

碧桂園服務控股有限公司

Country Garden Services Holdings Company Limited

(INCORPORATED IN THE CAYMAN ISLANDS WITH LIMITED LIABILITY)

STOCK CODE: 6098



Environmental, Social and Governance Report

Serving you a better life

服務成就美好生活

2024

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About this Report

Introduction to the Report

Country Garden Services Holdings Limited (the Company or Country Garden Services) together with its subsidiaries (collectively referred to as the Group, the Group or us) is pleased to publish the seventh Environmental, Social and Governance Report (this Report), which aims to disclose the Group's investment and performance in Environmental, Social and Governance (ESG) in a transparent and open manner, so as to respond to the concerns and expectations of various stakeholders on the Group's sustainable development management.

Reporting Scope

The reporting period of this report is from January 1, 2024 to December 31, 2024 (during the reporting period or the current year), and some contents are appropriately extended to before and after the reporting period.

Unless otherwise stated, this report sets out the risks, opportunities and corresponding management policies, practices and performance in material sustainability areas involved in the Group's overall business scope. Among them, the economic and social key performance indicators disclosed in this report cover the overall business scope; The environmental key performance indicators are only included in the headquarters, some office areas of subsidiaries at various levels in the PRC and projects that have been handed over and are fully taken over by the Group. With the continuous deepening of the Group's sustainable development work and the continuous improvement of internal data collection procedures, the Group will gradually expand the breadth and depth of disclosure scope in the future.

Reporting Standards

This report complies with all provisions set out in the Environmental, Social and Governance Reporting Code (the "ESG Reporting Code") as set out in Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited issued by The Stock Exchange of Hong Kong Limited (the Hong Kong Stock Exchange or the Stock Exchange). The appendix of this report provides a detailed index of the ESG Reporting Code for readers' quick inquiry. Unless otherwise stated, this report is denominated in RMB.

1. The overall business scope of the Group refers to the six main business lines owned by the Group: (i) property management services, (ii) community value-added services, (iii) value-added services to non-property owners, (iv) “three supplies and property management” business, (v) city services and (vi) commercial operation services.
2. The data collection scope of environmental key performance indicators in 2024 includes: the office area of the Group's headquarters, the office areas of 34 regional companies/city companies, the office areas and property management public areas of 2,159 project companies under its jurisdiction, and all non-outsourced employee canteens.

Reporting

The Group discloses the Group's ESG management performance in accordance with the principles of materiality, quantification, balance and consistency in the ESG Reporting Code of the Stock Exchange. This report responds to the principle of materiality through analysis and assessment of materiality issues; Respond to the quantification principle with a quantified data list; And ensure that the scope of disclosure in the report is generally consistent with the reporting method from year to year to respond to the principle of consistency; At the same time, it responds to the principle of balance by reviewing negative issues and poor performance.

Source of Information

The information disclosed in this report comes from the official documents, statistical data or public data of the Group, and has been reviewed and approved by the internal supervision mechanism. The Board of Directors of the Group is responsible for the authenticity, accuracy and completeness of the report.

Publishing Method

This report is published in electronic form in both Chinese and English and has been uploaded to the official website of Country Garden Services at <https://www.bgyfw.com/cn/investor-esg.html> and the website of the HKEXnews of the Hong Kong Stock Exchange at [hkexnews.hk](https://www.hkexnews.hk). If there is any inconsistency or inconsistency between the Chinese and English versions of this report, please refer to the Chinese version.

Message from the Chairman

On the occasion of the release of the 2024 Environmental, Social and Governance Report of Country Garden Services, on behalf of the Group, I would like to express my sincere gratitude to all colleagues, partners and all sectors of society! Over the past year, guided by the principle of "business for good, driving sustainable development," we remained committed to our core residential property business and strategic incubation. Amid profound industry transformation, we upheld long-termism, anchored by responsibility and propelled by innovation, cultivating new opportunities amid challenges and forging new paths through change. The result is a sustainability report that embodies both warmth and substance.



Environmental Symbiosis: Protecting the Ecological Future with Low-carbon Practices

Green development is the unrelenting pursuit of the Group. We actively respond to the dual-carbon strategy, continuously improve our ability to cope with climate change, and help society transform to a low-carbon economy. In 2024, we completed the renovation of more than 36,000 energy-saving lamps and 864 water pumps, saving more than 17.4 million kilowatt-hours of electricity annually; Purchased more than 26,000 MWh of green electricity; The Group carried out 12 contract energy management projects, which are expected to reduce carbon emissions by more than 5,500 tons per year. We firmly believe that only by integrating the concept of green development into every operational detail can we truly realize the harmonious coexistence between man and nature and inject green momentum into sustainable urban development.

Customer Orientation: Shaping a Better Life with Quality Service

Customer satisfaction is an important foundation for the Group's sustainable development. Adhering to the service concept and requirements of "Catering for Property Owners' Urgent Needs, Addressing Property Owners' Concerns, and Centering Everything around Property Owners", we continuously improve service efficiency and quality by deepening the hierarchical management system and digital and intelligent operation, and strive to provide owners with quality and price consistent services, so as to create a more harmonious and beautiful community environment. In 2024, we invested approximately RMB774 million to renovate outdated facilities across over 3,800 projects, revitalizing communities. Total homeowner complaints decreased by 13% year-on-year, with satisfaction reaching 94.7%. Pioneering the application of AI technology in key property service scenarios, we independently developed the cleaning robot "Resident Zero," establishing a new human-machine collaboration model now deployed in seven communities. We firmly believe that only by prioritizing homeowner needs and driving innovation through technology can we achieve sustained service quality improvements and create a better living experience for our residents.

Employees First: Building the Foundation of Development with People-oriented Temperature

Employees are the most valuable asset of the Group. We always practice the concept of "Happy Workplace" and "Employees First", open our voices, listen to voices and suggestions from the front line, and continue to pay attention to employee growth and fair distribution. In 2024, we organized and carried out the special work of employees first, listened to the voices of front-line employees in an all-round way and transformed them into practical improvement measures. Through measures such as renewing the platform, carrying out enriching employee care activities, and improving the talent development system, employee satisfaction at the end of the year was effectively improved. We firmly believe that only by allowing employees to feel value in career growth and physical and mental care can we truly gather the centripetal force of the same desire from top to bottom and build a solid foundation for sustainable development.

Mutual Benefit and Win-win: Promoting Industry Ecological Development through Co-construction

Suppliers are important partners of the Group. We uphold the concept of openness and win-win, and take the initiative to establish mutually beneficial long-term cooperative relationships with relevant parties in the industrial chain. In 2024, we will iterate the Bicai Mall 2.0 service recruitment platform to improve procurement efficiency; Participate in high-standard industry activities such as China International Property Management Industry Expo, and jointly promote industry innovation and development with all parties. We firmly believe that only by working hand in hand with our partners and achieving mutual trust and win-win results can we build a more stable supply chain system and lay a solid foundation for the sustainable development of enterprises and industries.

Responsible Peers: Giving the Trust of the Society with the Original Aspiration of Public Welfare

Social responsibility is the mission of the Group. Embracing the social concept of public welfare for beauty, we solidly promote rural revitalization by combining our business characteristics and resources, actively participate in public welfare and charity undertakings, dedicate ourselves to promoting the harmonious development of the community, and give back to the society with practical actions. In 2024, we will carry out special activities such as traceability of agricultural products with purchases instead of donations, and the total sales of agricultural products exceed RMB 9 million; Carry out various public welfare activities in the fields of education, environmental protection, charity and culture, with more than 200,000 attendances during the year. We firmly believe that only by integrating social responsibility into the genes of corporate development and converging it into a galaxy with little light is our more vivid interpretation of "a better life".

The road is blocked and long, but the line is coming; The journey is long, only realistic and diligent. We firmly believe that only by responding to the proposition of the times with actions and solving development problems with innovation can we truly realize the mission of "Serving You a Better Life". In 2025, we will continue to adhere to long-termism, break through the situation with "resilience", and reach far-reaching with "temperature", and jointly write a new answer sheet for Country Garden's sustainable development services!

Yang Huiyan
 Chairman of the Board

About the Group

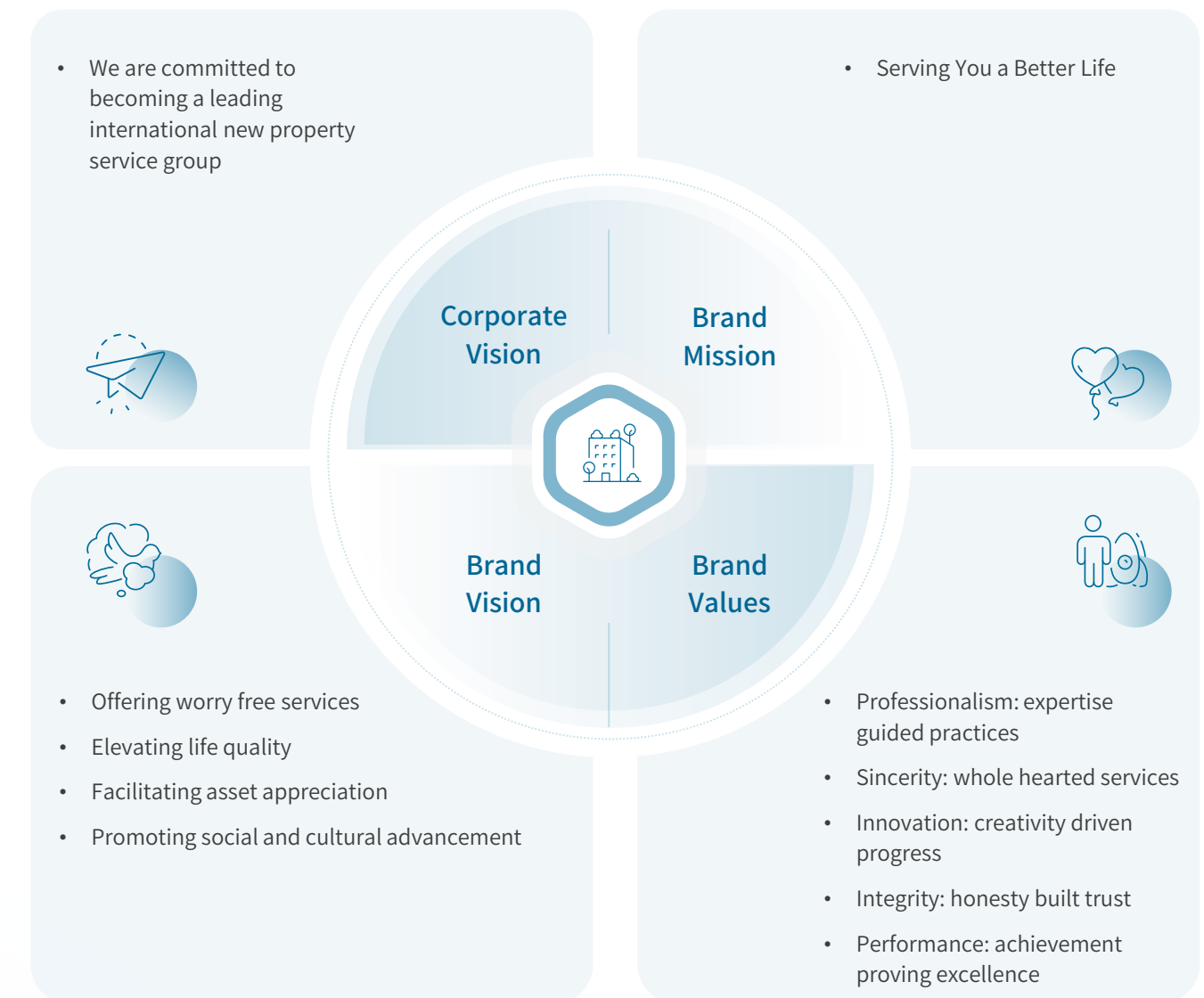
Business Overview

Founded in 1992, Country Garden Services Holdings Company Limited (Stock Code: 6098.HK) is a leading integrated service provider in the People's Republic of China ("PRC") covering diversified business forms, including residential properties, commercial properties, office buildings, industrial parks, multi-purpose complexes, government buildings, hospitals, schools and other public facilities, such as airport terminals, highway service stations and cultural scenic areas. The Group actively explores the digital transformation and intelligent development of properties, upholding the brand mission of "Serving You a Better Life", focuses on customers' personalized needs and customer satisfaction as the guide, continuously drives the improvement of services, and provides a more convenient and technological service experience, so that customers can truly feel the improvement of their quality of life.

This year, the Group has adopted the overall policy of "Seeking progress while maintaining stability, and promoting stability through progress". It adheres to long-termism and has developed a business development strategy "focusing on residential property, incubating strategic business" to promote the high-quality development of the group. In the future, the Group will continue to adhere to the principles "prioritizing employees, customer-orientated, and back to the basics of business" to build the group's long-term competitiveness, inspire employees' creativity, and win the trust and support of customers, thereby achieving sustainable development of the group.

The Group's major sectors include: (i) property management services, (ii) community value-added services, (iii) value-added services to non-property owners, (iv) "Three Supplies and Property Management" businesses, (v) city services, (vi) commercial operational services. Together, they create comprehensive service offerings to our customers, covering the entire property management value chain.

Brand Culture



Annual ESG KPIs

Economic Performance

Revenue	Core net profit ³ attributable to the owners of the Company
RMB 43,992.9 million	RMB 3,038.1 million
Total assets	Total equity
RMB 71,254,531 thousand	RMB 39,078,722 thousand
Net cash generated from operating activities/core net profit ³ attribute to the owners of the Company	Total Bank Deposits and Cash
1.3 times	RMB 18,178,602 thousand
Revenue-bearing gross floor area ("GFA") ⁴	Property management service projects
1,127 million square meters	7,895



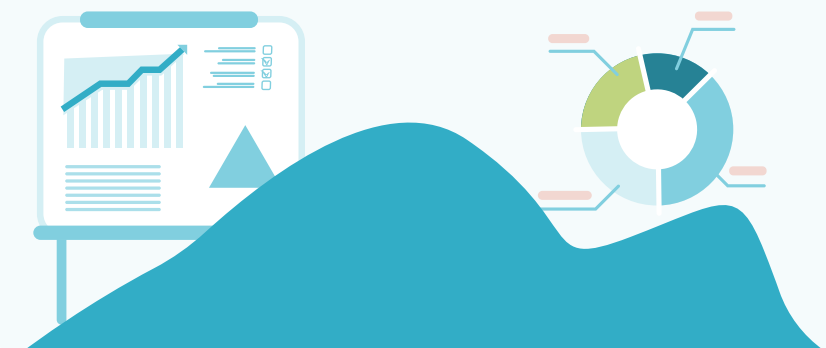
Environmental Performance

The number of energy-saving lamps modified exceeds	Energy-saving renovation saves more than
36,000	3.29 million kWh
Number of water pump retrofits	Water pump renovation saves electricity
864 units	14.12 million kWh
Purchased green electricity	Set up smart garbage collection points near
26,120.31 MWh	300
The weight of recycled old materials reaches	Recycling old materials to achieve carbon emission reduction of approximately
210 tons	756 tons



Social Performance

Customer satisfaction rate	Decrease in total complaints
94.7%	13%
Employee training coverage	Proportion of female executives
100%	32%
Anti-Corruption training attendances	Total sales of agricultural assistance exceeded
41,918 person-visits	RMB 9 million
Investment in public welfare and charitable activities	Red property party branch
RMB 2.9 million	597



3. Core net profit attributable to the owners of the Company excluding expenses of share options, unrealised gains or losses from financial assets at fair value through profit or loss, amortization charges of intangible assets — contracts and customer relationships, insurance brokerage licenses and brands arising from mergers and acquisitions and impairment of goodwill and other intangible assets, impairment of loans to third parties pledged by equities, losses from disposal of subsidiaries, expected losses on external guarantee, impairment of receivables from related parties and fair value gains of contingent consideration related to performance guarantees.

4. Includes the revenue-bearing GFA of the property management services of the "Three Supplies and Property Management" business.

Annual Major Events

January

Guangdong Bi' An Electromechanical Engineering Co., Ltd. (廣東碧安機電工程有限公司), a subsidiary of the Company, initiated a strategic upgrade in its direct-operation reform as a specialized engineering company. With facility operation and maintenance, urban after-sales services and energy management as its core drivers, the Company established a "3+2" business matrix, driving a 299% surge in external revenue and building the Group's second growth curve.



March

The Group announced its 2023 annual results, with revenue increasing to approximately RMB42.61 billion, representing a year-on-year increase of 3%; the degree of market-oriented operations was high, with the proportion of revenue generated from third parties further increasing to a record high of approximately 96.9%. The Company attaches great importance to returns to the shareholders of the Company (the "Shareholders"), declaring a final dividend and special dividend totalling RMB29.46 cents per Share. The Group focused on improving service quality, adhering to its community value-added development strategy, driving digital transformation initiatives and dedicating efforts to continuously elevate customer service experiences.



May

The "2023 ESG Report" released by the Group reveals that it invested RMB400 million in refurbishing community facilities, with a customer satisfaction rate of 93.97% among property owners; R&D investment reached RMB320 million, and quality and efficiency of digitalisation + AIOT empowered businesses were improved and increased; actively participated in rural revitalisation and public welfare, with cumulative consumption support for agriculture amounting to RMB46.88 million; employee training coverage rate reached 89.17%, and sense of happiness increased by 3.99%; committed to green operations, with over 20 projects obtaining the "Sustainable Building Index Verified Mark"; recognised by international authoritative rating agencies, and received multiple awards including a rating of BBB in the MSCI ESG ratings assessment.



February

Over 1,000 "Triple-A" employees in total were selected for CG Services' "Golden Tung Prize", including "Golden Tung Top 30 and Top 10" for butlers, gate posts, engineering, cleaning and greening employees and "Golden Tung Top 10 and Top 3" for on-site project employees in order to inspire more employees to learn from exemplary service models and enhance their professional skills, thereby better safeguarding communities and providing property owners with safe, comfortable, convenient and aesthetically pleasant environments, contributing to their better quality of life.



April

The digital operation of the Group was comprehensively upgraded. The digitalization of elevators started its online trial operations and was fully launched and implemented within the year ended 31 December 2024 (the "Year" or the "current year"), precisely and efficiently enhancing the customers' experience of riding elevators. At present, the digitalization of elevators has covered 3,925 projects, with 154,692 elevators online, accounting for 88.3% of the total number of elevators under management. The complaint rate on elevators has decreased by nearly 30% compared with the same period last year.



June

The Group tapped into Yantai Penglai International Airport. This marks the first time that Haikou Xinhua Zhengda Airport Services Co., Ltd. (海口新華正達空港服務有限公司) ("Xinhua Zhengda"), a subsidiary of the Company, entered Shandong Province, signifying an important development in Xinhua Zhengda's strategic layout. In the same month, Xinhua Zhengda also took over the Nanlian Food Project at Sanya Phoenix International Airport, opening a new chapter for Xinhua Zhengda in the business of aviation food distribution and delivery.



Annual Major Events

July

In order to advocate long-termism and guide the core management to focus on long-term value creation, the Company adopted a share option scheme by a resolution at the general meeting and thereafter the Company granted share options by the board of directors of the Company (the “Board”). The first batch of share options covered the core management of the Company, with a total of 225,350,000 share options granted.



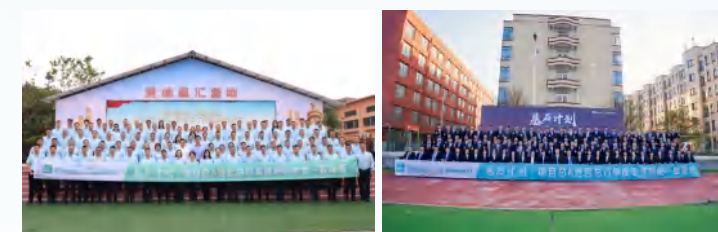
September

Typhoon “Bebinca” swept through Dangshan County, where fruit farmers suffered severe damage. CG Services actively promoted the charitable public welfare concept of “Purchasing instead of Donating”, fulfilled its corporate social responsibility, and contributed to the affected fruit farmers.



November

The Group launched the “Cornerstone Scheme” with a purpose of addressing the business shortcomings of regional general managers and project general managers across the country through a combination of training and practical operation, supporting the Group to solidify its operational foundation and achieve the decentralization of market expansion capabilities



August

The Group’s revenue for the first half of 2024 increased to approximately RMB21.05 billion, representing a year-on-year growth of 1.5%; the degree of market-oriented operations increased, with the proportion of revenue generated from third parties reaching 98.7%. The Group focused on service quality and customer satisfaction, and increased its investment in digitalisation, and continued to expand community value-added services, committed to enhancing the property owners’ sense of happiness in their living.



October

The Group’s “No. 0 Resident (零號居民)” robot completed fully autonomous operational trials in multiple scenarios, which verified the model of one robot serving multiple buildings, operating during both day and night and collaborating with humans. It has realised the value in improving cleaning quality, enhancing operational efficiency, and reducing the intensity of cleaning work. A resolution was passed during the month, marking its transition into the mould-making stage.



December

The 16th Healthy China Forum kicked off, during which CG Services officially announced the launch of the “Health for Every Household (健康進萬家)” project in 2025. Through the “Smart Community Choice (智享樓下心選)” platform, CG Services will roll out comprehensive health education and awareness campaigns across communities. It aims to promote the industrial upgrading of agricultural products in various regions through the “Traceability” activity, and deliver more high-quality food ingredients to family dining tables speedily with the innovative community partner model.








Annual Spotlights




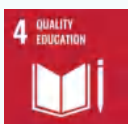




ESG Key Initiatives

The Group actively responds to the United Nations Sustainable Development Goals (SDGs), comprehensively reviews the relationship between its own sustainable development practices and SDGs based on its business characteristics, actively implements SDGs priorities closely related to the Group's operations, and continuously promotes the Group's sustainable development process. During the Reporting Period, the Group's key actions in terms of sustainable development are as follows:

Our Direction	Our Initiatives	Key Contributions to SDGs
Advocate Green Life and Achieve a Low-Carbon Future	<ul style="list-style-type: none"> Actively promoting the use of clean energy, the Group's Commercial Office Buildings business purchased green electricity 26,120.31MWh Completed 12 contract energy management projects, invested RMB 26.45 million in renovation, and it is estimated that annual carbon emissions reduced by 5,508.48 tons More than 36,000 energy-saving lamps have been renovated, saving more than 3.29 million kWh of electricity annually 864 water pumps were renovated, and 14.12 million kWh of electricity were saved by the renovation of water pumps Continue to promote garbage classification management and resource recycling, and set up nearly 300 smart garbage collection points in urban areas The weight of recycled old materials reached 210 tons, and the carbon emission reduction was approximately 756 tons Carry out regular park greening and renewal actions to strive to create a more livable green urban living space Starting from the four pillars of governance, strategy, risk management, guidelines and targets, actively promote climate change response work 	<div> <div>6</div> <div>CLEAN WATER AND SANITATION</div> </div> <div> <div>7</div> <div>AFFORDABLE AND CLEAN ENERGY</div> </div> <div> <div>11</div> <div>SUSTAINABLE CITIES AND COMMUNITIES</div> </div> <div> <div>13</div> <div>CLIMATE ACTION</div> </div> <div> <div>14</div> <div>LIFE BELOW WATER</div> </div> <div> <div>15</div> <div>LIFE ON LAND</div> </div>

Our Direction	Our Initiatives	Key Contributions to SDGs
Serving Customer Satisfaction and Achieving a Better Life	<ul style="list-style-type: none"> Taking on butler as the centralized realizer of property service value as the core, clarifying the three-dimensional positioning of butler around the client and upgrade the customer service system Commercial Office Building Service Division released F · I · N · E city-friendly service system, upgraded the "Eight Major Issues of Sustainable Development and Operation Guidelines", and contributed to the construction of sustainable cities Invested approximately RMB 774 million to carry out renovation and renovation of old facilities in more than 3,800 projects, helping communities to renew their appearance The Downstairs Charging project has a total of nearly 500,000 operating sockets, and its services cover about 4,200 projects Customer satisfaction rate was 94.7%, and the total number of complaints dropped by 13% compared with the previous year Deepen safety management measures to achieve zero major safety production accidents Throughout the year, a total of over 14,000 large-scale fire drills were organized, effectively preventing the spread of over 710 early-stage indoor fires Deepen the reform of digital management, realize the digital management and control of cleaning, elevators, security and parking systems, and the "Resident Zero" cleaning robot is used normally in 7 communities 	<div> <div>3</div> <div>GOOD HEALTH AND WELL-BEING</div> </div> <div> <div>9</div> <div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> </div> <div> <div>11</div> <div>SUSTAINABLE CITIES AND COMMUNITIES</div> </div>

Our Direction	Our Initiatives	Key Contributions to SDGs
Create a Happy Workplace and Achieve Employee Growth	<ul style="list-style-type: none">Launch the special work of "Employees First", continue to practice employee care, and comprehensively improve employee happiness1,549 retired military personnel were recruited this year, with a total of 6,573 retired military personnel as of the end of 2024Female executives account for 32%Establish and improve the talent training system to help employees developEmployee training coverage was 100%, and the average training hours for employees are 103.9 hoursContinue to improve the learning platform Bi Xuetang(碧學堂)100% coverage of employee safety education	    
Work Together with Partners to Achieve a Win-win Ecosystem	<ul style="list-style-type: none">Upgrade the supply chain information management platform and continuously optimize the management of the whole life cycle of suppliersPay attention to the ESG performance of suppliers and promote the sustainable development of supply chainAll suppliers are required to sign and comply with the Sunshine Integrity Agreement to build a clean and efficient supply chain systemSupport industry activities such as "Health Entering Ten Thousand Households", participate in exhibitions such as China International Property Management Industry Expo, and build a win-win cooperation ecosystem	   

Our Direction	Our Initiatives	Key Contributions to SDGs
Support Charity and Achieve a Harmonious Society	<ul style="list-style-type: none">Provide diversified convenience services covering health, pension, insurance, convenience facilities, daily life, etc. to enhance the happiness of community residents, and invest RMB 1,341,946 in community sports activitiesCarry out diversified community cultural activities to continue to transmit warmth in the community, and invest RMB 40,505,790 in community cultural activitiesOrganized activities such as traceability of agricultural products with purchase instead of donation, and the total sales of agricultural products exceeded 9 million, boosting rural revitalizationPractice public welfare responsibilities through student aid activities, care for the elderly living alone, organizing and participating in volunteer services, etc.	     
Strengthening Corporate Governance and Achieving Steady Development	<ul style="list-style-type: none">All employees signed the Commitment Letter of Employees' Conflict of Interest Behavior, with a total of 187,876 signaturesA total of 41,918 attendances in training related to integrity and ethics to strengthen anti-corruption awarenessOrganize and implement 16 regular and special audit projects to identify and control potential risk points in a timely manner20,656 party building and party volunteer service activities were carried out to promote harmonious co-construction of communities	 

Honors in 2024

ESG Ratings and Indexes



MSCI ESG **Rating A**



Sustainalytics ESG Risk Rating is **Low Risk**

14.2/100 (the lower the score, the less the risk)

Won the "Highest ESG Rated Enterprise in Asia-Pacific Region" for three consecutive years from 2023 to 2025



Score 44 (higher score, better performance)



FTSE Russell Social Responsibility Index Series Constituents

Selected for three consecutive years from 2023 to 2025, demonstrating the capital market's recognition of the Group's ESG management capabilities

Honors and Awards

Sustainability (partial)



"2024 Yihan ESG Rating for Chinese Property Enterprises - AA Level"



"2024 Excellent Enterprise in ESG Development of Chinese Property Services"



"2024 Top 10 in ESG Sustainable Development of Leading Listed Companies in Chinese Property Management"

Social Responsibility (partial)



"2024 China Property Service Socially Responsible Enterprise"



"2024 China Property Social Responsible Contribution Leading Enterprise"

Comprehensive operations (partial)

102

As of December 31, 2024, it has won a total of 102 national/industry association/institution honors



"2024 First Place in the Top 100 Chinese Property Service Enterprises with Comprehensive Strength"



"2024 First Place in Service Capability among Chinese Property Enterprises"



"2024 First Place in the Top 500 Chinese Property Service Enterprises with Comprehensive Strength"

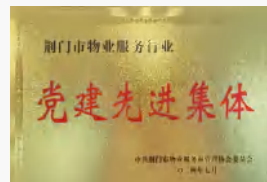


"2024 First Place in the Top 20 Listed Property Management Enterprises in China's Property Management Industry"

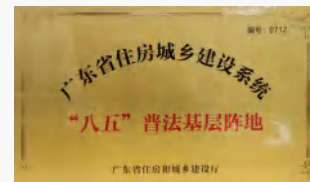
Party building (partial)

78 items

As of December 31, 2024, it has won a total of 1 national honor, 23 provincial honors, and 54 municipal honors



"Advanced Party Building Collective"



"Grassroots Front for the Eighth Five-Year Plan for Legal Publicity and Education"



"Excellent Volunteer Team"



"Red Property Management"

System Certification

The Group attaches great importance to lean management and systematic construction, and has obtained three major certifications of quality management system, environmental management system and occupational health and safety management system.

GB/T 19001-2016

ISO 9001: 2015

Quality Management System



GB/T 24001-2016

ISO 14001: 2015

Environmental Management System



GB/T 45001-2020

ISO 45001: 2018

Occupational Health and Safety Management System

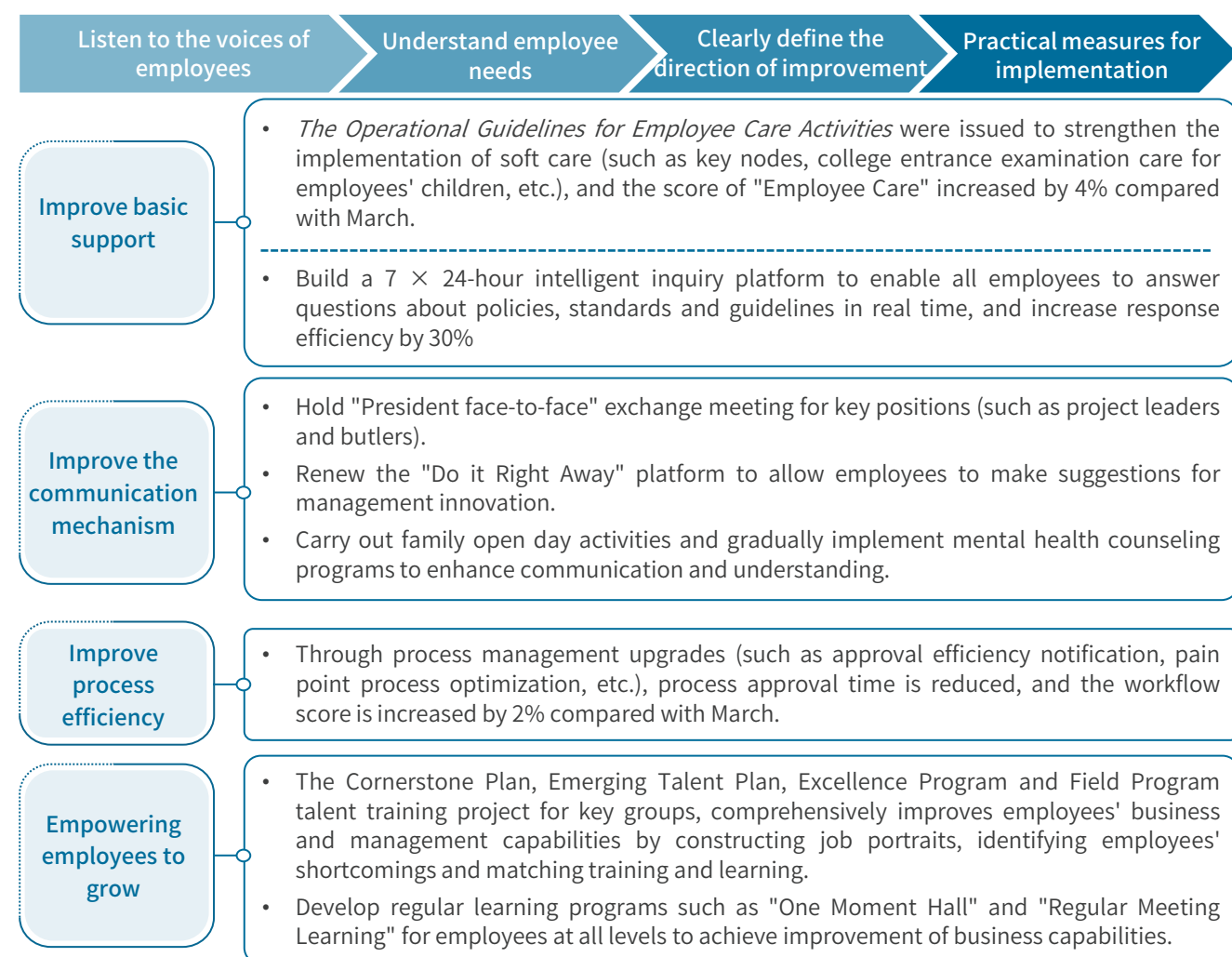


Topics of the Year

People-oriented and Employee-First, Building a Win-Win Ecosystem for Enterprise Development and Employee Growth

For property management enterprises, service is the core product of the enterprise, and employees are the strongest competitiveness and the most precious wealth of the enterprise. The Group has always adhered to the people-oriented concept, organized and carried out special work for employees first, opened up its voices, listened to the voices and suggestions of every grassroots employee, actively practiced employee care actions, comprehensively improved employee happiness, and strived to build a win-win ecosystem for corporate development and employee growth.

The Group launched a survey on employee happiness (including satisfaction and engagement) in March 2024, covering all on-the-job employees to fully understand employees' satisfaction and expectations in terms of salary and benefits, career development, quality of life and working environment; Conducted in-depth interviews on the results of the happiness survey, covering more than 1,000 unit leaders, project leaders, butlers and frontline employees of the four guarantees; Subsequently, the Group carried out practical measures based on the key issues identified.



Main Practical Measures



"Do it Right Away" Platform



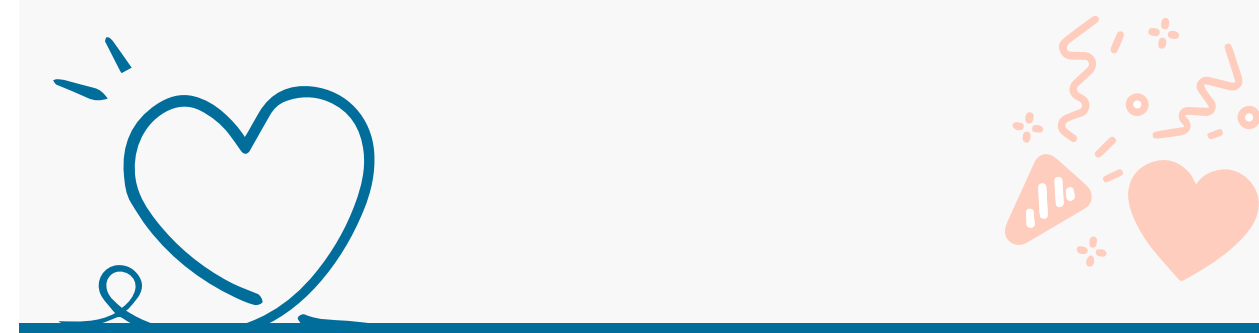
Family Open Day Event



Energy gas station

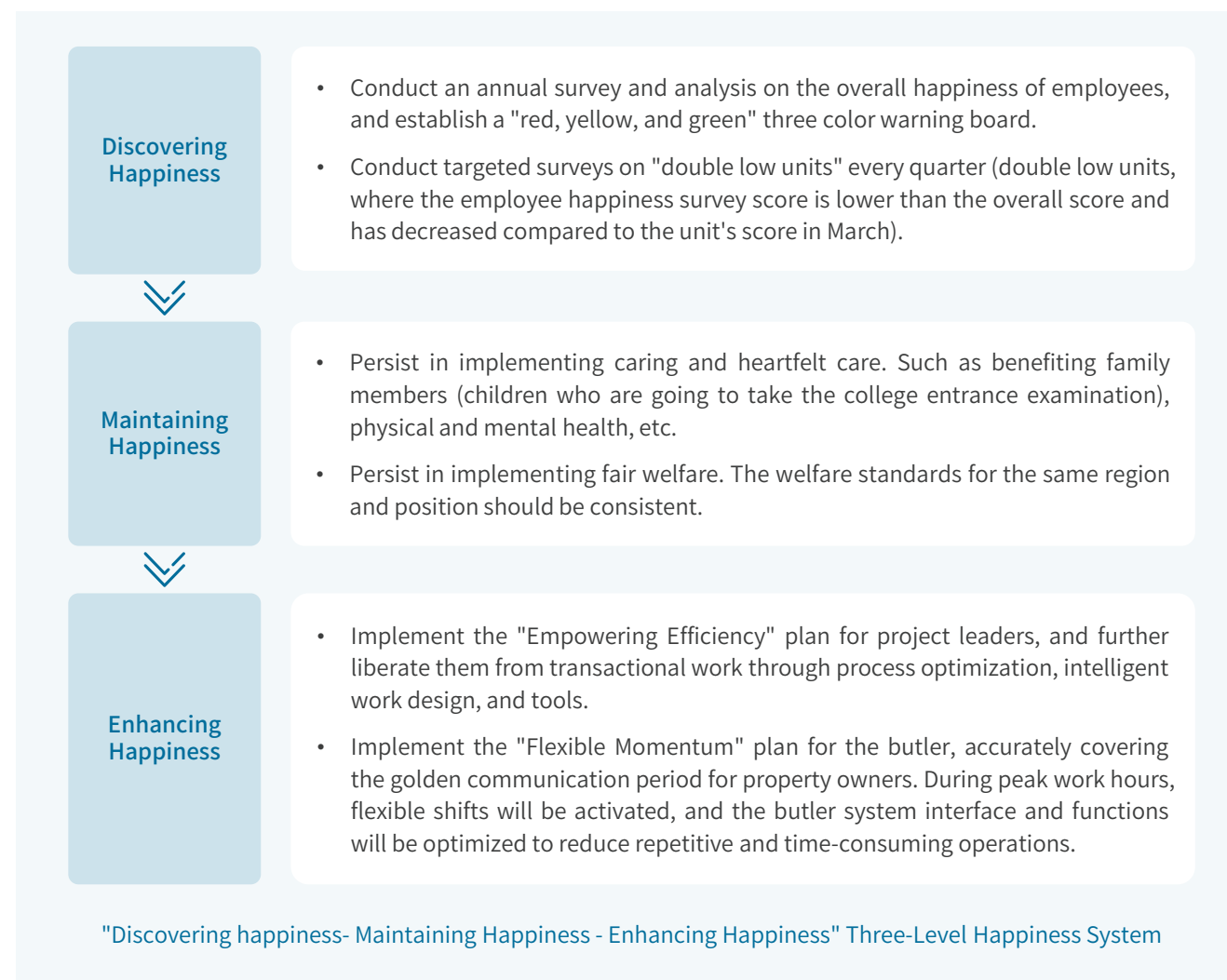


Care Day for Butler



In December 2024, the Group conducted the second survey on employee happiness (including satisfaction and engagement) this year, and the results showed that employee happiness was 81.8%, an increase of 1.1 percentage points from March, among which the happiness of front-line employees improved significantly. Employee engagement 87%. The improvement of the survey results not only reflects the substantial progress made by the Group in improving employee happiness, but also strengthens our determination to continuously optimize the working environment and employee care policies.

Employee happiness is the sustainable fuel for corporate development. In the future, the Group will build a three-level happiness system of discovering happiness-constant temperature of happiness-warming happiness, gradually implement the strategic vision of putting employees first, and strive to create a more positive, supportive and fulfilling working atmosphere, so that diligent, dedicated and motivated employees can get better and faster development opportunities on the Group platform.



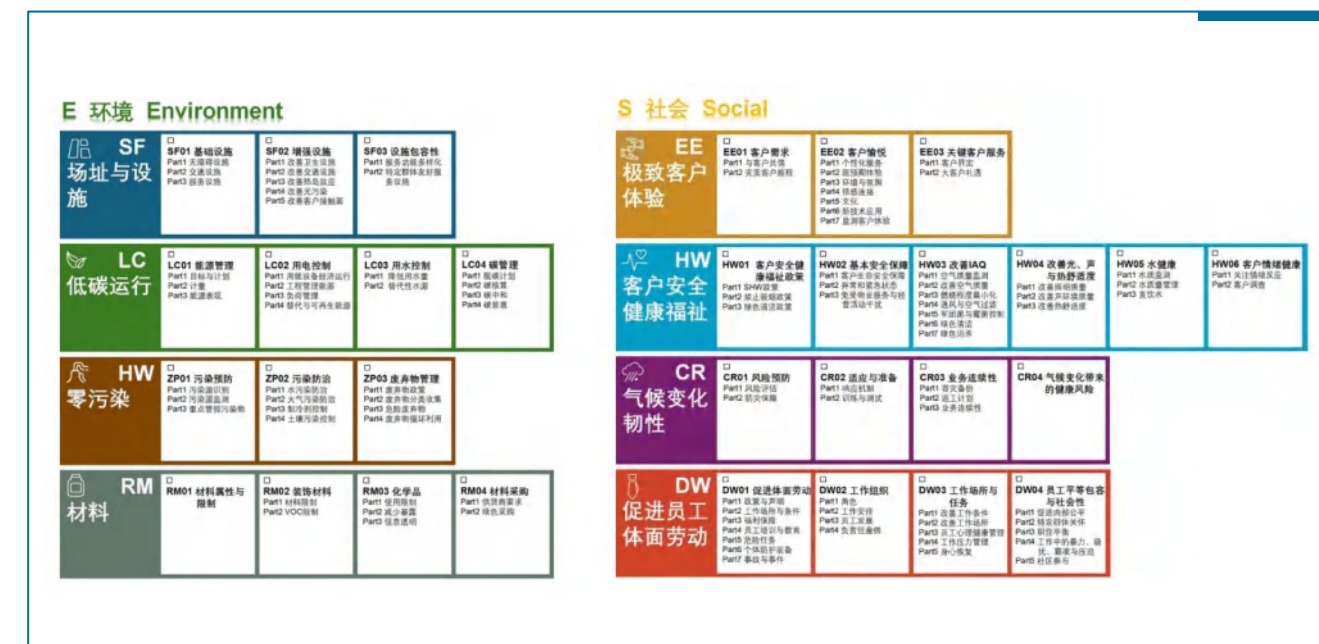
Business for Good and Harmonious Coexistence, Tianli explores a New Future of Sustainable Development

The Group's Tianli Commercial Property Division (referred to as Tianli) adheres to the green strategy of sustainable development, regards ESG construction as a chess game of overall development, and realizes sustainable management of building facilities and enterprises through strategic guidance, management innovation and technology incubation.



Seeking a Path-integration and Reconstruction, Renewal and Development

In 2024, guided by the Group's service ESG strategy, Tianli integrates the concept of sustainable development into the entire business process, deploy a three-year plan for sustainable development, fully launch ESG performance management, publish the Good Service Practice for Commercial Real Estate Projects V3 and Sustainable Building Operation Guidelines (2024 Trial Edition), continue to deepen the management system and service system, and strive to explore the sustainable development path of commercial buildings through measures such as facility and equipment renovation, refined management and energy conservation and emission reduction.



Innovatively launched the 8+1 sustainable development map (Beta1) to explore the feasibility and optimization direction of specific sustainable issues, and propose solutions based on sustainable implementation measures for future projects



In November 2024, Tianli released the F-I-N-E city-friendly service system for the first time. The system takes Friendly, Inclusive, Natural, and Efficient as its value core, and is highly compatible with the sustainable development standards of commercial buildings such as LEED, WELL, and BOMA, as WELL as international standards such as UN SDGs and GRESB and advanced concepts of sustainable development. With a single building as a management unit, through multi-dimensional Friendly construction, it pays attention to the diverse needs of customers, employees, communities, and ecology, continuously extends service boundaries, and embraces a warmer urban future.



Adding Green-Green Buildings, Innovation and Upgrading

Tianli accelerated the pilot project of sustainable building upgrading and renovation and the establishment of a series of organizations, set up Adding Green Research Institute, striving to enhance employees and customers' awareness of low-carbon environmental protection, and actively explore feasible paths for green industry transformation. Many projects have achieved building energy conservation and emission reduction targets by virtue of effective measures such as energy system optimization and transformation, introduction of clean energy and materials, and pilot roof gardens, and achieved remarkable results in 2024.

- As of the end of 2024, the green power utilization rate of commercial construction projects in Guangdong-Hong Kong-Macau Greater Bay Area under management will reach 100%;
- Guangzhou Banghua Global Plaza won the AA-level ESG management and performance certification in 2024, and launched the pilot plan of property carbon inclusive mechanism;

- The central air-conditioning systematic renovation project of Guangzhou R&F Yingtong Building and Yinglong Plaza was recognized as pre-carbon neutral by Guangzhou Carbon Emissions Trading Center;
- The closing ceremony and customer appreciation meeting of the Sustainable Living Festival held in November 2024 achieved pre-neutralization of the electricity used in the conference, guest transportation and carbon emissions during the event, becoming the first carbon-neutral conference;
- Completed 12 contracted energy management projects, with an investment of over RMB 26 million in renovation, and it is estimated that the annual carbon emissions will be reduced by 5,508.48 tons;
- Eighteen office buildings including Beijing Hadmen Plaza, Tianjin R&F Center, and Guangzhou Yingkai Plaza were awarded the 2024 WELL Health-Safety Assessment (WELL HSR) issued by the International WELL Building Research Institute.



Guangzhou Banghua Global Plaza
ESG Evaluation Certificate



Guangzhou R&F Yestong Building
Carbon Neutral Certificate



Tianli WELL Certificate



Sky Garden

At the same time, Tianli held a number of recycling activities to guide customers to use waste materials to make handicraft products, and recycle second-hand furniture in buildings to build leisure spaces in buildings; Guangzhou Yingtong Building's multi-functional green ecological space (Sky Garden) provides employees and customers with a green and ecological leisure space, and integrates sustainable elements such as drip irrigation system, garbage composting, solar power generation and planting native plants; Multi-project pilot bamboo pulp paper instead of wood pulp paper to reduce the consumption of forest resources; From 2024, we will not purchase diesel and gasoline-powered landscaping equipment to further reduce direct emissions from fossil fuels.



"Shan Zhi Niao"- Lighting the Glimmer, Conveying Kindness

Tianli has designated the "Shan Zhi Niao (Wise-Knowing Bird) Public Welfare Initiative" as its annual philanthropic theme. This initiative aims to take concrete actions to support vulnerable groups, provide targeted long-term assistance, and foster a compassionate urban environment. Through dedication and social responsibility, Tianli strives to illuminate a harmonious future for society.



Caring for New Employment Groups, Carrying Out Summer Cooling Charity Activities in Multiple Projects in the Greater Bay Area



Set up Special Rest Areas for New Employment Groups



Go to Xingning City to Participate in Twinning and Co-construction of Forests



Enter the Nursing Home and Carry out Public Welfare Activities to Support and Respect the Elderly



Respond to the Call for the Hundreds of Thousands of Projects and Cooperate with Ruyuan Yao Autonomous County to Build a Long-term Assistance Mechanism



In addition, Tianli planned the first Sustainable Living Festival to promote low-carbon and environmental protection concepts to employees, customers and the public; Carry out a series of public welfare assistance programs such as youth co-education, elderly assistance, and urban youth association, and strive to build a healthy culture that meets different needs and a community atmosphere with high tolerance and participation. In 2024, a total of more than 150 activities of different types such as art exhibitions, low-carbon environmental protection, intangible cultural heritage of Chinese studies, charity, and sports friendship will be held, with more than 50,000 attendances.



1st Sustainable Living Festival

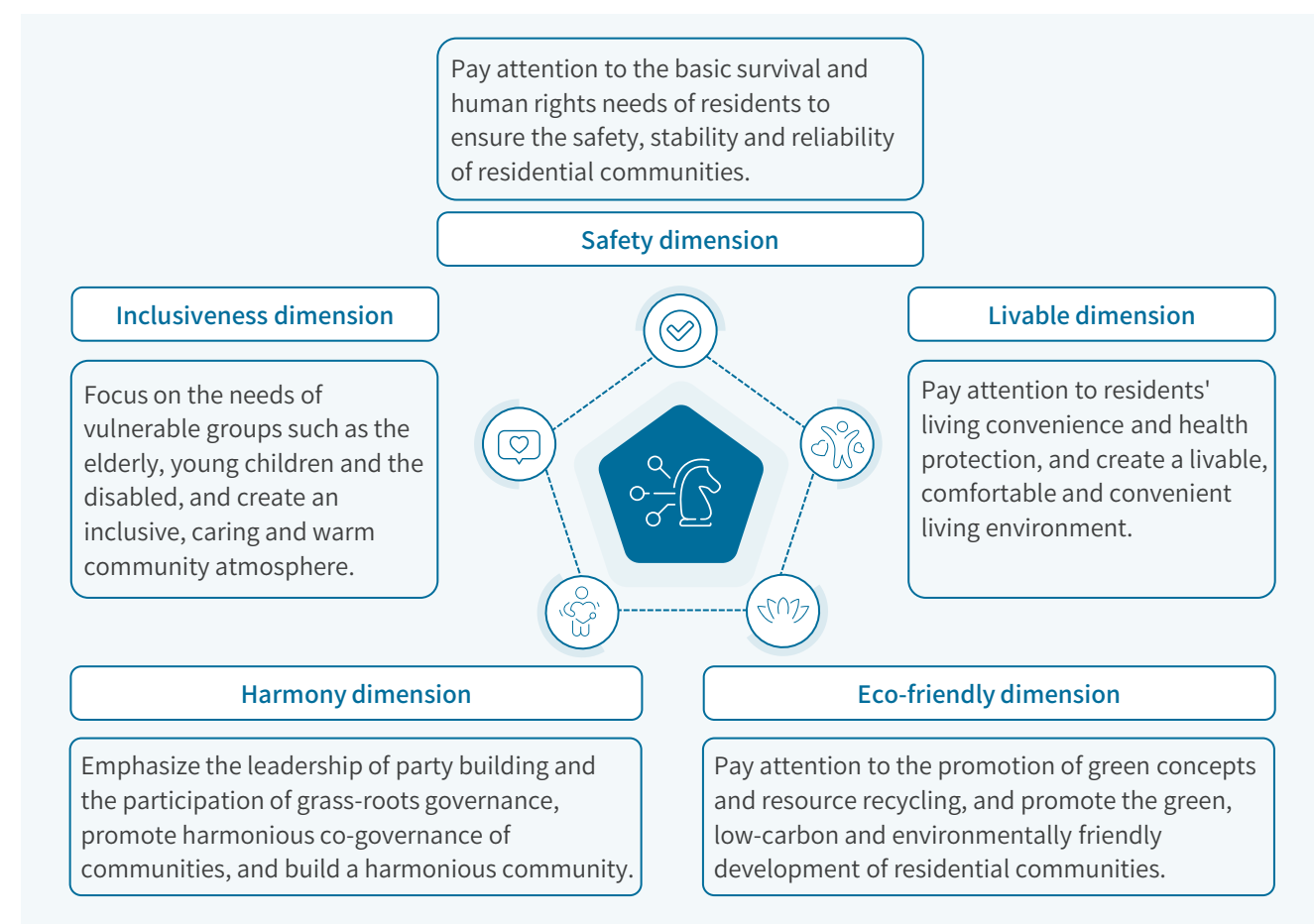
Tianli firmly believes that architecture is a single property unit with a micro-cycle of sustainable development. In the future, it will continue to extend the service boundary, use friendship as a link, strengthen the link between people, from the inside of the building to the outside of the building, from the community to the city, with the heart of green sustainability, the road of balanced development, and the heart of innovation drive, and the road of harmonious coexistence.

Implement a Sustainable Residential Community Certification System to Help Build Sustainable Cities and Communities

Sustainable development is an important strategy for enterprises to fulfill their social responsibilities and win the future of the industry. Whether it is technology or traditional industries, the era of empowering the future of the industry with sustainable development has arrived. In 2024, the Group pioneered the certification standard of sustainable residential communities in the property industry and officially launched the certification of sustainable residential communities, comprehensively covering and vertically subdividing the five dimensions of safety, inclusiveness, harmony, eco-friendly and livability, strictly formulating more than 100 scoring standards, comprehensively evaluating the sustainable development level of residential communities, driving the continuous improvement of the property management team, enhancing the satisfaction and happiness of property owners, and promoting the sustainable development of the property management industry.



Construct Five Evaluation Dimensions with Reference to International Standards

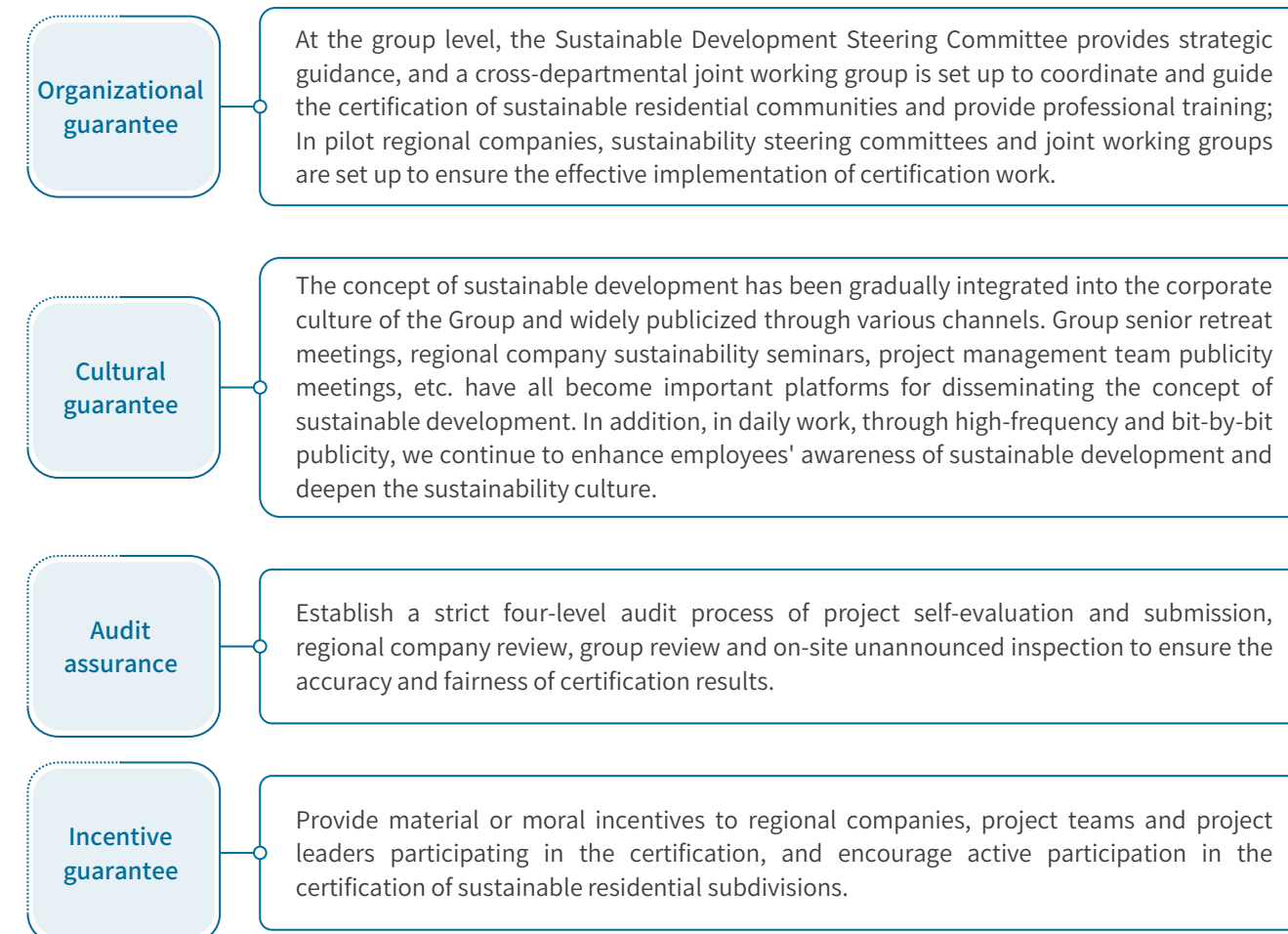


The system refers to the United Nations Sustainable Development Goals (SDGs), the United Nations Guidelines for Sustainable Cities and Communities(SUC), the International Organization for Standardization(ISO) 37101 'Sustainable development in communities — Management system for sustainable development — Requirements with guidance for use', and global green building certification systems such as BREEAM, LEED and WELL. The assessment system, combined with China's national conditions, draws lessons from relevant domestic standards such as the Guidelines for the Construction of Complete Residential Communities and the Evaluation Standards for Good Communities and Good Communities, aiming to enhance scientificity and authority.



Establish a Comprehensive Safeguard Mechanism and Achieve Initial Results in Implementation

To ensure the effective implementation of the system in residential property projects, the Group has established a comprehensive safeguard mechanism:



In October 2024, the Group officially launched the pilot program of sustainable residential communities certification system. As of the end of 2024, it has landed in eastern Guangdong, Tianli's South China and Beijing area, and has passed a total of 9 residential projects, involving 14 certification dimensions.

The Group will actively respond to the national strategy, promote the standardized development of sustainable residential communities with a series of practical measures, and lead the transformation and upgrading of the property service industry, striving to become a leader in sustainable and beautiful communities and city services. We will join hands with industry partners, community organizations and owners to build a beautiful home full of vitality, harmony and integration, and contribute to the realization of a better urban life.



Sustainability Management

The Group actively implements the sustainable development strategy, comprehensively upgrades the sustainable development governance structure, and continuously improves the sustainable development management level. At the same time, we listen to and actively respond to the expectations and needs of various stakeholders, and strive to build a future in which environment, society and business development are deeply integrated and harmoniously coexist in our development process.

Statement of the Board of Directors

The Board of Directors attaches great importance to ESG work. In order to promote the long-term sustainable development of the Company, the Group has established a sustainable development governance structure with the Board of Directors as the highest governance body, continuously strengthens the supervision and participation of the Board of Directors in the Group's ESG affairs, improves and implements the responsibilities and authorities at all levels, and integrates the concept of sustainable development into the Company's development strategies, major decisions and daily operations.

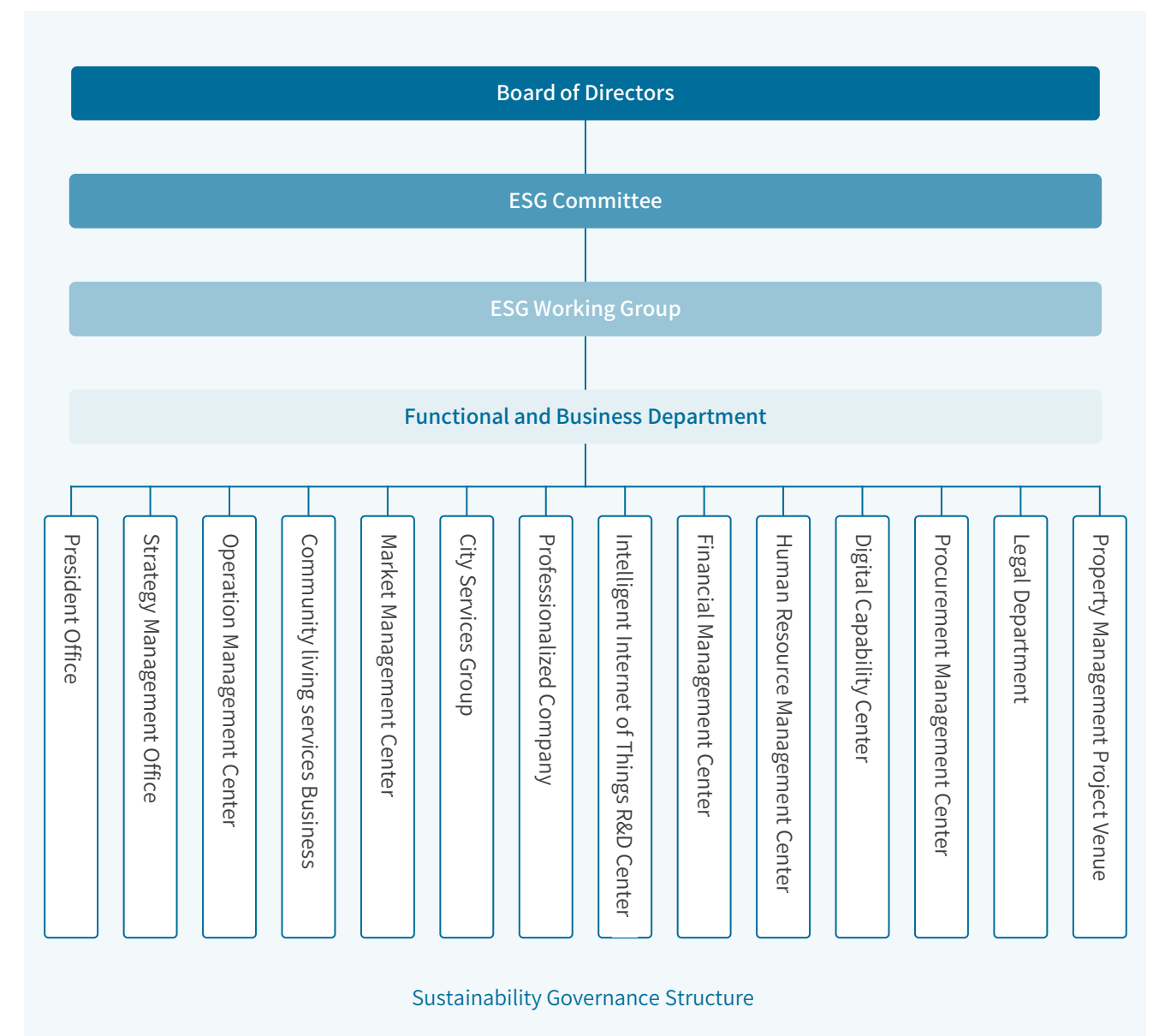
The Board of Directors is responsible for establishing and reviewing the Group's ESG management policies, strategies and objectives, and regularly reviewing the progress of achieving the objectives to ensure the effective implementation of ESG work and the steady achievement of the objectives. The Group focuses on strengthening the materiality assessment and reporting process, comprehensively considers industry development trends, macro policy guidance and feedback from stakeholders, identifies key issues, and regards the management of key issues as the focus of sustainable development work to help the Group move forward steadily in the ESG field. In addition, the Group focuses on ESG risk management, incorporates ESG risks into the Company's overall risk management system, continuously optimizes and sets clear ESG targets, and regularly reviews the progress of these targets to monitor and evaluate the Group's performance in sustainable development.

Sustainability System

The Group has defined its role as a leader in the field of sustainable and beautiful community and city services, and has always carried out its work around all the core mission of “property owner-oriented”, integrating the service concept of “catering for property owners’ urgent needs; address property owners" into every service process, so as to comprehensively guarantee the quality of life and needs of owners. By building a diversified sustainable development system covering sustainable residential communities, cities, commercial enterprise services and commercial operational services, the Group will achieve comprehensive coverage of the Group's main business scenarios and improve the sustainability level of services in various business formats. The Group adheres to the people-oriented concept, strengthens communication and collaboration with owners, employees and partners, and uses digitalization and other technologies to empower service efficiency and quality. At the same time, we adhere to the principle of integrity and transparency, ensure economic benefits, and are committed to creating diverse and beautiful values for the society, and create a new ecosystem of sustainable life and service.

Sustainability Governance Structure

The Group has established a sustainable development governance structure with the Board as the core leadership, in which the Board, the Environmental, Social and Governance Committee (ESG Committee) and the working group are the leadership and decision-making levels, and each functional and business department is the executive level, so as to achieve top-down supervision, management and implementation of ESG-related matters and build a solid foundation for the Company's sustainable development.



Board of Directors

The Board of Directors comprises two executive directors, one non-executive director(female, also Chairman of the Board of Directors) and four independent non-executive directors. The Board of Directors is the highest governance body of the Group and assumes ultimate responsibility for the Group's business operations and sustainability work. The Board of Directors has delegated authority to its Environmental, Social and Governance Committee (ESG Committee) to assist the Board of Directors in discharging its duties and oversees the Group's positions and practices in specific areas of business operations and sustainability, including:



- Assessing and determining ESG-related risks and opportunities;
- Formulating the Group's ESG management policies, strategies, priorities and objectives, and review the Group's performance in relation to ESG-related objectives by setting indicators.

The ESG Committee regularly reports to the Board of Directors on the progress and recommendations on the above ESG matters. The Board of Directors is also responsible for ensuring the adequacy and effectiveness of the Group's risk management and internal control systems and overseeing the implementation of various risk management policies and measures to identify, evaluate and manage risks arising from our business operations, including sustainability issues.



ESG Committee

The ESG Committee of the Group comprises two executive Directors, one non-executive Director(female) and two independent non-executive Directors. The ESG Committee is primarily responsible for:



- Formulating and reviewing the Group's ESG objectives, responsibilities, vision, strategies, frameworks, principles and policies;
- Monitoring the channels and methods of communication between the Group and stakeholders;
- Reviewing key ESG trends and related risks and opportunities.

In addition, the ESG Committee regularly reports to the Board of Directors on the progress of the Group's sustainability management and makes suggestions for improvement, and ensures that the ESG policies approved by the Board of Directors can be effectively implemented and implemented.

ESG Working Group

The ESG Working Group consists of the Operation Management Center of the Group Headquarters, the President's Office, the Investor Relations Department and other departments. The ESG Working Group is responsible for the overall planning and preparation of reports, the coordination of internal and external resources, and maintains close communication with the ESG Committee and the Board of Directors to ensure that the Group's sustainable development performance can be comprehensively reviewed.



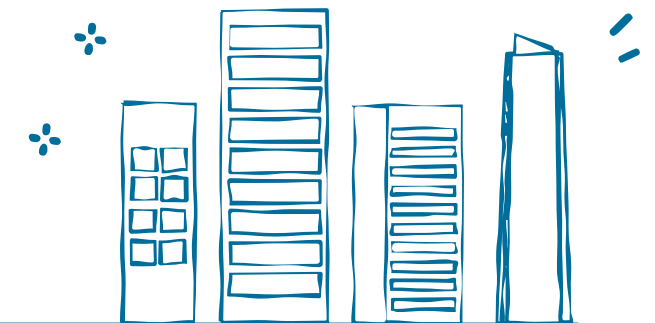
Stakeholder engagement

The Group attaches great importance to effective communication with stakeholders, understands and responds to the demands and expectations of various stakeholders through diversified channels, and constantly improves the setting of sustainable development goals and the formulation of corresponding measures. While reporting the progress of the sustainable development goals to stakeholders in a timely manner, the Group actively encourages them to make suggestions, aiming to enhance its governance capabilities regarding various ESG issues. In this way, we hope to work together with stakeholders to propel the sustainable development process forward.

Stakeholder Communication

The Group's current communication channels with stakeholders and responses to stakeholders' demands are as follows:

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



Stakeholders	Expectations and Demands	Communication and Responses
Suppliers/Contractors/Partners	<ul style="list-style-type: none"> Cooperation and mutual benefits Openness and fairness Shared growth 	<ul style="list-style-type: none"> Optimize project management Improve supplier management mechanisms Build supplier communication platforms
Local Communities	<ul style="list-style-type: none"> Protect the community environment Create harmonious community environment Promote community culture development 	<ul style="list-style-type: none"> Comprehensively implement green operations Actively engage in community building Provide quality cultural resources
Governments/Regulatory Bodies	<ul style="list-style-type: none"> Compliance with the law Pay taxes according to the law Support for local development 	<ul style="list-style-type: none"> Law-based operations and compliance management Actively pay taxes Create employment opportunities
Public Interest Organizations/NGOs	<ul style="list-style-type: none"> Focus on vulnerable groups Join in public welfare and charity Promote community development 	<ul style="list-style-type: none"> Volunteer services Conduct public interest projects Community Investment

During the year, the Group convened one general meeting of shareholders and one extraordinary general meeting of shareholders, and the resolutions were passed; Organize an annual communication meeting between independent directors and the management to promote in-depth exchanges between them; We continued to strengthen communication with the capital market, participated in nearly 50 investor summits and strategy conferences organized by large domestic and overseas investment banks, participated in nearly 150 domestic and overseas roadshows, and met and communicated with investors and analysts from nearly 400 institutions, including well-known funds and important shareholders from domestic and overseas. At the same time, the Group actively responds to the demands of investors and shareholders, and maintains frequent communication and interaction with investors regarding ESG performance and strategies. In addition, the investor relations team organized investors and analysts to conduct on-site inspections and exchanges on the Group's property management projects to enhance their understanding and recognition of the Company.



Communication Activity Site

Participation of the Company's Senior Management and Investor Relations Department in Sell-side Broker Summits/Strategy Meetings in 2024 (partial)

Meeting Date	Meeting Name	Meeting Place
2024.5.14	Tianfeng Securities Medium-term Strategy Meeting	Beijing
2024.5.22-23	J.P.Morgan Shanghai Global Summit	Shanghai
2024.6.7	CITIC Shanghai Strategy Conference	Shanghai
2024.6.25	Citi Asia Pacific Strategy Conference	Hong Kong
2024.10.30	Guolian Securities Strategy Association	Wuxi
2024.11.4	Bank of America Merrill Lynch Beijing Summit	Beijing
2024.11.6	Citi China Investment Summit	Shenzhen
2024.11.12	CITIC Securities Capital Markets Annual Conference	Shenzhen
2024.11.21	Shanghai Haitong Strategy Conference	Shanghai
2024.12.12	Sinolink Securities Shanghai Strategy Conference	Shanghai

Materiality Assessment

During the Year, the Group actively obtained the opinions and expectations of various stakeholders on the sustainable development of the Group through questionnaire surveys, and comprehensively assessed the scope and degree of impact of each issue on the Group and stakeholders in combination with the industry development trend, macro policies and relevant standards, and formed a ranking matrix of materiality issues. The specific steps are as follows:

Step 1: Identify ESG Issues

Update material ESG issues in 2024 based on the Group's business characteristics and in combination with industry dynamics, macro policies, and disclosure requirements of the ESG Reporting Code.

Step 2: Stakeholder Engagement and Materiality Assessment

Through internal interviews and surveys involving over 400 stakeholders, we gathered insights on their ESG priorities. Internal stakeholders included directors, management, and employees, while external stakeholders comprised homeowners/clients, investors, suppliers, partners, government agencies, the public, research institutions, industry associations, and media.

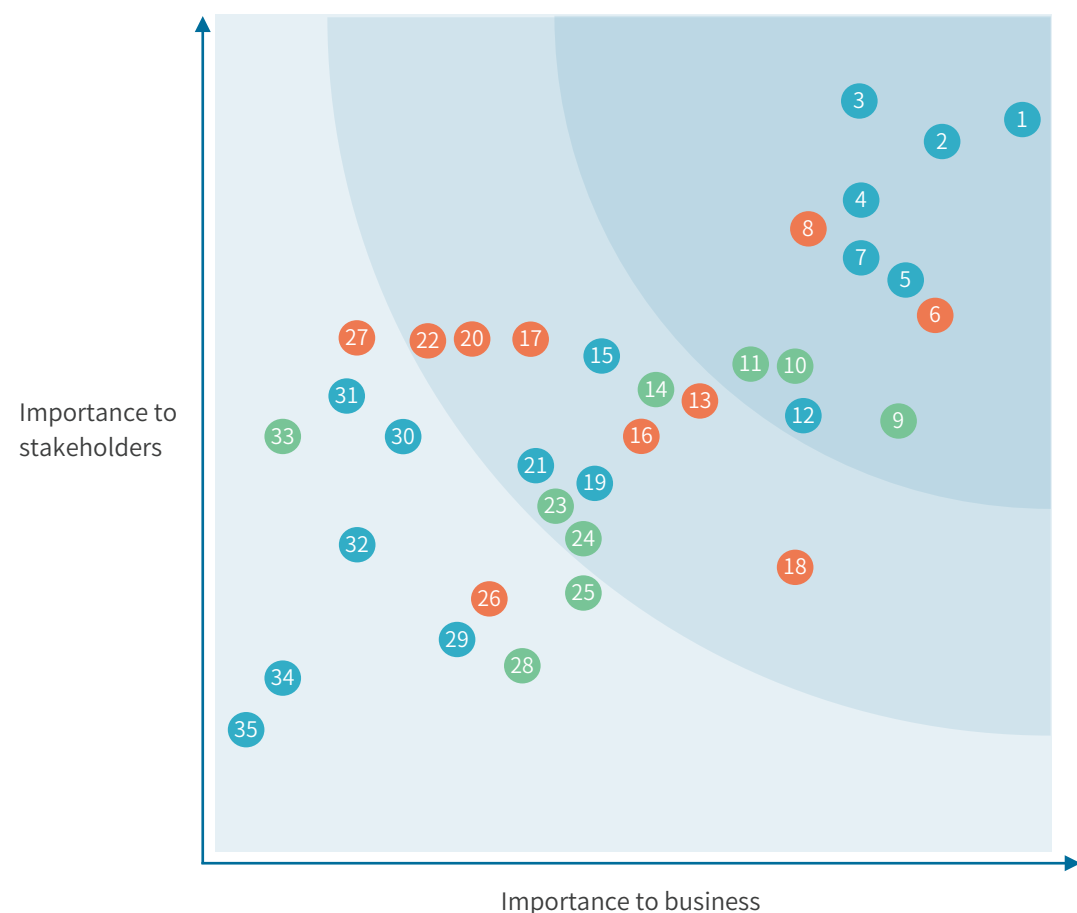
The survey results were consolidated and analyzed, followed by prioritization of material topics.

Step 3: Communication and Feedback

Discuss and identify the material issues to be disclosed in this year's ESG report and the focuses of the Group's ESG work in the coming years according to the ranking of ESG issues.



Materiality Matrix



• Social Topics

• Environmental Topics

• Governance Topics

• Very Important

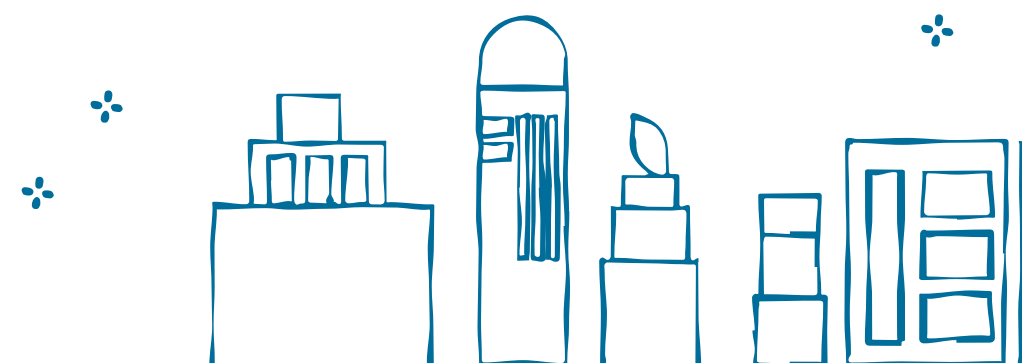
- | | |
|---|--|
| 1 Protect customer privacy and data security | 7 Support employee career development |
| 2 Enhance property management and service quality | 8 Strengthen risk management and control |
| 3 Ensure employee safety | 9 Improve energy efficiency and renewable energy usage |
| 4 Safeguard employee rights | 10 Preserve ecological environment in property areas |
| 5 Maintain full and transparent communication | 11 Manage waste sorting and recycling |
| 6 Share operational results with employees | 12 Strengthen digital service development |

• Important

- | | |
|---|---|
| 13 Align corporate strategy with positive environmental and social impact | 19 Create a diverse, equitable and inclusive work environment |
| 14 Conserve/recycle water | 20 Improve ownership and governance systems |
| 15 Provide workplace mental and physical health support programs | 21 Support community activities |
| 16 Engage in thorough communication with stakeholders | 22 Monitor board and executive performance |
| 17 Conduct business ethics training and management | 23 Utilize recyclable/renewable resources |
| 18 Foster an innovation-driven culture | 24 Adopt environmentally friendly procurement standards |

• Less Important

- | | |
|---|---|
| 25 Implement climate change adaptation plans | 31 Serve underserved populations |
| 26 Build ESG-supporting structures and mechanisms | 32 Provide local employment opportunities |
| 27 Disclose ESG impact data | 33 Manage greenhouse gas emissions from property operations |
| 28 Support employee participation in green initiatives | 34 Employ disadvantaged groups |
| 29 Establish sustainable supplier cooperation standards | 35 Contribute to rural revitalization |
| 30 Empower partners through professional expertise | |



Advocate Green Life and Achieve a Low-Carbon Future

Country Garden Services firmly regards the concept of green, low-carbon and environmental protection as the core guiding principle of operation and management. By continuously optimizing the environmental management system, the Group actively promotes green operations, continuously improves its ability to cope with climate change, helps society transform to a low-carbon economy, and jointly builds a sustainable future.

The SDGs addressed in this section:



2024 Highlights Performance:

- About **300,000** new two-wheel charging sockets were added, the total number of operations was nearly **500,000**, and the service covered about **4,200** projects
- More than **10,000** new charging piles and fast and slow charging guns for electric vehicles have been added in communities, hotels, and office buildings across the country
- Build a distributed photovoltaic demonstration power station in the Meilong Lake project, with an actual installed capacity of **1,337.6 kW**. It is estimated that the cumulative power generation will reach **29.6 million kWh** in 2025, which can reduce carbon dioxide emissions by approximately **1,180.4 ton** and save approximately **426.2 tons** of standard coal every year
- A total of nearly **300** smart garbage collection points have been set up in urban areas, **50** garbage classification supervision housing department, and more than **150** paid intelligent recycling bins and sorting kiosks
- Recycling projects were carried out in various cities across the country, and the weight of recycling used materials reached **210 tons**, achieving carbon emission reduction of approximately **756 tons**
- Formulate climate change resilience response plans, formulate hierarchical and classified response mechanisms for extreme weather, and conduct regular monitoring, early warning and drills to comprehensively improve the ability to respond to climate change



Strengthening Environmental Management

The Group actively fulfills its environmental protection responsibilities, strictly abides by national laws and regulations on environmental protection, constantly optimizes its own environmental management system, sets clear environmental goals, and actively plans and implements relevant work to reduce the impact of operations on the environment.

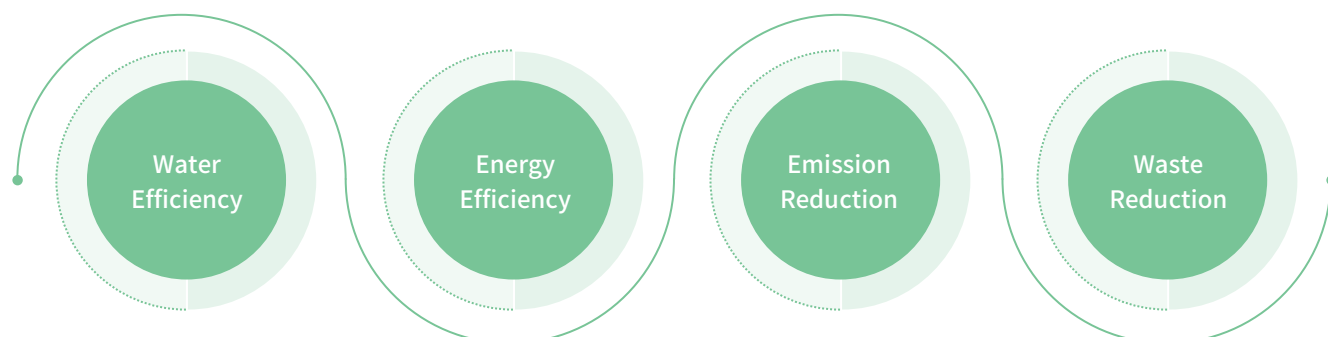
Environmental Management System

The Group strictly complies with the *Environmental Protection Law of the People's Republic of China*, the *Energy Conservation Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste* and other relevant laws and regulations, formulates and implements internal management systems such as *the Measures for the Management of Energy Consumption of Country Garden Services* and *the Procedures for the Disposal of Solid Waste*, and clarifies the responsibilities, work requirements and detailed rules of each responsible department for environmental management. Meanwhile, in order to strengthen the standardization of environmental management, a number of projects of the Group have passed the ISO 14001: 2015 Environmental Management System certification, which has been gradually extended to projects in various regions, and the business departments regularly review the management performance of each project in environmental work such as energy consumption and water consumption.



Green Development Goals

In order to continuously improve the efficiency of environmental management, the Group has established four green development goals based on the national development plan and operation conditions, namely, water efficiency, energy efficiency, emission reduction and waste reduction, and strives to achieve the green development goals as soon as possible by strengthening water resources management, energy conservation, waste classification and resource recycling. During the year, the Group's green development goals and annual progress are as follows:



Water Efficiency

Target Setting

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

Annual Achievements

- During the year, the Group carried out measures such as rainwater recovery technology, water supply system optimization, frequency conversion water supply control and water pump renovation.

Energy Efficiency

Target Setting

- Strengthen the use of clean energy, encourage its commercial projects and projects under management to use clean energy such as green electricity and natural gas, and lay out the construction of charging piles and the application of new energy vehicles;
- Upgrade the energy management platform to achieve more accurate real-time monitoring and analysis functions, identify energy-saving potential and implement improvement measures;
- Carry out energy-saving renovation of lighting systems and commercial air-conditioning systems to improve electricity efficiency;
- Promote green office and green operation, reduce the frequency of business travel through online meetings, and carry out energy-saving promotion for employees and owners.

Energy Efficiency

Annual Achievements

- During the year, the Group added more than **10,000** fast and slow charging piles in various communities, hotels and office buildings across the country;
- As of the end of 2024, the group has added approximately **300,000** new two-wheel charging pile sockets across the country, with a total of nearly **500,000** operating sockets. The service covers about **4,200** projects, and the cumulative number of registered users is approximately **3.4 million**;
- During the year, the Group renovated more than **36,000** garage lighting lights, saving more than **3.29 million kWh** of electricity. **864** water pumps were renovated, and **14.12 million kWh** of electricity was saved by the renovation of water pumps;
- As of the end of 2024, the green power utilization rate of commercial projects managed by Tianli in Guangdong-Hong Kong-Macau Greater Bay Area under management reached **100%**.

Emission Reduction

Target Setting

- The intensity of total greenhouse gas emissions in 2025 will decrease compared with that in 2024; At the same time, the Group is formulating mid-to long-term improvement targets for emission reduction benefits;
- Gradually reduce the intensity of greenhouse gas emissions in total, and contribute to limiting the global temperature rise to 1.5°C by the end of the century.

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

Emission Reduction

Annual Achievements

- During the year, the Group launched distributed photovoltaic demonstration power station projects. The project uses a combination of photovoltaic modules and building roofs. The actual installed capacity of the power station is **1,337.6 kW**, which is expected to reduce carbon dioxide emissions by approximately **1,180.4 tonnes** per year and save approximately **426.2 tonnes** of standard coal per year;
- This year, 12 contracted energy management projects were completed, with an investment of over RMB **26 million** in renovation, which is expected to reduce carbon emissions by **5,508.48 tonnes** per year.

Waste Reduction

Target Setting

- The waste discharge intensity in 2025 decreased compared to 2024; At the same time, the Group is formulating medium and long-term improvement targets for waste reduction efficiency;
- Formulate and implement the Procedures for Resource Management and the Procedures for Solid Waste Disposal to prevent general and major environmental pollution incidents;
- Popularize paperless office, reduce office garbage, and promote waste recycling.

Annual Achievements

- During the year, the Group implemented the campaign of introducing garbage sorting facilities into communities and rural areas, and has set up nearly **300** intelligent recycling points in **120** residential projects and **100** villages in urban areas, and deployed **50** garbage sorting supervision rooms and more than **150** paid intelligent recycling bins and sorting kiosks.
- During the year, the Group carried out the recycling project of used materials, with the recycling weight reaching **210 tonnes** and achieving a carbon emission reduction of approximately **756 tonnes**.

Promoting Green Properties

Green property is not only the development trend of the property management industry, but also the common responsibility of enterprises. The Group insists on fully integrating the concept of sustainable development into its operations, constantly optimizes its resource and energy management system, actively advocates energy conservation and emission reduction, optimizes water resources and waste management, and helps achieve the Group's green development goals. At the same time, the Group encourages property owners to participate in green actions, jointly build a harmonious and environmentally friendly community environment, and contribute to the realization of green properties.

Energy Management

The Group actively responds to the national dual-carbon strategy, constantly improves the energy management system, comprehensively improves the level of project energy consumption management, saves energy and reduces carbon from operational details, and strengthens the promotion and application of clean energy to help green and low-carbon development. At the same time, the Group continues to strengthen the standardization of energy management, and several projects have passed the ISO 50001: 2018 energy management system certification, which has been gradually extended to projects in various regions.



ISO 50001: 2018 Energy Management System Certification

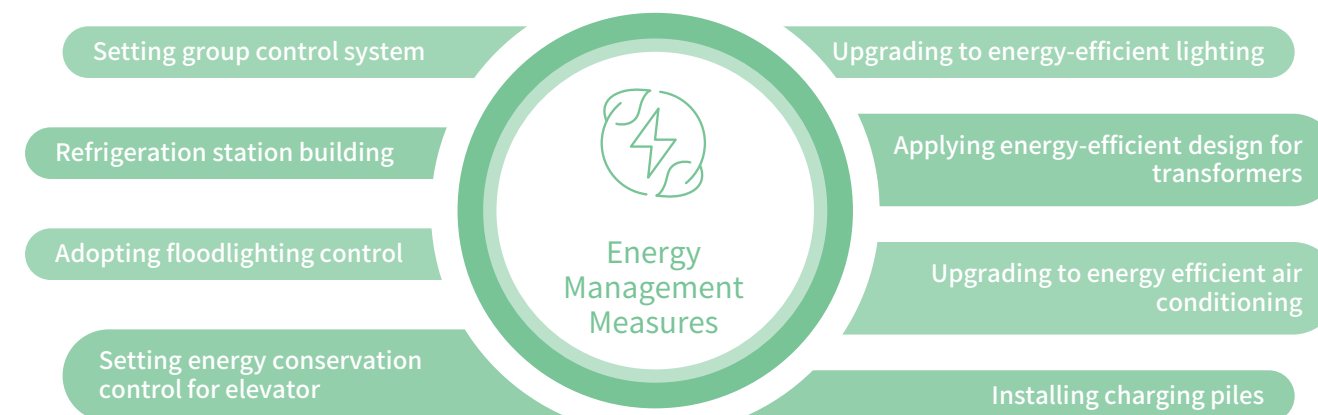


Promote Energy Conservation and Consumption Reduction

The Group cooperated with professional organizations to develop a carbon inclusive mechanism on a pilot basis, sorted out quantifiable behaviors of carbon emission reduction based on the carbon emission scenarios of office buildings, encouraged customers in the building to participate in daily carbon reduction actions, and converted customers' carbon reduction into points, which can be redeemed for value-added products and services in the building, so as to stimulate customers' enthusiasm for participation. The Group plans to carry out the pilot work of this inclusive carbon mechanism (carbon offset) in the commercial office buildings project in the first half of 2025.

In 2024, the Group actively promoted contract energy management, focus on the three major energy sectors of central air-conditioning, electrical lighting and elevators, and effectively solve the problem of high cost of aging and updating equipment by replacing high-efficiency equipment, applying intelligent technology and IoT equipment, and create new profit growth points. During the year, the Group completed 12 contracted energy management projects, with an investment of RMB 26.45 million in renovation, which is expected to reduce carbon emissions by 5,508.48 tonnes per year.

In addition, the Group has formulated and implemented the Country Garden Service Energy Consumption Management Measures, which clarifies the management of energy consumption and energy consumption expenses, aiming to reduce future energy consumption and enhance the energy consumption management and operational efficiency by implementing a number of energy-saving management strategies and applying energy-saving technologies to reduce carbon emissions.



Case



The Water Pump Room Undergoes Energy-Saving Renovation

Since 2020, the Group has introduced energy-saving renovation services of water pump rooms from professional companies in the market to carry out energy-saving renovation of water pump rooms of projects under the management of the Group, and leveraged its professional capabilities and rich experience to improve the energy consumption efficiency and service quality of projects under the management of the Group. In 2024, the Group completed the renovation of 864 water pumps, and the renovation of water pumps saved 14.12 million kWh of electricity.

Case



Energy-Saving Renovation of Underground Garage Lighting

In order to improve the lighting conditions of the underground garage, the Group installed LED lamps with dual brightness adjustment functions. These lamps are not only safe, durable and stable in brightness, but also equipped with intelligent sensing function, which realizes intelligent management of bright lights when people come and dim lights when people go, effectively reducing energy consumption. After the renovation, the lighting conditions of the garage have been significantly improved, providing a safer driving environment for the owners. In 2024, the Group has completed the renovation of more than 36,000 energy-saving lamps, and the annual energy-saving renovation saved more than 3.29 million kWh of electricity.



Energy-Saving Renovation of Lamps



Using of Cleaner Sources of Energy

The Group continued to increase the use of clean energy, actively purchased green electricity, and promoted the application of integrated photovoltaic, photovoltaic, storage and charging technology in operating projects, so as to promote the transformation of the Group's green energy structure and achieve energy conservation and carbon reduction. In 2024, the Group's Commercial Office Buildings Business purchased green electricity 26,120.31 MWh.



The Group's Green Electricity Certificate Trading Certificate (Part)

Case



Meilong Lake Project: Integrated Optical Storage and Charging Solution

In 2024, the Group built a distributed photovoltaic demonstration power station in the Meilong Lake project, set up a lithium iron phosphate energy storage power station in the park, and install 16 four-wheel charging piles and 20 two-wheel charging piles to provide green and zero-carbon energy for enterprises in the park. The actual installed capacity of the project is 1,337.6 kW, and the cumulative power generation is expected to reach 29.6 million kWh in 2025, which can reduce carbon dioxide emissions by approximately 1,180.4 tonnes and save approximately 426.2 tonnes of standard coal per year.



Photovoltaic Modules on Building Roofs

In response to the national call to build a balanced and convenient network of charging facilities and to solve the charging anxiety of new energy vehicle owners in the community, the Group continues to carry out the laying of two-wheel charging piles and four-wheel charging piles in various projects across the country, providing efficient, convenient and safe new energy charging services to owners, and facilitating green travel.

Two-wheel charging pile

As of the end of 2024, the Group has added approximately 300,000 new two-wheel charging sockets nationwide, with a total of nearly 500,000 operating sockets, covering about 4,200 projects, and the cumulative number of registered users is approximately 3.4 million.

Four-wheel charging pile

In 2024, the Group added more than 10,000 new car charging piles with fast and slow charging guns in communities, hotels and office buildings across the country.

Water Resources Management

The water used by the Group during its operation comes from municipal water, and there is no difficulty in obtaining suitable water sources. The Group pays attention to the systematic management of water resources, and carries out refined management of key links such as water supply, drainage and water conservation through measures such as rainwater recovery technology, water supply system optimization, frequency conversion water supply control and water pump renovation, aiming to reduce water consumption, improve water resources utilization efficiency and promote the realization of the Group's water efficiency goals.

Rainwater Recycling Technology to Save Water Resources

The Group uses rainwater harvesting technology to divert rainwater through rainwater pipes into the rainwater collection system. After filtration and purification, the water is collected in water tanks and ultimately used to fill fire-water ponds and irrigate green spaces. On average, 300 cubic meters of rainwater per month can be stored in each project.

Waste Management

The Group continues to strengthen the standardized management and compliant disposal of waste, strictly abides by the laws and regulations of the countries and regions where it operates, and manages solid waste by classification. At the same time, the Group advocates all stakeholders to participate in waste sorting, carry out waste resource recycling and used objects recycling projects, promote waste reduction, recycling and reuse, and effectively reduce waste emissions.

Garbage classification

Each project of the Group strictly abides by the local government's waste classification policy, scientifically deploys trash cans and waste management, and carries out waste classification knowledge popularization activities through cooperation with communities, volunteers, schools, etc. to raise owners' awareness of waste classification and jointly create a beautiful community.



Garbage Classification Knowledge Popularization Activities

Resource Recovery

In order to actively promote the integration and mutual promotion of the three systems of "sanitation services, waste sorting and resource recycling" and support the waste sorting policy and the construction of waste-free cities, the Group has implemented the campaign of introducing waste sorting facilities into communities and rural areas, and has set up nearly 300 smart garbage collection points in 120 residential areas and 100 villages in urban areas, and deployed 50 waste sorting supervision rooms, more than 150 paid intelligent recycling bins and sorting kiosks.



Recycling of Waste Resources

Recycling of old objects

The Group actively responded to the guidelines such as *the Action Plan for Promoting Large-scale Equipment Renewal and Trade-in of Consumer Goods* and *the Construction Opinions on Accelerating the Recycling of Waste Textiles*, implemented the trade-in action of consumer goods and accelerated the construction of a waste recycling system. During the year, the Group carried out used items recycling projects in various cities across the country to recycle clothes, bags and textiles, and encouraged property owners to participate through various channels such as elevator posters, entrance and exit advertisements, and distribution of promotional leaflets. In 2024, the Group recycled 210 tonnes of used materials, achieving a carbon emission reduction of approximately 756 tonnes.

Emission Management

The Group formulates targeted control measures around emissions generated during operation, formulates and implements internal systems such as *the Environmental Factor Identification, Assessment and Prevention and Control Procedures*, proactively identifies possible emission pollution risks in business operation, strengthens the management of sewage and exhaust gas emissions, and ensures that all emissions are legal and compliant.

Sewage Discharge

The Group has formulated management systems such as *the Good Service Practice Implementation Requirements* for commercial writing projects, and inspects the sewage discharge outlets and grease traps once a month, and keeps the sewage discharge outlets free from overflow or oil accumulation.

Exhaust Emissions

The Group strictly controls the exhaust gas emission standards of boilers for office buildings projects, and entrusts a third party to conduct testing and issue testing reports to ensure that the exhaust gas emissions of boilers meet the national requirements such as *the Emission Standards of Air Pollutants for Boilers*.

Green Community

The Group continues to provide diversified and efficient solutions to improve the quality of urban environmental sanitation and governance capabilities, maintain and improve the natural environment of urban and rural areas and communities, and strive to create a more livable green urban living space.

In order to add color to community greening and enhance the ornamental value of greening, all units of the Group actively organize projects to carry out regular park greening and renewal actions. As of the end of 2024, the Group has accumulated more than 580 upgrading and renovation projects, involving a total project area of over 11.98 million m² and using more than 58 varieties of seedlings.



Effect Of Greening and Renewal Actions

Green Office

The Group adheres to the concept of green operation, actively promotes environmental protection knowledge to employees, enhances the awareness of green environmental protection among all employees, and joins hands with employees to promote a green and low-carbon lifestyle. The green office initiatives taken by the Group include:

Saving Water and Electricity

- The air conditioner can only be turned on when the indoor temperature of the group headquarters reaches a certain temperature, and it is turned off during off-duty hours, and only the fresh air system is turned on daily basis.
- Turn off refrigerators and most elevators on weekends. Reduce corridor and bathroom lighting at night.
- Promote the use of energy-saving lamps.
- Put up posters in public areas to promote energy conservation and consumption reduction, perform night-time inspection of lights off in office areas, and report any unattended areas with lights on.



Consumables Conservation

- Rent public printers, with ink cartridges/toner cartridges recycled by vendors, and print volume managed;
- Rent office plants for recycling and avoiding waste
- Consolidate efforts to promote the paperless office, encourage double-sided printing and reuse of waste paper, and avoid color printing unless absolutely necessary;
- Give priority to paper products certified by the Forest Stewardship Council (FSC) Currently, the Group adopts FSC-certified paper for annual and interim reports.



Waste Management

- Sort garbage and carry out public awareness campaigns on garbage sorting.



Idle Asset Management

- Recycle low-value durable office supplies and electronic equipment from separated employees.
- Promote an asset-light approach to office operations, share idle assets, and use idle assets first prior to purchasing new assets.



Biodiversity Conservation

Adhering to the concept of harmonious coexistence between man and nature, the Group supports biodiversity conservation with professional services in project operation, minimizes the impact of operation activities on the environment and ecology, and achieves a win-win situation for economic development and ecological protection.

Case



Remodeling the River Ecology in Sanming City, Building a Dream Home for Living Things

Sanming City is located in Fujian Province, with a developed water system and dense rivers and lakes, and undertakes important ecological functions. However, with the advancement of industrialization and urbanization, some rivers are faced with problems such as direct discharge of domestic sewage, agricultural non-point source pollution and river siltation, which affect the ecological environment and residents' quality of life. The Group actively participated in ecological governance and adopted various governance measures to significantly improve the water quality of major rivers in Sanming City. Some river sections have reached Class III water standards, and the river landscape and ecological functions have been significantly improved, creating a good habitat for all kinds of organisms.



River Ecological Restoration in Sanming City

Addressing Climate Change

With the intensification of global warming and the frequent occurrence of extreme weather in various places, climate change has become a common problem that all mankind urgently needs to solve. During the year, the Group continued to refer to the climate-related financial information disclosure framework, starting from the four pillars of governance, strategy, risk management, guidelines and targets, improved the information disclosure related to climate change, and actively took various measures to promote climate change response, continuously improved the resilience and resilience to climate change risks, aiming to mitigate the impact of climate change on business operations and seize the opportunities created by climate change.

>> Governance: Governance of Climate-Related Risks and Opportunities

The Group actively builds a climate-related governance structure, and the Board is responsible for the management of the Group's overall sustainability strategy and reporting, and manages climate-related risks and opportunities through specific implementation and regular reporting by the ESG Committee. The ESG Committee is responsible for comprehensively managing and guiding climate response work, formulating and reviewing climate change-related policies, actively identifying and evaluating risks and opportunities brought by climate change, formulating targeted climate-related strategies accordingly, clarifying climate response targets, regularly monitoring and reviewing the targets, and making recommendations to the Board; The ESG Working Group supervises and guides the specific implementation of climate risk management in accordance with the relevant strategic deployment of the ESG Committee, and regularly reports the performance results of climate-related work to the ESG Committee; All departments and units of the Group undertake the implementation, review, evaluation and optimization of climate risks and opportunities to ensure the successful achievement of climate goals.

In addition, the Group continues to strengthen the governance capacity building of relevant personnel for sustainable development (including climate change response), explores the inclusion of climate management performance into the assessment system, and supports corresponding incentive mechanisms, aiming to enhance the awareness and enthusiasm of all employees for climate change response, and enhance the overall resilience and sustainable development capabilities of enterprises.

>> Strategy: Actual and Potential Impacts of Climate-Related Risks and Opportunities on Corporate Business, Strategy and Financial Planning

Based on its own business characteristics, the Group identifies, evaluates and analyzes climate-related risks and opportunities in stages from short-term (within 3 years), medium-term (3 to 5 years) and long-term (over 5 years) to deeply understand their potential financial impacts, and actively formulates and implements countermeasures to cope with the challenges brought by climate change and seize the development opportunities arising therefrom.

The Group is well aware that extreme weather caused by climate change may have adverse effects on the Group's employees, assets, supply chain and project operations, which in turn may affect its business and financial performance. Transformation risks such as changes in environmental-related policies, technological innovation and changes in market preferences would also lead to the pressure of internal environmental management and increase service costs of the Group, which would in turn have an impact on the Group's revenue and market competitiveness.

Identified Climate Change Risks		Potential Financial Impact	Time Dimension	Coping Strategies
Acute risk	<ul style="list-style-type: none">TyphoonRainstormHigh temperatureFloodingBlizzardSandstorm	<ul style="list-style-type: none">Increased operating costsImpairment of fixed assetsDecrease in operating incomeIncreased insurance expenditures	short period	Establish a three-level response mechanism between the head office, property units and property projects, deploy various typhoon, flood control and other severe weather response plans in advance, strictly implement the Group's <i>Risk Control and Management Measures for Property Basic Services</i> and emergency management system, and effectively prevent risks.
	Physical risks			Comprehensively implement <i>the List of Emergency Drills</i> , improve the level of property emergency management, regularly organize emergency drills, strengthen the reminder and publicity of natural disasters, do a solid job in hidden danger investigation, and effectively protect the lives and property safety of owners and employees.
Chronic risk	<ul style="list-style-type: none">Sea level riseIncreased average temperatureWater stress	<ul style="list-style-type: none">Increased project management costsIncreased employee health spending	Medium and long term	Formulate and implemented <i>the Country Garden Emergency Management System for Natural Disasters such as Typhoon and Flood Control</i> , which provides detailed regulations on the prevention and rescue of severe weather, such as inspection of emergency supplies and first aid kits, inspection and reinforcement of facilities and equipment in public areas, cold current and wind and snow response measures, etc.

Identified Climate Change Risks		Potential Financial Impact	Time Dimension	Coping Strategies
Transform- ation risks	Market risk <ul style="list-style-type: none"> Changes in market preferences Supply of raw materials 	<ul style="list-style-type: none"> Increased operating costs Decrease in operating income 	Medium and long term	Establish and implement a sustainable residential community certification system, and deeply integrate green concepts into property management services. Actively implement the procurement concept of green, energy-saving and environmental protection.
	Technical risk <ul style="list-style-type: none"> Traditional technological innovation 	<ul style="list-style-type: none"> Phasing out high energy consumption equipment leads to increased costs Increased R&D expenditure on smart property technology 	Medium and long term	Comprehensively lay out the digital intelligence of properties to realize the digital management and control of cleaning, elevators, security and parking systems. Independently developed cleaning robots for indoor cleaning in property scenarios.
	Policy and legal risk <ul style="list-style-type: none"> Carbon emission management and environmental protection policies and regulations become stricter 	<ul style="list-style-type: none"> Increasing investment in environmental protection Increased cost of policy training Increased fines for violations 	Medium and long term	Pay attention to regulatory and policy requirements in a timely manner, analyze and understand the latest policy requirements, adjust business strategies, and strengthen the construction of environmental risk management system.
	Reputational risk <ul style="list-style-type: none"> Market competitiveness Customer recognition 	<ul style="list-style-type: none"> Reputational damage caused by negative press Increased financing costs 	Medium and long term	Actively promote and publicize the results of energy conservation and emission reduction, and effectively ensure the orderly achievement of energy conservation and emission reduction targets.

The Group also firmly believes that climate change provides valuable development opportunities, continuously strengthens the concept of green operation, continuously improves the efficiency of resource use, actively explores the application of renewable energy, and effectively reduces operating costs while exploring more market opportunities to achieve a win-win situation of economic and environmental benefits.

Types Of Opportunities	Opportunity Description	Potential Financial Impact	Time Dimension	Coping Strategies
<div>Market opportunities</div> <div>Products & Services</div> <div>Resource efficiency</div>	The introduction of carbon neutrality, clean energy and other related policies has a guiding role in the property management and city service business market, which is conducive to opening up new markets and increasing the revenue of related businesses	<ul style="list-style-type: none"> Increased operating income 	Long-term	Develop products and services that meet market demand and have environmental protection concepts. For more information, please refer to the Promoting Green Properties section.
	Under the theme of sustainable development, green and environmentally friendly property services are preferred by residents	<ul style="list-style-type: none"> Increased operating income 	Medium-term	
	Continue to promote the concept of green operation, purchase and use clean energy, improve resource and energy use efficiency, and reduce operating costs	<ul style="list-style-type: none"> Lower operating costs Improvement of fixed assets value 	Medium and long term	

>> Risk Management: Identify, Assess and Manage Climate-Related Risks

The Group fully identifies and understands the risks related to climate change by studying the characteristics of the industry in which the Group operates, market trends, geographical climate conditions and national environmental policy trends, and combining the opinions and suggestions of domestic and foreign stakeholders. In the process of risk assessment and project execution, the Group incorporates climate risks into the Group's risk management system, puts forward targeted prevention and response measures by quantifying the impact coefficient and assessment targets of climate risks, and promotes the implementation of the risk management system of prevention in advance, control in progress and post-event treatment. The Group closely monitors changes in environmental policies, actively respond to national calls, and strengthen environmental management compliance, so as to continuously improve climate change risk management.

Indicators and Targets: Indicators and Targets for Assessing and Managing Climate-Related Risks and Opportunities

The Group has formulated green development goals such as emission reduction, energy efficiency, water efficiency and waste reduction, clarified specific measures to promote the achievement of the goals, and fully considered the relevance of these goals to the response to climate change risks. For details of relevant goals, please refer to the Green Development Goals section. Meanwhile, the Group continues to disclose Scope 1 and Scope 2 greenhouse gas emission data, gradually explores the disclosure of Scope 3 greenhouse gas emissions, and improves the transparency of emission indicators.

Response to Extreme Weather Events

The Group has formulated a climate change resilience response plan, formulated a hierarchical and classified response mechanism for extreme climate, and formulated personalized recovery plans to ensure more sufficient emergency reserves, more well-trained teams, more calm and efficient response and faster resilience recovery, and conducted regular monitoring, early warning and drills to comprehensively improve the ability to cope with climate change.

Develop an emergency plan

- Formulate detailed emergency plans, clarify key links such as emergency response process, personnel division of labor, and material allocation to ensure rapid and effective emergency response.
- Expand the redundancy of sandbags, water pumps, emergency lighting, emergency communications, drinking water, food and other daily necessities to ensure that they can be put into use quickly when typhoons and rainstorms come.

Strengthen early warning inspections

- Each project pays close attention to the weather forecast and early warning information released by the meteorological department, and grasps the rainfall trend and intensity in time.
- Strengthen on-site inspections, especially comprehensive inspections of key areas such as low-lying areas and drainage facilities, to eliminate potential safety hazards.

Conduct emergency drills

- Organize employees to conduct flood fighting and rescue training and drills in advance, improve employees' emergency awareness and practical ability, and ensure that they can quickly assemble and carry out rescue work in an orderly manner in case of emergency.



Extreme Weather Emergency Drill Site

Case

Operation Against Typhoon Capricorn

On September 6, 2024, Typhoon Capricorn struck Hainan Island. The Group's project employees in Hainan fought on the front line to fully protect the Company's property and customer interests. During the typhoon, project staff responded quickly and successfully rescued the people trapped in the elevator; After the typhoon, the project team immediately put into post-disaster reconstruction work, restored the operation of facilities and equipment, and carried out disinfection and cleaning to ensure that the project resumed normal operation in the shortest possible time. In addition, the project team also participated in the post-disaster reconstruction of the community. While helping the community restore normal life order as soon as possible, it strengthened the connection with the community and demonstrated the Company's due strength in dealing with natural disasters.



Clean Up the Affected Green Areas

Serving Customer Satisfaction and Achieving a Better Life

The Group adheres to the customer-centric approach, actively implements the customer-oriented service concept, keenly captures changes in customer needs, deepens digital operations, professional services and other effective measures to meet the needs of owners, and provide customers with a more excellent service experience.

The SDGs addressed in this section:



2024 Highlights Performance:

- Carried out renovation and facility upgrade work for over **3,800** outdated projects, helping communities achieve a refreshed appearance
- The Downstairs Xinxuan business has deployed **2,527** outlets across the country. the Smart Enjoy Charging Downstairs project has a total of nearly **500,000** operating sockets, and its services cover about **4,200** projects
- Set up a safety production task force to deepen safety management measures and achieve zero major safety production accidents; More than **14,000** large-scale fire drills were organized throughout the year, effectively preventing the spread of over **710** early-stage indoor fires
- Has obtained ISO 27001 information security management system certification, and **9** core business systems passed the guarantee assessment this year
- During the Year, the customer satisfaction rate was **94.7%**, the number of complaints decreased by **13%** compared with last year, and the processing time of work orders increased by **63%**.
- Continue to expand the team of "Regional Digital Experts", and more than **140** experts have been certified
- Building a new pattern of technology-empowered services, "Resident Zero" cleaning robots are used regularly in **7** communities

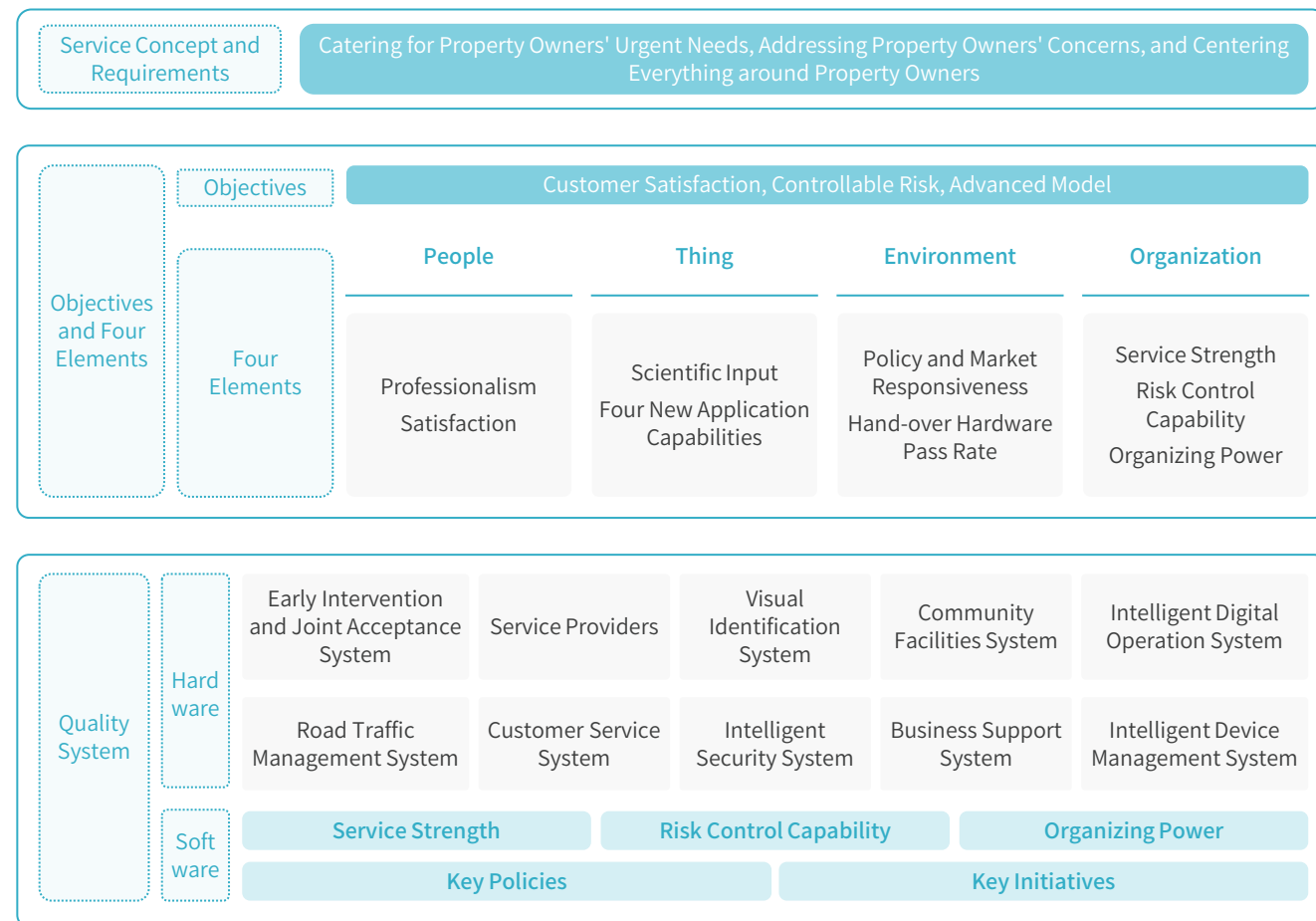


Research and Excellent Service

Guided by its brand mission of "Serving You a Better Life", the Group adheres to high-quality development as its overarching theme. With residential property management at its core, it returns to the essence of service, focuses on service quality, incubates strategic businesses, and continuously elevates customer service standards.

Property Management Services

The Group upholds the service philosophy of "Catering for Property Owners' Urgent Needs, Addressing Property Owners' Concerns, and Centering Everything around Property Owners", and constantly optimizes service standards with the needs of the owners as the core. The Group complies with *the Civil Code of the People's Republic of China*, *the Property Management Regulations* and other laws and regulations in the location where it operates, formulates and implements internal management systems such as *Country Garden Service Work Manual*, *Country Garden Service Post Operation Procedures*, *Country Garden Service Basic Property Quality Inspection Standards*, *Country Garden Service Operation Management Measures* and *Country Garden Service Quality Inspection Standards*, follows the PDCA (Planning-Implementation-Inspection-Disposal) cycle, builds a panoramic picture of property service quality operation management, continuously improves service content and quality standards, and provides high-quality services to customers.



Panoramic View of Property Service Quality Operations

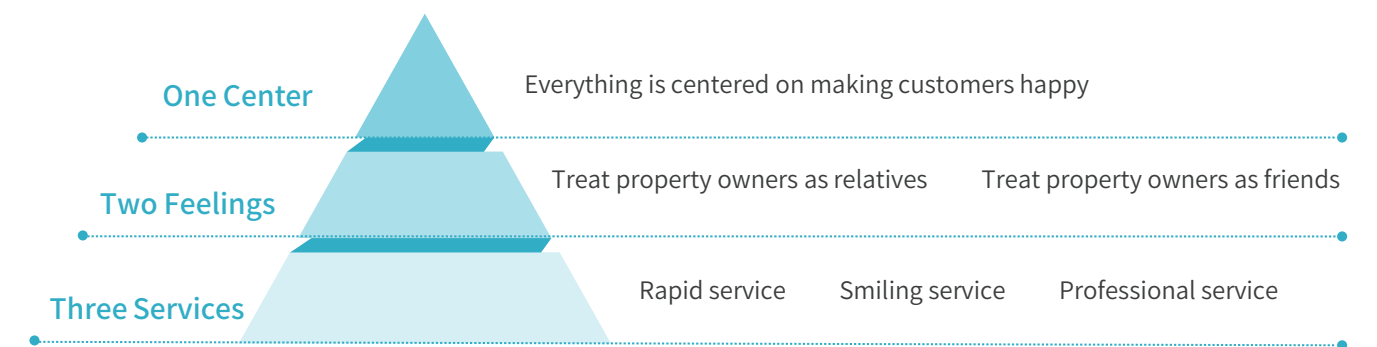
During the Year, the Group strengthened response to abnormal service quality and on-site quality supervision, implemented project health classification management based on the operation diagnosis of each unit, and focused on following up on the management of problems such as low satisfaction: through the establishment of a special team to implement the hat mechanism for problem project operation, multi-level linkage from the Group headquarters to the project, fixed-point business guidance and PDCA improvement, to ensure stable and controllable project service quality. At the same time, it further standardized the management responsibilities and requirements at all levels, clearly marked the business process control actions, clarified the division of responsibilities and management principles, and delineated a series of management red lines to ensure the orderly and efficient completion of property services.

Simultaneously, the Group has consistently advanced standardized service management by developing tiered service solutions tailored to homeowners' diverse needs. We have established a comprehensive standardized operational model covering all positions and processes, optimizing resource allocation through meticulous breakdown of service procedures and scientific determination of task frequency and execution standards. This ensures an efficient balance between service quality and operational costs. Within the year, the Group actively implemented standardized cleaning equipment and tools. Based on business scenarios, property fee tiers, and client requirements, we formulated 10 key cleaning configuration standards and developed equipment allocation calculation models to standardize equipment selection. Additionally, we established tool configuration standards and operational guidelines, digitizing human-machine collaborative equipment performance data and supplier management to enhance cleaning efficiency.

Moreover, in the commercial property sector, the Group has developed and implemented standardized documents including *the Good Service Practice Implementation Requirements* and the Digital Operation Standards for On-site Services in Commercial Projects (Pilot Version). Within the year, the Group launched the "F·I·N·E" Urban-Friendly Service System—centered on the core values of Friendly, Inclusive, Natural, and Efficient—and upgraded *the Commercial Property Good Service Practice V3* and *the Eight Sustainability Themes & Operational Guidelines*. These initiatives encompass end-to-end quality assurance measures across client services, health & safety, energy management, and other critical areas, ensuring every operational segment meets or exceeds industry benchmarks. By delivering exceptional spaces and service experiences, the Group not only fulfills client needs but also drives sustainable development in the sector, contributing the Group's expertise to the advancement of eco-conscious urban development.

123 Service Rules

The Group implements the 123 Service Rules, continuously optimizes service processes, improves service regulations, strengthens the standardization of service procedures, etc., and implements the service concept and requirement system of "Catering for Property Owners' Urgent Needs, Addressing Property Owners' Concerns, and Centering Everything around Property Owners".

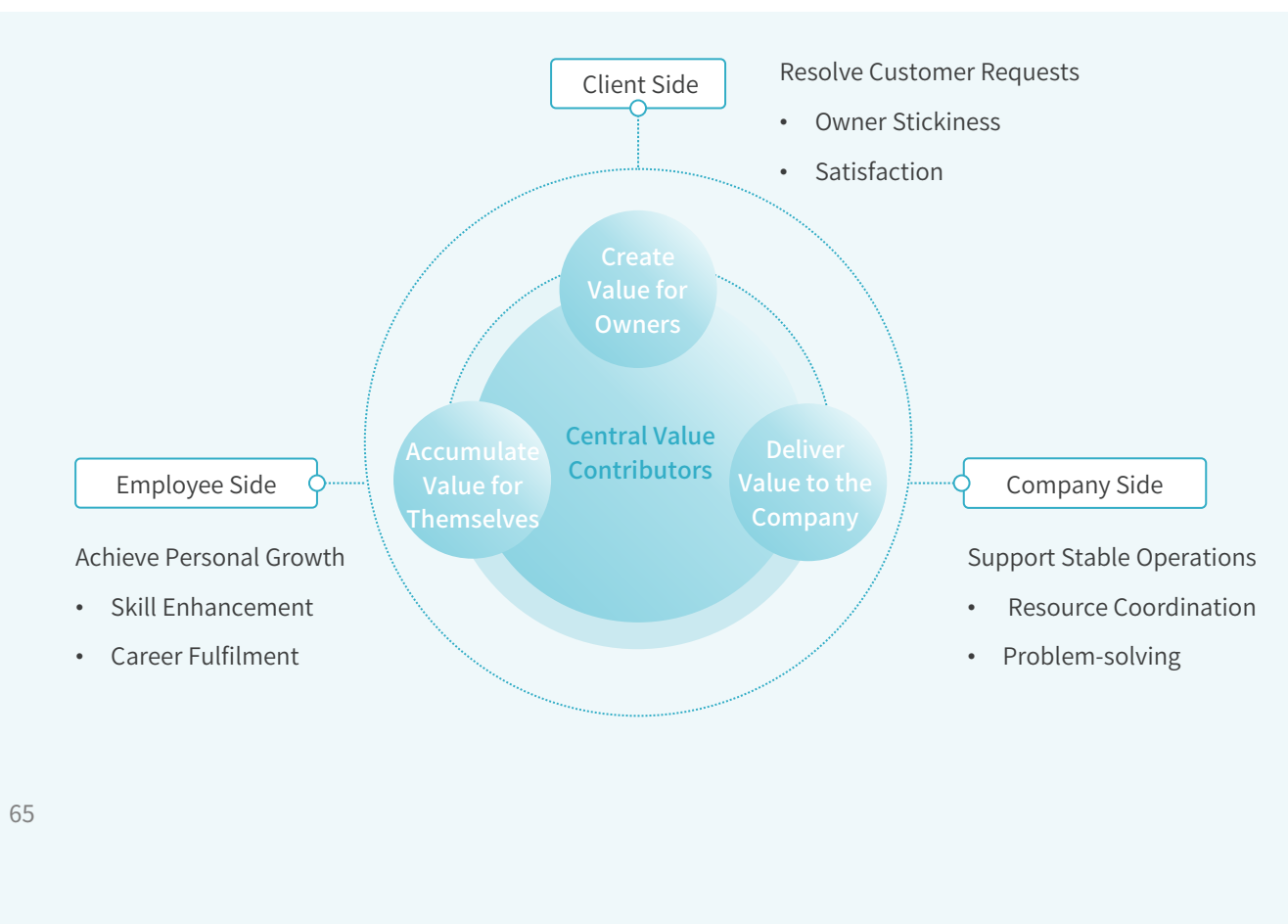
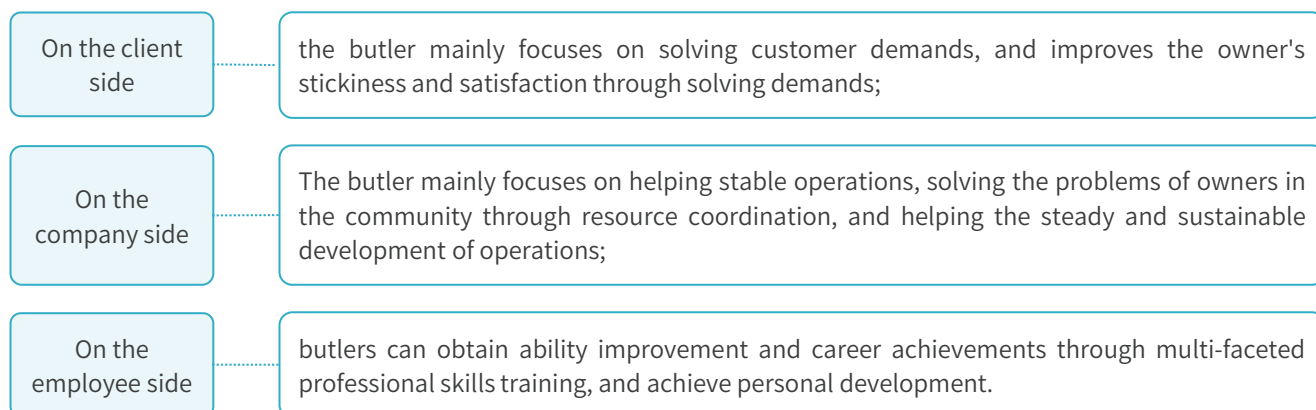


"123" Service Rules

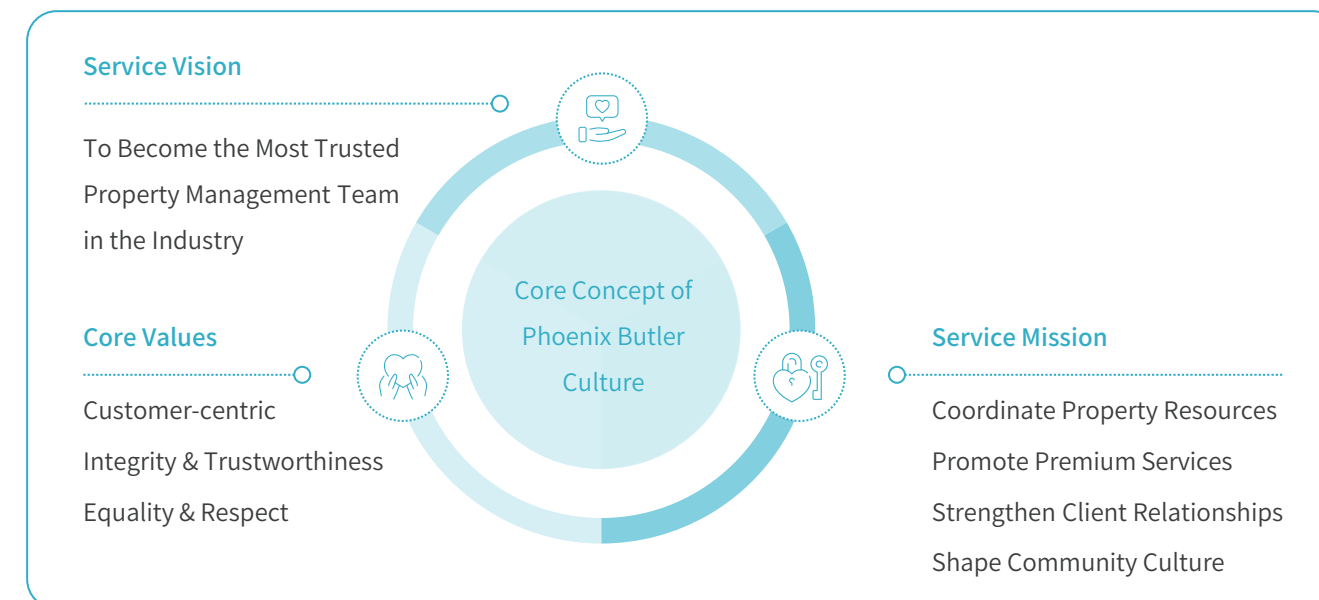
Phoenix Butler Service

The Group has formulated and implemented internal systems such as *the Measures for Country Garden Services Phoenix Butler Operation and Management (2023 Version)* and *the Platinum Phoenix Butler Performance Assessment Management Plan (2023 Version)*, setting up butler positions in property projects, taking Phoenix Butler as the first responsible person, dividing service areas, standardizing service standards, providing professional support, achieving comprehensive services, and providing intimate butler-style services and full-cycle quality services to property owners.

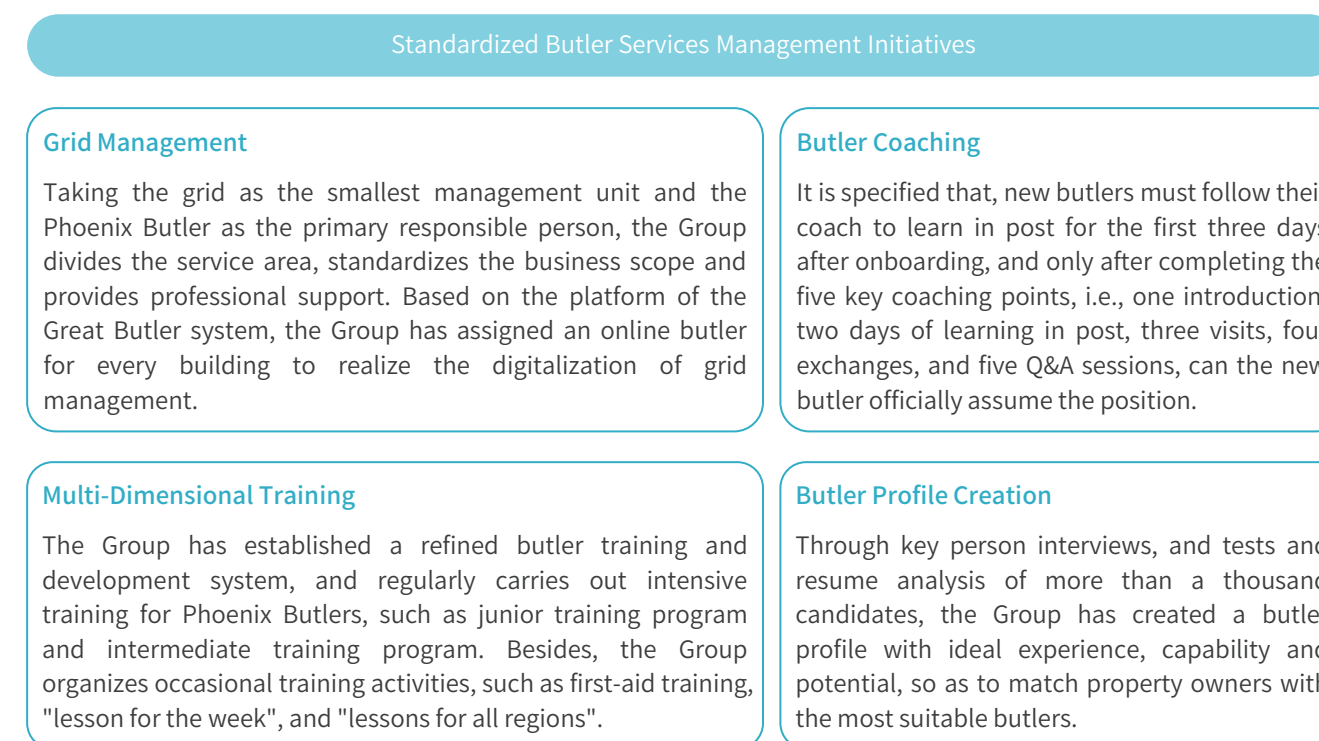
During the Year, under the concept of returning to essence and focusing on value-becoming a centralized realizer of property service value, the Group upgraded its customer service system, focusing on butlers as the centralized realizer of property service value, and further clarifying the three-dimensional positioning of butlers around the client, group and employee, so as to clarify the development and implementation of butlers services and the future development direction of butlers:



At the same time, the Group actively builds the exclusive culture of Phoenix Butler, provides diversified growth channels and value orientation for the butler team, enhances the sense of belonging, identity and happiness of the butler, and promotes the steady development and value presentation of the team. In 2024, in line with the new positioning of butlers, the Group formulated a new Phoenix butlers culture construction plan and gradually implemented the butlers culture construction work.

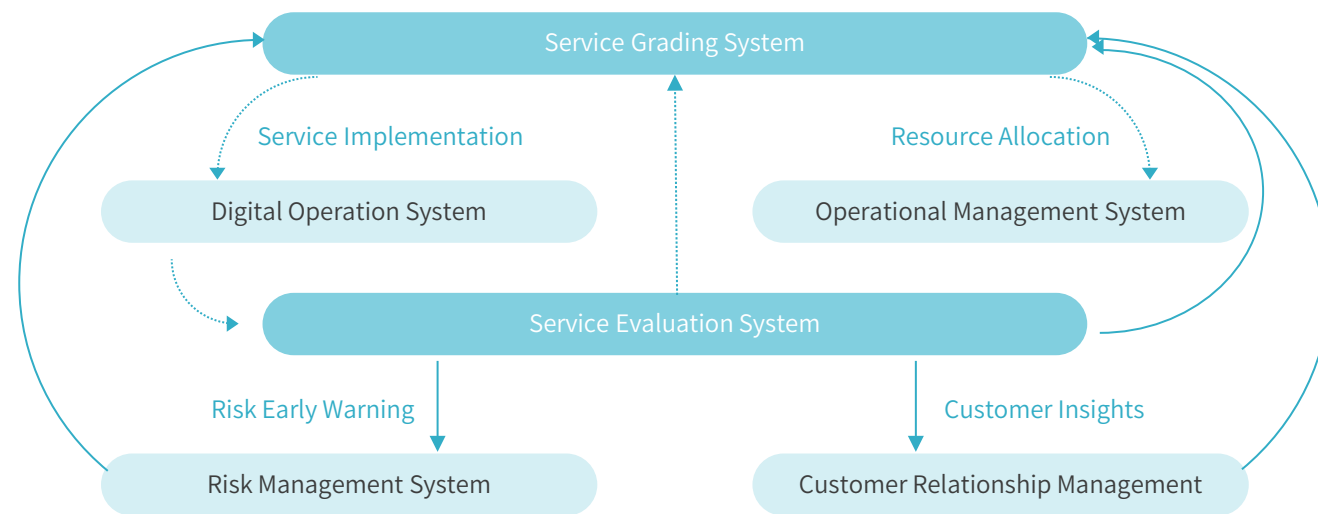


In addition, the Group continued to optimize the standardized management measures of housekeeping services to improve operational efficiency and service quality.



>> Service Grading Strategy

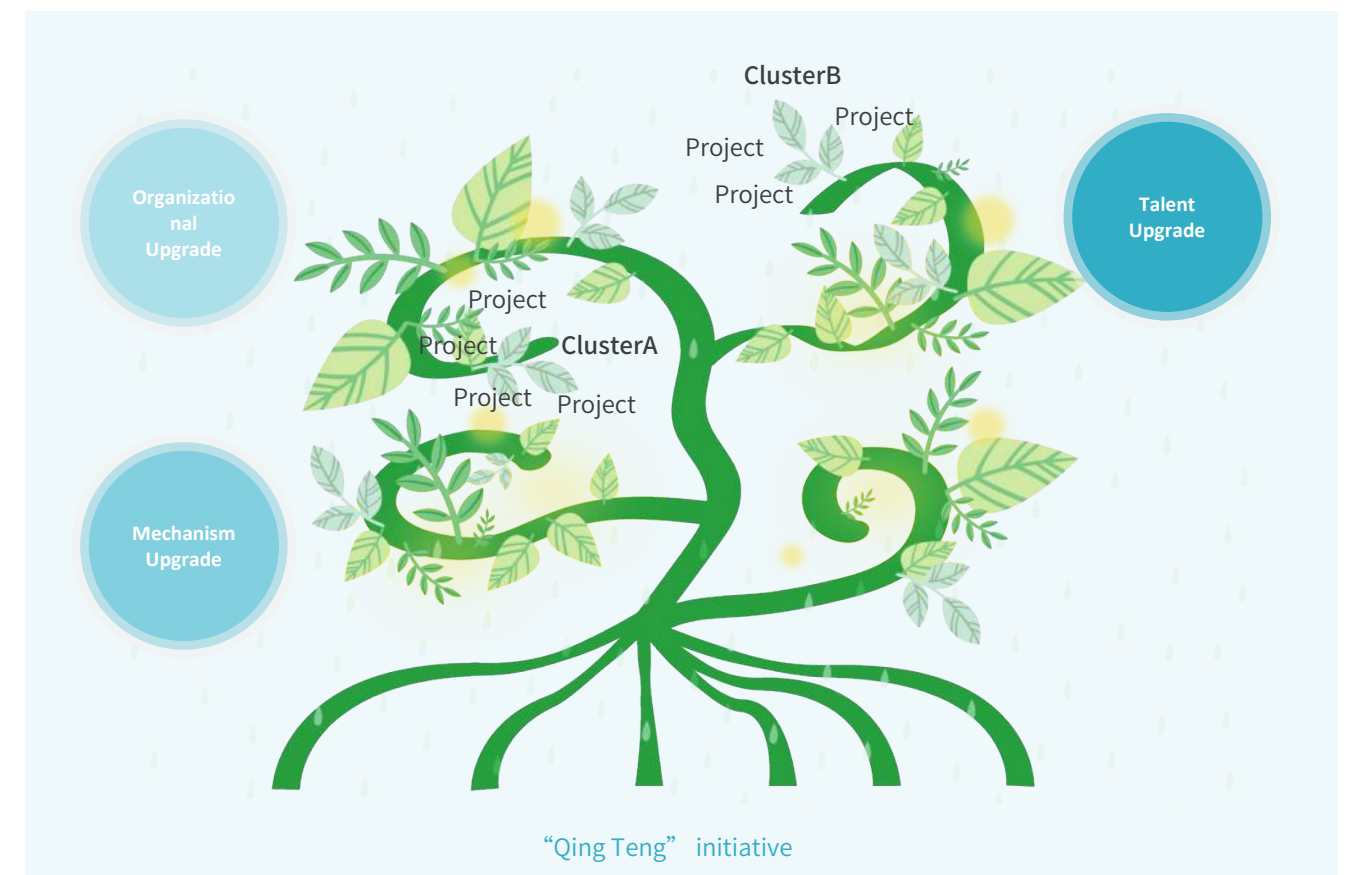
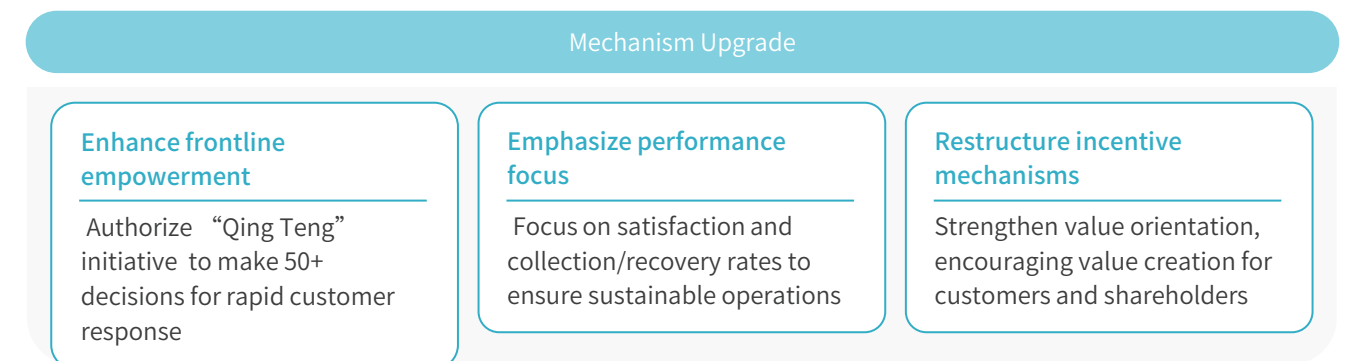
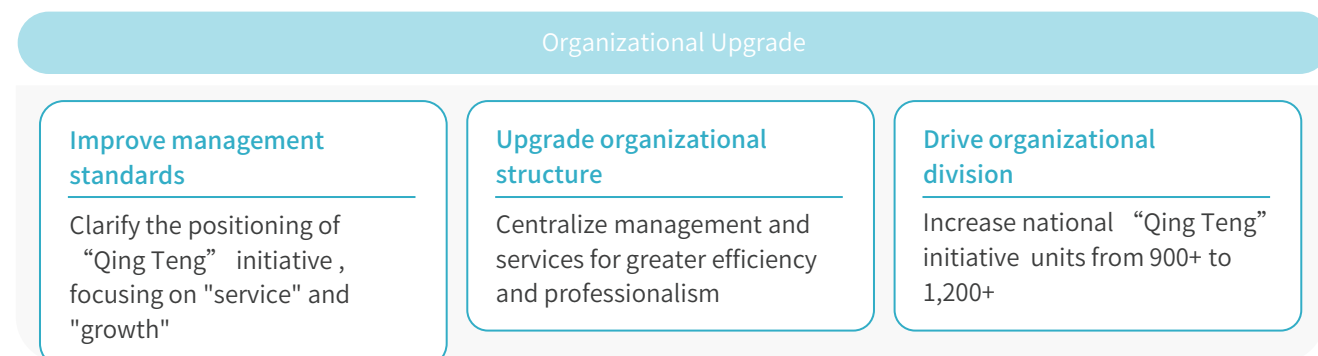
This year, the Group continued to advance the development of its service classification and tiering system. By deeply understanding homeowner needs, we established differentiated service standards and optimized operational management through strategic resource allocation. Digital empowerment enriched our service models, ensuring both the implementation of service standards and their integration with service performance evaluations. This approach enhanced risk management and customer relationship management, driving long-term, healthy, and sustainable project operations.



Effectively Improve Project Service Benefits with a Service Grading Strategy

>> Innovative Management Model

The Group further advanced and refined its “Local” program while upgrading the “Star Cluster” program to the “Qing Teng” initiative, jointly enhancing management quality and operational efficiency. The “Local” program integrates acquired projects by region to enable unified management and improve operational effectiveness. In 2024, the Group continued to upgrade the “Qing Teng” initiative across three key areas—organization, talent, and mechanisms—to drive deeper service refinement and empower breakthrough business growth.



>> Community Renewal Project

During the year, the Group carried out community renewal projects such as community quality improvement and environmental renovation, with a total investment of approximately RMB 774 million, and carried out renovation and renovation of old facilities in over 3,800 projects, and renovated and upgraded various systems such as facilities and equipment, recreational and sports facilities and intelligent projects, so as to improve the living experience of owners and help the community look new.



Comparison before and after Community Renewal

>> 100% Thoughtful Service at the Entrance

In order to provide property owners with a safe and comfortable living environment, the Group insists on implementing the "100% Thoughtful Service at the Entrance" campaign, strives to achieve 100% on-the-job smile service, salute and respectful greeting, focuses on understanding the needs of each property owner, and strives to provide them with the most considerate help and support.

Case



Heart-warming Operation at the Gate, the Security Guard and Patron Saint of Western Union Country Garden Sun City Community

Chen Zixiang, the property management staff of Western Union Country Garden Suncity Area A of the Group, is mainly responsible for the gatekeeper of Zhilan Bay. In Zhilanwan Community, she won high praise from residents for her warm and thoughtful service. She not only found and kept the keys forgotten by the owner on the electric car in time, thus avoiding potential safety hazards, but also took the initiative to help the old owners with inconvenient legs lift heavy objects and return home safely, and even provided medicine and psychological comfort when the elderly were unwell. Her behavior not only reflects her deep concern for community residents, but also demonstrates her service spirit beyond her responsibilities. Since joining the Company, she has received a total of 3 letters of commendation and 2 banners, and won the title of Security Star in September.

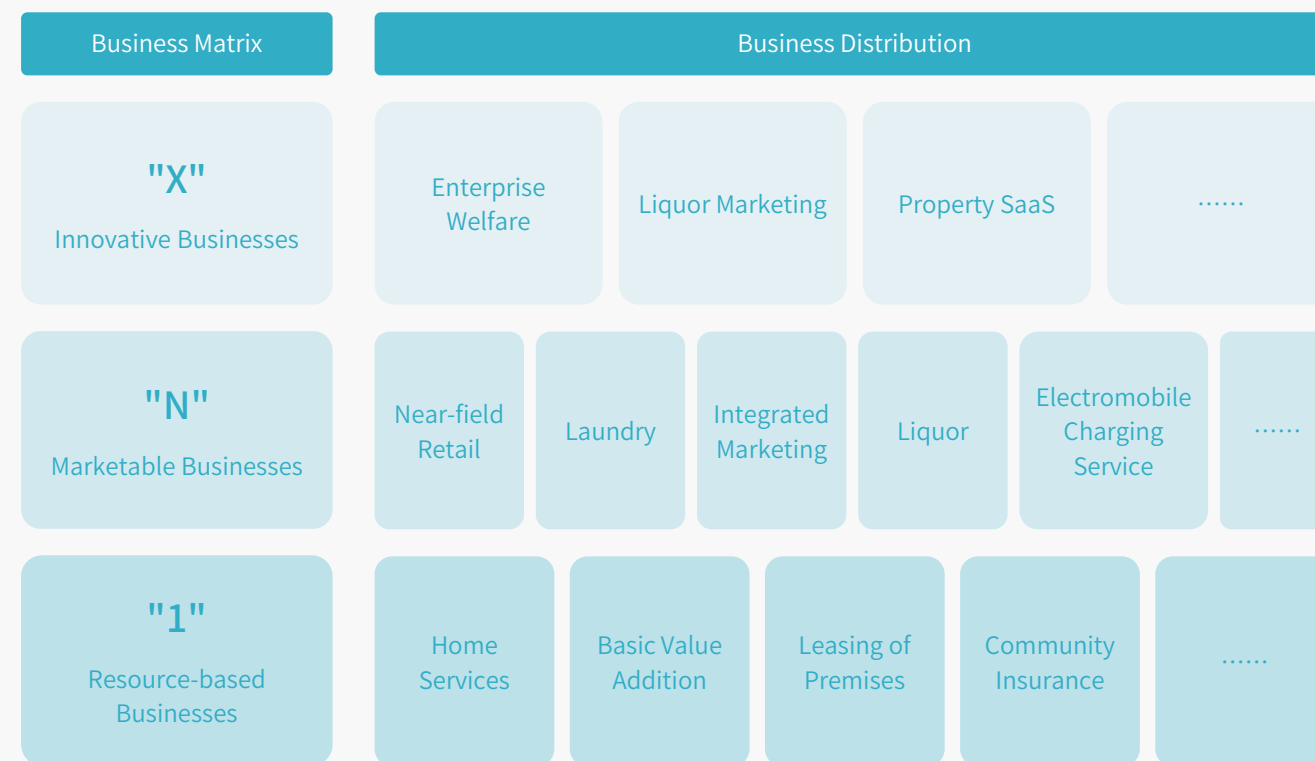


Property management personnel warmly protect

Community Value-added Services

The Group continues to focus on residents' needs and community services, further implements the innovative model of "property services + living services", continuously expands the scope of services, improves property owners' living happiness, builds a characteristic brand of full-cycle community living services integration operator, provides property owners with all-round community living services, and allows property owners to experience the beauty of property services.

During the Year, the Group continued to adhere to the "1+N+X" community value-added development strategy, starting from customers' living needs, linked up with many ecological chain partners, deepened community value-added services while extending the boundaries of community value-added services, and continued to make efforts in community charging business, near-site retail and other businesses to effectively improve property owners' living happiness.



"1+N+X" Business Matrix and Business Distribution



The "Quarter-hour Convenient Living Circle " downstairs provides users/social organizations with high-quality products and services, with businesses covering various scenarios of community life, such as housekeeping, new retail, laundry and new energy for the community.



The "YOUWA" housing agency focuses on the offline community life scenarios. Based on the strong property resources of the parent company and the professional team, YOUWA provides sale and purchase of second-hand properties, leasing and sale of new homes, and housing trust services, striving to satisfy customers' housing needs throughout their life cycle.



The liquor business services mainly utilize community scenarios and the consumer stickiness of property owners to realize the procurement and distribution of goods and sale of self-developed products. Besides, the liquor business services make use of the physical layout of the community to realize seamless online and offline connectivity, so as to organically combine the O2O sales experience with the delivery services.



In the form of home decoration and platform investment attraction, the Group provides full-chain home decoration services mainly for residential properties under its management.



Through an integrated omnichannel approach—including elevator posters and cultural events—the Group enhances brand exposure. Leveraging proximity-based experiential marketing to deepen consumer engagement, it employs social sharing mechanisms to extend community connections. This fosters deeper bonds between consumers and the brand while driving awareness, penetration, and conversion of premium products/services within neighborhoods. Simultaneously, the initiative promotes community-focused public welfare development.

As at the end of 2024, the Group:



The Downstairs Xinxuan business has deployed 2,527 outlets nationwide, and continues to provide dealers with a light entrepreneurial model. In 2024, 150 hot-selling products will be created. At the same time, through in-depth assistance to farmers, government and enterprises will jointly trace the source to add 11 million-level products such as Wuchang rice and Dangshan pear, realizing the continuous growth of hot-selling products and distributors, and supporting the market of near-field retail business.



Further promote the laying of charging piles and the optimization of product functions for the Smart Enjoy Charging Downstairs project. The total number of operating sockets nationwide is nearly 500,000, the service covers about 4,200 projects, and the cumulative number of registered users is approximately 3.4 million.



Cooperate with various charging pile companies to establish more than 10,000 new car charging piles with fast and slow charging guns in various communities, hotels, and office buildings across the country, providing community owners with more convenient, safer, and more environmentally friendly charging services, and helping to achieve carbon peak and carbon neutrality goals.



Integrate the main community cultural activities and marketing business promotion activities, plan three national themed activities throughout the year, organize various social and cultural activities in various regions and projects, with more diversified forms and higher participation, and integrate consumption scenarios with community life scenes in depth to further enhance the activity of product communities and increase consumption vitality.



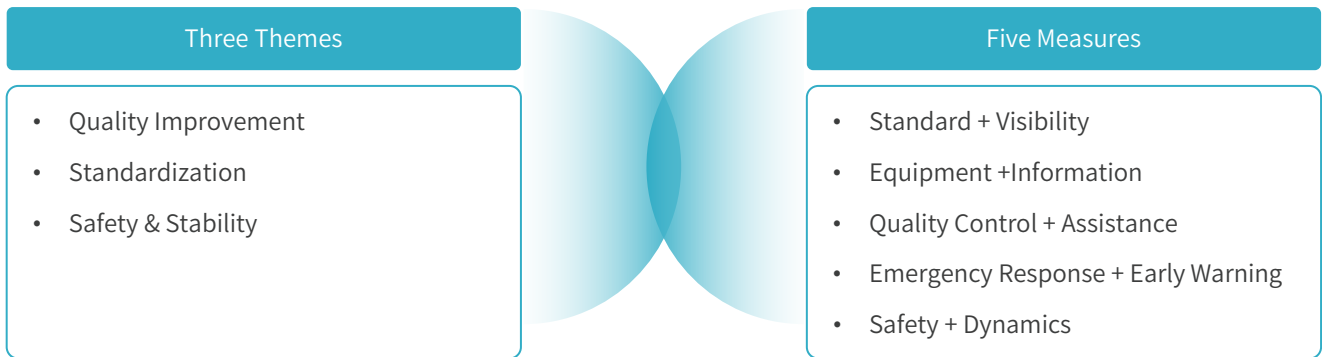
The "Yuandiantong" business platform continues to be upgraded around taking root in the community and building a business district model. Combine short video live broadcast to increase promotion carriers and elements, increase reach methods and seek owner welfare through free experience coupon distribution, lottery, etc., build a business district ecology through payment channel cooperation property fee rebate, further shorten the KOL publicity link between owners and butlers, and strive to achieve a win-win situation for owners, businesses and properties.

Value-added Services to Non-property Owners

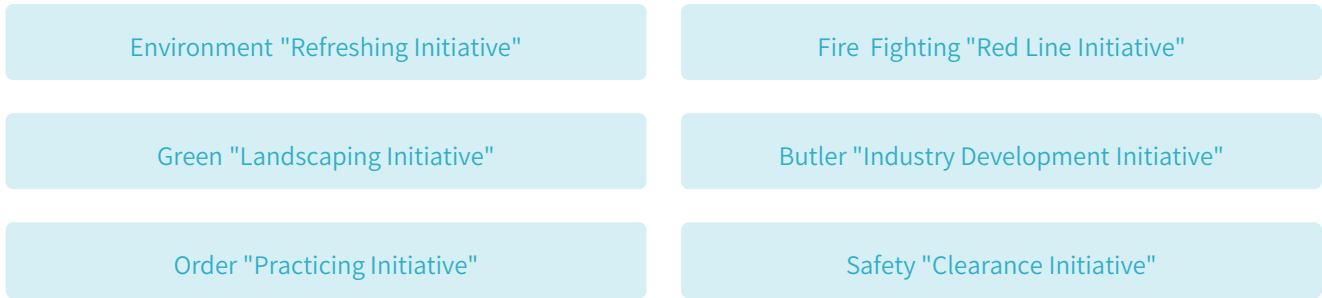
The value-added services to non-property owners provided by the Group provide professional customized services to property developers, including property management consulting services; Providing land cleaning, greening and maintenance services to property developers at the pre-delivery stage; Agency sales and leasing services for parking spaces and houses at the end of the day; Elevator product installation, supporting services, etc. The Group continues to optimize the value-added service model to non-property owners, continuously explores new ways to improve service quality, and strives to create value and comfort beyond expectations for customers with the highest quality services, so as to create a warm, harmonious and sustainable community environment.

"Three Supplies and Property Management" Businesses

The Group's "three supplies and property management" business continued to deepen the three-year management improvement campaign, closely adhered to three major themes and fully promoted new quality management lines in five ways. In terms of service quality, the Group formulated and implemented *the Guidelines for the Establishment of Post Standardization*, strictly grasped key indicators such as quality, safety and satisfaction, established quality management red lines, formulated quality evaluation standards for all formats, and implemented a three-level quality control inspection mechanism with 100% coverage throughout the year, 100% coverage at unit level quarterly and 100% coverage at project level monthly, and carried out quality supervision and evaluation for all formats, multiple dimensions, ways and channels.



Quality Improvement Themes and Measures



6 Quality Improvement Related Initiatives

During the Year, the Group comprehensively upgraded six major quality improvement activities for its “three supplies and property management” business, including improving the service skills of grassroots employees, planning environmental interactive supervision, standardizing operation service processes, creating standardized job scenarios, strengthening safety risk management, and improving non-residential quality services, etc., to create professional and refined services and effectively promote the improvement of owners' goodwill. Continue to carry out standardization creation and standardization theme month activities, and complete the standardization creation of 70 service scenarios for 30 projects and 10 themed activities such as glass cleaning and lawn pest control, so as to consolidate basic service quality and enhance the Company's brand effect; The operation management platform has initially taken shape, and the information collection of digital communities has basically covered all residential communities, laying a solid foundation for the application of smart property platforms.



City Services

The Group focuses on core sectors such as intelligent operation and maintenance of urban (ecological) environments, solid waste disposal and resource utilization, environmental protection governance, green technology services, manufacturing and leasing of environmental industry technology equipment, industrial park services, operation and maintenance of high-speed transportation and hubs. We provide comprehensive environmental protection governance solutions covering environmental protection design, construction & renovation, and intelligent operation for urban development, industrial upgrading, and livable communities. .

This year, Biran Environment actively expanded new high-quality projects, upgrading from "municipal sanitation services" to "comprehensive environmental services". Through technological innovation, model innovation, rigorous project selection, and refined operations, we achieved high-quality development. Manguo Environment proactively advanced model innovation by developing a "Three Networks Integration" model that combines and mutually promotes "sanitation services, waste classification, and renewable resource recovery" systems, contributing to green, low-carbon, and high-quality development.

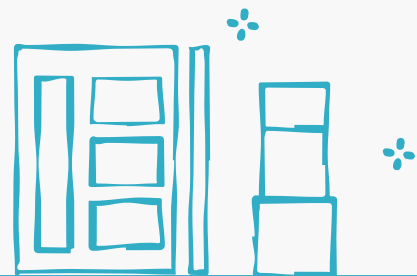
The Group actively improved service standards and monitoring and evaluation mechanisms, strengthened the identification and investigation of basic service risks and project inspections, and continuously improved the operation level and service quality of service projects.

The Group has established and released the *Work Manual on City Service Standards V1.0* and the *Operation Compliance Checklist for City Service Projects* to clarify how to carry out the projects of industrial parks, integrated municipal operations, high-speed rail transportation, schools, hospitals, airports and other business models in a standardized way. We have also established an internal third-party monitoring and assessment mechanism for the operation quality of city service projects to improve the quality of on-site business services.

The Group has listed the risk sources according to the service contents of each business model defined under the *Work Manual on City Service Standards V1.0*, and worked out the *List of Summary of (City Services) Basic Service Safety Risk Sources V1.0*. We organize a series of safety-centric events in the form of publicity, training and drills on the "Group Safety Day" (the 9th day of each month) to enhance employees' safety awareness. Meanwhile, we require all projects to conduct a comprehensive safety risk inspection against the *List of Summary of (City Services) Basic Service Security Risk Sources V1.0*. In doing so, we identify the issues and make rectifications in time, and establish the production safety ledger accordingly.

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

City Service Quality Management and Control System



>> "Harmonious and Beautiful Villages" Project

The Group actively responds to the national rural revitalization strategy, focuses on promoting urban-rural integrated development, explores introducing advanced urban property services to rural areas to address service gaps in green governance, public safety, community services, and spiritual civilization construction, and consistently practices the concept of co-building, co-governing, and sharing beautiful new rural areas.

Case



Jinchuan District, Jinchang City Urban-Rural Integrated Environmental Improvement Demonstration Project

The Group serves the "Rural Revitalization" strategy, focusing on the "Thousand Villages Demonstration, Ten Thousand Villages Improvement" project to create model harmonious and beautiful villages that boost rural revitalization. In 2024, the Group undertook the Jinchuan District, Gansu Province rural-urban integrated sanitation project, establishing a professional command center and building a digital management platform. This platform scientifically coordinates information across multiple dimensions including GPS tracking for waste collection vehicles, drone inspections, and video surveillance networks, organically connecting sanitation workflows through digital means. It enables real-time coordination between upper and lower levels, achieving real-time dispatch of personnel and vehicles, and promoting "full coverage" of intelligent sanitation management.



Comparison before and after Transformation

>> City Service Partner Program

During the Year, the Group continued to promote the City Service Partner Program, continued to assist partners in leaping from the original linear business to the full-scenario service capabilities of city services, and built a new pattern of urban symbiosis with a new strategic alliance relationship of win-win cooperation.

Case

The 4th City Service Developers Conference was successfully held

In March 2024, the Group successfully held the 4th City Service Developers Conference in Beijing, aiming to explore new trends in urban governance and high-quality development. The conference attracted more than 200 experts, scholars and business representatives from the fields of urban governance, public management and property services to share and discuss the cutting-edge practices of digital and refined services in improving the level of urban governance. In addition, the conference also showcased the successful practice of the Group in the field of city services, further promoted the implementation of the City Service Partner Program, and provided new ideas and directions for the future development of city services while promoting exchanges and cooperation between academic and business circles.



The 4th City Service Developers Conference

Commercial Operational Services

Leveraging on its advantages such as high-quality commercial operation capabilities and huge brand resource pool, the Group provides full-chain services such as business planning consulting, investment promotion, operation and planning services for shopping malls, residential commercial buildings and office buildings, and has formed a rich product line, including high-quality one-stop shopping mall “Bele City” (碧樂城), neighborhood center “Bele One” (碧樂匯), commercial block “Bele Time” (碧樂時光), etc. During the Year, the Group continued to promote third-party external expansion and successfully signed contracts to expand several asset-light projects including Suzhou Kunshan “Bele Time” (碧樂時光) and Xi'an M3 “Bele City” (碧樂城). New openings include projects such as Zhuhai Youli “Bele City” (碧樂城).



Protection of Customers

The Group attaches great importance to the health and safety of customers, employees and partners, strictly abides by laws and regulations such as the *Law of the People's Republic of China on Production Safety*, the *Law of the People's Republic of China on Fire Fighting* and the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*, strengthens the identification and control of safety risks, and creates a safe, healthy and harmonious community environment. At the same time, the Group comprehensively improves information security and privacy protection, practices the concept of responsible marketing, and effectively protects the legitimate rights and interests of consumers.

Customer Health and Safety

The Group regards protecting the personal and property safety of customers and employees as its first responsibility, takes the property owners as the center, strictly complies with the formulation and implementation of internal policies such as the *Measures for Risk Control and Management of Property Basic Services (V4.0)*, the *Administrative Measures for Fire Safety Responsibilities (2022 Edition)*, the *Property Defense Management System of Country Garden Services (2022 Version)*, and the *Country Garden Service Safety Production and Quality Redline Discipline* to clearly regulate the risk management and control of property services, community fire protection, security and infrastructure.

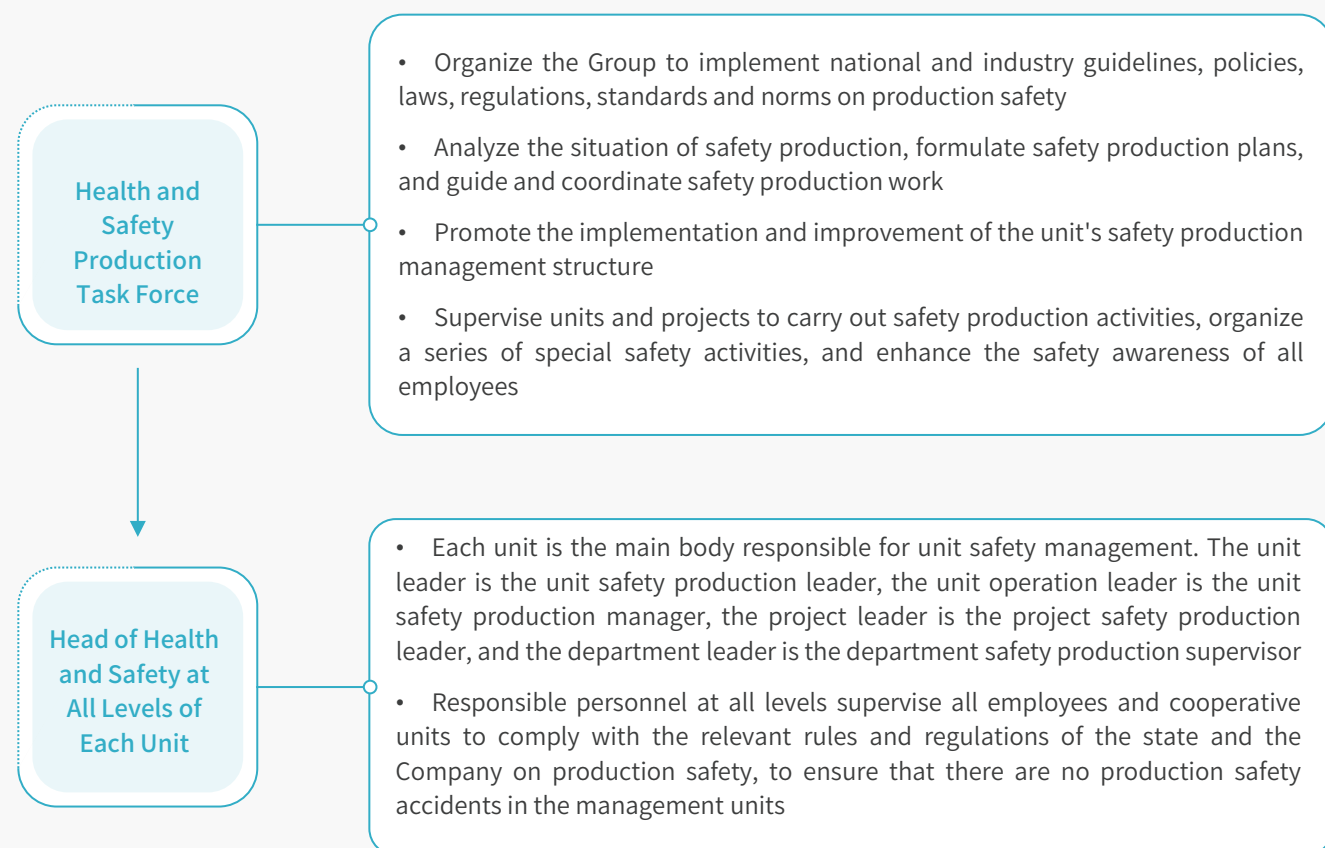
>> Risk Control and Safety Management System

The Group adheres to the principle of zero violation of safety redlines and effective control of general risks, establishes and improves the safety production management system, implements the safety production responsibility system, rectifies hidden dangers and strengthens measures to achieve zero property management liability accidents. We adhere to the principle of "who is in charge, who is responsible". We also adhere to territorial management, implement risk control at different levels, and always conduct safety risk management centered around the closed-loop process of "pre-event prevention, in-process control, and post-event accountability". The executive director and president of the Group serves as the primary person responsible for the enterprise's work safety and occupational health. A Health and Safety Production Task Force has been established, which is tasked with supervising the implementation of work safety initiatives in each unit and project.

Signing Rate of Employee
Safety Production

100%





Health and Safety Production Management Framework

In 2024, the Group 's safety production management target is to achieve "zero safety production accidents", "zero fire accidents" and "zero casualties" in the management region. To ensure the achievement of the goals, the Group strictly implements the "one-vote veto" system, and organizes the responsible persons of safety management at all levels, including the responsible persons of units, to sign the Appointment Letter of Person in Charge of Safety Production and the Appointment Letter of Person in Charge of Fire Safety. If there is a property management liability accident in the management area, the person in charge of the unit will bear penalties such as dismissal and performance deduction according to his management responsibility. At the same time, we take health & safety performance as a factor and incorporate it into executive compensation.

The Group continues to strengthen risk assessment, risk management and control and emergency response, and constantly improves the safety risk management system to ensure the comprehensiveness and effectiveness of safety management and safeguard the smooth operation of the management areas.

Risk Assessment: Normalized Risk Assessment is the Foundation

- Investigate the safety risk sources of basic services, and pay attention to the related risks such as basic property services, fire safety and production safety
- Conduct regular internal assessments of the safety risks faced by the project to support the achievement of health and safety targets
- Report the risk assessment results to relevant departments of the Group regularly, to adjust risk response strategies in time
- Conduct comprehensive audit of health and safety related policies and their implementation results annually
- Invite professional market organizations to conduct a comprehensive evaluation of the occupational health and safety management system and obtain relevant certification

Risk Management and Control: Special Risk Situations are the Focus

- Conduct safety training and assessment for all self-owned employees and employees of outsourced suppliers
- Improve the safety risk awareness of self-owned employees and employees of outsourced suppliers through training, rewards and punishments, and regularly summarize the experience of safety management
- Take special measures such as setting up warning signs and focusing on controlling high-risk areas

Emergency Response: Drill Training is the Key

- Formulate and regularly organize drills according to *the Emergency Response Plan Drill Checklist*
- All employees should be familiar with the relevant responsibilities and requirements in the emergency plan before taking up their posts
- Each project needs to establish a voluntary fire protection organization to ensure the timeliness of situation control
- In the process of emergency handling, take on-the-job operation protection and safety measures and on-the-job care

Safety Risk Management System

>> Employee Safety and Security

In order to ensure the operational safety of personnel in relevant positions, the Group has included equipment safety management in its important agenda, established a system of rewards and punishments and records, and regularly inspected and repaired various types of equipment and security equipment, covering multiple dimensions of personal, equipment, transportation, fire protection and social security, and implemented by the Group-Unit-Project-Department hierarchy.

In order to prevent accidents and minimize personal injuries, the Group has established comprehensive and full-cycle health and safety training for employees, from pre-employment safety training to daily morning meetings to monthly safety special meetings, which run through all stages of each employee's work scenarios. At the same time, the Group also requires employees to strictly abide by safety operating procedures and various rules and regulations, and correctly use labor protection articles. In the event of a work-related accident, the Group requires the department where the accident occurred to strictly implement the process of handling work-related accidents, do not treat self-owned employees and contractors differently, and has zero tolerance for delaying or concealing work-related accidents.

In 2024, in terms of employee safety management and caring actions, the Group emphasized training and prevention-strengthening employee safety skills internally, caring for employee health with love, and systematically strengthened employee safety management and health protection in daily operations, transportation and bad weather scenarios.

Provision Rate of Labor
Protection
100%

Build Defense with Training

In order to continuously enhance employees' awareness of "safety first", all projects in Hubei continuously carry out quarterly safety publicity and training activities for all employees, including anti-terrorism and anti-riot drills, classes on work-related injury cases, safety reminders for employees' electric vehicle charging, and employee safety knowledge training of "all the way", to encourage all property personnel to always keep in mind their responsibilities for safe work, cultivate safety awareness, and make employees the first guardians of their own safety.



Care with Love

In order to ensure the on-the-job safety and health of employees in hot weather, Country Garden Baiyue Zhijia Property has taken active actions to fully implement heatstroke prevention and cooling measures. Each project issued hot weather prevention guidelines to guide employees on heatstroke prevention measures in terms of food, clothing, housing and transportation. At the same time, 100% of on-the-job employees are equipped with heatstroke prevention drugs, and frontline employees are provided with watermelons and cold drinks to relieve heatstroke. In addition, all employees are organized to participate in heatstroke prevention health seminars to enhance employees' awareness of heatstroke prevention and self-protection ability.



>> Community Safety Management

The Group adheres to the principle of "zero violation of safety redlines and effective control of general risks", implements measures to prevent key safety hazards, strictly oversees key safety incidents, and is committed to achieving zero property liability accidents to ensure the safety of community residents. On "Country Garden Service Safety Day" on the 9th of each month, each unit actively organizes a series of special safety activities and implements a standardized work list covering nine key work items to enhance the safety awareness of all employees and form a normalized hidden danger inspection mechanism for all employees. Through the monthly Safety Day activities, the regional companies and projects conduct safety inspections on the public facilities and equipment, environmental hygiene, and safety management of the serviced areas. This helps to eliminate potential safety hazards in the residential areas, enhance the safety awareness of property management staff, and safeguard the safety of the lives and properties of property owners and residents. In addition, during the Year, the Group carried out activities such as November Fire Safety Month, Elevator Safety Emergency Special Action, Summer Safety Guidelines for Minors, Explosion-proof Drills, Emergency Drills, and 100-Day Safety and Accident-Free Action to further refine the scenarios to deal with potential safety hazards and deepen safety management measures.

The Group attaches great importance to fire safety work and requires each project to regularly conduct fire drills and fire prevention exercises. In 2024, the group organized more than **14,000** large-scale fire drills nationwide, effectively preventing the spread of over **710** early-stage indoor fires.

Case



The Special Activity for Elevator Quality Enhancement: "Worry-free Elevator Riding"

During the Year, the Group has launched the special activity for elevator quality enhancement "Worry-free Elevator Riding", and all units actively cooperated with market supervision and management departments, police stations, neighborhood committees and elevator maintenance units to carry out special emergency drills for elevator safety through close cooperation between government, enterprises and civilians. This action covers 5,000 projects in more than 400 cities across the country, effectively improving the quality of elevator maintenance and helping to strengthen the safe operation level of elevators and elevator riding experience.



"Worry-free Elevator Riding" Elevator Quality Improvement Activity Site

During the Year, in order to create a safe and harmonious community environment and improve the safety awareness and quality of life of property owners, the Group carried out a series of safety-themed publicity activities, covering fire safety, prohibition of throwing objects at high altitude, anti-fraud, civilized pet keeping and civilized ladder riding, etc., with the aim of comprehensively improving the safety and civilized level of the community.

Fire Safety Publicity

Carry out safety knowledge publicity activities through banners, posters, knowledge classrooms and other channels; Invite professional safety officers into the community to explain fire hydrants, gas masks, fire extinguishers and other fire-fighting equipment; Set up fire extinguisher usage courses on site to guide owners to learn how to use fire extinguishers.



Anti-Littering from Heights Publicity

We link with community police went into the community to explain and publicize the harmfulness and precautions of high-altitude parabolic objects, such as not putting potted plants, mops and other items on the outside edge of windows, and inviting the owners to increase supervision over the surrounding high-altitude parabolic behavior.



Anti- Fraud Publicity

To better protect the property safety of owners, raise their awareness of anti-fraud, and jointly create a safe and harmonious living environment, we jointly launched an "anti-fraud publicity campaign" with the telecommunications company to explain practical anti-fraud skills to owners.



Related Party Health and Safety Management

The Group integrates suppliers, contractors and other relevant parties into the health and safety metrics system and applies the same health and safety policies and standards as those applied to permanent employees. When signing contracts with relevant parties, they are clearly required to comply with health and safety requirements and laws and regulations with the same standards as internal management, and sign *the Fire Protection and Safety Production Commitment Letter*. At the same time, the performance appraisal of relevant parties is carried out according to the same standards as internal employees. If a management liability accident occurs, the relevant parties shall bear fines and other penalties.

In daily management, the Group proactively assists relevant parties to standardize personnel operations and occupational safety management, sends professionals on-site supervision and guidance from time to time, rectifies problems in a timely manner, and helps improve safety management. In addition, the Group includes employees of relevant parties in the scope of labor safety and health education and training, and enhances their safety awareness and emergency response capabilities by conducting training courses such as explanation of safety operation procedures and emergency response drills, so as to jointly create a safe and healthy working environment.

Safety Management for Commercial Office Building Projects

The Group's Tianli Commercial Office Building Service Division has formulated *the Good Service Practice Implementation Requirements*, which include risk identification and evaluation in relation to emergency preparedness and response, personal protective equipment and work safety, health hazards, and environmental pollution incidents to ensure the safety and health of employees and customers. At the same time, suppliers, suppliers' suppliers, contractors and their employees are included in the scope of health and safety management, and *the General Code of Conduct for Suppliers* is formulated to set standards on employee safety and health, environmental protection, protective equipment and site safety, and suppliers are required to sign *the Supplier Commitment* to follow the Group's health and safety-related standards, and accept the review and evaluation of compliance with standards by the Commercial Office Building Service Division.

We always take "zero accidents", "zero pollution" and "zero injuries" as our safety, health and environmental protection (EHS) management targets. In order to clarify the target responsibilities, Tianli Commercial Office Building Service Division *Enforcement of Safety Prohibitions and Life-Saving Clauses* signed *the EHS Responsibility Letter* with each project leader, and formulated the. If there are any projects, direct and indirect contractors who violate the prohibitions and clauses, points will be deducted in the current assessment, which will affect the annual assessment, to improve the execution ability of safety management. During the Year, there were no serious casualties or violations of laws and regulations in Tianli Commercial Office Building Service Division.



Objects of EHS Performance Appraisal

The persons in charge of the regional companies, major projects and directly-administered projects under the Commercial Office Building Service Division

Appraisal Frequency

Quarterly and annually

Appraisal Criteria

Detailed scoring rules are formulated around three aspects: EHS management, violation of laws and regulations and public opinion management. Among them, a "one-vote veto" system is implemented for work safety accidents, occupational health accidents, and environmental pollution accidents.

In order to promote the achievement of safety, health and environmental protection goals, the Commercial Office Building Service Division implemented a number of measures during the Year, including the launch of Safety Production Month activities; All employees (including our employees and employees of outsourcing companies) carry out special EHS training to ensure that each person has more than 6 hours of study, and hold "professional foundation building and continuous symbiotic" theme training camps for engineering lines; Start employee health and well-being plans, upgrade employee dormitories, carry out workshop exercises, mindfulness decompression, care for employees with special needs, etc.

Case

Safety Production Month Activities

In June 2024, which is the 23rd National Safety Production Month, the Tianli Commercial Office Building Service Division has launched a series of safety production month activities with the theme of "Marching with the Vanguard, No Room for Hazards — The Commercial Office Building Vanguard Defense Plan". The activities focus on protecting customer safety and strictly observing the bottom line of safety responsibility, focusing on four sections: construction safety, customer safety, customer health and emergency combat. By carrying out occupational safety education and training, establishing and updating the list of risk identification, evaluation and control measures, organizing household safety inspections and publicity activities, holding emergency plan drills and fire fighting skills competitions, etc., we firmly establish the concept of "people-oriented" and "safe development", and comprehensively build the safety protection wall of office buildings.

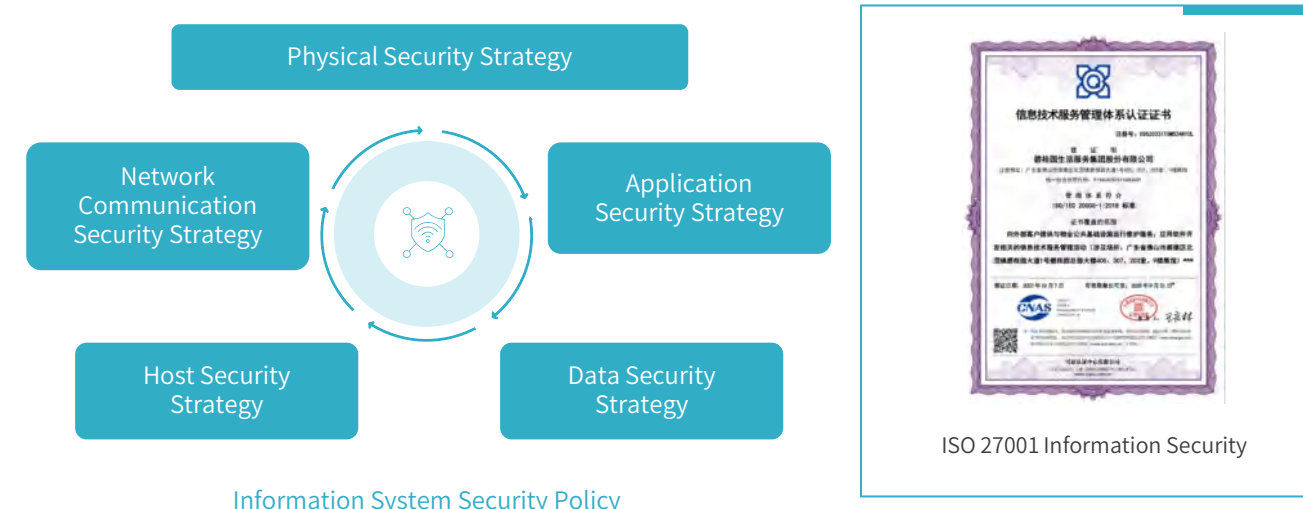


Safety Production Month series activities

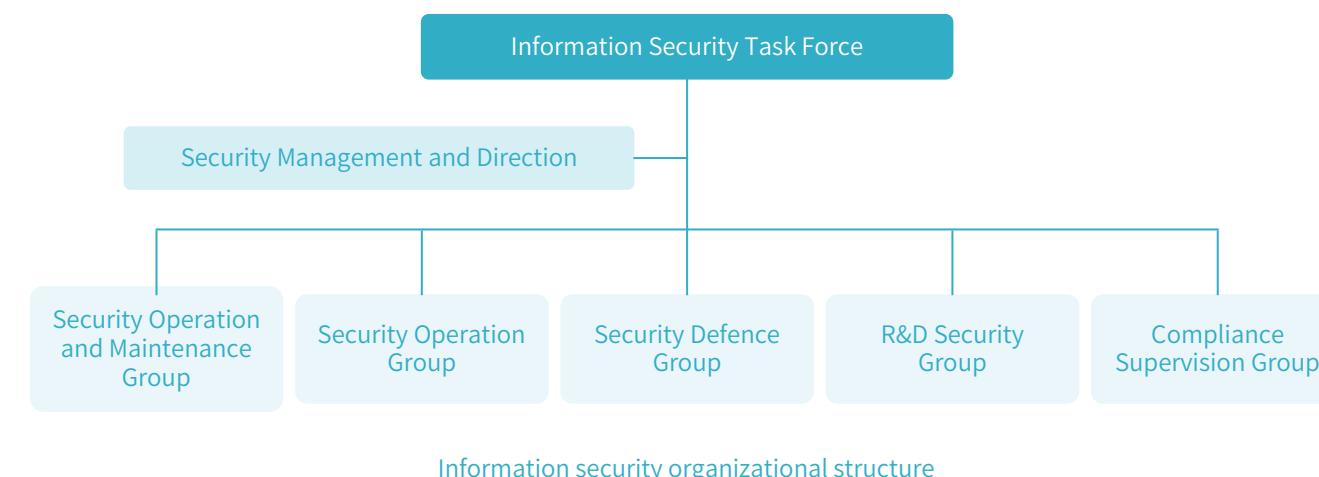
Information Security and Privacy Protection

The Group strictly complies with relevant laws and regulations such as the *Personal Information Protection Law of the People's Republic of China*, *Administrative Measures on Information Security Classified Protection*, *Regulations on the Security Protection of Computer Information Systems*, and formulates and implements internal management systems such as the *Country Garden Service Group Data Security Management Rules*, *Country Garden Services Group Data Security Management Measures (2023 Edition)*, *Country Garden Service Group Data Classification and Classification Management Measures (2023 Edition)*, *Information Security Management Regulations of Country Garden Services Group (2023 Edition)*, and clarifies information security management requirements. At the same time, we have established five information system security strategies, built an information security system with digital operation, controllable risks, credible environment and compliance, continuously improved the level of information system security protection, and ensured the effective implementation of information security and privacy protection.

The Group has passed the ISO 27001 information security management system certification and has fully implemented the information security level protection system. Among them, the data exchange bus system passed the Level 2 information security classified protection certificate, and the core systems and applications such as the BIP system, the BOSS property management system, the Great Butler system, the core human resources system and the Phoenix Club all passed the Level 3 information security classified protection certificate. To ensure the safe operation of all core business systems, the Group regularly audits the implementation of information security policies every year, supervises the information security work and implementation of responsibilities of information system security personnel and personnel in key positions, and cooperates with the regulatory authorities to review the evaluation results of equal assurance. In 2024, 9 core business systems of the Group successfully passed the information security classified assessment, further consolidating the information security management capabilities.



The Group has established an information security organizational structure, comprising an information security task force consisting of CTO and general managers of each department, and six information security executive teams. Personnel at all levels perform their duties, carry out information security management related work, and make every effort to ensure the information security of the Group. We also have a digital empowerment department, which is the core functional department and executive agency of the Group's information security, and is responsible for implementing various tasks assigned by the information security task force to ensure that the information security work is implemented into the Group's organizational system and business.



In terms of information security drills, the Group has set up an Information Security Emergency Command Office, which is responsible for monitoring and early warning of network and information security, risk assessment and control, investigation and rectification of hidden dangers, and organizing and coordinating emergency drills for network and information security emergencies. At the same time, to enhance the information security awareness of all employees, we conduct publicity, education and training to deal with network and information security emergencies at least once a year. By pushing notifications of major risk events to employees, such as remote tool vulnerabilities, ransomware incidents, etc., employees can fully understand various information security risks and build a strong ideological defense line for information security.

Case

Foshan "Feihong Cup" Event

During the year, the Group participated in the Foshan "Feihong Cup" event to strengthen the security awareness and emergency response capabilities of the information security team. During the preparation stage of the event, the Group organized the information security team to conduct actual combat drills and conduct in-depth penetration tests on the system, discovering and repairing a number of security vulnerabilities, which significantly improved the stability of the system; During the formal offensive and defensive combat session of the event, the Group successfully withstood multiple rounds of attacks and achieved a successful success of zero invasion incidents. Through the management of exposure surface and attack surface, this activity realized the dynamic clearing of high-risk external network of the Group, comprehensively strengthened network security barriers, and protected customer data security.



Foshan "Feihong Cup" event site

In terms of protecting customer privacy, the Group focuses on two core areas, namely data security and personal privacy protection, strengthens information security protection capabilities, and effectively protects customer privacy. During the Year, we worked closely with the Third Research Institute of the Ministry of Public Security to carry out the Personal Information Protection Impact Assessment and Certification (PIA), which was awarded the PIA two-star certification, further enhancing the Group's compliance and effectiveness in personal privacy protection. In addition, we join hands with well-known data security vendors to promote terminal protection solutions for data security. Around the entire life cycle of data security, we implement a series of safeguard measures including data encryption, access control, security audit, etc., to ensure that the whole process of data from generation to destruction is safe and controllable, and provide customers with a more reliable data protection environment.

Responsible Brand Management

The Group strictly complies with the Advertising Law of the People's Republic of China and other laws and regulations as well as industry standards, and actively practices the principles of marketing compliance, comprehensiveness, effectiveness and reporting for approval. With a sound brand management system, stringent compliance review, active public opinion control and continuous training and improvement, we will build a trustworthy and socially responsible property service brand.

Compliance Management to Build a Solid Brand Foundation

The Group has formulated clear standards to produce promotional materials, with detailed specifications from content planning, copywriting to design and typesetting. In terms of publicity content review, a three-level brand communication management and control system of "Headquarters-Region-Project" is implemented, and the group headquarters checks the brand information output by regions and projects from time to time. Through the multi-level audit system, we can effectively guarantee the authenticity and legality of external information dissemination, effectively safeguard the basic rights and interests of customers, and build a compliance foundation for the healthy development of the brand.

Manage Public Opinion to Safeguard the Brand Image

The Group has set up a task force for public opinion management to comprehensively coordinate public opinion management, which is responsible for deciding to start or terminate public opinion handling, reviewing major public opinion handling plans, planning and implementing external releases during major public opinion handling, and timely controlling the impact of emergencies on the brand. During the Year, the Group adhered to a highly responsible attitude towards customers, systematically updated the Country Garden Service Public Opinion Management Measures (2024 Edition), adjusted the content and process of public opinion assessment, rewards and punishments, and further standardized public opinion management.

Empower through Training to Enhance Brand Awareness

As the core force to promote the improvement of brand management and public opinion management and control capabilities, the President's Office of the Group is responsible for the development of brand management courses, lecturer training, case studies, etc., and organizes brand and public opinion management training every year, covering the Company's senior executives, unit brand leaders, project managers, management trainees cutting-edge plans, etc., so as to improve the awareness of brand promotion and risk control among all employees of the Company. At the same time, the brand leaders of each unit organize brand and public opinion training every year, covering key positions such as project managers, phoenix butler, unit department heads, etc., and consolidate the training knowledge through exams. If the examination fails, the unit leaders will reconsider the job matching degree of the employee. As well as providing special courses on public opinion management for project managers and regional managers in conjunction with the "Cornerstone Project".

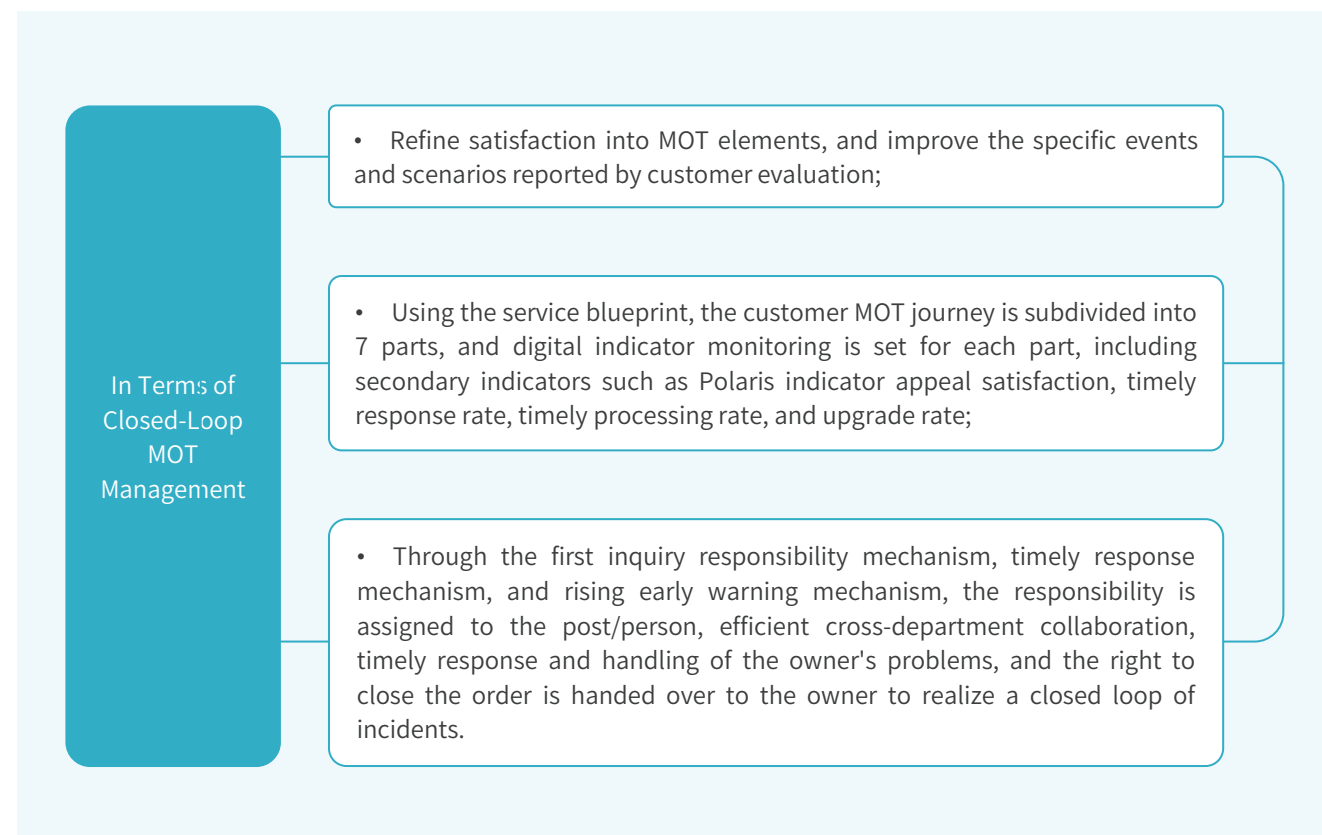
Enhancing Customer Satisfaction

The Group always upholds the core concept of "customer-centeredness", establishes and improves the customer service system, listens attentively to customers' voices through multiple channels, actively responds to customers' demands, and is committed to providing customers with all-round excellent service experience. The Group strictly abides by the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* and other laws and regulations, formulates and implements internal systems such as *the Management Plan for the Assessment of Small Customer Satisfaction of Country Garden Services (2024 Edition)* and the *Regulations on Complaint Management*, implements various tasks of customer satisfaction management, consolidates the foundation of the service evaluation system, and promotes the steady improvement of customer service quality.

Customer Service System

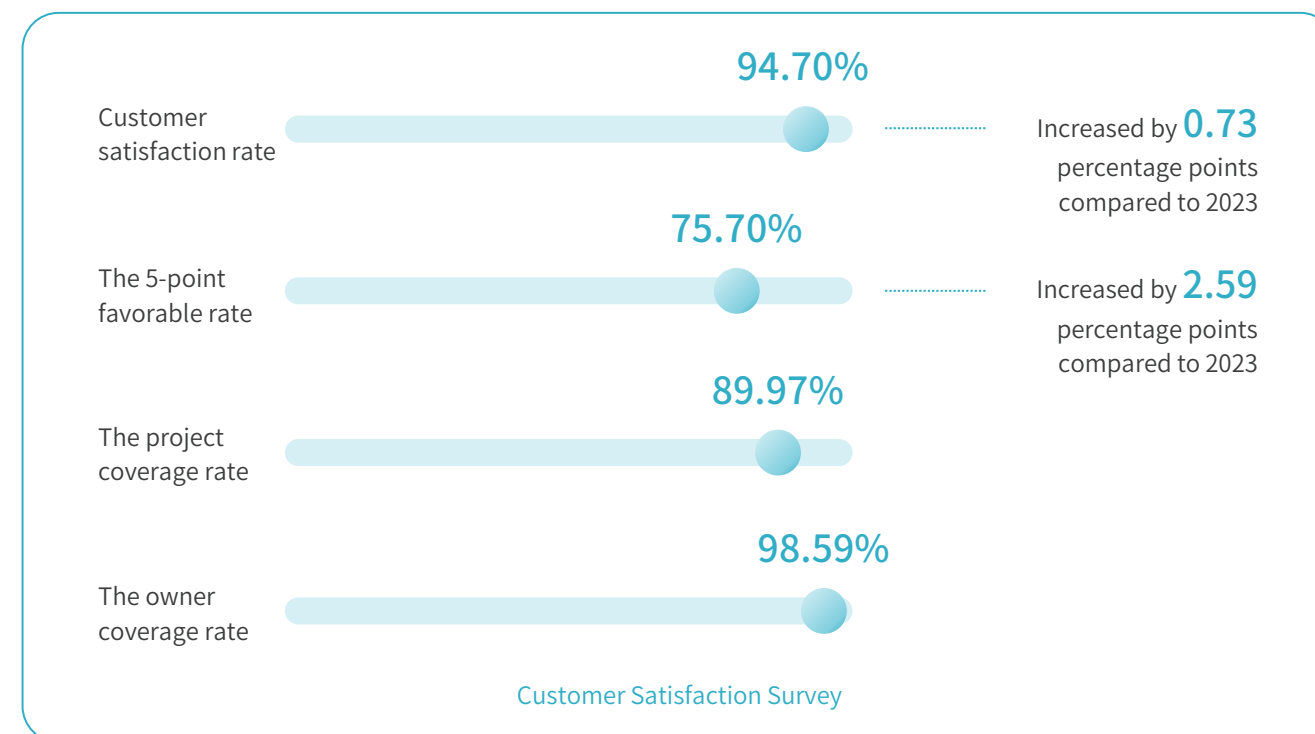
The Group continues to optimize the service evaluation system, while paying attention to the satisfaction evaluation score, pays more attention to the satisfaction improvement effect, and builds a combination model of result evaluation + process management, namely satisfaction + Moment of Truth (MOT), to comprehensively improve the service quality.

In terms of satisfaction, on the basis of the 365 Everyday Small Customer Satisfaction Survey, this year, we increased the survey on the satisfaction and recommendation of property owners' committees and neighborhood committees, and conducted regular hierarchical visits to understand the local reputation and competitiveness of community projects from various aspects, extensively listen to the voices of customers and the government, and continuously improve service level.



Customer Satisfaction Management

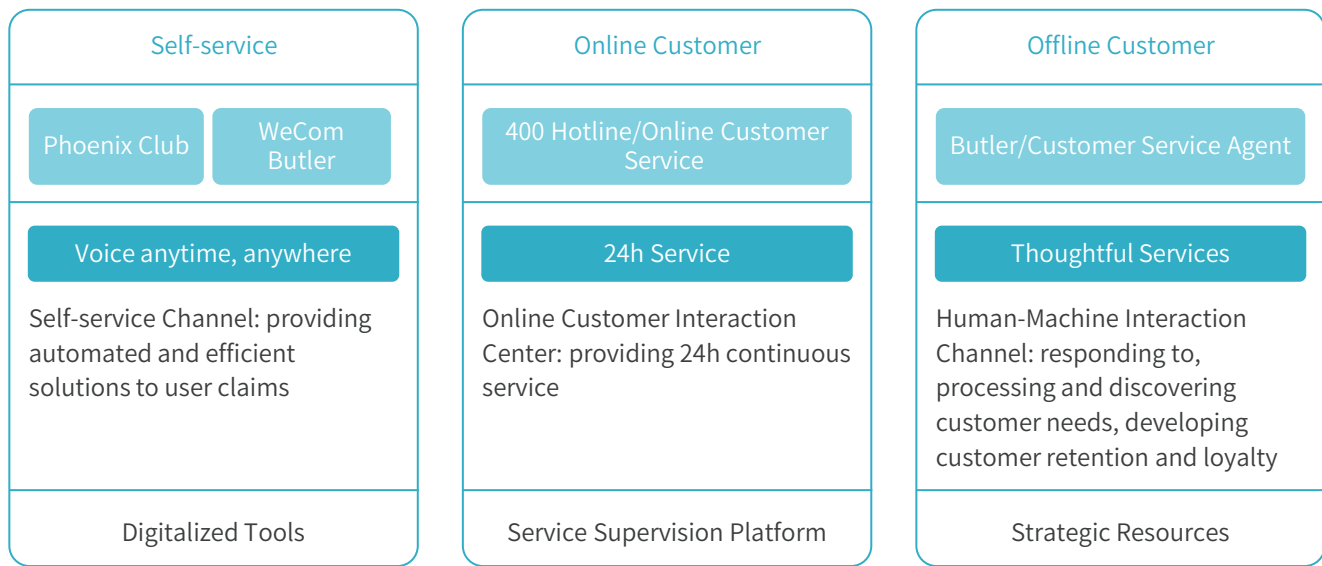
The Group adheres to the principle of customer orientation and adheres to the service-oriented development direction, conducts customer satisfaction surveys every year, starts from multiple dimensions and indicators, deeply understands customers' needs and expectations, optimizes service processes and adjusts service strategies in a timely manner based on customer feedback, and continuously improves service quality.



During the year The satisfaction rate of 400 hotline increased by 6 percentage points year-over-year, and the customer satisfaction rate in 2,451 projects also saw a year-over-year improvement.

Smooth Communication Channels

The Group has established diversified customer communication channels, strengthened online service channels (such as Phoenix Club APP/Mini Program, WeCom Butler, etc.) on the basis of maintaining the traditional service hotline (400 Hotline), and is committed to building an integrated online and offline and intelligent customer service system. We continued to optimize the digital platform of CEM customer experience, and through the collaborative promotion of the three modules of experience design, experience management and experience operation, we opened up multi-channel data such as Butler system, offline QR code, 400 Hotline and Phoenix Club, so that managers at all levels can grasp the latest situation of customers in real time, realize online customer evaluation, real-time management and closed-loop problems, comprehensively gain insight and analysis of customer feedback, and greatly improve the timeliness and efficiency of customer experience management.



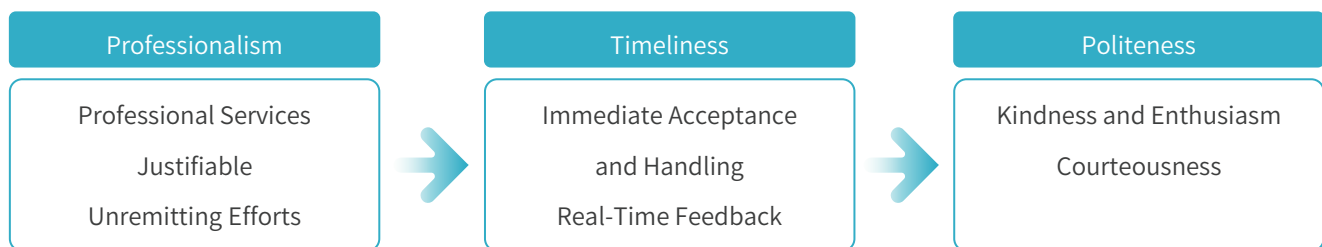
Customer Communication Channels

During the year

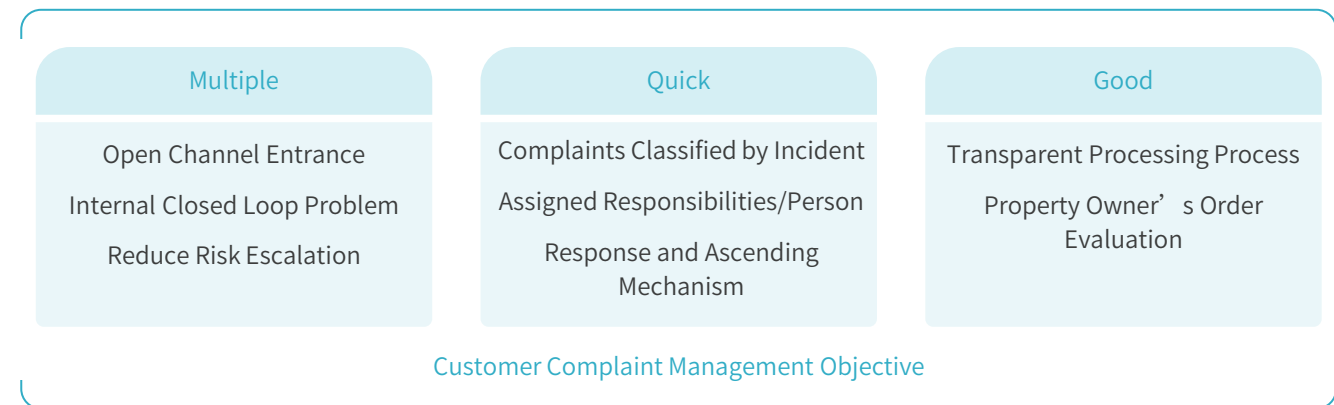
The property owner WeCom certification rate of all project was **86.04%**, and the timely response rate of butlers within 30 minutes was **92.88%**;
 The effective reach rate of WeCom exceeded **98.59%**, and more than **2.77 million** samples were collected throughout the year.

Customer Complaint Handling

The Group attaches great importance to the opinions and feedback from customers, follows the principle of "Professionalism, Timeliness, Politeness" handling of customer complaints, adheres to the goal of "Multiple, Quick, Good" complaint management, and establishes a classified and graded handling mechanism for general complaints, urgent complaints, important complaints and important & urgent complaints. The customer complaint receiver (such as the person in charge of the four guarantees, the grid butler, the project manager, the person in charge of the unit appeal, etc.) is the primary accountable person. He responds to the customer complaint within 30 minutes of receiving the complaint, gives feedback on the handling situation to the customer within 24 hours, completes the follow-up visit within 48 hours, actively responds to the customer's needs, and wholeheartedly solves the customer's difficulties.



Customer Complaint Handling Principles



During the Year, the Group strived to improve the efficiency of complaint resolution, improve the complaint handling system and strive to provide a more efficient and satisfactory service experience by carrying out special work on complaint data analysis and management, promoting the digital iteration of complaint management 2.0, and upgrading complaint management measures.

Dig Into Pain Points and Formulate Complaint Solutions Through Multi-Department Collaboration

- Analyze 436,000 complaint data from previous years. Combine the study of institutional documents, industry comparisons, project visits, and employee interviews to sort out pain-point issues and identify key optimization items.
- Multi-departments collaborate to formulate solutions to ensure that the complaint entry is convenient and user-friendly, the handling process is transparent and efficient, and customer demands are properly addressed.

Combine Digital Methods with Standardized SOP Processes to Strengthen Complaint Management

- Clarify the goals of complaint management, refine 20 system requirements, and complete the digital project establishment of Complaint Management 2.0. Currently, more applications are being developed and launched.
- Formulate *the Complaint Management Measures*, which cover the standard processing time, the timely response mechanism and the escalation warning mechanism, etc., to improve service quality through digital and standardized management.

During the year

Despite the increase in the number of households taken over, the total number of complaints decreased by **13%** compared with 2023, the processing time of orders increased by **63%**, and the efficiency of complaint handling and service quality were effectively improved.

Technology Empowerment Services

The Group adheres to the philosophy that "the only criterion for good technology is to serve people", and regards technological innovation as the core engine for improving property service quality and customer experience. We insist on technology-empowered services, continue to explore on the road of strengthening R&D and innovation, continuously optimize the product quality management system, fully promote the regional digitalization process, deeply tap the digital potential of various business scenarios, attach great importance to intellectual property management, build a new pattern of technology-empowered services in an all-round and multi-dimensional manner, provide strong support for efficient services for employees, and inject technological vitality into a better life for customers.

Strengthen R&D and innovation

The Group continues to promote the digital transformation strategy, under the management and guidance of the Digital Committee, and the Digital Capability Center is responsible for the building of scientific and technological capabilities, product research and development, technological innovation and system operation and maintenance, formulating and implementing internal systems such as *the Quality Acceptance Management Measures, Quality Incentive Processing Process, Quality Accident Responsibility Investigation and Handling Process*, to standardize the quality management of the whole process including product research and development, production, testing, landing and after-sales. During the Year, the Group formulated a number of systems such as *Project Process Quality Control V3.0* and *Measures for the Management of Frontline Appeals of Digital Capability Center* to clarify the management and control of all aspects of R&D such as project process, code, assembly line and demand quality, as well as accident and appeal handling standards, and realized online carrying and testing with the help of cloud efficiency platform, completed multiple project deliverables audits and version checks, etc., to ensure safe, stable and efficient R&D progress.

This year, the Group won the 2024 7th Digital Transformation and Innovation Selection "IoT Innovation Product Award", "Industry Digital Leader Award", CRIC "2024 CIOC Real Estate Digital Power Award", IDC "2024 Digital Transformation Annual CIO/CDO" and other awards, which strongly demonstrated the Group's outstanding strength in the field of digital innovation and R&D, as well as its strong driving force to lead the technological transformation of the industry.

In terms of robot R&D and innovation, the Group has set up a Robot Quality Committee to coordinate the whole process of quality management to ensure that R&D, implementation and mass production are low-risk, high-quality and efficient, manageable and controllable; Set up the quality group of intelligent manufacturing division to cover the management of R&D quality, supplier quality and factory production quality to ensure that the quality of complete machines and parts meets the design requirements and quality standards. In addition, in the process of robot product design, the Group fully considers factors such as green environmental protection, energy conservation and emission reduction, adopts low-noise solutions, improves durability, significantly reduces water and electricity energy consumption of products, uses batteries with higher safety, integrates environmental protection concepts into scientific and technological achievements, and realizes the organic integration of environmental protection and technology.

Case

"Resident Zero" Cleaning Robot

The "Resident Zero" independently developed by the Group is applied to indoor cleaning in property scenes. It has the functions of integrated sweeping and cleaning, automatic replenishment, and is equipped with transition vehicles and elevator control, so that it can operate across buildings and floors. By the end of 2024, the "Resident Zero" cleaning robot had been routinely used in seven residential communities, with over 500 hours of continuous trouble-free operation. It has significantly reduced costs and improved efficiency by 20%, and has received high recognition in terms of cleaning quality and machine performance.



"Resident Zero" Cleaning Robot Displayed at the 6th China International Property Management Industry Expo

During the Year, the Group held "510" Quality Day activities, special activities of quality control circle, digital expert seminars and other construction activities related to the Year of Quality, aiming at raising the quality awareness of all employees, improving process services and R&D technologies.



IoT Innovation Product Award



2024 Smart Property Benchmarking Project

Case

Closed-Door Seminar for Digital Experts

In December 2024, the Group held a closed-door seminar for digital experts, invited 18 experts in property and technology-related fields to conduct in-depth discussions on product quality and user expectations, and put forward more than 400 opinions and suggestions, involving 36 product lines. Product managers provide feedback to experts' demands one by one, and form a product quality improvement list and output tracking for high-frequency demands to ensure that front-line demands are effectively responded to, and effectively improve product quality and service levels based on the actual needs of users.



2024 Regional Digitization Expert Training Closed-door Seminar

Digital Management and Services

The Group optimized the construction of intelligent operation system, deepened the regional digital management and service strategy, promoted the online transformation of organization and business model, and was committed to empowering enterprise operations through digitalization and improving service quality.

During the Year, the Group continued to implement the regional digital execution index system, generated and interpreted in-depth insight reports every month, and steadily improved various index indicators to help regional digital development. In terms of the construction of regional digital experts, the Group continued to strengthen the regional digital expert team, and has completed the certification of over 140 experts, playing a key role in digital product promotion and user feedback collection, and enhanced the digital capabilities of experts by conducting on-the-job research and expert training, to promote the improvement of digital application level of various units.

At the same time, the Group leverages industry data, powerful computing power, and algorithms to pioneer breakthroughs in AI technology within key property management business scenarios. By optimizing systems and platform rules to replace manual operations, it enhances operational efficiency and user experience.

Operational Scenario

Implement intelligent ticket resolution, use AI monitoring to ensure no complaints are missed, and improve complaint resolution efficiency;

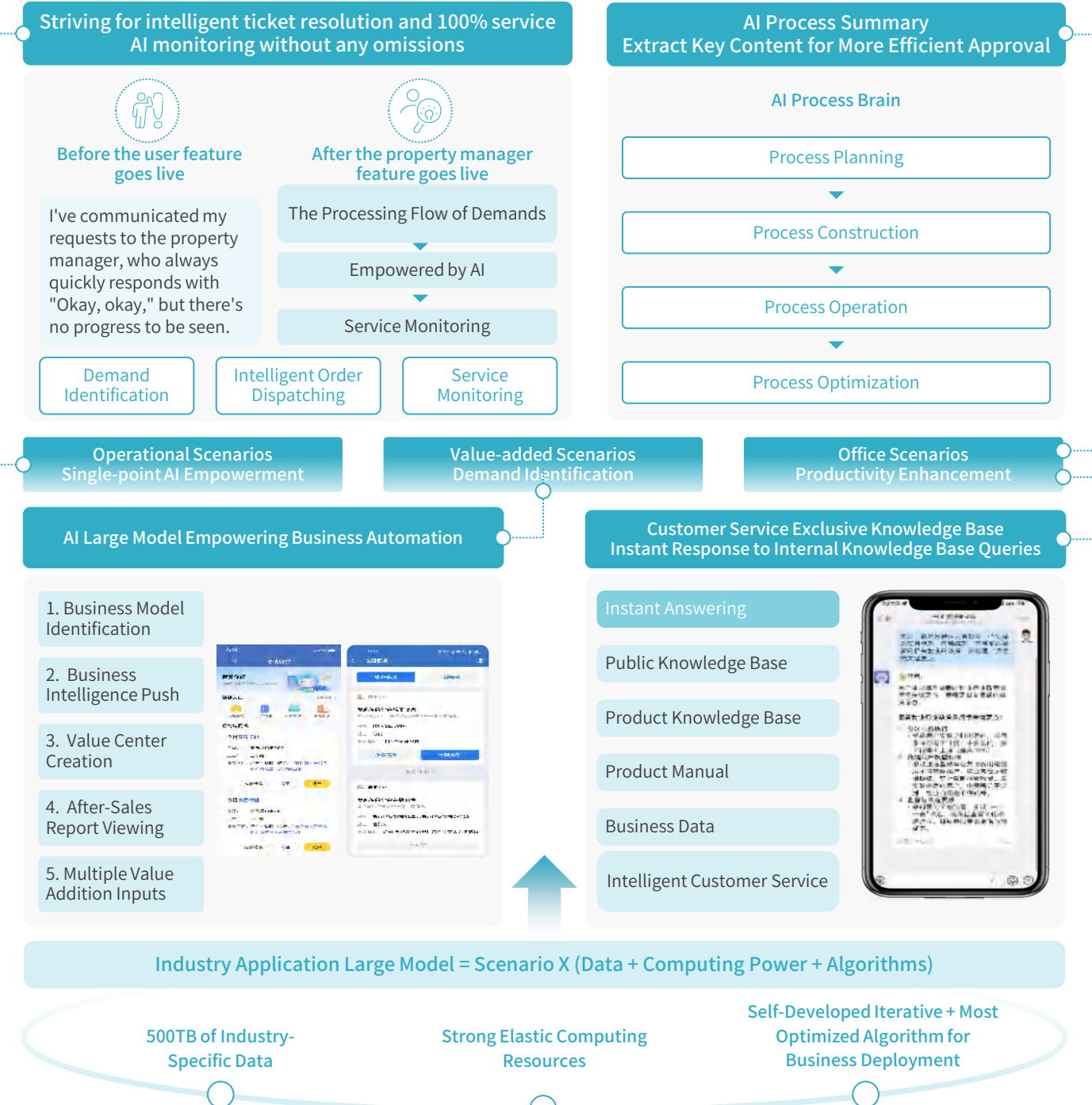
Value-Added Scenario

Utilize AI large model recognition models to automatically push to butlers;

Office Scenario

Build a dedicated knowledge base for customer service, covering internal enterprise knowledge, to achieve instant responses, improve work efficiency; embed AI process summaries in batch processing to further improve batch efficiency.

Taking the lead in implementing AI technology to break through key business scenarios in property management, the operational efficiency and user experience have been significantly enhanced.



The Group continues to deepen digital management transformation and comprehensively deploys property intelligence, optimizing business processes through digital technology and data-driven approaches. By establishing a large-scale operational management platform, we achieve digital control over cleaning, elevators, security, and parking systems, enhancing service quality and management efficiency, and creating a smarter, more convenient, and safer living environment for our customers.

Digitalization of Cleaning:

With the help of electronic fences, face recognition, grid management, process operations and other means, cleaning digitalization increases the frequency of cleaning operations for key areas of owners, effectively improving service quality. Relying on digital tools, we build a closed-loop process of owner appeal/complaint points-clear operation points-video assistance-butler to realize the whole process management and control of cleaning workers from arrival, continuous on-duty, work assignment to assessment and evaluation.

As of the end of 2024, a total of 4,289 projects have been covered, and 54,531 cleaning personnel have been included in the management. The operation check-in rate has reached 95.51%, and the butler inspection rate has reached 90.78%. Cleaning satisfaction has been steadily improved.



Security Digitalization:

Through the on-the-job security management and patrol management functions, a closed-loop work management from task allocation, route planning to execution feedback is built, and comprehensive online operation of attendance and patrol work orders is realized. Managers can grasp the attendance status, patrol trajectory and task completion progress of property managers in real time, effectively supervise the operation process, and ensure that there are no dead ends or omissions in patrol work, to improve security work efficiency and protect community safety.

As of the end of 2024, a total of 38,471 security officers were included in the management and control, the online check-in rate reached 93%, and the patrol completion rate was 95%. The patrol quality has improved, and the number of complaints about random parking of non-motor vehicles has dropped by 62.69%.



Elevator Digitization:

Relying on the systematic digital management platform of elevators, the whole life cycle of elevators is supervised in real time, covering daily maintenance, patrol inspection, reporting records and preventive fault maintenance, etc., and the operation and fault handling of relevant personnel are supervised in real time to ensure the effective implementation of maintenance work. In terms of industry innovation, the Group achieved two industry-first functions, namely, API docking mode with strategic suppliers and WeCom intelligent order placement of elevator failure enterprises. In addition, with the help of CV (Computer Vision) image recognition technology, the system can automatically identify abnormal maintenance work orders, and achieve a response within 10 seconds for the automatic order placement and approval process. By applying NLP (Natural Language Processing) technology, the system enables automatic reporting of elevator faults, thereby improving supervision efficiency, reducing operating costs, preventing potential risks, and ensuring high-quality maintenance and safe operation of elevators.

As of the end of 2024, the digitalization of elevators has covered 3,925 projects, with 154,692 elevators online, accounting for 88.3% of the total number of elevators under management. The complaint rate has decreased by nearly 30% compared with the same period last year.



Digitalization of Parking System:

The parking lot system in residential communities has been renovated and upgraded to achieve integrated management and control of parking lots across the country. The electronic payment rate for charging, authorization, and vehicle release has reached 98.4%. In 2024, 842 parking lot projects were launched.; In terms of vehicle management and control, we have realized the standardized authorization of monthly car rental, villa car and VIP vehicles, reduced the phenomenon of running and leaking in the parking lot, and established a real-time monitoring mechanism for abnormal parking lot equipment and abnormal pole lifting release to ensure the safe and orderly operation of the parking lot. At the same time, it provides owners with self-service payment and self-service invoicing channels, simplifies the operation process and improves the owner's traffic experience.



In addition, the Group continues to increase its efforts in AI empowerment. Through the integration of business intelligence and spatial intelligence, it reshapes the value chain of operational decision-making. By leveraging the model of "empowered individuals + refined collaboration," it fosters new forms of productive forces in operations. The group is striving to achieve the new goal of digital and intelligent transformation in property management.

By atomizing business scenarios and optimizing standardized systems and platform rules to replace the traditional manual mode, it helps with intelligent operation. The headquarters' large model focuses on in-depth AI exploration in six major fields; the regional vertical brain, empowered by data and tools, focuses on coordinating business management and driving the application of AI technology. At the intelligent multi-terminal of the project, an organic synergy is achieved, where project managers undertake 20% of relationship maintenance and coordination work, and AI intelligence undertakes 80% of routine work.

Upholding the concept of "empowered individuals + refined collaboration", through the evolution of individuals and the upgrading of collaboration, it achieves the transformation from mechanical execution to knowledge evolution, and upgrades from isolated responses to a collaborative network of group intelligence and self-evolving AIoT. Through human-machine collaboration, relying on industry large models in the cloud and intelligent terminal devices, it is widely applied in fields such as energy management, intelligent security, intelligent cleaning, intelligent delivery, intelligent reception, intelligent guarding, intelligent pedestrian management, intelligent parking, and shared charging, comprehensively improving the intelligence level and operational efficiency of property management.

Intellectual Property Management

The Group strictly complies with *Copyright Law of the People's Republic of China*, *Trademark Law of the People's Republic of China*, *Patent Law of the People's Republic of China* and other laws and regulations, formulates and implements internal policies such as the *Patent Management Measures of Country Garden Services Group*, the *Patent Management Manual* and the *Intangible Assets Management Policies* to clarify the requirements for intellectual property management. The Group has established an intellectual property management system covering intellectual property application, rights maintenance, infringement litigation, property transaction and other fields, continuously increasing investment in intellectual property management, and realizing the normalization and long-term development of intellectual property management.



Strict Prevention to Avoid Infringement Risks

- We attach great importance to respecting and protecting the intellectual property rights of others. Every month, we conduct systematic monitoring and analysis of newly published patents of peers, and interpret the key patents among them to provide early warnings and avoidance strategies for intellectual property risks.
- Every month, for newly generated technological innovation achievements with low market value, low technological value, or low legal value, we use time - stamps to fix evidence. While protecting our own innovation achievements, we enhance our ability to handle intellectual property disputes and prevent potential intellectual property infringement litigation risks.

Patent Incentives to Stimulate Innovation Vitality

- To encourage the output of intellectual property results and protect independently developed achievements, we has formulated the Administrative Measures for Intellectual Property Incentives. Employees can receive corresponding internal incentives when intellectual property rights are authorized or successful rights - protection actions are taken.

Professional Review to Safeguard Intellectual Property Interests

- An intellectual property review team is established, composed of personnel from positions such as product, project, technology, and intellectual property. In accordance with the relevant guidelines for technological innovation review, the team conducts regular monthly reviews of newly collected technological innovation points. Based on the review results, the technological innovation points are respectively handled through technical secret protection, patent application, and technical disclosure.

Intellectual Property Management System

As of the end
of 2024

the Group held a total of **171** patents (**31** invention patents, **120** utility model patents and **20** appearance design patents) and **143** computer software copyrights.

Create a Happy Workplace and Achieve Employee Growth

Country Garden Services adheres to the people-oriented concept, upholds the principle of employees first, establishes and improves the talent evaluation system and talent development system, listens to the voices of employees, fully stimulates the value of talents, and strives to create a new paradigm of workplace happiness in the new era.

The SDGs addressed in this section:



2024 Highlights Performance:

- Conduct campus presentations/double election meetings for **94** colleges and universities
- There are currently **6,573** retired military personnel, accounting for **3.1%**.
- Employee training coverage was **100%**, with an average training hours of **103.9** per employee
- The learning platform Bi Xuetang (碧學堂) launched **1,208** online courses and operated **4,168** learning projects throughout the year
- Set up special programs such as “Emerging Talent Plan”, “Yunqi Plan”, “Cornerstone Plan”, and “Defense Officer Program” to accurately improve the professional quality of different employee groups
- Carry out physical examination activities covering all employees, organize workplace anxiety relief theme lectures and other activities to pay attention to employees' physical and mental health
- Establish diversified communication channels such as the intelligent inquiry platform Bi Xiaofu (碧小服) and the president's express management platform "Do it Right Away" to understand the voices of employees
- Carry out employee care activities such as Peak Experience at Critical Moments and Happiness in the Garden to build a deeply rooted employee care brand



Employee Employment and Rights

The Group respects and follows the international human rights norms, *the Constitution of the International Labor Organization*, actively responds to international conventions such as *the Convention on Discrimination in Employment and Occupation* and *the Convention on the Abolition of Forced Labor of the United Nations Global Compact*, recognizes the basic right of citizens to freedom of association, prohibits and resists any form of child labor and forced labor, eliminates any form of discrimination in the workplace, continuously optimizes salary, benefits and promotion management, and fully protects the legitimate rights and interests of employees.

Compliance Employment

» Labor Rights and Interests

The Group adheres to the employment principles of legality, fairness, equality and voluntariness, consensus through consultation, honesty and credibility, and strictly prohibits forced labor. All employees are employed on the principle of voluntariness, without deception or coercion. The Group respects employees' right to terminate their employment after receiving reasonable notice, and opens up a manpower self-service platform where employees can initiate their own resignation applications. The Group does not force to extend working hours, and the Human Resources Management Center strengthens working hours management through monthly attendance reports to ensure legal and compliant employment.

The Group strictly complies with *the Provisions on the Prohibition of Use of Child Labor*, *the Provisions of the People's Republic of China on Special Protection of Juvenile Workers* and other laws and regulations of the locations where it operates, reviews the valid identity certificates of applicants in the aspects of employee recruitment, entry approval and entry registration, and conducts a second review online through the human resources management system during the recruitment stage, and strictly prohibits the employment of child labor. In addition, if any violation of labor standards is found, the Group would take relevant elimination measures from the perspective of protecting the legitimate interests of workers. For example, if a minor employee is found to be employed, the Group would immediately report and register with the relevant labor administrative department, and provide health examination, safety education and training in accordance with laws and regulations. During the Reporting Period, the Group did not identify any illegal acts such as child labor or forced labor.

The Group has established a comprehensive employee resignation retention mechanism, conducted in-depth communication with 100% of employees who intend to leave, effectively understood the reasons for employees' resignation, and improved the retention rate of outstanding employees. If an employee chooses to resign due to family accidents, life difficulties, etc., the Group tries its best to provide assistance and solve the problem, so as to strengthen the employee's sense of belonging. In the process of employee dismissal, the Group respects employees' right to freely choose their jobs, strictly abides by laws, regulations and internal systems such as *the Labor Contract Law of the People's Republic of China* and *the Measures for Investigating the Responsibility of Employees of Country Garden Services Group for Violations and Disciplines*, upholds the principles of legal compliance, seeking truth from facts, fairness and justice, standardizes the working procedures for terminating and terminating labor contracts, and ensures the legitimate rights and interests of employees.

» Diversity, Equality and Inclusion

The Group pays attention to employee diversity, and does not affect employees' employment, assessment, promotion, training, etc. due to factors such as skin color, nationality, gender, age, ethnicity, sexual orientation, marital status, religious belief, domicile, pregnancy and childbirth, and resolutely eliminates any form of discrimination. At the same time, in the process of selection and recruitment of Board members, the Group not only considers the comprehensive value of candidates to the Group's business development, but also takes the diversity of the Group into consideration, and actively advocates the diversified composition of employees.

The Group continues to promote equal employment, proactively provides employment opportunities for vulnerable groups such as the disabled, laid-off workers, poor people, veterans and retirees, and cooperates with the government in providing public welfare jobs. The Group actively connects with local disabled people's federations and communities, actively places disabled people in employment, gives priority to assistance and care in terms of jobs and working environment, enhances the self-confidence of disabled employees and creates an atmosphere for the Group to help the disabled.

The Group attaches great importance to the cultivation and development of veterans, continues to carry out special recruitment of management trainees (retired military personnel), and actively recruits freshly retired non-commissioned officers in the army through linkage with veterans offices in various cities, direct recruitment in the army, publicity in police academies, and announcement of recruitment needs through multiple channels. In 2024, the Group recruited a total of 1,549 retired military personnel.

At the same time, the Group has established a comprehensive talent training model for veterans, launched the 2024 Emerging Talent Plan Induction Training for veterans, improved their management capabilities through a combination of theoretical study, post practice, mentoring and on-the-job actual combat, and launched the second "Defense Officer Program" in 2024, aiming to pay attention to and cultivate high-potential talents and provide broad development space for veterans. As of the end of 2024, the Group currently has 6,573 retired military personnel, accounting for 3.1%. While reflecting the outstanding contribution of retired military personnel to the group's corporate management and business development, it fully demonstrates the group's fulfillment of social responsibilities and firm determination to support national defense construction.

Case



2024 Emerging Talent Plan Induction Training for Veterans

In November 2024, the Group organized a one-week training for the 2024 Emerging Talent Plan -Special Recruitment Class for Veterans, with a total of 100 trainees participating. Through various forms such as theoretical explanations, interactive seminars, case analysis and on-site visits, the training helps fresh veterans who have just entered the workplace to understand the group culture, quickly master the knowledge and business skills of the property industry, and successfully complete their career transformation.



Veterans' Induction Training Site

Case

Defense Officer Program Empowerment Training

In 2024, the Group launched the second Defense Officer Program, combined with the job portraits of security talents, selected talents through multiple dimensions such as talent assessment, written examination and interview, and finally 72 talents stood out from the whole country. The project comprehensively improves the ability and quality of employees through special training, one-on-one mentor guidance, and on-the-job actual combat, and cultivates successful project management talents for the Group.



Defense Officer Program Empowerment Training Site

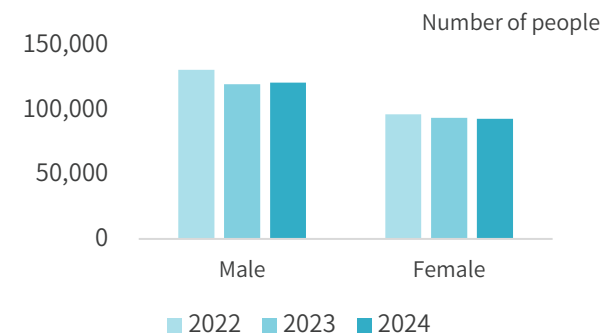
At the same time, the Group is committed to creating a diverse and inclusive workplace environment, and attaches importance to the representation of women among senior management, with female executives accounting for 32% of the core senior management team of the head office. The Group provides maternity leave, maternity leave, breastfeeding leave and parental leave for female employees, and customized personalized services for female employees in three phases (pregnancy, delivery and lactation) according to actual conditions, such as parking spaces for pregnant women, priority dining and lactation rooms, etc., so that female employees can be more calm and confident in their career and support their strength in the workplace.

Recruitment Management

The Group has established diversified recruitment channels to actively attract outstanding talents. As of the end of 2024, the Group had a total of 214,346 employees, of which 59,072 were retired and re-employed. During the year, the Group did not experience any major layoffs; There have also been no strikes/lockdowns in the past three years.

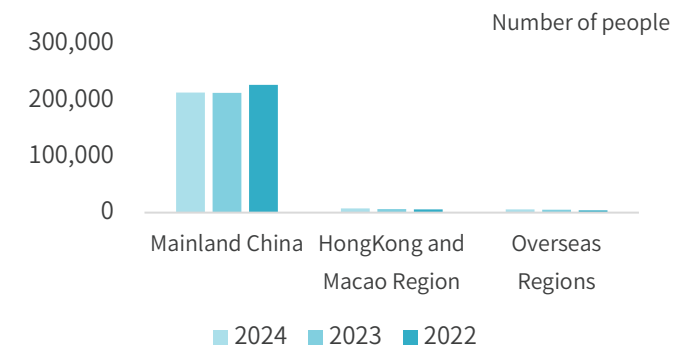
The breakdown of employees by gender, age group, business type and geographical area is as follows:

Total number of employees by gender



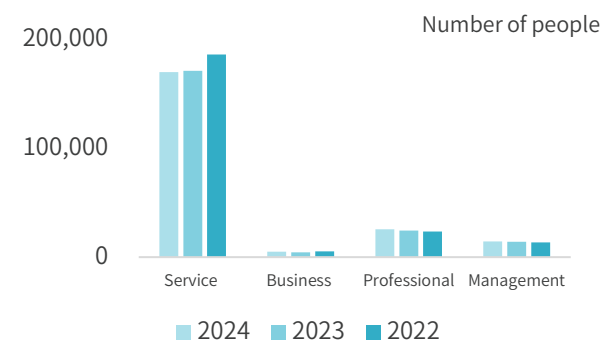
	2024	2023	2022
Male	121,277	119,827	131,148
Female	93,069	93,885	96,611

Total employees by region



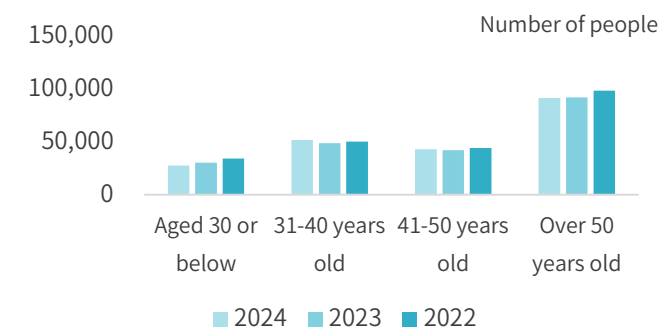
	2024	2023	2022
Mainland China	213,049	212,543	226,757
Hong Kong and Macao Region	722	656	570
Overseas Regions	575	513	432

Total number of employees by business type



	2024	2023	2022
Service	169,391	170,640	185,558
Business	5,106	4,449	5,278
Professional	25,499	24,443	23,486
Management	14,350	14,180	13,437

Total number of employees by age group



	2024	2023	2022
Aged 30 or below	27,511	30,340	34,173
31-40 years old	52,051	48,869	50,560
41-50 years old	43,189	42,344	44,461
Over 50 years old	91,595	92,159	98,565

In terms of campus recruitment, the Group's newly upgraded management trainee cultivation brand Emerging Talent Plan in 2024 recruited fresh college graduates and retired military personnel across the country, aiming to build a composite management cadre with high literacy, high ability, and high level in the property industry. In terms of social recruitment, through the flexible application of diversified recruitment products and tools, we can enhance the brand exposure of employers and introduce the best partners for enterprises. At the end of the year, the Group continued to improve its employer brand and human resources practices, and won awards related to Best Employer and Outstanding Talent.

Employer Honors



In April 2024, the Group was awarded the 2024 Best Employer of Property Services in China at the 2024 China Top 100 Property Services Enterprises Research Results Conference and the 17th China Top 100 Property Services Entrepreneurs Forum.



In July 2024, the Group was awarded the Outstanding Talent Award by Liepin.

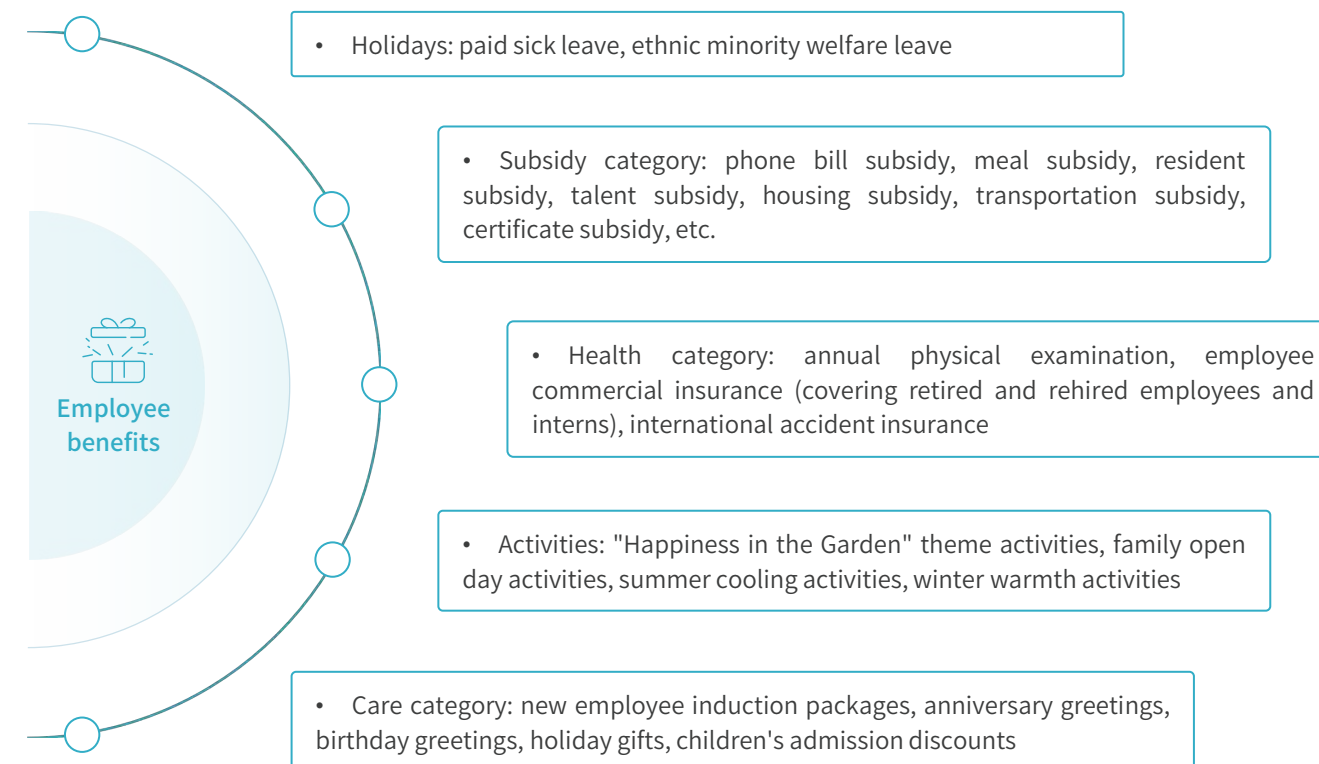
Remuneration and Benefits

The Group is committed to providing employees with a comprehensive and competitive remuneration package and welfare guarantee system, formulating and implementing internal systems such as *the Country Garden Service Group's 2024 Unit Organization Performance Appraisal Plan*, continuously optimizing the remuneration incentive mechanism, welfare subsidy policies and special remuneration incentive measures for various positions, responding to the relevant requirements of the state on improving the level of workers' income and rights protection, and effectively guaranteeing the level of employees' remuneration and welfare.

The Group has established a remuneration system based on the principle of 3P (Position, Performance, Person Ability) + M (Marketing) and oriented by value contribution, adhering to the salary adjustment rules of matching employees with posts and salary with posts, comprehensively considering factors such as Position value, job Performance, skill level and market salary level, and striving to provide employees with more competitive remuneration and benefits compared to the market. At the same time, the Group has set up a number of comprehensive reward systems and work performance and development evaluation mechanisms covering all employees to ensure the fairness and justice of the remuneration system and the consistency of the overall evaluation of the Company, and has established a classified and hierarchical short-term incentive and long-term equity incentive system to fully mobilize the enthusiasm and initiative of employees and attract and retain outstanding talents. In July 2024, the Group adopted the share option plan and granted share options in the same month. The first batch covered 60 core management members of the Group, and a total of 225,350,000 share options were granted.

The Group provides all employees with remuneration consisting of fixed remuneration, variable performance-based rewards (various performance bonuses, business and special incentives), allowances/subsidies, various benefits, etc., and regularly verifies the reasonableness and competitiveness of employees' remuneration and benefits levels. In 2024, the Group will continue to carry out comprehensive salary review, review the external competitiveness and internal fairness of the salary strategy, continue to promote the flexible cashing mechanism of personnel-post matching and salary-post matching, and establish a job performance and development evaluation mechanism according to local conditions to ensure that every employee can obtain objective and fair evaluation and salary returns.

In order to enhance employees' sense of identity, belonging and loyalty to the Group, the Group provides all employees with benefits stipulated by the state (including basic pension insurance, basic medical insurance, unemployment insurance, work-related injury insurance, maternity insurance and housing provident fund), as well as broad range of non-statutory benefits, such as:

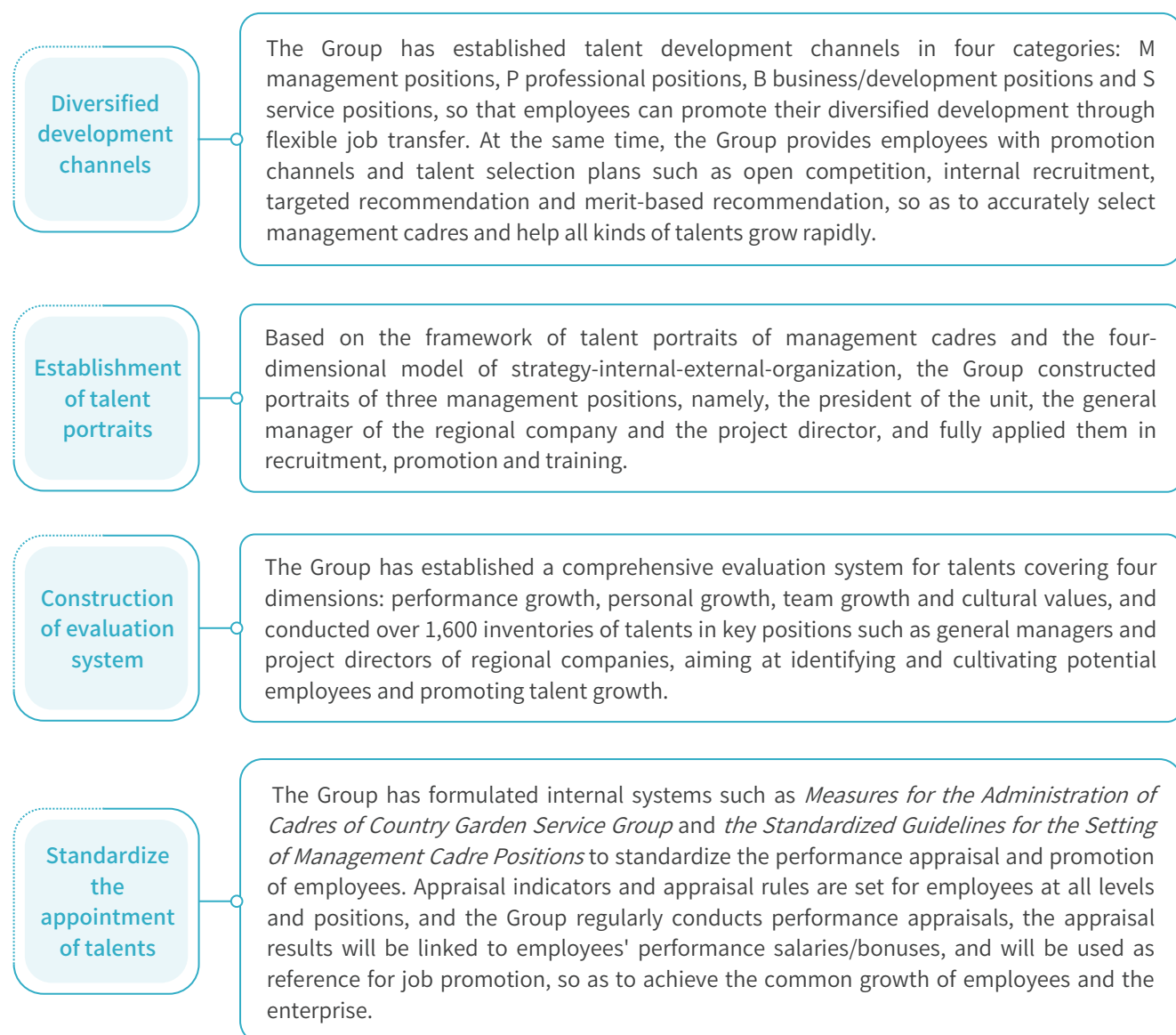


Employee Development and Training

The Group strives to provide employees with rich and diverse career development opportunities, continuously improves career development channels and paths by defining the talent portraits of managers, and combines talent training programs covering employees at all levels and categories, so that more employees can display their talents and gain growth.

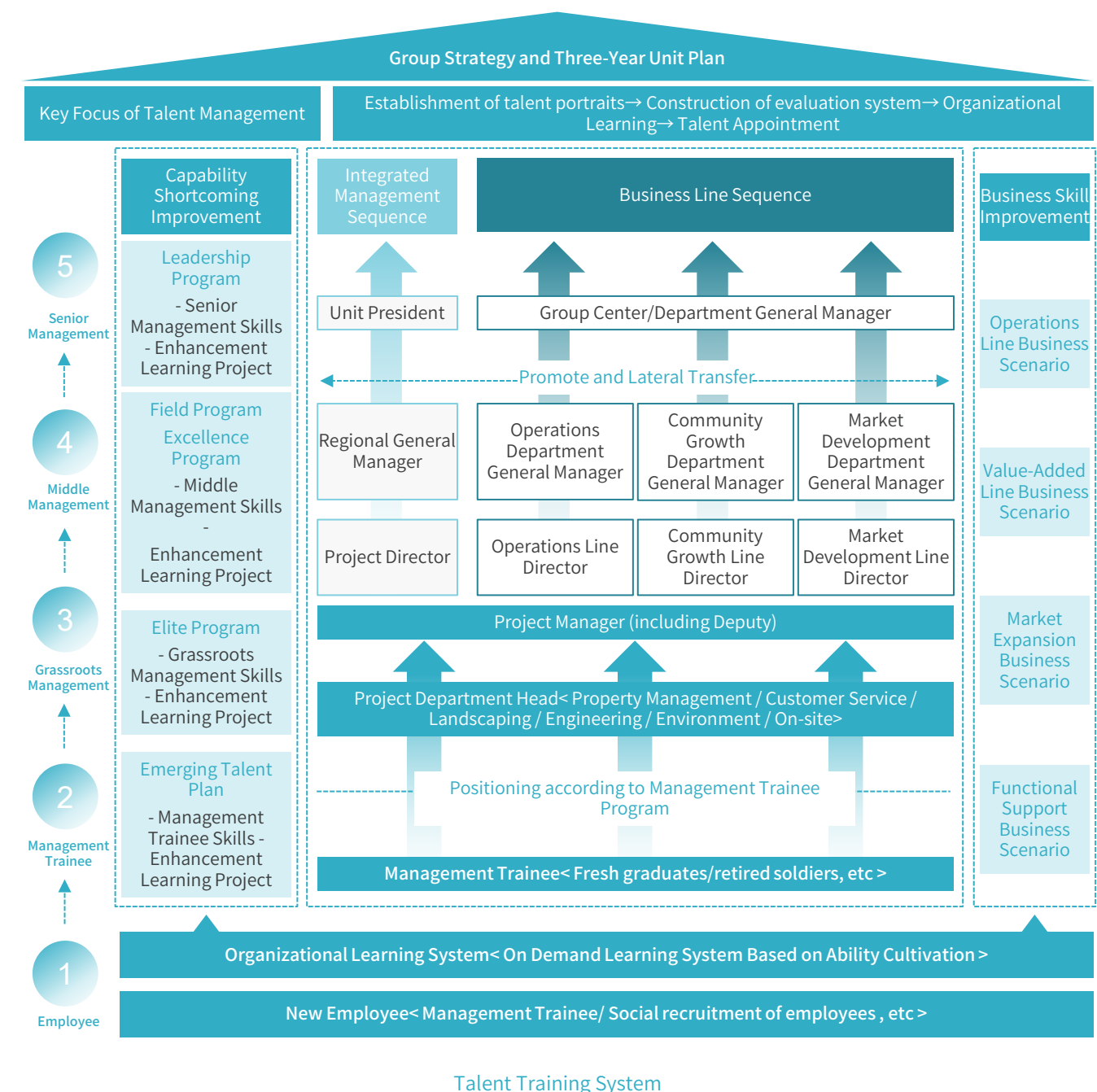
Helping Talent Development

The Group is committed to providing employees with broad career development space and opportunities, establishing a horizontal multi-channel and vertical multi-level job development system, and smoothing talent development channels by establishing talent portraits, establishing a rating system and standardizing talent appointment.



Improve The Training System

The Group focuses on building an all-round training system, conducts in-depth research on the key competencies required by employees at each stage of career development, strengthens the training of reserve echelon talents around ability improvement and professional development, and carefully builds an all-round and multi-level talent training system to support employees to enhance their professional competitiveness.



During the year, the Group continued to carry out training for new employees, intensive training for grass-roots employees and various diversified and characteristic training programs to build a broad development platform for employees.



New Employee Training

To ensure that new employees understand our corporate culture, and feel a sense of belonging and cultural identity, we have developed the "New Employee+" training program. This year, the Group completed four training sessions for new hires from the headquarters, which facilitated new employees to smoothly integrate into and adapt to the new environment from the aspects of cultural cognition, team integration, business understanding and policy interpretation. The training program implementation rate reached 100%.



Intensive Training for Grass-root Employees

In addition to the commitment to providing training for all new employees, the Group has made constant efforts to implement training programs for grass-roots employees that requires each project to provide 5-minute training at morning meetings every day and 60-minute on-the-job improvement training every month. These training sessions are designed to deepen employees' cognition of corporate culture, maintain their serving attitude towards customers and service etiquette, and promote site quality, employee satisfaction and customer satisfaction.



Diversified and Special Training Programs

The Group offers a series of special training programs for various business lines or key positions, including "Leadership Successor Program, Market Expansion Enhancement and Empowerment Training, City Services Group Reserve Class, Commercial Office Building Operational Service Talent Program, Phoenix Butler (Senior) Training Class, Defense Officer Program, Special Recruitment Class For Fresh Retired Soldiers, "Landscaping Elite" Training Program, Human Resource Training Camp, Country Garden Services Property Staff Training Program, and other special programs. These training programs are designed to accurately improve the professional quality and practical skills of employees.

In order to enhance the ability of core management cadres to solve future business challenges, the Group continuously conducts Leadership Succession Training Program and Skills Upgrading Training for all employees, and conducts skills training for employees including part-time, outsourced employees and contractors to help employees achieve leadership transformation at different stages of growth.

Cultivation Object		Training Planning
Leader Program	President of Reserve/Inc. Unit	It aims to cultivate managers who lead the development of the new property era, and comprehensively improve students' corporate governance, management structure, business continuity and innovation and change capabilities.
Field Program	Reserve/incumbent regional company general manager and head of platform department	It aims to create compound management cadres, focusing on improving managers' overall management capabilities, and focusing on the cultivation of self-leadership interpretation, corporate strategic insight, improvement of management capabilities, teamwork and management, etc.

Cultivation Object		Training Planning
Excellence Program	Reserve/On-the-job Project Director and Head of Business Line	It aims to improve its business knowledge, skills and management ability, focusing on the interpretation of key businesses and the cultivation of team management ability.
Elite Program	Project managers, department heads and their backup	With the goal of cultivating the positions of heads of grassroots business departments of each project in the unit, we focus on improving business skills and management quality capabilities.
Emerging Talent Plan	Outstanding fresh graduates/retired military personnel	In view of the group's unified recruitment and recruitment talent reserve plan for fresh graduates, we are committed to incubating a group of management cadres with the greatest leadership potential for the Company, and cultivating talents from the aspects of corporate awareness, professional culture shaping, and career navigation planning.

Case



Management Trainee Program Training in 2024

In August 2024, the Group launched training for management trainees focusing on team integration, cultural awareness, business knowledge, etc., and helped management trainees to deeply understand the industry background and company culture through online and offline mixed learning, theoretical explanation, discussion and exchange, task experience and job rotation practice, so as to help them quickly complete the role transformation from campus to workplace, and lay a solid foundation for future career development.



2024 Management Trainee Training Site

Case



Learning Project for Ability Improvement of Unit Talent Management Leader

In March 2024, the Group launched an organization-level learning project to enhance the ability of the person in charge of unit talent management. This project combines the job portrait and evaluation system, focusing on the three aspects of job achievement, job competency and learning growth, and conducts full-cycle training for 31 unit talent management leaders with rotation learning, case learning, special learning and review improvement to comprehensively improve Professional skills for unit talent management positions.



Unit talent Management Person in Charge Ability Improvement Learning Project Site

Case



The Cornerstone Plan

In November 2024, the Group simultaneously launched the Cornerstone Plan in 13 cities and 15 sites across the country. The project adopts the model of combining training and combat, and sets up diversified learning activities, covering more than 1,500 core cadres of the Group. This project has effectively filled the shortcomings in the business capabilities of the group's cadres, laying a solid foundation for the high-quality development of the group and providing better property services to tens of millions of owners.



The Cornerstone Plan Training Site

Online Learning Platform

The Group continues to upgrade its digital learning platform, Bi Xuetang (碧學堂), by developing internal online courses and introducing external high-quality course resources to provide employees with diversified and rich learning resources. At the same time, the Group organized and planned regular learning projects such as "One Moment Hall" and "Regular Meeting Learning", and set up functions such as breakthrough learning and PK competition to increase the interactivity and fun of the learning platform, so as to meet the diverse learning needs of employees. During the year, the platform offered 1,208 courses and operated 4,168 learning programs throughout the year, with an average learning time of 65.7 hours per employee.



Bi Xuetang (碧學堂) Online Learning Interface

Lecturer System Construction

In order to effectively support the Group's talent training system, the Group continuously expands its teaching staff and comprehensively improves teachers' capabilities by adopting targeted empowerment, special content development, and delivering classes to units, so as to provide more outstanding talents to the enterprise.

Lecturer Empowerment

In 2024, focusing on the development and design of top-notch courses and the diverse presentations of distinguished instructors, we comprehensively upgraded the internal trainer empowerment programs across two major dimensions. A total of 412 certified lecturer were empowered, aiding the successful implementation of the group's training projects.

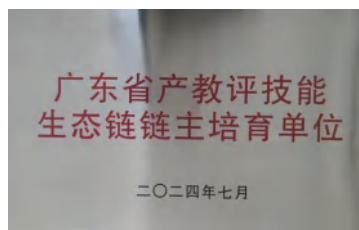
Experience Accumulation

In 2024, through expert interviews, experience extraction, case refinement, and other methods, we developed supporting learning content focused on management skills and business capabilities. A total of 459 learning materials were produced, including case studies, articles, online courses, offline classes, quizzes, and action plans.

Support For Certifications

The Group encourages all employees, including outsourced employees, to improve their skills and broaden their career development direction by obtaining qualification certification or academic qualifications based on their personal professional background during their employment. Each unit of the Group can apply to set an annual training budget to support employees to improve their academic qualifications and skills.

In 2024, the Group was approved for the social training evaluation qualification of vocational skill level certification, successfully renewed the independent certification evaluation qualification of vocational skill level certification enterprises, and was selected as the main cultivation unit of the ecological chain of industry-education evaluation skills in Guangdong Province. During the year, the Group issued a total of 138 certificates, covering types of work such as landscaping and greening, housekeeping attendants and property managers. As of the end of 2024, 14,926 employees have obtained certificates, and 9,993 certificates have been obtained.



Selected as the Main Cultivation Unit of The Ecological Chain of Industry-Education Evaluation Skills in Guangdong Province



Carry Out Vocational Skill Level Certification

The Group requires 100% of Phoenix butlers to participate in special training on emergency rescue knowledge, encourages greening administrators to apply for intermediate/advanced greening examination certification, and encourages all engineers to obtain elevator safety officer certificates and high-voltage electrician certificates. At the same time, the Group provides subsidies for professional and technical certificates and professional title and skill certificates for employees, and provides subsidies for relevant certification fees for certificates that must hold a certificate to work.

School-Enterprise Strategic Cooperation

In order to promote the in-depth integration of higher education and vocational education, the International Silk Road Property Management Industry Industry-Education Integration Community initiated by the Group, Guangdong Country Garden Vocational College and Jinan University was officially launched in December 2024, aiming to jointly cultivate elite talents in the property sector and enhance the international competitiveness of China's modern property service industry-related industries.



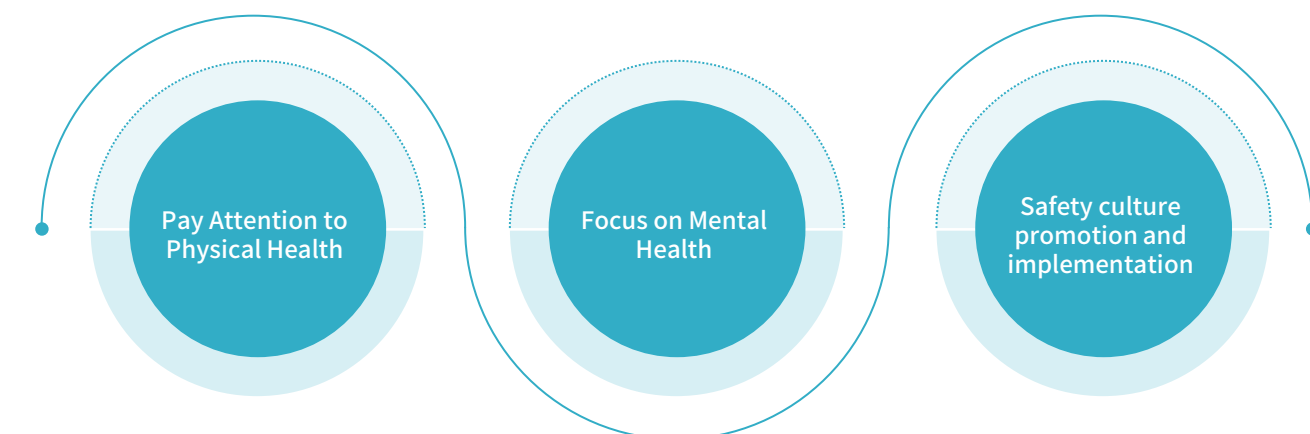
Establish an International Silk Road Property Management Industry Industry-Education Integration Community

Employee Health and Safety

The Group strictly abides by the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases, the Law of the People's Republic of China on Fire Protection and other laws and regulations, formulates and implements internal systems such as *the Regulations on Occupational Safety and Precautions* and *the Basic Management System of Facilities and Equipment*, continuously promotes the standardization and systematization of employee health and safety management, and organizes the signing of *the Appointment Letter of Responsible Person for Safety Production* and *the Appointment Letter of Responsible Person for Fire Safety* every year, striving to achieve the long-term goal of zero casualties in production safety.

Through the ESG Committee, the Board of Directors of the Group guides the Group's development strategies on occupational health and safety and oversees the Group's health and safety management performance. At the same time, the executive director and president of the Group is the first person responsible for production safety and occupational health of the enterprise, and strives to guide the Group to form a positive and healthy safe working atmosphere. In addition, the heads of each unit and project level of the Group are responsible for the health and safety of employees at their respective management levels, and the health and safety performance is linked to the compensation of the president and relevant senior executives to effectively ensure the physical and mental health of employees.

In daily management, the Group implements employee health and safety plans based on the actual needs of employees, focusing on physical health, mental health and promotion of safety culture, so as to ensure that employees' physical health and life safety are effectively protected.



Pay Attention to Physical Health

- Monitor the health data of grassroots frontline employees on a daily basis, carry out annual physical examination activities covering all employees, and organize report interpretation and free clinic activities according to the physical examination results.
- Regularly carry out diversified health activities, such as organizing mountain climbing, hiking, basketball, badminton, table tennis and other sports competitions and team building and development activities to strengthen employees' physical exercise.
- Promote employee health tips through public accounts, video accounts, friends circles and other channels, such as solar term health posters, warm reminders on special weather, common disease prevention and health knowledge popularization, etc.



Hiking Challenge



Team Building Activities



Employee Physical Examination



Solar Terms Health and Wellness Poster



Unit Basketball Game

Focus on Mental Health

- Listen to the voices of Butler by opening psychological hotlines and setting up Butler' care days, provide emotional counseling and mental health guidance for employees in need, and set up energy gas stations to improve Butler' happiness at work.
- From time to time, psychologists are invited to give lectures on psychological knowledge, and lectures on workplace anxiety relief are organized based on employee survey results.
- Organize employees to visit the psychological education base, so that employees can experience immersion and learn psychological adjustment methods.



Psychological Salon Activities



Visit Psychological Education Base

Safety culture promotion and implementation

- 100% covered employee safety education, carried out emergency drills, regularly carried out occupational safety training, fire drills and other activities, and produced safety cards, videos, posters, tweets, etc. to publicize work safety knowledge.
- Emphasize standardized operation procedures, regularly check the safety performance of equipment and facilities, and configure safety protective equipment for employees.
- Strengthen management of health and safety performance, set public opinion, violations, and safety accident indicators as points reduction items in the performance assessment of each unit, clearly stipulate the handling methods, reporting requirements, reward and punishment standards, etc. of employee health and safety accidents, and link safety production risk management with the performance assessment of responsible persons.



Employee Safety Training



Fire Drill

Employee Communication and Care

The Group respects and cares for employees, actively implements comprehensive employee communication and care measures, continuously stimulates employees' enthusiasm for work, and is committed to creating a positive and energetic working atmosphere.

Employee Communication

The Group attaches great importance to employee participation and communication, unblocks diversified communication channels, conducts employee satisfaction and engagement surveys, maintains close contact with employees, effectively understands employee requirements and makes improvements. Under the premise that the interests of the state, society and the collective and the legal freedoms and rights of other citizens are not harmed, the Group respects employees' voluntary joining or not joining legally recognized organizations such as trade unions, and if necessary, conducts legal and compliant collective bargaining with the Group in a good faith environment, and communicates their demands and opinions with the management in a reasonable way.

Staff Communication Channels

- Through trade union organizations, employees can enjoy the freedom to participate in trade unions and collective bargaining, encourage employees to participate in workers' congress convened by trade unions, and fully understand their aspirations
- On-line Bi Xiaofu (碧小服) intelligent inquiry platform, employees can consult manpower-related issues through 24-hour intelligent customer service, customer service center, work order platform and other channels, and quickly respond to employee needs.
- The president's express management platform "Do it Right Away" is set up to break down hierarchical barriers. Employees' suggestions go directly to the president, so that the president can quickly grasp front-line demands, provide real basis for decision-making, and promote rapid resolution of problems.
- Organize one-on-one employee interviews, employee symposiums, complaint show, face-to-face meetings with the president and other activities to deeply understand employees' voices, and regularly carry out and implement problem solving.



Intelligent Inquiry Platform Bi Xiaofu
(碧小服)



"Do It Right Away"
Platform



Employee Symposium

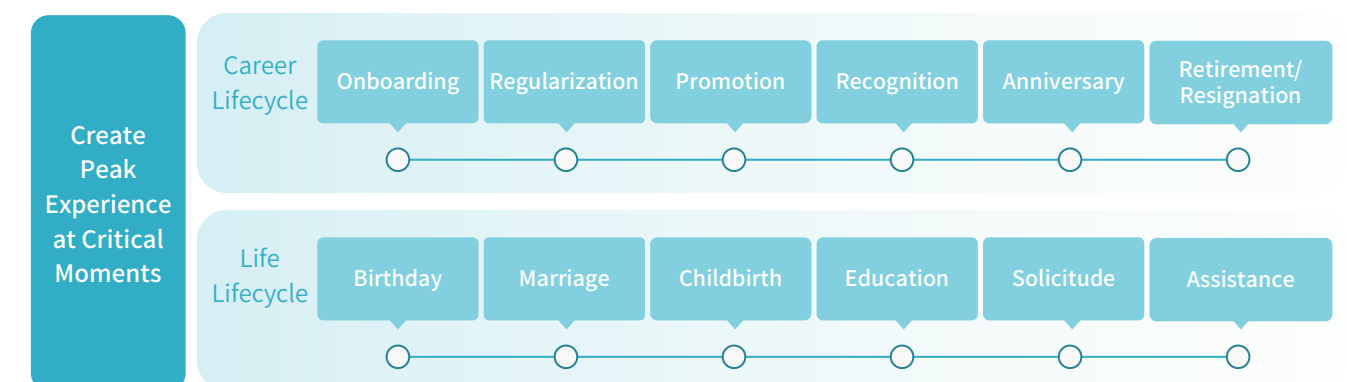
In 2024, the Group conducted surveys on happiness (including satisfaction and engagement) in March and December respectively, covering over 150,000 people. Based on the survey results, the Group formulated targeted employee satisfaction improvement plans, completed the implementation of various improvement measures covering employee care, employee management policies, quality of life and other aspects, and will continue to engagement surveys to monitor employee satisfaction and ensure the implementation of improvement measures.

Employee Care

The Group continues to promote material non-pay benefits, starting from the whole career cycle and the whole life cycle, creates Peak Experience at Critical Moments, formulates a Calendar of Happy Festivals covering the whole year, regularly holds diversification employee activities, and builds a brand of employee care that is deeply rooted in people's hearts, and conveys love and social responsibility.

Peak Experience at Critical Moments

Hold corresponding care activities at special nodes in the career and life cycle of employees



Employee Birthday Party



Children's College Entrance
Examination



Care Special Employee Home Visit

● Happiness in the Garden Theme Season Activities

According to the calendar of Yuanman Happiness Festival, hold celebrations to create a festive atmosphere

Garden of Happiness Festival Activity Calendar	January: Year-end Recognition	February: Spring Festival / Valentine's Day	March: Women's Day / Arbor Day
	April: Qingming Festival	May: Labor Day / Mother's Day	June: Dragon Boat Festival / Children's Day
	July: Party Founding Day	August: Army Day	September: Mid-Autumn Festival / Teacher's Day
	October: National Day	November: Thanksgiving	December: Winter Solstice / Christmas



Mother's Day Activities



Dragon Boat Festival Activities



Mid-Autumn Festival Activities

● Distinctive Theme Activities

- Customize the "Country Garden Services Ensures Your Happiness" exclusive mooncake gift box for employees,, and express gratitude to employees and their families through a letter from home.
- Carry out a service skills competition for grassroots employees, comprehensively evaluate employees' service awareness, service skills and professional quality from both theoretical and practical aspects, and comprehensively improve the professional skills of employees in all lines.
- Hold a family open day event with the theme of happiness together, build a communication bridge between the enterprise, employees and families, and implement all-round employee care.



Distribute Mooncake Gift Boxes to Employees



Service Skills Competition



Family Open Day Event

>> Caring for Female Employees

The Group thoroughly implements the concept of gender equality, actively implements various women care policies from an all-round and multi-dimensional perspective, creates a better workplace environment for women, and helps women in the workplace shine.

- Exclusive holiday care: Welfare holidays such as half-day holiday (set up every March 8th Women's Day), breastfeeding leave and parental leave.
- Women's safety island: intimate spare brown sugar ginger tea brewing, sanitary napkins, warm pack and other menstrual "peace of mind packages".
- Women's health care: Carry out health activities such as women's health lectures and knowledge quiz.
- Care for expectant mothers: Give gifts such as milk and maternity welfare packages to pregnant expectant mothers, and set up knowledge classes to teach how to deal with workplace pressure and how to deal with the relationship between family and work.
- Postpartum Return to Work: Welcome Ceremony/Care for postpartum mothers return to work.



Women's Health Lecture



Goddess Day Activities

Work Together with Partners to Achieve a Win-win Ecosystem

Country Garden Services adheres to the concept of openness and win-win, actively establishes mutually beneficial long-term cooperative relationships with relevant parties in the industry chain, continuously optimizes supplier life cycle management, strengthens supply chain risk management and control, and strictly adheres to the bottom line of procurement integrity. At the same time, actively participate in exchange and cooperation activities inside and outside the industry, create value with all partners, and help the sustainable development of the industry.

The SDGs addressed in this section:



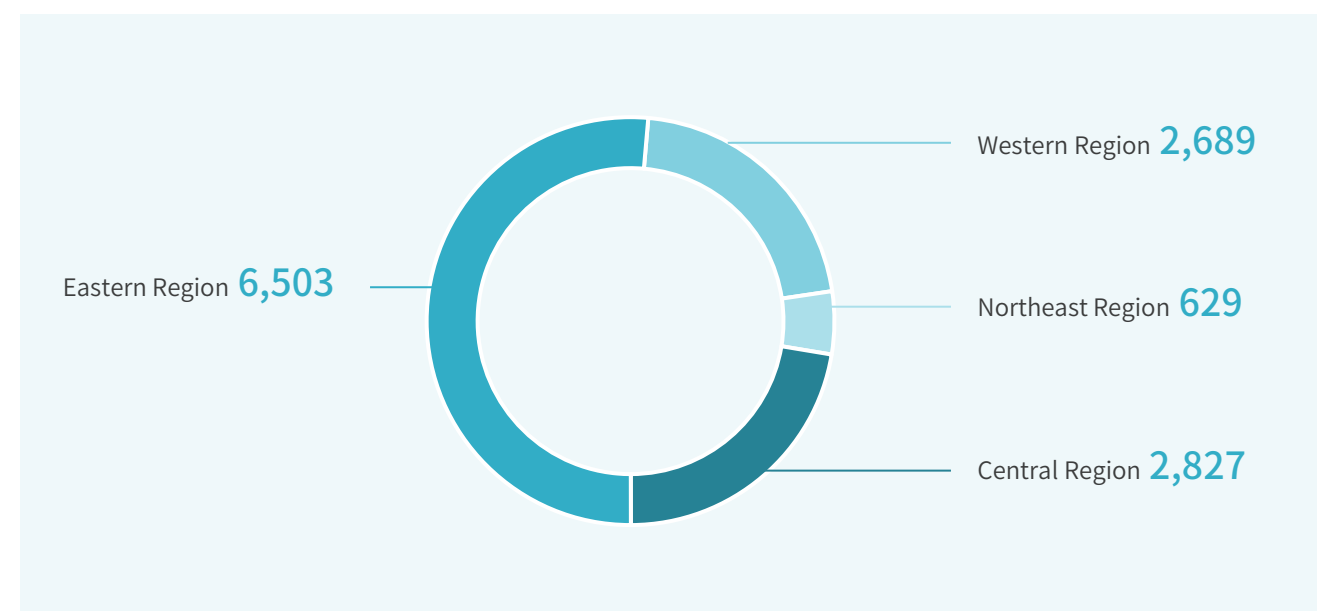
2024 Highlights Performance:

- Iteratively develop the functions of the service recruitment and procurement platform, and launch pilot projects in 3 units this year
- Prioritize cooperation with suppliers with good ESG performance, and obtain system certifications such as ISO9001, ISO14001 and OHSAS18001 as consideration criteria for admission
- Sort out and publicize the blacklist of partners to effectively prevent and control potential cooperation risks
- Organize and carry out special work on supplier compliance and business risk verification, and actively implement the sunshine procurement model
- Support the launch of the 16th Healthy China Forum "Health Enters Ten Thousand Households", jointly hold the "Wuchang Rice Traceability" activity with the Wuchang Municipal Government, and reach a strategic cooperation project with Cangzhou City on the construction of electric vehicle charging piles to build a win-win cooperation ecosystem
- Participated in exhibitions such as the 5th Guangzhou International Smart Property Expo, the 6th China International Property Management Industry Expo and the Guangdong Provincial Property Management Industry High-Quality Development Conference to contribute wisdom and strength to the overall development of the industry



Building a Sustainable Supply Chain

The Group is committed to building a standardized, open, transparent and equal sustainable supplier cooperation system, building a high-quality, stable and highly competitive supply chain, and empowering the Group's high-quality development. During the Reporting Period, the Group had a total of 12,648 suppliers, all of which were managed by Bicaï Mall, and geographical⁵ breakdown is as follows:



Supplier Lifecycle Management

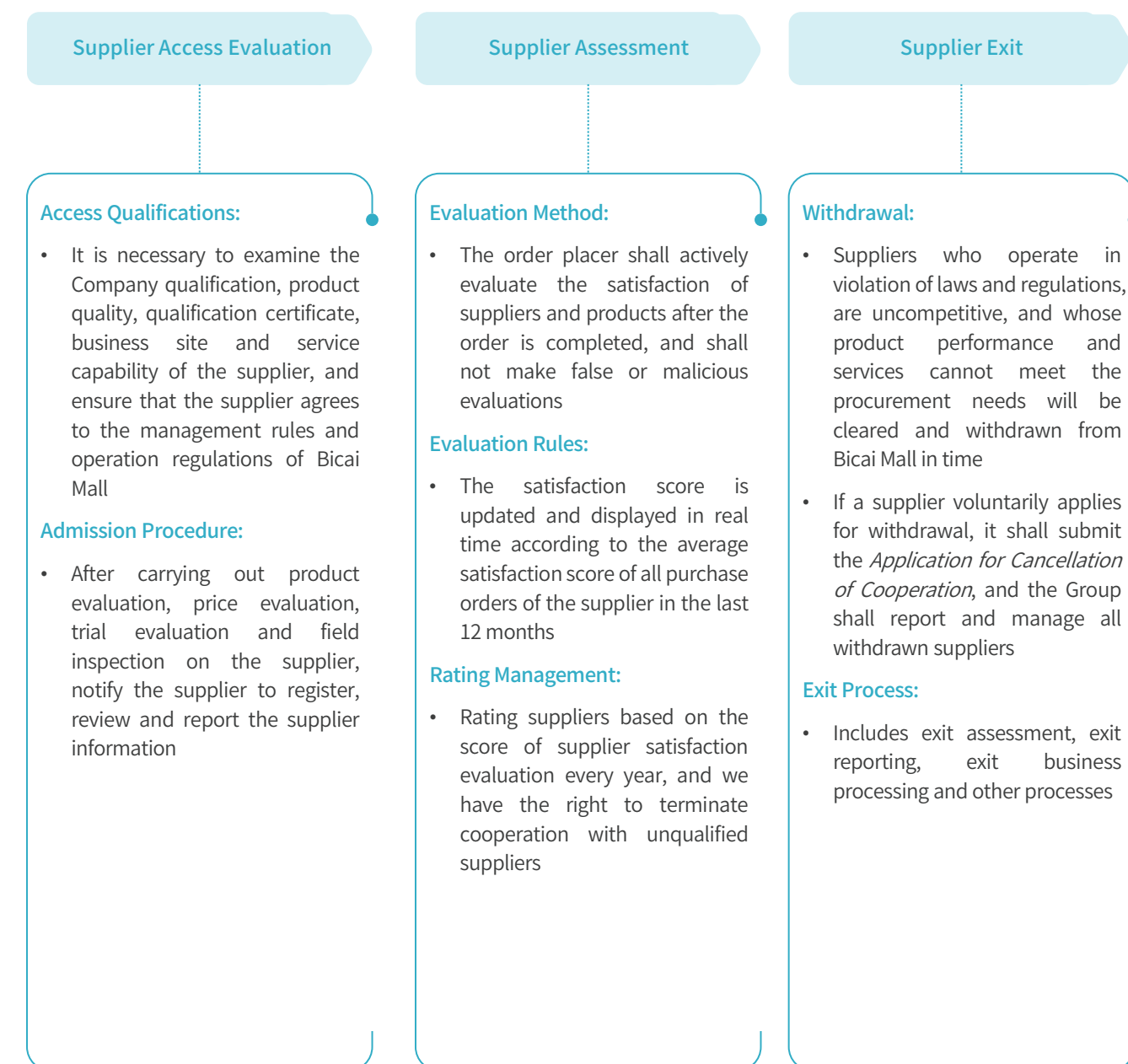
The Group attaches great importance to supplier relationships, strives to build mutually beneficial, long-term and stable partnerships, and strictly abides by relevant laws and regulations such as *the Law of the People's Republic of China on Tendering and Bidding*. During the Year, the Group updated a series of systems such as *the Measures for the Full Cycle Management of Material Procurement Suppliers of Bicaï Mall V4.0* and the *Measures for the Procurement Management of Digital Projects of Country Garden Services Group (2024 Edition)*, and continuously optimized the whole life cycle management of suppliers such as sourcing, development, inspection, access evaluation, cooperation selection, evaluation, default handling and withdrawal, so as to safeguard the interests of both parties and promote the cooperative relationship between them, and support the realization of the Group's strategic objectives.

5. . Eastern Region: Beijing, Tianjin, Hebei Province, Shanghai, Jiangsu Province, Zhejiang Province, Fujian Province, Shandong Province, Guangdong Province, Hainan Province

Central Region: Shanxi Province, Anhui Province, Jiangxi Province, Henan Province, Hubei Province, Hunan Province

Northeastern Region: Liaoning Province, Jilin Province, Heilongjiang Province

Western Region: Inner Mongolia Autonomous Region, Guangxi Zhuang Autonomous Region, Chongqing, Sichuan Province, Guizhou Province, Yunnan Province, Tibet Autonomous Region, Shaanxi Province, Gansu Province, Qinghai Province, Ningxia Hui Autonomous Region, Xinjiang Uyghur Autonomous Region



As the core platform of the Group's supply chain information management, Bicaï Mall has built an integrated business module system covering supplier management, bidding management, procurement management, product management and cloud warehouse management. During the Year, Bicaï Mall completed the upgrade and optimization of key nodes and modules such as off-warehouse procurement management process, purchased goods search engine function, cloud warehouse statistical logic and supplier management function, which not only effectively improved internal operational efficiency, but also provided a better cooperation experience for suppliers and partners.

Case

Iterative Service recruitment platform

Based on the original functional modules of Bicaï Mall, the Group has iteratively developed the functions of the service recruitment and procurement platform. This function will be launched on a pilot basis in three units in Jiangzhong Foshan, Guangzhou Guanshen, and Zhongliang Baiyue Zhijia in December 2024 to realize full-process management of service providers and help standardize, visualize, and intelligence the service recruitment business.



Bicaï Mall 2.0 Service Recruitment Function
Launches Promotional Poster

Responsible Sourcing

The Group attaches great importance to the ESG performance of suppliers and regards it as the key to building a sustainable supply chain. In the process of supplier evaluation and cooperation, we integrate risk factors such as environment, society and business ethics, identify and manage potential ESG risks, and strive to build a stable supply chain management system to promote the sound development of the supply chain ecology.

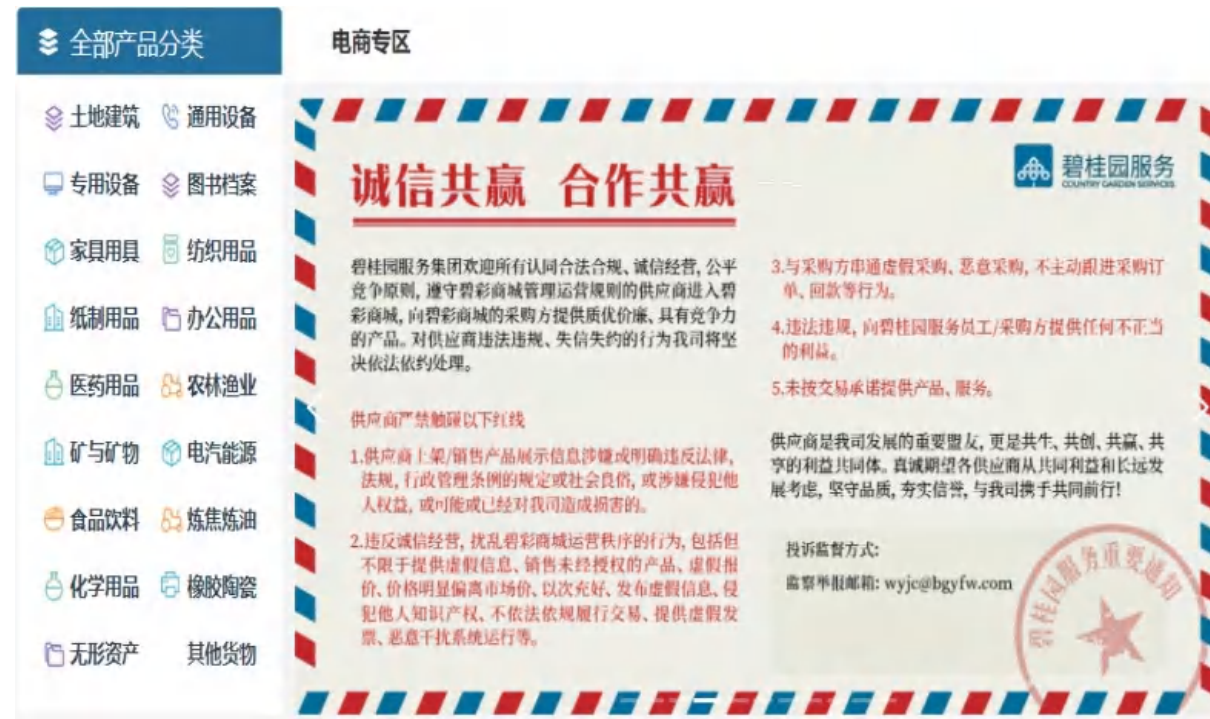
- During the on-site inspection of suppliers, factors such as working hours of suppliers' workers, production environment, and safety production system are included in the evaluation dimensions;
- Take suppliers' good record of paying taxes according to law, social security funds, certification of business reputation evaluation system, certification of enterprises that abide by contracts and abide by reputation, etc. as the evaluation clauses for supplier access, and give priority to cooperating with companies that pay taxes according to law, abide by contracts and abide by reputation;
- Prioritize cooperation with suppliers that purchase social security for employees, pay employees' wages in a timely manner, and respect human rights;
- Committed to promoting water conservation throughout the supply chain, and conducting strict environmental and water resources assessments on suppliers;
- Priority is given to cooperation with suppliers that are conducive to environmental and social sustainable development, and whether they have obtained certification systems such as ISO9001 quality management system, ISO14001 or other environmental management system, OHSAS18001 or other occupational health and safety management system, SA8000 or other social responsibility standards is considered as the condition for supplier admission.

At the same time, the Group actively implements the procurement concept of green, energy-saving and environmental protection, and has purchased more than a thousand green, energy-saving and emission-reducing products, such as degradable garbage bags, energy-saving sensor lamps, energy-saving water pumps, lithium battery cleaning tools and cleaning vehicles. In addition, through the formulation of standardized materials lists for freight tricycles, greening equipment, office computers and monitors, and centralized procurement of energy-saving and environmentally friendly sweepers, we ensure that the purchased products achieve the goals of energy saving, consumption reduction and environmental protection, and meet the requirements of various regions for the use of environmentally friendly products.

Promote Sunshine Procurement

The Group always upholds the cooperation concept of openness, fairness, impartiality and honesty, has a zero-tolerance attitude towards any form of commercial fraud, and actively promotes the sunshine procurement model. To ensure the fairness and transparency of the recruitment process, the Group has taken the following measures and is committed to working hand in hand with suppliers to build a transparent, clean and efficient supply chain system:

- When carrying out bidding projects, suppliers are required to sign *the Country Garden Service Group Procurement Bidding Announcement and Instructions* and other documents, explicitly prohibiting fraud, bribery, bidding and other behaviors;
- When signing the contract, the supplier must sign and comply with *the Sunshine Integrity Agreement*;
- Revise the Measures for *the Management of Job Responsibilities and Certification Related to Procurement Activities of Country Garden Service Group V3.0* to clarify the qualifications and job responsibilities of procurement personnel engaged in service recruitment and procurement, and prevent procurement personnel from abusing their powers;
- Adhere to the principle of "one-vote veto" system for recruitment, procurement and bidding, and resolutely retire suppliers who engage in false operations, fraud, corruption and other behaviors during the cooperation process, and blacklist them, and never cooperate with them;
- During the Year, *the Notice on Publicity of Blacklist of Partners* was issued, which announced the blacklist of 196 partners, and clearly required all units of the Group not to enter into new business dealings with the listed blacklist partners;
- Organize and carry out special work on supplier compliance and business risk verification, conduct risk inspections on suppliers in terms of integrity cooperation, etc. If any violation is found, it will be dealt with severely;
- The Company placed integrity cooperation posters on the procurement platform of Bicaï Mall to strengthen the publicity and education of integrity in the supply chain.



Screenshot of the Integrity Cooperation Poster on the Homepage of Bica Mall

Supplier Communication

The Group attaches great importance to communication with suppliers, maintains timely interactive communication through supplier meetings, supplier visits, daily online and telephone communication, holiday condolences, and establishes supplier complaint and feedback mechanisms, aiming to establish long-term and stable cooperative relationships with suppliers. During the year, the Group launched the 2024 Supplier Evaluation Campaign to commend and encourage suppliers with outstanding performance, to strengthen cooperative relationships and encourage suppliers to continuously improve service quality.

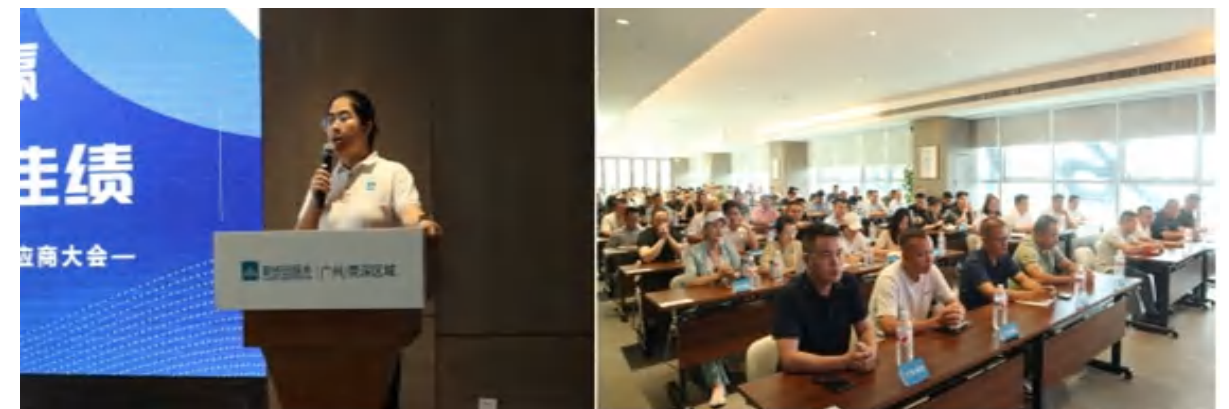


Supplier Visiting and Communication Activities

Case

Regional Strategic Supplier Conference

In August 2024, the Guangzhou/Dongguan-Shenzhen Region and Operation Management Center held a supplier conference, aiming to strengthen in-depth communication with suppliers and work together to build a solid, efficient and sustainable cooperation bridge. During the meeting, the Group publicized and implemented the latest policies of the Group to suppliers, and interpreted the relevant regulations on clean cooperation, to build a solid line of defense for clean cooperation. At the same time, a question-and-answer session was set up at the meeting site to answer suppliers' questions in a timely manner and further enhance the trust and understanding between both parties.



Guangzhou/Dongguan-Shenzhen Regional Strategic Supplier Conference Site

Build a Win-win Cooperation Ecosystem

The Group continues to deepen diversified cooperation, actively expand the breadth and depth of cooperation, create a healthy and win-win cooperation ecosystem, and jointly promote industry innovation and development with all parties to build a win-win cooperation ecosystem.

Deepen Diversified Cooperation

The Group firmly believes that diversified cooperation is the key driving force for achieving the sustainable development goals, and upholds an open and win-win cooperation attitude, actively works closely with all partners to expand the boundaries and deepen the levels of cooperation, and continuously create new prospects for cooperation.

Case

Participated in the 16th Healthy China Forum with the Project of "Health into Ten Thousand Homes"

On December 29, 2024, the 16th Healthy China Forum "Health into Ten Thousand Homes" theme unit hosted by People's Daily Health Client and supported by Country Garden Service Group was held in Beijing. Experts, scholars, industry and residents' representatives in the fields of nutrition and health, chronic disease prevention and other fields were invited to discuss how to promote the nutritional transformation of the food industry and put the concept of healthy living and healthy agricultural products into thousands of households.

During the event, the Group shared successful cases related to the promotion of healthy food ingredients, and announced that it would launch the project of "Health into Ten Thousand Households", comprehensively roll out the popularization of health science in the community through the "Zhixiang Downstairs Heart Selection" platform, promote the upgrading of agricultural products industries in various regions through traceability activities, and quickly deliver more high-quality food ingredients to family tables with an innovative community partner model.



Health into Ten Thousand Homes Event Site

Case

Ogranized Wuchang Rice Traceability Activities to Promote the Integrated Development of Agriculture, Culture and Tourism

In September 2024, the Group, together with the Wuchang Municipal Government and industrial partners, jointly organized a Wuchang rice traceability activity, through visits to processing plants and planting bases, introduction of Wuchang rice product features, on-site seed cutting and live broadcast to promote orders, etc., comprehensively demonstrated the production process of Wuchang rice, promoted the integrated development of agriculture, culture and tourism, and helped enhance the comprehensive value of Wuchang rice.



Wuchang Rice Traceability Activity Site

Case

Undertook the Cangzhou Charging Pile Project to Help Municipal Construction

In order to ensure citizens' travel convenience and charging safety, the Cangzhou Municipal Government has vigorously promoted the construction project of electric vehicle charging piles. In August 2024, the Group entered into a strategic cooperation with the Cangzhou Municipal Government to undertake the deployment of 3,000 charging piles in the city. After the signing of the contract, the Group has carefully planned and deployed the installation of charging piles, and has completed the implementation of 300 charging piles in the initial stage, which not only helps Cangzhou City improve the coverage rate of urban charging facilities and citizens' green travel experience, but also marks an important step for the Group to promote urban green development.



Electric Vehicle Charging Pile for Cangzhou Municipal Project in Hebei Province

Help Industry Development

The Group actively leverages its resource advantages and professional capabilities, continues to gain insight into industry trends and future trends, participates in high-standard exhibitions, deepens multi-dimensional cooperation and exchanges within the industry, actively shares experience and insights, and joins hands with colleagues in the industry to promote the industry to a new stage of greener, smarter and more sustainable development.

Case

Participated in the 5th Guangzhou International Smart Property Expo

In September 2024, the 5th Guangzhou International Smart Property Expo 2024 opened in Guangzhou, with 400 high-quality brand exhibitors participating. With the theme of upholding integrity and innovation, the Group joined hands with partners to jointly participate in the exhibition, actively displayed the latest achievements in the innovation of red communities, digital and intelligent communities and community living services models, and conducted in-depth and fruitful exchanges with industry leading enterprises, outstanding property service providers and ecological partners.

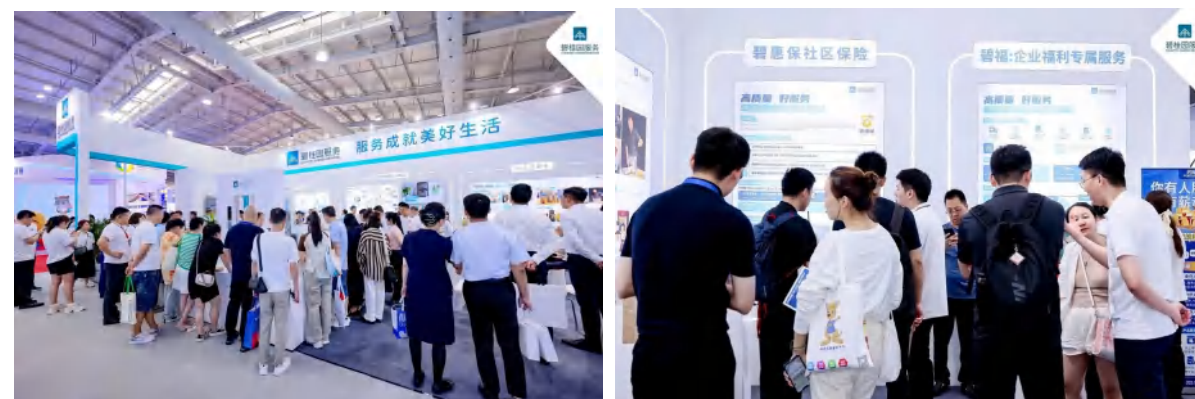


The 5th Guangzhou International Smart Property Expo Site

Case

Participated in the 6th China International Property Management Industry Expo

In July 2024, the 6th China International Property Management Industry Expo will be held in Beijing. The Group's "Resident Zero" cleaning robot, intelligent elevator management business, charging pile service, liquor business, Bihuibao community insurance and enterprise welfare business of BiFu Mall have attracted much attention. At the same time, the President of the Group was invited to give a speech on the theme of "returning to essence and promoting sustainable development at the main forum, sharing the relevant exploration of the Group in the field of sustainable development, and joining hands with industry partners to promote the sustainable development of the property management industry.



The Sixth China International Property Management Industry Expo Site

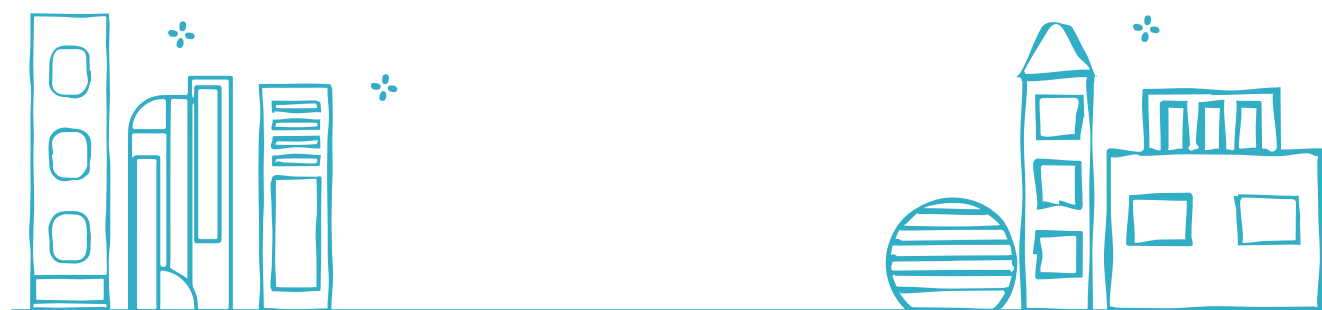
Case

Participated in the Guangdong Provincial Property Management Industry High-Quality Development Conference

In February 2024, the Guangdong Provincial Property Management Industry High-Quality Development Conference was held in Guangzhou to exchange experiences around the high-quality development of the property management industry, aiming to effectively improve service quality and service capabilities, and use practical actions to help the high-quality development of the property management industry. During the meeting, the Group was awarded the title of "Outstanding Enterprise in Response to the 'Property Service Week'", and five of its projects were awarded the "2023 Guangdong Province Residential Community Property Service Demonstration Projects".



Guangdong Property Management Industry High-Quality Development Conference Site



Support Charity and Achieve a Harmonious Society

While promoting its own business development, Country Garden Services has not forgotten to deeply practice the social concept of public welfare for beauty, devoted itself to promoting the harmonious development of the community, solidly promoted rural revitalization in combination with business characteristics and resources, actively participated in public welfare and charity undertakings, and gave back to the society with practical actions. Continue to deliver positive value to the society.

The SDGs addressed in this section:



2024 Highlights Performance:

- Provide owners with diversified convenience services covering health, old-age care, insurance, convenience facilities and living categories, and create convenient, comfortable and safe living environment for them
- In total, Health is a Good City National Large-scale Theme Event were carried out more than **100** events, more than **400** Biran Interesting and Happy Summer National Large-scale Theme Event were carried out, and BINGO! New Year's Festival activities were carried out in more than **7,000** communities
- Organized activities such as traceability of agricultural products with purchase instead of donation, and the total sales of agricultural products exceeded RMB **9 million**
- Help the revitalization of Shaoguan Ruyuan Yao Autonomous County and promote the high-quality development of hundreds of millions of projects in Guangdong Province
- Carry out various charity activities such as student aid activities, care for the elderly living alone, organize and participate in volunteer services



Building Harmonious Community

Community is a centralized carrier that connects people, people and nature, and people and cities. The Group takes people as the starting point, strengthens the connection between people through convenient community services and rich community cultural activities, and jointly builds, governs and shares with property owners to jointly create a warmer and better community.

Community Convenience Service

Serve the heart and facilitate the people. With the aim of serving community residents and improving the quality of property services, the Group provides property owners with diversified convenience services covering health, pension, insurance, convenience facilities and living categories, hoping to create a convenient, comfortable and safe living environment for residents and enhance the happiness of community residents.

Health Services

The Group launched community health management and sub-health prevention and treatment projects, aiming at popularizing traditional Chinese medicine and sub-health wellness culture to property owners, and promoting sub-health prevention and control methods. In 2024, the project provided 12 free health lectures and 28 free health tests for community owners, and more than 1,300 health support services for the elderly in the community, contributing to the healthy life of residents.

Elderly Care Services

The Group actively explores the "property + elderly care" service model to achieve a sense of security, medical care, work, learning and happiness for the elderly. In 2024, the Group's Country Garden Xianglu City project in Guangxi held a "Elderly Birthday Party" event, carefully prepared a series of performances and presented exclusive birthday gifts to birthday girls, bringing warmth and joy to the elderly in the community.



"Elderly Birthday Party" Event

Facility Services

In 2024, the Group is committed to continuously improving the quality of comprehensive community services, cooperating with a number of express delivery companies through self-operated and joint venture models, and introducing express delivery stations within the scope of projects under its management, which greatly facilitates the needs of owners to receive packages and enhances the convenience of life. At the same time, in order to enrich the cultural life of the community, the Group carefully built the "Youth School" reading room in the Huanshi Xiyuan project, providing a quiet and comfortable reading environment for the children in the community.



Community Post Station



"Youth School" Reading Room

Community Living Services

In 2024, the Group held more than 20,000 "Intimate Service Festival" activities across the country, covering practical services such as free floor mat cleaning, knife sharpening, blood pressure measurement, bicycle pumping and manager reception day for owners, aiming to effectively solve the actual needs of owners in their daily lives and comprehensively improve the convenience of home.



Clean Floor Mats for Property Owners



Measure Blood Pressure for Property Owners

Community Culture Construction

The Group enriches the lives of property owners with warm services, organizes and carries out various forms of community cultural activities, provides multi-level and multi-type services and entertainment options for property owners of different ages and needs, enhances emotional connections with property owners, creates harmonious neighborhood relationships, and allows warmth to be continuously transmitted in the community.

Case

Health is a Good City National Large-scale Theme Event

From May to June 2024, the Group launched a nationwide large-scale theme event on "Health is a Good City", integrating health concepts and practices into community culture. More than 100 events were held in total, with over 25,000 property owners participating. The activity combines market fun and convenient public welfare services, sets up diversified health experiences and interactive games, and provides convenient services such as health consultation, public welfare clinics, daily necessities, etc., aiming at improving the quality of community life, promoting residents' health, and helping the development of community health and public welfare undertakings.



Health is a Good City Event Site

Case

Biran Interesting and Happy Summer National Large-scale Theme Event

In order to promote the Olympic spirit and strengthen the residents' physique, the Group launched a national large-scale theme event nationwide from July to September 2024, with a total of more than 400 events held, attracting enthusiastic participation of over 135,000 households. Focusing on green market, healthy and fun play, and shared game viewing, the Group has carefully planned a series of mini-games, aiming to enrich the spiritual and cultural life of property owners and build the community into a green and fun space for urban residents.



Biran Interesting and Happy Summer Event Site

Case

BINGO! New Year's Day National Large-scale Theme Activities

In order to enhance the atmosphere of the New Year, the Group organized BINGO! New Year's Festival from December 2024 to January 2025, joining hands with over 8,000,000 property owners and over 7,000 communities across the country to create a reunion place full of New Year's flavor. The activity launched the New Year's Flavor Market, interesting interaction, and punch-in, including traditional tongue-tip food, folk handicrafts, blessing lottery and other links rich in New Year's flavor, as well as new year's goods that symbolize the good wishes of the New Year, so that more owners can share the joy of the festival while carrying forward Chinese traditional culture.



BINGO! New Year's Day event site

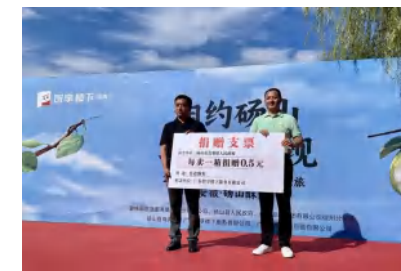
Help Rural Revitalization

The Group actively responds to the national rural revitalization strategy, gives full play to the advantages of each business line, and explores new ways of targeted and characteristic assistance through integration of local social resources and innovative production and operation, so as to comprehensively promote rural revitalization and contribute to building a beautiful countryside with prosperous industries and livable ecology.

Case

Helping Pear Farmers with Love-Practicing the Public Welfare Concept of Purchasing Instead of Donating

Dangshan County, Suzhou City, Anhui Province is known as the pear capital of the world, and is known as the hometown of crisp pears in China. On September 16, 2024, Typhoon Bebijia had a serious impact on Dangshan County, causing serious losses to local Dangshan pear growers. In the face of natural disasters, the Group called on the nationwide smart selection distributors to participate in the sale of Dangshan crispy pears, and promoted the public welfare concept of purchasing instead of donating, that is, for every box of crispy pears sold, RMB 0.5 was donated to help farmers. The cumulative sales of this activity exceeded RMB 1.2 million, which effectively supported the affected fruit farmers and further improved the popularity and sales of Dangshan pear.



Love to Help Farmers Pear Activity Site

Case

Help the Revitalization of Shaoguan Ruyuan Yao Autonomous County and Promote the High-Quality Development of Hundreds of Millions of Projects in Guangdong Province

In December 2024, Tianli Commercial Office Buildings of the Group cooperated with the Yuan Yao Autonomous County Government and the Bureau of Culture, Broadcasting, Tourism and Sports to use the Group's commercial property network in the Greater Bay Area, Bohai Rim and Yangtze River Delta to promote Ruyuan's urban brand, ethnic culture, cultural tourism projects and agricultural products, and enhance its national popularity. Display and inherit Yao culture by holding the exhibition of Yaoguang Yicai and Building Intangible Cultural Heritage with the Heart; With the help of BPlus platform, special products such as alpine organic rice, Yao health tea, traditional Yao bath bags, etc. were launched, which effectively broadened the sales channels of ruyuan characteristic products, brought more economic benefits and development opportunities to local farmers and craftsmen, and promoted local economic development and cultural heritage.



Ruyuan Yao Autonomous County Farmer Helping Activity Site

Case



Helping the Industry Prosper-Promoting Rural Characteristic Agricultural Products Through Traceability Activities

Traceability activities are of great significance to promote the production of high-quality products, and can ensure that every link of products from production to consumption meets safety standards. The Group has carried out a series of agricultural product traceability activities to polish the business card of rural specialty products and help revitalize local industries.

• Lianzhou Crystal Pear

In July 2024, the Group launched the adventure activity of Taoli's Summer Guangdong Tracing Tour Lianzhou Station-Pear Pu, and joined hands with the local government to export high-quality specialty agricultural products through e-commerce live broadcast to break the time and space constraints of traditional agricultural products sales.



Promote Lianzhou Crystal Pear Event Site

• Ningxia Yinchuan Milk

In August 2024, the Group launched a traceability trip to Ningxia with the theme of selected milk from Helan Mountain, which is naturally more fragrant and mellow, and distributed the products to some families across the country through the Group's channels, helping the Ningxia government to promote Ningxia Yinchuan milk and polishing the Ningxia regional business card.



Ningxia Yinchuan Ranch

• Heilongjiang Wuchang rice

In September 2024, the Group joined forces with the Wuchang Municipal Government and Huami Group to launch the campaign of Good Rice Knowing the Season and Entering Health into Ten Thousand Households. Through the new near-field marketing model and online live broadcast activities, the Group achieved daily sales of RMB 1.472 million, further promoting the development of agriculture, culture and tourism in Wuchang.



Good Rice Knows the Season, Health Enters the Event Site of Thousands of Homes

Join in Charity

The Group actively fulfills its public welfare responsibilities, conveys warmth with love and interprets social responsibilities with actions. During the year, the Group contributed its modest efforts to building a better society through various charity activities such as student aid activities, caring for the elderly living alone, organizing and participating in volunteer services, etc.

Case



Go to Yunan County to Carry Out Volunteer Activities of Student Assistance and Care for the Elderly Living Alone

In August 2024, the Group organized a trip to Yunan County, Yunfu City, a mountainous area in western Guangdong to carry out volunteer activities to express office buildings to eight students of Donger Primary School in Jiancheng Town, Yunan County who were admitted to key middle schools, and helped local elderly living alone to pick and sell crops, helping to solve the problem of unsalable agricultural products.



Yunan County Volunteer Activity Site

Case



Carry out Meicheng Meiyuan National Cleaning Day Action

In 2024, all projects of the Group insisted on carrying out weekly National Clean-up Day activities, and joined community volunteers to carpet-clean the three major moving lines of pedestrian, car dealership and leisure, focusing on cleaning up the sanitary corners of the projects, and creating a clean, tidy and orderly living environment, with a total of more than 100,000 attendances in the activities throughout the year.



National Clean-up Day Action Site

Strengthening Corporate Governance and Achieving Steady Development

Country Garden Services firmly believes that sound corporate governance and stable operation are the keys to the sustainable development of enterprises. We build a sound governance structure, improve the internal risk management and control system, strictly abide by business ethics, actively promote a culture of integrity, and build a solid foundation for the Company's high-quality development with high standards and standards.

本The SDGs addressed in this section:



2024 Highlights Performance:

- Improve the risk management organizational structure and conduct a company-wide risk assessment that includes consideration of ESG risk factors
- Carry out special courses on risk control for different employee groups to enhance the risk control awareness of all employees
- All employees signed the "Employee Conflict of Interest Behavior Commitment Letter", "Integrity and Self-discipline Commitment Letter" and other integrity-related documents. A total of **58,028** people signed the conflict of interest commitment letters, with a total of **187,876** people signed.
- Anti-corruption related training was conducted for all directors, employees and partners, with a total of **41,918** attendances, creating a clean and upright working atmosphere
- Set up a variety of open and transparent reporting channels such as monitoring and reporting email, 400 customer service hotline, and BIP online reporting
- Adhere to the "five-in-one" party building model, and actively promote the construction of a harmonious co-governance model of party building leading communities from six aspects

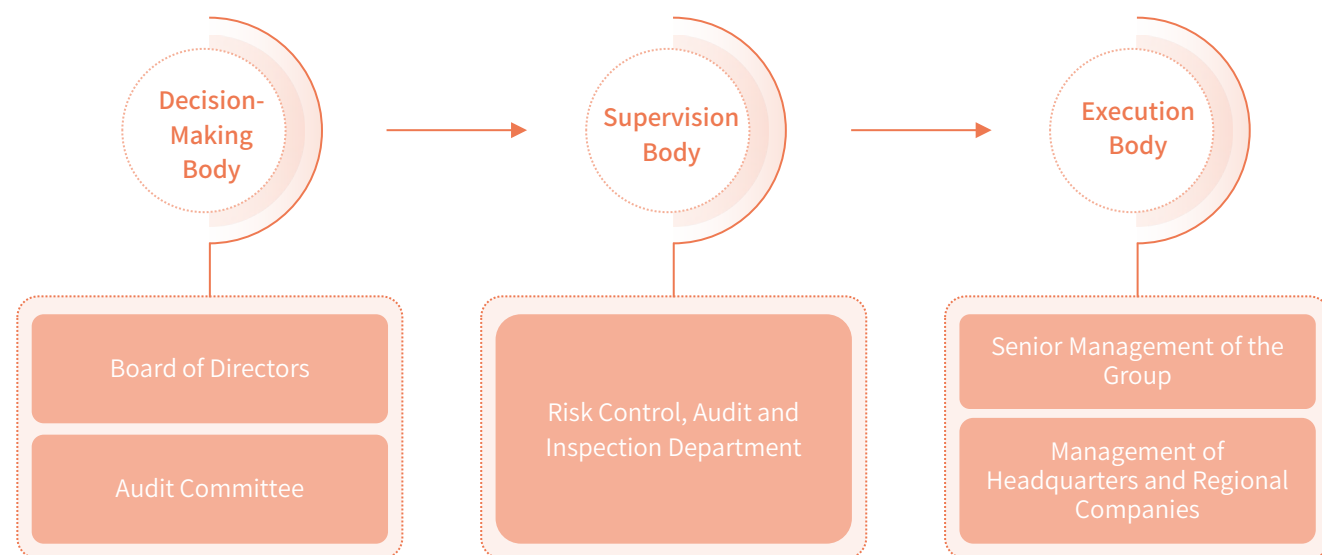


Internal Control and Risk Management

The Group complies with the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China* and other relevant laws and regulations, and continues to improve its internal control and risk management in accordance with the requirements of the *Corporate Governance Code in Appendix C1 of the Listing Rules of the Hong Kong Stock Exchange*. The Group has established a risk management organizational structure under the full responsibility of the Board of Directors, which runs through the decision-making, supervisory and executive levels, and each level performs its own duties to help the Company carry out risk management systematically and effectively. During the Year, we continued to improve our management structure, and the Risk Control, Audit and Inspection Department directly reported to the Audit Committee and the Board of Directors to facilitate efficient decision-making.

Meanwhile, the Group has established a risk management and internal control system comprising four levels of risk identification, risk analysis and response, risk assessment and risk tracking, and four processes of risk assessment, risk review, risk reporting and risk maintenance.

According to the *Risk Management System Standards of Country Garden Services Group*, the Group conducts a comprehensive risk assessment at the company level covering ESG risk factors at least once a year, and continuously improves the risk management information base by systematically sorting out, evaluating and ranking risks that may have a significant impact on the achievement of corporate goals, thereby improving the accuracy of risk identification and the effectiveness of risk management and control measures.



Risk Management Organizational Structure

The Group has established an internal control system applicable to the Group with reference to the COSO (Committee of Sponsoring Organizations of the Treadway Commission) internal control management framework. In addition, we regularly carry out supervision, evaluation, audit and supervision, and internal control inspections are carried out by functional lines and the Risk Control, Audit and Inspection Department, and ensure that the audit and supervision work periodically covers all levels of all regions and departments of the Group. When any problems are found, the Group will promptly organize relevant departments to make rectification and ensure that the problems are thoroughly resolved, to reduce the occurrence of fraud incidents and enhance the overall risk prevention capabilities of the Group.

Closed-loop Management of Audit Work

For the issues identified in audits, a continuous problem rectification tracking mechanism is in operation. The rectification responsible persons and time limits are clearly defined, and supervision and guidance over the rectification process are strengthened, thus forming a closed-loop management of audit work and effectively improving the internal management level.

Serious Handling of Violations

Supervision work is carried out, and an efficient case investigation and handling mechanism is established. The ability to collect and analyze clues is enhanced to quickly identify violations. Violations are seriously dealt with in accordance with laws and regulations to firmly safeguard the discipline and interests of the Group.

Every three years, the Risk Control, Audit and Inspection Department conducts routine audits, special audits and economic responsibility audits on all operations, including business segments of the Group's centers, departments and units. During the audit process, the Risk Control, Audit and Inspection Department also audits all employees' compliance with the *Code of Conduct for Employees' Integrity* and other business ethics-related standards, to prevent and detect fraud problems in a timely manner. In 2024, based on the risk assessment results, the Group identified projects and organizations to be audited, and carried out 16 regular and special audit projects. Based on the principle of risk orientation, all kinds of audit projects go deep into the financial, business and compliance fields, identify potential risk points, and provide a solid guarantee for the operation of the Group.

To enhance the risk control awareness of all employees, in 2024, based on emphasizing the culture of integrity, the Group gradually guided the risk control culture, carried out various special courses on risk control for different employee groups, organized two special trainings on offline functional lines, covered employees in key positions, and strengthened their practical ability of risk control. Produce and publish online education courses "in line with risk control" to encourage employees at all levels to participate in online learning; Organize two live trainings to improve the learning effect through interactive Q&A.

Conduct conflict-of-interest theme training for all employees. Thoroughly analyze the manifestations, potential hazards, and coping strategies of conflicts of interest to ensure that each employee can perform their duties while complying with risk-control requirements.

Offer practical risk-control courses for employees in internal control positions. Focus on practical skills in risk identification, assessment, and response to enhance the professional qualities and practical operation abilities of these employees in risk-prevention and control work.

Provide special courses on risk control and integrity for employees in procurement, property management, and other departments. Through case sharing and system interpretation, improve the risk-management capabilities of employees in each functional area.



2024 Risk Control Special Training Poster

Integrity and Business Ethics

The Group strictly complies with laws and regulations such as *the Company Law of the People's Republic of China*, the *Anti-Money Laundering Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China* and *the Interim Provisions on the Prohibition of Commercial Bribery*, and has a zero-tolerance attitude towards any form of corruption to create a clean and upright business environment. The Board of Directors of the Group is responsible for managing the business ethics and corruption issues of the Group, and the Risk Control, Audit and Inspection Department comprehensively coordinates and is responsible for the anti-corruption related construction of the Group, adheres to the principle of "investigating cases and prosecuting violations", and is responsible for handling whistleblowing matters and conducting investigations on whistleblowing clues. During the Year, the Group did not have any concluded corruption litigation cases brought against the Group or its employees.

Integrity Building

The Group has always adhered to integrity management and standardized management, established and improved the internal anti-corruption management system, actively created a corporate atmosphere of integrity, regularly conducted anti-corruption training covering all employees, continuously improved the business ethics management of employees and partners, and promoted the orderly development of the enterprise in compliance.

Institutional Support

We formulated the Regulations on *the Management of Conflict of Interest of Employees of CG Services Group (2022 Version)*, the *Regulations on the Management of Professional Conduct of Employees of CG Services Group (2022 Version)*, the *Measures for Investigating the Responsibility for Violations and Discipline of Employees of CG Services Group (2022 Version)*, *Code of Conduct for Employee Integrity*, the *Guidelines for Self-Inspection of Supervision Cases*, *Management Measures for Reporting and Registration of Gifts and Gratuities (2020 Version)* and other internal management systems, to clarify employees' code of conduct, anti-corruption management requirements and work procedures.

Management Measures

The Group requires all employees to sign integrity-related documents such as *the Employee Conflict of Interest Conduct Commitment Letter* and *the Integrity and Self-Discipline Commitment Letter* to ensure that employees are clear about their responsibilities and obligations in conflict of interest management, prevent the damage to the Company's interests caused by conflicts of interest, and require employees to abide by integrity norms in carrying out various activities. Fraud, bribery, corruption, and other such phenomena are strictly prohibited. In this year, a total of 58,028 people signed the conflict of interest commitment letter, and the cumulative number of signings reached 187,876 people.

To further promote the steady development of various businesses of the group and effectively prevent and control the cooperation risks with partners, the Risk Control and Audit Center and the Procurement Management Center jointly sorted out the partners who have had illegal or abnormal behaviors and insufficient performance capabilities in cooperative transactions in recent years, and publicized them in the form of a blacklist. For the businesses involving the partners on the blacklist, a self-inspection work of "inspecting all that should be inspected and covering all aspects" was fully launched. Meanwhile, the blacklist is dynamically updated, and the supervision intensity is continuously strengthened to ensure the fairness of the business and effectively safeguard the legitimate rights and interests of the Company.

Integrity Education

The Group conducts anti-corruption training and publicity activities for all employees (including full-time employees and part-time employees) and partners (including contractors) through various methods such as online self-study, online live streaming, and on-site training to ensure that both the Group's employees and the employees of suppliers are aware of and familiar with the group's anti-corruption system and ethical standards.



For Directors



For Employees

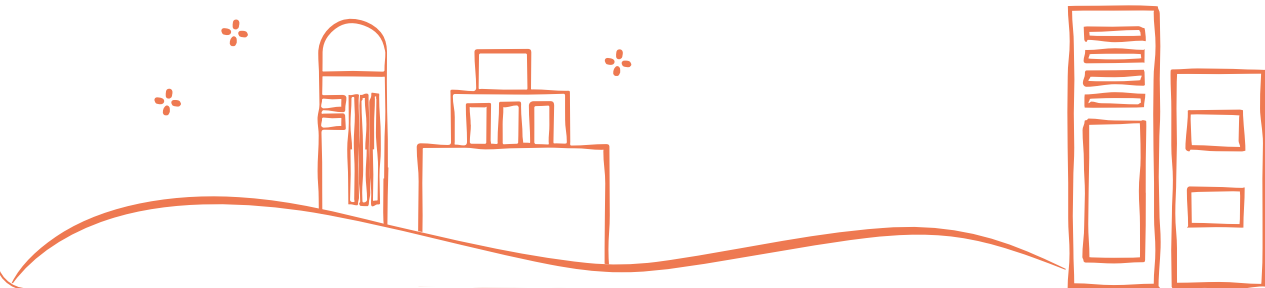


For Partners

Anti-corruption training is provided for all directors. Through detailed explanations of official materials such as the *Brief Introduction to the Anti-Corruption Guide for Property Management Companies* issued by the Hong Kong Property Management Services Authority, combined with the analysis of actual cases, the common corruption risk points and preventive measures in the property management industry are expounded in depth to strengthen the anti - corruption awareness of directors and effectively prevent corruption and management risks.

Integrity culture promotion and system interpretation are carried out for each newly recruited employee to help new employees quickly integrate into the Group's value system and lay a solid ideological foundation for working with integrity. In this year, the Group has continuously carried out education and training related to integrity and ethics, with a total of 41,918 attendances to enhance employees' integrity awareness and risk prevention and control capabilities, and further create a clean and upright working atmosphere.

The risk management work for partners such as equity companies, suppliers, and contractors is continuously strengthened. Through integrity-related publicity and training activities, their understanding and recognition of the anti - corruption system and business ethical norms are enhanced.





Special Course on Conflict of Interest and Promotion Poster of One-click Declaration Function of Conflict of Interest

Whistleblowing Mechanism

The Group attach great importance to whistleblowing management, formulate and implement the *Country Garden Service Group Whistleblowing Protection Management Measures (2023 Edition)* and the *Employee Complaints and Reports Handling Management Measures*, clearly standardize the definitions, reporting methods and investigation procedures of violations of regulations and disciplines, bribery and other acts, and strictly enforces the "confidentiality and recusal" regulations for case-handling personnel. For example, whistleblowing materials must be managed as confidential documents, and the content that should be kept confidential must not be disclosed. Case-handling personnel who have a close-relative relationship or direct interest relationship with whistleblowers should recuse themselves. Every effort is made to safeguard the rights and interests of whistle blowers. For any act of retaliation against a whistleblower of the case, and the serious case is transferred to judicial authorities for handling, the Group impose sanctions such as criticism, demerit, salary reduction, demotion or termination of labor contract on the perpetrator depending on the seriousness accordance with the law.

The Group has set up a variety of open and transparent reporting channels such as monitoring and reporting mailbox, 400 customer service hotline and BIP online reporting, and requires all units and projects to publicize the reporting channels of the Group in open and obvious locations in public places to ensure that all kinds of complaints can be effectively transmitted.



In addition, the Group has set up a supervision and on-duty mode to receive various complaints and clues, and according to the analysis of clues, it takes handling measures such as acceptance and investigation and collaborative investigation.

Adhere to the Leadership of Party Building

The Group insists on leading high-quality development with high-quality party building, gives full play to the political core role of the party organization among the employees of the enterprise and the political leading role in the development of the enterprise, actively promotes the practice activities of party building, and all party branches and party members give full play to the vanguard and exemplary role in their daily work.

Improve Organizational Construction

The Group adheres to the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, constantly improves the construction of party organization system, gives full play to the political and organizational functions of party organizations, and guides the Group to integrate its own development into the overall situation of Chinese-style modernization and the great cause of the great rejuvenation of the Chinese nation.

As of the end of 2024	In 2024
the Group has established 597 party branches, 1,980 party-mass volunteer service teams and 7,011 party members.	the Group carried out 20,656 party building and party-mass volunteer service activities; Won 1 national party-mass honor and 77 provincial and municipal honors.

The Party Committee of the Group is committed to building a national leading red property party building model for private enterprises and a national leading harmonious co-governance model for party building leading communities, adhering to the "five-in-one" party building model, actively promoting the construction of a harmonious co-governance model for party building leading communities from six aspects, promoting a harmonious and stable community environment and enhancing residents' sense of happiness and gain.



"Five-in-one" party building mod



Party building leads the harmonious co-governance mode of community

Carry Out Party Building Activities

The Party Committee of the Group closely focuses on the core priorities of the Group's development, solidly promotes party building work, and establishes three theme activity month systems: Party-mass volunteer service activity month in March, Red Property activity month in July, and Party-loving and patriotic corporate culture activity month in October. Variety of party building activities consolidate the ideological foundation of party members, improve the level of internal party building work, and achieve both promotion and progress of the Group development and party building work.

July "Red Property Activity Month"

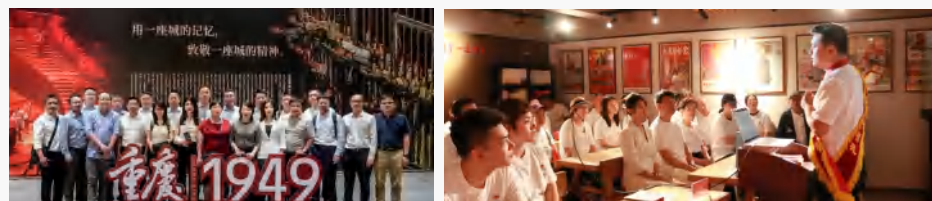
The Group Party Committee selected 100 outstanding party building projects to assist enterprise production and operation, and organized party members and cadres to carry out ideal and belief education activities in red scenic spots; Each unit and project carried out seven activities, namely: the secretary gave a party class, visited the red education base for a study, carried out a red book reading activity, carried out a volunteer service activity to serve the owners, carried out a party member making feasibility suggestions activity, carried out a party member commitment activity, and carried out a party building co-construction activity. During the year, a total of 1,347 activities were carried out.



Red Property Activity Month Event Site

October "Love the Party and Patriotic Cultural Activities Month"

The Party Committee of the Group organized all grass-roots party organizations to carry out ten activities in October, namely: singing a patriotic song together, attending a patriotic party class together, writing a patriotic message together, telling a patriotic story with classmates, drawing a patriotic painting together, visiting a red base together, putting forward a feasible suggestion together, discussing outstanding problems in a community together, doing a practical matter for people's livelihood together, and joining a group of community backbones. During the year, 1,493 activities were carried out.



Love the Party and Patriotic Cultural Activities Month Activity Site

At the same time, the Party Committee of the Group continued to promote the spirit of volunteerism, fulfilled its mission, solidly promoted the construction of the party-mass volunteer service team, and actively carried out 5,159 volunteer service activities such as earthquake relief, care and assistance, community civilization and community service during the year. In 2024, in the face of natural disasters such as heavy rains, floods, and typhoons in the south of China, the Group Party Committee acted quickly, mobilized party organizations at all levels, party-mass volunteer service teams, and party members, carried forward the spirit of party members who take the lead and step forward bravely when facing difficulties, and stepped forward to drive the Group employees are fighting on the front line of flood fighting and disaster relief.

Rainstorm Relief Operations in Many Places

Guangdong Region

In mid-April, heavy rain continued in Shaoguan, Guangdong Province, and a large amount of rainwater poured into Qujiang Country Garden community and garage. Country Garden Services Qujiang Country Garden in Guangqing/Shaoquan area and launched the "Safeguarding Community Safety" campaign. Adhering to the principle of "If the flood does not recede, we will not recede", it mobilized party members, volunteers and employees to load sandbags overnight, carried more than 4,500 sandbags in 4 hours, and built a small dam to block the flood, successfully relieving the waterlogging crisis.

Guangxi region

In July, heavy rains and serious waterlogging continued in Guigang and Yulin urban areas of Guangxi. The Guangxi regional party branch quickly issued emergency instructions to mobilize party members and employees to participate in flood fighting and relief work of disaster-stricken projects. When the periphery of Guigang Country Garden and Country Garden Shangcheng projects was affected, the project party branch secretary, party members and party member volunteer service team took the lead in loading and carrying sandbags, and worked together to build a flood control "dam" at the entrance of the parking lot to prevent floods from entering the garage.

Hainan region

In September, the super typhoon "Capricorn" swept through, and many project communities in the Hainan region where Country Garden Services Tianli Property are located were severely affected. The regional party branch actively plays the role of a fighting fortress, mobilizes party members to take the lead, drives all personnel to fully devote themselves, contributes to protecting their homeland, and writes the responsibilities of property owners with sweat and courage.



Heavy Rain, Typhoon and Flood Relief Operation Sites in Guangdong, Guangxi and Hainan

Looking Ahead

Walking triumphantly, not taking mountains and seas as far away, and standing at the intersection of the end of the 14th Five-Year Plan and the start of the 15th Five-Year Plan, the group will closely follow the pulse of urban sustainable development, take business for good and sustainable development as the core, and promote In-depth innovation of service model and industry ecology.

Service-oriented Approach Further enhance the competitiveness of service productization, with a focus on implementing a "standard configuration + optional add-ons" menu-style service solution; Innovation-driven, relying on AI technology empowerment and the "Resident Zero" robotics technology matrix, strive to achieve comprehensive digital coverage in scenarios such as cleaning, elevators, and security, allowing smart services to permeate the fabric of communities, and work towards new goals in the digital-intelligent transformation of property management; Employee-focused, improve the frontline employee care system and tiered skills training mechanism to support professional growth; Green Development, deepen the use of clean energy and energy-saving environmental upgrades, aiming to achieve the operational goals of "carbon peak by 2030 and carbon neutrality by 2060" ahead of schedule, supporting urban low-carbon transformation; further refine the sustainable residential community certification system, collaborate with industry chain partners to build a win-win ecosystem, and promote the deep integration of industry ESG practices with international standards.

The group is willing to refine its service resilience with dedication, convey humanistic warmth with its original intention, and engrave our mark of Chinese-style modern city services in the tide of the times!



Appendix I: Index of Key Performance Indicators (KPIs)

Environment

ESG Indicators	Units	2024 Data ^{(1) (2)}	2023 Data	2022 Data
Emissions ⁽³⁾				
NOx emissions ⁽⁴⁾	kg	2,285.51	1,841.14	1,854.72
SOx emissions ⁽⁵⁾	kg	0.11	0.08	0.05
Greenhouse gas				
Total greenhouse gas emissions (Scope 1 + Scope 2, CO ₂ equivalent emissions)	Tonnes	714,205.35	486,256.86	641,586.51
Scope 1 (CO ₂ equivalent emissions) ⁽⁶⁾	Tonnes	6,473.22	5,193.66	5,157.33

Notes to Environmental KPIs:

1. The data collection scope of environmental KPIs in 2024 covers the office areas of the Group headquarter, 34 regional/municipal companies, 2,159 subordinate project companies, public areas of property management, and all non-outsourced staff canteens. The increase in the scope of areas and the number of projects for data collection this year, as well as the larger area included in the statistics for city service projects, has led to an increase in energy consumption and density data.
2. Data conversion methods and coefficients are mainly with reference to the *Appendix II: Reporting Guidance on Environmental KPIs to the How to Prepare an ESG Report* released by the HKEX, with several exceptions where the data conversion methods and coefficients are detailed in relevant notes.
3. The data collection scope of environmental KPIs in 2023 does not involve official cars, therefore, no particulate matter emission data was recorded.
4. NOx emissions are generated from pipeline natural gas and LPG consumption. The natural gas emission factor is selected with reference to the *Methods for Emission Factors and Material Accountancy Applicable to Industries Not Included in Emission Permit Management (Trial)* issued by the Ministry of Ecology and Environment of China in 2017.
5. SOx emissions are generated from LPG consumption. The LPG calorific value coefficient is selected with reference to the Guidelines for Accounting Methods and Reporting of Greenhouse Gas Emissions from Enterprises Operating Public Buildings (Trial) issued by the National Development and Reform Commission of China in 2015.
6. The GHG emissions (Scope 1) arise from the combustion of fuels from stationary sources (other than electrical installations) to generate heat or steam, such as the consumption of pipeline natural gas and LPG for non-outsourced employee cafeteria gas stoves, heating boilers, etc. The natural gas calorific value coefficient and emission factor are selected with reference to *the Guidelines for Accounting Methods and Reporting of Greenhouse Gas Emissions from Enterprises Operating Public Buildings (Trial)* issued by the National Development and Reform Commission of China in 2015.

ESG Indicators	Units	2024 Data ^{(1) (2)}	2023 Data	2022 Data
Scope 2 (CO ₂ equivalent emissions) ⁽⁷⁾	Tonnes	707,732.14	481,063.20	636,429.18
Hazardous waste				
Total hazardous waste ⁽⁸⁾	Tonnes	1.23	0.89	2.82
Weight of wasted batteries	Tonnes	1.23	0.89	2.82
Non-hazardous waste				
Total non-hazardous waste ⁽⁹⁾	Tonnes	911.75	752.45	2,078.04
Weight of office waste	Tonnes	294.66	264.01	503.15
Weight of food waste	Tonnes	617.09	488.44	1,574.89
Energy				
Total energy consumption ⁽¹⁰⁾	‘000kWh	1,351,064.49	869,333.14	774,673.79
Total energy intensity ⁽¹¹⁾	‘000kWh/m ²	0.0021	0.0015	0.0018

Notes to Environmental KPIs:

7. The GHG emissions (Scope 2) arise from the purchased electricity consumed within the Company. For the GHG emission factor of purchased electricity, refer to the Ministry of Ecology and Environment’ s latest Average Emission Factor of National Power Grid.
8. Total hazardous waste = Total weight of wasted batteries.
9. Total non-hazardous waste = Weight of office waste + Weight of food waste.
10. Total energy consumption = (Direct) energy consumption of non-renewable fuel + (Indirect) consumption of purchased energy.
11. Intensity values are calculated by dividing the sum of the area under management for all projects within the scope of the current year’ s environmental key performance indicator data disclosure.

ESG Indicators	Units	2024 Data ^{(1) (2)}	2023 Data	2022 Data
Non-renewable fuel (direct) consumption ^{(12) (13)}	‘000kWh	32,145.11	25,806.57	25,681.77
Pipeline natural gas	‘000kWh	30,591.77	24,665.15	24,923.38
Liquefied petroleum gas ("LPG") consumption	‘000kWh	1,553.34	1,141.42	758.39
Energy purchased (indirect) consumption ⁽¹⁴⁾	‘000kWh	1,318,919.38	843,526.57	748,992.02
Purchased electricity consumption	‘000kWh	1,318,919.38	843,526.57	748,992.02
Water				
Total water consumption	m ³	48,569,862.26	36,368,295.17	40,580,113.94
Water consumption density ⁽¹¹⁾	m ³ /m ²	0.075	0.063	0.097

Notes to Environmental KPIs

12. The (direct) calorific value coefficient of the non-renewable fuel is selected with reference to the *Guidelines for Accounting Methods and Reporting of Greenhouse Gas Emissions from Enterprises Operating Public Buildings (Trial)* issued by the National Development and Reform Commission of China in 2015.

13 . (Direct) energy consumption of non-renewable fuel = Pipeline natural gas consumption + LPG consumption.

14 . (Indirect) consumption of purchased energy = Purchased electricity consumption.

Employment

	2024 Data	2023 Data	2022 Data
Total number of employees (person)	214,346	213,712	227,759
Total number of employees by gender (person)			

	2024 Data	2023 Data	2022 Data
Male	121,277	119,827	131,148
Female	93,069	93,885	96,611
Total number of employees by business type (person)			
Service	169,391	170,640	185,558
Business	5,106	4,449	5,278
Professional	25,499	24,443	23,486
Management	14,350	14,180	13,437
Total number of employees by age group (person)			
Aged 30 or below	27,511	30,340	34,173
31-40 years old	52,051	48,869	50,560
41-50 years old	43,189	42,344	44,461
Over 50 years old	91,595	92,159	98,565
Total number of employees by employment type (person)			
Full-time	201,370	198,173	220,171
Part-time	12,976	15,539	7,588
Total number of employees by region (person)			
Mainland China	213,049	212,543	226,757
Hong Kong and Macao Region	722	656	570
Overseas Regions	575	513	432

Turnover Rate⁽¹⁵⁾

	2024 Data	2023 Data	2022 Data
Total employee turnover rate (%)	27.27	28.51	28.09
Employee turnover rate by gender (%)			
Male	26.71	28.85	28.58
Female	27.98	28.07	27.42
Employee turnover rate by age group (%)			
Aged 30 or below	32.80	34.46	37.47
31-40 years old	23.85	24.03	26.62
41-50 years old	21.73	21.16	23.52
Over 50 years old	29.67	31.54	27.01
Employee turnover rate by geographical region (%)			
Mainland China	27.18	28.45	28.05
Hong Kong and Macao Region	44.29	39.86	28.71
Overseas Regions	30.72	34.71	44.33

Notes to turnover rate KPIs:

15. Turnover rate = Number of employees in the specified category leaving employment in 2024 / (Number of employees in the specified category at the end of 2024 + Number of employees in the specified category leaving employment in 2024) * 100.

Health and Safety

	2024 Data	2023 Data	2022 Data
Number of work-related fatalities (person) ⁽¹⁶⁾	1	1	2
Rate of work-related fatalities (%) ⁽¹⁷⁾	0.0005	0.0005	0.001
Number of working day lost days due to work-related injuries (days) ⁽¹⁸⁾	9,865	9,208	9,968

Notes to Health and Safety KPIs:

16. The number of work-related fatalities of Manguo and Dongfei is not included.

17. The rate of work-related fatalities = Number of work-related fatalities / Total number of employees * 100 (Manguo and Dongfei are not included in the number of work-related fatalities and total number of employees)

18. Number of working days lost due to work-related injuries = Number of leave days due to work-related injuries (Manguo and Dongfei are not included).

Development and Training ⁽¹⁹⁾ ⁽²⁰⁾

	2024 Data
Total percentage of employees trained (%)	90.64
Percentage of employees trained by gender (%)	
Male	90.36
Female	91.00

Notes to Development and Training KPIs:

19. Percentage of employees trained by relevant category = total number of employees trained in specific category/total number of employees in specific category * 100.

20. Average training hours of employees in relevant category = total training hours of employees in specific category/number of employees in specific category.

2024 Data	
Percentage of employees trained by employment category (%)	
Senior management	89.71
Middle management	91.35
General employees	90.59
Average number of training hours completed by employees (hours)	
Average number of training hours completed per employee by gender (hours)	
Male	103.84
Female	103.99
Average hours of training completed per employee by employment category (hours)	
Senior management	96.68
Middle management	133.41
General employees	101.80

Operation Practices

		2024 Data	2023 Data	2022 Data
Number of suppliers (number)		12,648	11,377	9,081
Mainland China	Eastern Region	6,503	6,215	4,737
	Central Region	2,827	2,494	2,384
	Northeast Region	629	481	335
	Western Region	2,689	2,187	1,624
Overseas Regions		0	0	1

Product Responsibility

	2024 Data	2023 Data	2022 Data
Number of complaints received regarding products and services (times) ⁽²¹⁾	153,476	164,779	226,062
Complaint completion response rate (%)	100	99.70	99.49

Notes to Product Responsibility KPIs:

21. The data of Manguo and Dongfei is not included.

Anti-Corruption

	2024 Data	2023 Data	2022 Data
Number of concluded legal cases regarding corruption (cases)	0	0	0

Community⁽²²⁾

	2024 Data	2023 Data	2022 Data
Philanthropy			
Number of input workforce (person)	36,053	20,437	2,789
Input time (hours)	22,284	26,386	7,429
Input capital (RMB)	2,905,822	7,146,741	234,566

Notes to Community KPIs:

22. Incomplete statistics on the resources used by the Group in areas of focus.

	2024 Data	2023 Data	2022 Data
Environmental protection			
Number of input workforce (person)	5,126	2,982	7,572
Input time (hours)	3,574	3,369	8,883
Input capital (RMB)	809,768	1,025,886	492,284
Culture			
Number of input workforce (person)	176,671	159,752	50,512
Input time (hours)	195,153	290,943	121,603
Input capital (RMB)	40,505,790	88,295,567	2,916,526
Sports			
Number of input workforce (person)	6,837	2,946	330
Input time (hours)	3,670	3,844	2,725
Input capital (RMB)	1,341,946	934,131	531,090
Education			
Number of input workforce (person)	9,334	7,676	9,400
Input time (hours)	6,731	10,767	3,685
Input capital (RMB)	1,601,238	3,324,849	130,570
Total			
Number of input workforce (person)	234,021	193,703	70,603
Input time (hours)	231,411	335,308	144,325
Input capital (RMB)	47,164,564	100,727,174	4,305,036

ESG indicators	Compliance with laws and regulations in 2024	Internal policies
Aspect A1: Emissions	Law of the People's Republic of China on Environmental Protection	Country Garden Service Energy Consumption Management Measures (2023 Edition)
Aspect A2: Use of Resources	Law of the People's Republic of China on Environmental Impact Appraisal	the Procedures for the Disposal of Solid Waste Group Headquarters Office Environment 7S Management Standards (2024 Edition)
Aspect A3: The Environment and Natural Resources	Water Pollution Prevention and Control Law of the People's Republic of China	Good Service Practice Implementation Requirements
	Water Law of the People's Republic of China	Technical Specifications for Water Tank Cleaning under Special Conditions of the Contract
	Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste	Technical Specifications for Curtain Wall Cleaning under Special Conditions of Contract
	Law of the People's Republic of China on the Prevention and Control of Environmental Noise Pollution	Environmental Factor Identification, Assessment and Prevention and Control Procedures
	Atmospheric Pollution Prevention and Control Law of the People's Republic of China	List of Emergency Drills
	Law of the People's Republic of China on Coastal Environmental Protection	Country Garden Emergency Management System for Natural Disasters such as Typhoon and Flood Control
	Law of the People's Republic of China on Energy Conservation	
	Damage to the Marine Environment National Catalogue of Hazardous Wastes	
	National Directory of Hazardous Wastes	
	Administrative Measures for Urban Living Garbage	
	Provisions on the Administration of Urban Construction Garbage	
	Notice by the State Council of Issuing the Action Plan for Promoting Large-scale Equipment Renewals and Consumer Goods Trade-ins	
	Construction Opinions on Accelerating the Recycling of Waste Textiles	

ESG indicators	Compliance with laws and regulations in 2024	Internal policies
Aspect B1: Employment	<div>Labor Law of the People's Republic of China</div> <div>Labor Contract Law of the People's Republic of China</div> <div>Law of the People's Republic of China on Promotion of Employment</div> <div>Social Insurance Law of the People's Republic of China</div> <div>Regulations of the People's Republic of China on Special Protection for Underage Workers</div> <div>Regulations on Minimum Wage for Enterprises</div> <div>Regulations on Prohibition of Child Labor</div> <div>International Labor Organization Constitution</div> <div>Discrimination (Employment and Occupation) Convention</div> <div>Abolition of Forced Labor Convention</div>	<div>Regulations on the Management of Professional Conduct of Employees of Country Garden Services Group</div> <div>Regulations on Accountability for Employees' Violations of Rules and Disciplines of Country Garden Services Group</div> <div>Attendance and Leave Management System of Country Garden Services Group</div> <div>Regulations on the Administration of Employee Welfare Leave and Regional Allowance for Ethnic Minorities and Remote/High Plateau Areas of Country Garden Services Group</div> <div>Regulations on the Management of Pay Adjustment for MP Categories of Staff of Country Garden Services Group</div> <div>Management Measures for Happy Workplace of Country Garden Services</div> <div>Salary Calculation Rules and Management System of the Country Garden Services Group</div> <div>Requirements of Country Garden Service Group</div> <div>Measures for the Administration of Cadres of Country Garden Service Group</div> <div>Management Measures for the Administration of Incentive Policy of Country Garden Services Group (V3.0)</div> <div>Home Improvement Self-Operated Business Linkage Commission Plan (2024 Trial Version)</div> <div>Commission System for Cleaning and Care Business (2024 Edition)</div> <div>Integrated Marketing Commission System (2024 Edition)</div> <div>Liquor Business Community Partner Model Team Configuration and Commission System (2024 Edition)</div> <div>Commission Policy for Value-added Business of Industrial Park Division of Clty Services Group (2024 Edition)</div> <div>Notice on Adjusting the Post Setting Specifications of Some Management Cadres</div> <div>Management Measures for Re-employment of Resigned Personnel of Country Garden Services Group (2025 Edition)</div> <div>Country Garden Service Group Rights and Responsibilities Manual (2025 Edition)</div>

ESG indicators	Compliance with laws and regulations in 2024	Internal policies
Aspect B2: Health and Safety	<div>Labor Law of the People's Republic of China</div> <div>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</div> <div>Law of the People's Republic of China on Production Safety</div> <div>Law of the People's Republic of China on Fire Fighting</div> <div>Emergency Response Law of the People's Republic of China</div> <div>Regulations on Safe Management of Hazardous Chemicals</div> <div>Regulations on the Reporting, Investigation and Disposition of Work Safety Accidents</div> <div>Interim Provisions on the investigation and Treatment of Work Safety Accident Hazards</div> <div>Regulations of the People's Republic of China on Work Injury Insurance</div> <div>Regulations of the People's Republic of China on Unemployment Insurance</div> <div>Regulations on Occupational Health Supervision and Administration in the Workplace</div> <div>Classification and Catalogue of Occupational Diseases</div> <div>Trial Measures for Maternity Insurance for Enterprise Employees</div>	<div>Guidelines for the Management of Occupational Injuries for Employees of Country Garden Services Group</div> <div>Discipline of Safety Production and Quality Red Line of Country Garden Services</div> <div>Procedures for the Management of Operation Safety</div> <div>Procedures for the Management of Labor Protection Items</div> <div>Regulations on Occupational Safety and Precautions</div> <div>Procedures for the Prevention and Control of Hazardous Sources</div> <div>Procedures for Identification and Assessment of Environmental Factors and Prevention and Control Blue, Green, Orange, Yellow and Red" Five-color Risk Management Mechanism</div> <div>Emergency Response Plan Drill Checklist</div> <div>Measures for Safety Production - Environment (Version 1.0)</div> <div>Administrative Measures for Fire Safety Responsibilities</div> <div>Property Defence Management System of Country Garden Services</div> <div>Country Garden Service Safety Production and Quality Redline Discipline</div> <div>Measures for Risk Control and Management of Property Basic Services (V4.0)</div> <div>Country Garden Service Swimming Pool Safety Management Measures (V1.0)</div> <div>Notice on Strengthening the Management of Important Equipment Rooms</div> <div>Basic Management System of Facilities and Equipment (Version V1.0)</div> <div>Engineering Standardization System (Version V1.0)</div> <div>Good Service Practice Implementation Requirements</div> <div>Enforcement of Safety Prohibitions and Life-Saving Clauses</div> <div>Notice on Signing the Appointment Letter for the Person in Charge of Production Safety and the Appointment Letter for the Person in Charge of Fire Safety in 2024</div> <div>Notice on Effectively Conducting Summer Safety Management and On-site Services</div>

ESG indicators	Compliance with laws and regulations in 2024	Internal policies
Aspect B3: Development and Training	/	<i>Measures for the Operation and Management of Training Laboratory</i> <i>Measures for the Administration of Internal Lecturers</i> <i>Detailed Rules for the Management of Benchmarking Talent Base</i> <i>Responsibilities and Requirements of Talent Management</i> <i>Administrative Measures for Recommendation and Reward of Managers</i> <i>Measures for the Administration of Cadres of Country Garden Service Group</i> <i>Standardized Guidelines for the Setting of Management Cadre Positions</i> <i>Country Garden Service Group's 2024 Unit Organization Performance Appraisal Plan</i> <i>Vertical Performance Appraisal Plan for Core Personnel of Key Business Units Involving the living services Section (2024 Edition)</i> <i>Management Measures for Market Expansion Business (2024)</i> <i>Comprehensive Charge Rate Assessment Plan (2024 Edition)</i> <i>Management Plan for the Satisfaction Assessment of Small Property Owners of Country Garden Services (2024 Edition)</i> <i>Country Garden Service Maintenance Management Measures (Version V1.0)</i> <i>Measures for the Administration of Key Business Partners of New Retail Business (2024 Edition)</i> <i>Notice on Carrying out the 2023 Phoenix Butler (Advanced) Training Class Training Class</i> <i>Notice on Launching the 2024 Defense Officer Plan</i> <i>Notice on Carrying out Organizational-level Learning Offline Training for 2024 Management Trainee</i> <i>Notice on Launching the Cornerstone Plan of Organizational Learning</i> <i>Notice on Adjusting the Post Setting Specifications of Some Management Cadres</i>

ESG indicators	Compliance with laws and regulations in 2024	Internal policies
Aspect B4: Labor Standards	<i>Labor Law of the People's Republic of China</i> <i>Labor Contract Law of the People's Republic of China</i> <i>Provisions on the Prohibition of Child Labor Law of the People's Republic of China on the Protection of Minors</i> <i>Law of the People's Republic of China on Protection of Women's Rights and Interests</i>	<i>Attendance and Leave Management System of Country Garden Services Group</i> <i>Regulations on the Administration of Employee Welfare Leave and Regional Allowance for Ethnic Minorities and Remote/High Plateau</i>
Aspect B5: Supply chain management	<i>Law of the Republic of China on Tendering and Bidding</i> <i>Interim Measures for the Administration of Tendering and Bidding for Early Stage of Property Management</i> <i>Measures for the Administration of Tenders and Invitations to Bid in Government Procurement of Goods and Services</i> <i>Law of the People's Republic of China on Government Procurement</i> <i>Regulations of the People's Republic of China on the Implementation of the Government Procurement Law</i>	<i>Measures for the Management of Self-Purchase of Food Ingredients in the Staff Canteens of Property</i> <i>Measures for the Full Cycle Management of Material Procurement Suppliers of Bicaï Mall V4.0</i> <i>Rules for Operation and Management of Bicaï Mall (for Suppliers)</i> <i>Administrative Measures for Procurement of Materials Outside the Warehouse of Country Garden Service Group V3.0</i> <i>Measures for the Administration of Service Procurement Suppliers of Bicaï Mall (V2.0)</i> <i>Country Garden Services Group Digital Project Procurement Management Measures (2024 Edition)"</i>
Aspect B6: Product Responsibility	<i>Civil Code of the People's Republic of China</i> <i>Anti-Unfair Competition Law of the People's Republic of China</i> <i>Anti-Monopoly Law of the People's Republic of China</i> <i>Law of the People's Republic of China on the Protection of Consumer Rights and Interests</i> <i>Tort Law of the People's Republic of China</i> <i>Advertising Law of the People's Republic of China</i> <i>Trademark Law of the People's Republic of China</i> <i>Patent Law of the People's Republic of China</i> <i>Copyright Law of the People's Republic of China</i> <i>Product Quality Law of the People's Republic of China</i> <i>Regulations on Property Management</i>	<i>Country Garden Service Quality Inspection Standards</i> <i>SOP Operation Standardization</i> <i>Country Garden Property Service Quality Management Measures</i> <i>Country Garden Service Work Manual</i> <i>Standardization Workbook</i> <i>Operating Procedures for Country Garden Service Post</i> <i>Country Garden Service Basic Property Quality Inspection Standard</i> <i>City Service Standards Workbook V1.0</i> <i>Compliance List of Business Operations of City Service Projects</i> <i>Industrial Park Classification and Classification Service Standard 2.0</i> <i>Internal Audit Standards for Quality Management</i> <i>Quality Inspection Standard</i> <i>Quality Operation Control Standards</i>

ESG indicators	Compliance with laws and regulations in 2024	Internal policies
Aspect B6: Product Responsibility	<i>Urban Real Estate Management Law of the People's Republic of China</i> <i>GB 50016-2014 Code for Fire Protection Design of Buildings</i> <i>Measures for the Management of Property Services Charges</i> <i>Property Law of the People's Republic of China</i> <i>Law of the People's Republic of China on the Safety of Special Equipment</i> <i>Regulations on the Safety Supervision of Special Equipment</i> <i>Regulations on the Reporting and Investigation of Special Equipment Accidents</i> <i>Guidelines for Emergency Response for Elevators</i> <i>Regulations on the Internal Security of Enterprises and Institutions</i> <i>Regulations on Security Services</i> <i>Law of the People's Republic of China on Fire Fighting</i> <i>Regulations on the Investigation of Fire Accidents</i> <i>Measures for the Supervision and Administration of Firefighting in Construction Projects</i> <i>The Personal Information Protection Law of the People's Republic of China</i> <i>Administrative Measures on Information Security Classified Protection</i> <i>Regulations on the Security Protection of Computer Information Systems</i> <i>GBT 25058-2010 Information Security Technology - Implementation Guide for classified Protection of Information System</i> <i>GBT 22080-2008 ISO27001-2005 Information Technology - Security Techniques - Information Security Management Systems - Requirements</i>	<i>Sales Field Service Plan</i> <i>Ten Priorities for Butlers</i> <i>Standards for Third Party Satisfaction Survey</i> <i>Inspections by Surveyed City for Country Garden Group</i> <i>Scheme of Butler and Business Reception Services for Industry-City Properties</i> <i>Service Manual for Grade 1 Environmental Services for Industry-City Properties</i> <i>Guidance for Preliminary Intervention of Industry-City Property Projects</i> <i>Guidelines for Complaint Work Order Processing Operations</i> <i>Regulations on Complaint Management</i> <i>Administrative Measures for Claims Assessment</i> <i>Operating Procedures for Night Inspection by Property Project (Regular Property) Management Personnel</i> <i>Administrative Measures for Fire Safety Responsibilities of Property Management of Country Garden Services</i> <i>Administrative Measures for the Use of Mobile Phones by Property Management Personnel at Work</i> <i>Administrative Measures for Innovation Incentives</i> <i>Administrative Measures for Official WeChat Account</i> <i>Administrative Measures for Country Garden Property Owner Clubs and Societies</i> <i>Administrative Measures for Property Information of Country Garden</i> <i>Emergency Response Plan Drill Checklist</i> <i>Classification Guidelines for Complaint Work Order Processing</i> <i>Claim Assessment Management</i> <i>Security Requirements on Classified Protection 2.0 (Level III)</i> <i>Administrative Measures for Public Opinion of Country Garden Services</i> <i>Measures for the Administration of Intellectual Property Rights of Country Garden Services</i> <i>Measures for the Administration of Patents of Country Garden Service Group</i> <i>Patent Administration Manual</i>

ESG indicators	Compliance with laws and regulations in 2024	Internal policies
Aspect B6: Product Responsibility		<i>Intangible Assets Management System</i> <i>Administrative Measures for Joint Acceptance of Country Garden Services (2022 Edition)</i> <i>Country Garden Service Outsourcing Business Management Measures (2022 Edition)</i> <i>Country Garden Service Full Cycle Business Operation Manual (V1.0)</i> <i>Guidelines for Undertaking Inspection Work (Version V2.0)</i> <i>Measures for Risk Control and Management of Property Basic Services (V4.0)</i> <i>Fire Safety Responsibility Management System (2022 Edition)</i> <i>Country Garden Service Swimming Pool Safety Management Measures (V1.0)</i> <i>Measures for the Administration of Requirements for Assessment (including Guidelines for the Administration of Requirements for Assessment and Business Classification of Complaint Work Orders)</i> <i>Phoenix Butler Enterprise WeChat Management Measures (2022 Edition)</i> <i>Phoenix Butler Work Handover Management Measures (2022 Edition)</i> <i>Measures for the Administration of General Partners of City Service Group Project Management (Trial) 2023 Edition)</i> <i>Country Garden living services Group Data Security Management Rules</i> <i>Country Garden living services Group Data Security Management Measures (2023 Edition)</i> <i>Country Garden living services Group Data Classification and Classification Management Measures (2023 Edition)</i> <i>Information Security Management Regulations of Country Garden living services Group (2023 Edition)</i> <i>Implementation Guide for Updating and Reforming Commercial Operational Projects (2023)</i> <i>Criteria for Determining Major Accident Hazards in Commercial Operational Projects</i> <i>Operation Management Measures of Country Garden Services (2023)</i> <i>Elevator Whole Life Cycle Supervision System (V2.0)</i> <i>Energy Consumption Management Measures of Country Garden Services (2023)</i>

ESG indicators	Compliance with laws and regulations in 2024	Internal policies
Aspect B6: Product Responsibility		<i>Guidelines for Good Service Practice Supervision Units</i> <i>Guidelines for Standardization Work</i> <i>Standardized Document Preparation Rules</i> <i>Good Service Practice Implementation Requirements</i> <i>Country Garden Service Public Opinion Management Measures (2024 Edition)</i> <i>Quality Acceptance Management Measures</i> <i>Quality Incentive Processing Process</i> <i>Quality Accident Responsibility Investigation and Handling Process</i> <i>Project Process Quality Control V3.0</i> <i>Measures for the Management of Frontline Appeals of Technology Research and Development Center</i> <i>Management Plan for the Assessment of Small Customer Satisfaction of Country Garden Services (2024 Edition)</i>
Aspect B7: Anti-corruption	<i>Company Law of the People's Republic of China</i> <i>Securities Law of the People's Republic of China</i> <i>Anti-Money Laundering Law of the People's Republic of China</i> <i>Anti-Unfair Competition Law of the People's Republic of China</i> <i>Interim Provisions on the Prohibition of Commercial Bribery</i>	<i>Country Garden Services Group Supervision and Management System (2023 Edition)</i> <i>Country Garden Service Group Whistleblowing Protection Management Measures (2023 Edition)</i> <i>Regulations on the Management of Conflict of Interest of Employees of Country Garden Services Group (2022 Edition)</i> <i>Regulations on the Administration of Employees' Duty Behavior of Country Garden Services Group (2022 Edition)</i> <i>Measures for Investigating the Responsibility of Country Garden Services Group Employees for Violations and Disciplines (2022 Edition)</i> <i>Measures for the Administration of Registration and Filing of Gifts (2020 Edition)</i> <i>Administrative Measures for Handling Complaints and Reporting of Employee Disciplinary Violations</i> <i>Code of Conduct for Employees' Integrity</i> <i>Operational Guidelines for Self-examination of Supervision Cases</i> <i>Measures for the Administration of Audit of Transfer and Resignation</i> <i>Country Garden Services Group Risk Management System Standards</i>
Aspect B8: Community Investment	<i>Charity Law of the People's Republic of China</i>	<i>Guiding Rules for General Assemblies and Committees of Property Owners Regulations on Security</i> <i>Administration of Large-scale Mass Activities</i>

Appendix III: Content Index of the ESG Reporting Code

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

ESG Metrics	ESG Indicators	Disclosure Information	Chapter
A2.2	Water consumption in total and intensity (e.g., per unit of production volume, per facility).	Disclosed	Advocate Green Life and Achieve a Low-Carbon Future Appendix I: Index of Key Performance Indicators (KPIs)
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Disclosed	Advocate Green Life and Achieve a Low-Carbon Future
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Disclosed	Advocate Green Life and Achieve a Low-Carbon Future
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The operation of the Group does not cover the use of packaging materials, so this KPI is not applicable	
A3: Environment and Natural Resources			
General Disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources.	Disclosed	Advocate Green Life and Achieve a Low-Carbon Future
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Disclosed	Advocate Green Life and Achieve a Low-Carbon Future
A4: Climate Change			
General Disclosure	Polices on identification and mitigation of significant climate-related issues which have impacted and those which may impact the issuer.	Disclosed	Advocate Green Life and Achieve a Low-Carbon Future
A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Disclosed	Advocate Green Life and Achieve a Low-Carbon Future
Scope: Social			
B1: Employment			
General Disclosure	Information on: (a) the policies; and	Disclosed	Create a Happy Workplace and Achieve Employee Growth
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer		
	relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare:		

ESG Metrics	ESG Indicators	Disclosure Information	Chapter
B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Disclosed	Create a Happy Workplace and Achieve Employee Growth Appendix I: Index of Key Performance Indicators (KPIs)
B1.2	Employee turnover rate by gender, age group and geographical region.	Disclosed	Create a Happy Workplace and Achieve Employee Growth Appendix I: Index of Key Performance Indicators (KPIs)
B2: Health and Safety			
General Disclosure	Information on: (a) the policies; and	Disclosed	Create a Happy Workplace and Achieve Employee Growth
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.		
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Disclosed	Appendix I: Index of Key Performance Indicators (KPIs)
B2.2	Lost days due to work injury	Disclosed	Appendix I: Index of Key Performance Indicators (KPIs)
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored	Disclosed	Create a Happy Workplace and Achieve Employee Growth
B3: Development and Training			
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Disclosed	Create a Happy Workplace and Achieve Employee Growth
B3.1	The percentage of employees trained by gender and employee category (e.g., senior management, middle management).	Disclosed	Create a Happy Workplace and Achieve Employee Growth Appendix I: Index of Key Performance Indicators (KPIs)
B3.2	The average training hours completed per employee by gender and employee category.	Disclosed	Appendix I: Index of Key Performance Indicators (KPIs)
B4: Labor Standards			
General Disclosure	Information on: (a) the policies; and	Disclosed	Create a Happy Workplace and Achieve Employee Growth
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.		

ESG Metrics	ESG Indicators	Disclosure Information	Chapter
B4.1	Description of measures to review employment practices to avoid child and forced labor.	Disclosed	Create a Happy Workplace and Achieve Employee Growth
B4.2	Description of steps taken to eliminate such practices when discovered.	Disclosed	Create a Happy Workplace and Achieve Employee Growth
B5: Supply Chain Management			
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Disclosed	Work Together with Partners to Achieve a Win-win Ecosystem
B5.1	Number of suppliers by geographical region.	Disclosed	Work Together with Partners to Achieve a Win-win Ecosystem Appendix I: Index of Key Performance Indicators (KPIs)
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Disclosed	Work Together with Partners to Achieve a Win-win Ecosystem Appendix I: Index of Key Performance Indicators (KPIs)
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Disclosed	Work Together with Partners to Achieve a Win-win Ecosystem
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Disclosed	Work Together with Partners to Achieve a Win-win Ecosystem
B6: Product Responsibility			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Disclosed	Serving Customer Satisfaction and Achieving a Better Life
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	The Group's operations do not involve the sale or delivery of products, therefore KPIs Not applicable	
B6.2	Number of products and service related complaints received and how they are dealt with.	Disclosed	Serving Customer Satisfaction and Achieving a Better Life Appendix I: Index of Key Performance Indicators (KPIs)
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Disclosed	Serving Customer Satisfaction and Achieving a Better Life

ESG Metrics	ESG Indicators	Disclosure Information	Chapter
B6.4	Description of quality assurance process and recall procedures.	The Group's operations do not involve the sale or delivery of products, therefore KPIs Not applicable	
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Disclosed	Serving Customer Satisfaction and Achieving a Better Life
B7: Anti-corruption			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Disclosed	Strengthening Corporate Governance and Achieving Steady Development
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases.	Disclosed	Strengthening Corporate Governance and Achieving Steady Development Appendix I: Index of Key Performance Indicators (KPIs)
B7.2	Description of preventive measures and whistleblowing procedures, as well as their implementation and monitoring methods.	Disclosed	Strengthening Corporate Governance and Achieving Steady Development
B7.3	Description of anti-corruption training provided to directors and employees.	Disclosed	Strengthening Corporate Governance and Achieving Steady Development
B8: Community investment			
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Disclosed	Support Charity and Achieve a Harmonious Society
B8.1	Focus areas of contribution (e.g., education, environmental concerns, labor needs, health, culture, sport).	Disclosed	Support Charity and Achieve a Harmonious Society Appendix I: Index of Key Performance Indicators (KPIs)
B8.2	Resources contributed (e.g., money or time) to the focus area.	Disclosed	Support Charity and Achieve a Harmonious Society Appendix I: Index of Key Performance Indicators (KPIs)
Part D: Climate-related Disclosures			
The part will take effect for the fiscal year starting on or after January 1, 2025. During the reporting period, it was disclosed in accordance with the version of Appendix C2, "ESG Reporting Guidance," dated December 31, 2023. For details, please refer to "Addressing Climate Change".			