources (e.g., money or time) used in areas of focus	11 Beneficent Country Garden, Shared Harmony

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
GRI 414 Supplier Social Assessment2016			
3-3	General Disclosure B5	Management of material topics	08 Quality First — Credible Country Garden
414-1	key performance indicator B5.2	New suppliers that were screened using social criteria	08 Quality First — Credible Country Garden
414-2	key performance indicator B5.3	Negative social impacts in the supply chain and actions taken	08 Quality First — Credible Country Garden
	key performance indicator B5.1	Number of vendors by region	Appendix II: Sustainability key performance indicator
GRI 416 Customer Health and Safety 2016			
3-3	General Disclosure B6 key performance indicator B6.1 key performance indicator B6.4	Management of material topics; the percentage of the total number of products sold or shipped that must be recalled for safety and health reasons; Describe the quality assurance process and product recall procedures	Not Applicable
416-2		Incidents of non-compliance concerning the health and safety impacts of products and services	Not Applicable
GRI 417 Marketing and Labeling 2016			
3-3	General Disclosure B6	Management of material topics	08 Quality First — Credible Country Garden
417-1	General Disclosure B6	Requirements for product and service information and labeling	08 Quality First — Credible Country Garden
417-2		Incidents of non-compliance concerning product and service information and labeling	08 Quality First — Credible Country Garden
417-3		Incidents of non-compliance concerning marketing communications	08 Quality First — Credible Country Garden
GRI 418 Customer Privacy 2016			
3-3	General Disclosure B6 key performance indicator B6.5	Management of material topics;Describe ways to identify and address data security risks	08 Quality First — Credible Country Garden
418-1	key performance indicator B6.2	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not Applicable

GRI Standards	ESG Reporting Guidelines	Description	Chapters and/ or Direct Explanations
Intellectual Property			
	key performance indicator B6.3	Describe practices related to the maintenance and protection of intellectual property rights	07 Attention-To-Detail Governance — Running A Tight Ship

Appendix V: Comments and Feedback

- To report violations of professional ethics by Country Garden employees or business units, please contact the risk control, audit and supervision centre:
jtjcb@countrygarden.com.cn
- For product safety and quality, service quality and sales, please contact the customer relationship management department:
400-8919-338
- For investor relations, please contact the investor relations department:
ir@countrygarden.com.cn
- For comments on this report, please contact the Environmental, Social and Governance Committee:
bgycsr@countrygarden.com.cn
- For more details about Country Garden Environmental, Social and Governance Report, please visit:
<https://bgyc.com.cn/sustainability.aspx>